

Finance and Facilities Subcommittee

NOTICE

THE FINANCE & FACILITIES COMMITTEE OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL MEET AT 4:30 P.M. ON TUESDAY, SEPTEMBER 8, 2015, IN THE PRESIDENT'S CONFERENCE ROOM, 2ND FLOOR OF THE HELEN G. SHAUGHNESSY ADMINISTRATION BUILDING.

1. CALL TO ORDER
2. FY 2015 STATE AUDIT UPDATE – <http://www.mass.gov/auditor>
3. BURSAR OFFICE ACTIVITIES (See Attachment)
4. OTHER BUSINESS
5. ADJOURNMENT

Judith A. St. Amand
September 1, 2015

FINANCE & FACILITIES COMMITTEE

Trustee Craig Blais
Trustee George Albro
Trustee Aleta Fazzone
Trustee Stephen Madaus
Trustee Shirley Steel
Trustee Ronald Valerio, Ex-Officio Voting Member
President Barry Maloney, Ex-Officio Non-Voting Member

All trustees are welcome at committee meetings.

FY 2015 STATE AUDIT UPDATE

<http://www.mass.gov/auditor>



Memorandum

DATE: August 12, 2015
TO: Barry M. Maloney, President
FROM: Kathleen Eichelroth, Vice President for Administration and Finance *Kathy*
RE: INVESTIGATION OF BURSAR OFFICE ACTIVITIES

In June of 2015 the Director of Student Accounts became aware of errors in cash deposits in the Bursar Office beginning in July of 2014 through May 2015. The Director working with the supervisor of the Bursar Office began reviewing the financial records and deposits during that period of time and prepared a worksheet of discrepancies regarding cash deposits.

The Director of Student Accounts brought this to my attention and I contacted Bollus Lynch to engage them to conduct an investigation of deposit activity in the Bursar Office.

During this time the Bursar Office employee responsible for preparing the deposits that were in question had been on a medical leave of absence that commenced in mid-May.

Bollus Lynch issued a report to management and Craig Blais, Chairman of the Finance and Facilities Committee of the Board of Trustees. I met with Chairman Blais to discuss the details of the report. The report confirmed the information provided by the Director of Student Accounts. There were discrepancies in deposits and a lack of adherence to office procedures. Staff is required to notify the office supervisor when there are unreconciled differences when preparing the daily deposit. At least 20 instances of unreconciled differences were identified by the investigation. Office procedure requires the employee to notify the office supervisor immediately should this occur. The office supervisor indicated that she was not notified of the discrepancies for any of the identified instances.

A total of \$6,465 is missing from deposits prepared during the period of July 2014 through May 2015. One individual in the Bursar Office was responsible for preparing the deposits for which every single discrepancy was identified. While a second employee is also responsible for daily deposits in the Bursar Office, there were no discrepancies identified in any of the deposits prepared by this employee.

Upon completion of the investigation and in consultation with the Interim Director of Human Resources it was determined that we would meet with the employee who was responsible for preparing the deposits to discuss the investigation when she returned from medical leave after August 14th.

On August 6, 2015 the Human Resources Department received a letter of resignation from the employee who was responsible for preparing the deposits and who had been out of work on a medical leave. As a result of her resignation we are unable to meet with her to discuss the results of the investigation. A summary of the intent to discuss the report with her was placed in her personnel file. She was sent notice of her rights with regard to separation benefits along with copies of her performance evaluations as she requested in her resignation letter.

The accounts that were not credited with cash deposits during this period were made whole prior to June 30, 2015 when the discrepancies were initially identified. The accounts were credited with University funds with a write off to the University's books as miscellaneous expense. All account holders have been made whole through this process.

Procedures regarding preparation of cash deposits in the Bursar Office have been critically reviewed by management with informal feedback from our audit firm Bollus Lynch. A change in procedure now requires the office supervisor to verify the cash portion of the daily deposit to the carbon copies of receipts for that day in the receipt log to verify they match. This will reduce reliance on the employee to notify the supervisor when there is a discrepancy in the cash deposit.

Management does not intend to pursue criminal charges against the former employee. Though there is a preponderance of evidence that the employee contributed to a shortage of cash deposits during the period in question, we do not believe we have irrefutable evidence that a crime occurred.

Human Resources Subcommittee

NOTICE

THE HUMAN RESOURCES COMMITTEE OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL MEET AT 3:30 P.M. ON TUESDAY, SEPTEMBER 8, 2015, IN ROOM A201 LOCATED ON THE 2nd FLOOR OF THE HELEN G. SHAUGHNESSY ADMINISTRATION BUILDING.

1. CALL TO ORDER
2. VOTES (See Attachment)
3. APPROVAL OF MINUTES – August 24, 2015 (See Attachment)
4. BHE COMPENSATION AND EVALUATION GUIDELINES AND PROCEDURES FOR STATE UNIVERSITY AND COMMUNITY COLLEGE PRESIDENTS (See Attachments)
5. APPOINTMENT OF DR. ROBERTA KYLE TO THE POSITION OF ASSOCIATE VICE PRESIDENT FOR CONTINUING EDUCATION AND DEAN OF GRADUATE STUDIES (See Attachments)
6. PROMOTION OF MARY JO MARION TO ASSISTANT VICE PRESIDENT FOR ACADEMIC AFFAIRS FOR URBAN AFFAIRS AND EXECUTIVE DIRECTOR OF THE LATINO EDUCATION (See Attachments)
7. OTHER BUSINESS
8. ADJOURNMENT

Judith St. Amand
September 1, 2015

HUMAN RESOURCES COMMITTEE

Trustee George Albro, Chair
Trustee Kurt Correia
Trustee Isabel Gonzalez Webster
Trustee Maryanne Hammond
Trustee Terence Shanley
Trustee Ronald Valerio, Ex-Officio Voting Member

President Barry Maloney, Ex-Officio Non-Voting Member

All trustees are welcome at committee meetings.

HR Committee Votes

Upon a motion made and seconded, it was

VOTED: **to approve the minutes of August 24, 2015.**

Upon a motion made and seconded, it was

VOTED: **to recommend approval of the appointment of Dr. Roberta Kyle to the position of Associate Vice President for Continuing Education and Dean of Graduate Studies upon the terms described in her letter of appointment dated August 25, 2015.**

Upon a motion made and seconded, it was

VOTED: **to recommend the approval of a promotion for Mary Jo Marion to Assistant Vice President for Academic Affairs for Urban Affairs and Executive Director of the Latino Education upon the terms described in her letter of June 26, 2015.**

Upon a motion made and seconded, it was

VOTED: **to adjourn the meeting at**

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE**

August 24, 2015

PRESENT: Trustee George Albro, Chair
Trustee Kurt Correia
Trustee Isabel Gonzalez Webster
Trustee Maryanne Hammond
Trustee Terence Shanley
Trustee Ronald Valerio, Ex-Officio Voting Member
President Barry Maloney
Ms. Judith St. Amand, Assistant Secretary

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Human Resources Committee was held on Monday, August 24, 2015 in the President's Conference Room of the Helen G. Shaughnessy building. Trustee Albro called the meeting to order at 5:10 p.m.

PRESIDENTIAL EVALUATION

The HR Committee convened in open session for the sole purpose of conducting the annual evaluation of President Barry Maloney. Chairman Albro reminded the group that the Board approved President Maloney's Goals for 2014 – 2016 at the November 2014. Usually, the goals are presented at the first meeting in the fall. However, due to the timing of the approval of the Strategic Plan they were brought forward in November. The goals approved will be in effect for approximately eighteen months and are in alignment with both the Strategic Plan and the DHE's Vision Report.

Chairman Albro also reminded the members of the HR Committee that a very thorough and comprehensive presidential evaluation was conducted during the 2013-2014 academic year and this year the charge to the Committee is to conduct an annual evaluation as called for in President Maloney's appointment contract and also in accordance with the Massachusetts Board of Higher Education Compensation and Evaluation Guidelines for University and Community College Presidents. The evaluation to be completed and reported out at the September 8th Board of Trustees meeting. Once approved by the full Board, an executive summary will be prepared and forwarded to the Commissioner.

The following documents were provided to all trustees and were used by the HR Committee to conduct the evaluation:

- Presidential Goals/ 2014 – 2016
- Self-Evaluation
- Strategic Plan Divisional metrics
- President's Update (June)
- Memo from Commissioner Freeland relative to Vision Project Dashboard

The evaluation followed criteria required by the BHE as well as the WSU Board of Trustees that included:

- Retention
- Academic Management and Leadership
- Assessment
- Infrastructure
- Fiscal Management and Budgeting
- Communication
- Administrative Management and Leadership
- Decision Making and Problem Solving
- Fundraising
- Internal Relationships/Campus Climate
- External Relationships/Leadership in the Community

The members of the HR Committee asked that a brief definition for each category be provided for future reference.

An assessment form was used to rate and provide comments on each area listed above. A numeric rating (whole number only) was used as follows: 5=A 4=B 3=C 2=D 1=F

The following is a summary of all comments as well as the average rating for each category.

RETENTION

Average Rating 4.16

- Improving retention – keeping students year-to-year is the most important issue for WSU
- Rate for full-time freshmen has improved and stands at 80%
- The six year graduation rate of 53% is above the average of peer institutions and is a slight increase over last year
- Goal is to meet the prescribed segmental goal of 56% set by the Department of Higher Education
- New dorm allows for 400 more beds that allowed a two year guaranteed housing plan to be offered to all incoming first year and transfer students
- President established an Enrollment Management Committee and hit fall 2015 admission goal of 1100 new students (750 freshman & 450 transfers)
- The “Succeed in Four” campaign continues to improve retention outcomes through increased advising, course scheduling and other co-curricular support to assist students toward graduation
- Strategic Plan has a short term priority that includes campus-wide focus on retention.

ACDADEMIC MANAGEMENT AND LEADERSHIP

Average Rating 4.3

- President has done a very good job with interim team – two key members of senior team were interim appointments (Provost and Human Resources Director)
- Pleased with the hiring of new faculty members
- Search and hire of Dr. Lois Wims, new Provost and VP of Academic Affairs will provide strength and hopefully continuity in this area

- Interim appointment of Dr. David Caruso was an outstanding choice and President Maloney was praised for arranging for this appointment to happen
- President worked during the year with the Interim Provost and leadership team to further implement a new Dean structure, increase academic advising to students and assess the resource needs for each academic department.
- Established an MOU with the City of Worcester on a public health initiative, secured funding (\$750,000) for Chemistry lab upgrades and establish international relations with the Letterkenny Institute of Technology located in Letterkenny, Ireland.
- More hours were provided for experiential learning and community service. In all, 336 projects involving 380 partners and 2895 students contributing 149,718 hours
- Establishment of a 3+1 program in Nursing with QCC
- Established a \$30K Bachelor's degree program with QCC, MWCC, FSU, STCC and Greenfield Community College
- Successful campus approval of two new academic programs: Elementary Education Mathematics bachelor's degree and Liberal Studies Major
- Established a partnership with New Garden Park business incubator to help WSU students with small business development plans
- Partnered with Springfield Technical Community College to establish a Latino Education Institute (LEI) in Springfield

ASSESSMENT

Average Rating 4.3

- Development of the 2015 – 2020 Strategic Plan was a major accomplishment – *“Scholarship, Partnership, and Leadership for a Changing World”* was approved by the Board of Trustees at the October 2014 meeting.
- Group chosen was outstanding – “right” people to get the job done
- Developed a process for assessment of newly formed strategic plan and tied the assessment to the overall University and vision Project goals

INFRASTRUCTURE

Average Rating 5.0

- Keeps a watchful eye on all projects – purchase of Temple property, renovations to LRC, Student Center, new Wellness Center, new Residence Hall, Satellite Parking, Craft Center
- Student Center renovations were scheduled during off hours to allow space to continue to be available to students
- Student shared that during all of the construction over the past four years, he does not feel that it intruded in his campus life. Did not miss out on anything.
- More construction than any other campus – over \$100m in capital projects.

FISCAL MANAGEMENT AND BUDGETING

Average Rating 5.0

- Good team, very knowledgeable
- University continues to be a financially healthy organization
- Developed an open “zero based” budget process for all campus departments
- Conducted an internal assessment of both payroll and HR functions

- Standard and Poor's bond rating maintained at "A" rating
- Developed a cost benefit grid to assess the true cost of all academic programs

COMMUNICATION

Average Rating 5.0

- Outstanding – especially with the Board of Trustees
- Multiple systems and outlets to students for important updates
- Neighborhood Council meetings very positive
- Campus "feels" open and aware of what is going on
- President is very visible
- New IPad initiative for the Board of Trustees is another indication of President Maloney's attempt to improve communication
- Established a working group on campus communications
- Expanded the Administrative Council group to include all faculty chairs
- Established Open Office Hours with the President
- WSU continues to make progress communicating to our external constituencies and stakeholders, among them, prospective students, high school personnel, alumni, and elected and appointed officials and neighbors.

ADMINISTRATIVE MANAGEMENT AND LEADERSHIP

Average Rating 4.6

- Management style is definitely *participatory*
- Charged all areas and offices with a "student first" customer service approach
- Two divisional trainings occurred during the year (Payroll and Human Resources and Enrollment Management)
- Great Listener! Thinks things through, involves the right people to get the job done, then evaluates and revises if necessary
- Sees the bigger picture
- University Police are much more visible and friendlier
- Uses his team very effectively
- New hires have been great selections – Director of Athletics, Director of Public Safety,
- Implemented a new Non-Unit Evaluation process

DECISION MAKING AND PROBLEM SOLVING

Average Rating 4.8

- Continuous work to instill a sense of trust, collegiality, accountability, empowering other colleagues to make decisions that have the University and the student's best interests in mind
- Handled many large incidents smoothly and professionally – water break, power outages, snow issues, parking issues
- Development of new parking plan for the campus – Goddard Parking lot, putting commuter students in the center of the campus
- Provided Title IX Training for entire campus
- One of his top qualities is being a good listener, takes time to make a decision, but not afraid to make hard decisions

FUNDRAISING**Average Rating 5.0**

- Exceeded expectations
- Launched \$15 million dollar capital campaign
- Received a \$100,000 gift from the late John J. Binienda for the creation of the Binienda Center for Civic Engagement
- Uses the Foundation Board to its fullest potential
- Received \$250,000 challenge gift from DeFeudis family towards Change Lives Campaign
- Received a \$50,000 gift to fund the “Next Bid Idea” competition in support of business plan incubation
- Thankful, expresses gratitude to all donors
- Continue to see an increase in alumni events on campus, in the greater Worcester area, throughout the Commonwealth and around the country
- WSU has a very impressive alumni giving rate of 9%
- According to the Princeton Review WSU is one of only two Massachusetts public higher education institutions ranked in the top 75 Best Value Public institutions in the county.

INTERNAL RELATIONSHIPS/CAMPUS CLIMATE**Average Rating 4.5**

- Four years ago, climate was low
- Different feeling on campus – much more positive environment
- Held divisional and departmental meetings with all key groups - faculty, staff and students
- Continued support of employee recognition efforts
- Open door policy
- Out in campus community promoting civility amongst all
- Meets with dorm students in each dorm separately
- Created permanent cabinet positions
- Gaining trust

EXTERNAL RELATIONSHIPS/CAMPUS CLIMATE**Average Rating 5.0**

- Chaired MA State University Council of Presidents
- Established a Neighborhood Council to better share information with surrounding neighbors
- Participated in Principal for A Day program at The City View Elementary School
- Selected to the NCAA’s Committee on Women’s Athletics – one of only three presidents selected nationwide from Division III
- Selected as the Massachusetts State Collegiate Athletic Conference representative to the NCAA
- Provided funding for Library Van, Worcester Public Schools
- Serves on the following boards: Worcester Regional Research Bureau , Worcester Business Development Corporation, Worcester Chamber of Commerce, Wilbraham and Monson Academy, Spectrum Health Systems and member of the Higher Educational Consortium of Central Massachusetts
- President has become a well-respected Worcester community leader

The following are some challenges that President Maloney and the Board identified:

- It takes time to move the graduation rate significantly and the campus must be dedicated towards our end goal, a 56% six year graduation rate by 2015.
- Managing the 15% cap on adjunct faculty in academic department will be challenging
- Increased enrollment and overall scope of the Latino Education Institution and its programs
- Creation of ten new advisory groups for all academic majors - total of 20 by June 2016
- Full implementation of the new Strategic Plan and creating a culture of action steps and accountable goals
- Continued assessment of customer service across all departments
- Conduct a risk management assessment and campus planning exercise
- Develop usage plan for Temple property
- Create a comprehensive Sustainability Plan
- Work with campus leaders and BOT to develop a spending plan for un-met campus needs
- Need to develop a revenue generation plan and a more entrepreneurial approach to revenue generation that incorporates: enrollment, creation of new delivery methods such as online learning, DGCE and fundraising
- Implementation of a new University website
- Continue to develop a team that is supportive of each other and the mission of the institution
- Fostering and maintaining a productive welcoming work environment
- Raising money, projected \$2.5 million to help cover costs associated with the new Wellness Center
- Continue to increase alumni participation rate
- Develop new pockets of alumni support - both out of state and with young alumni
- Get campus dedicated to the notion of "Students First" decision making
- Foster a climate of civility among all members of the campus community
- Get WSU leadership team more involved in local community boards to help increase visibility
- Raise visibility of WSU outside of the Central MA market

Overall, the members of the HR Committee felt that President Maloney continues to serve Worcester State University in a very positive manner. This very positive evaluation supports the finding that despite challenges that President Maloney and his team faced during the past year, it was a very successful year for WSU. The financial health of the University is strong and capital projects continue to move ahead.

Sincere there were no guidelines for presidential compensation at this time, the HR Committee did not make a recommendation for any monetary adjustment.

A report of the HR Committee will be forwarded to the full Board for acceptance.

OTHER BUSINESS

Chairman Valerio brought to the attention of the HR Committee that he was in receipt of the 2013 Massachusetts Board of Higher Education Compensation and Evaluation Guidelines and Procedures for State University and Community College Presidents. He also provided the group with a list of salaries for state university presidents. He also had a copy of the MA General Laws governing Boards of Trustees at MA public institutions. The guidelines clearly state the process for requesting the review of a salary inequity that exists. It was quite evident by the information provided that President Maloney is on the lower end of the salary scale. Chairman Valerio stated that this was not just for President Maloney's outstanding performance over the last four years, but also for the position of President of Worcester State University.

Chairman Valerio charged the HR Committee with reviewing all documents and to provide some direction and guidance to the full Board. Trustee Albro requested information on local institutions, both private and public, to include salary of president, size of institution, etc. It was also requested for institutions in New England.

Upon a motion by Trustee Shanley and seconded by Trustee Hammond, it was

VOTED: to adjourn the meeting at 7:00 p.m.

Respectfully submitted,

Judith A. St. Amand

MEMORANDUM

TO: Community College Board Chairs
State University Board Chairs

FROM: Carlos E. Santiago, Commissioner

CC: Community College Presidents
State University Presidents

DATE: August 28, 2015

SUBJECT: FY15 Presidential Evaluation Process Update

I understand that many of you are in the process of conducting FY15 Presidential Evaluations. I am writing to thank you for your focused attention on this important task and to confirm the expectations around the process.

Consistent with former Commissioner Freeland's memorandum of April 30th (a copy is attached), completed FY15 evaluations should be submitted to my office by October 15th. I will review your submissions as expeditiously as possible. It is my intention to respond to each evaluation and complete the review process before the end of this calendar year.

In order to help avoid any unnecessary delays, please include in your submission all items required by the BHE Guidelines, including:

- a summary of the process your board used to conduct the review;
- performance data used to support your board's conclusions and recommendations;
- your board's recommendation with regard to a proposed compensation adjustment; and
- separate sections which address each of the two areas of presidential responsibility (e.g., one section for institutional goals and objectives and a separate section on system-level goals and activities)

In addition, I ask that you forward a copy of your FY16 institutional goals and objectives with your completed FY15 evaluations. Since each institution's goals and objectives can vary widely, it would be very helpful to get a preview of the unique work being done at each institution alongside the system-level work we all have in common. I anticipate being in a position to forward the BHE's FY16 system-level goals in the Fall, shortly after the BHE's first meeting for the 2015-2016 academic year.

Finally, this has been an unusual year with many retiring, new or interim Presidents. I have received several questions regarding whether an institution must conduct an evaluation under these circumstances. Since the BHE guidelines were issued, it has been the practice of the DHE not to expect Presidential evaluations from institutions for: 1) a President who has been in office for less than a full year, and 2) a President who has retired. While a Presidential evaluation is not required in these two circumstances, if your board has already conducted an evaluation for a new or retiring president, or

alternatively if you have conducted an institutional evaluation or assessment instead (for example, in preparation for a Presidential search or transition), we would appreciate receiving copies of the same. Regarding interim or acting presidents, presidential evaluations are only required in those rare circumstances where the interim or acting president has served for one year or more.

For your convenience, in addition to Commissioner Freeland's April 30th memorandum, I have also attached a copy of the BHE's Compensation and Evaluation Guidelines, and the BHE's FY15 system-level goals. If you have any questions about the Presidential evaluation process, please do not hesitate to contact me or the DHE's Director of the Office of Trustee Relations, Jennifer Perkins, at jperkins@bhe.mass.edu.

Thank you for your service to the Commonwealth. I am looking forward to meeting you as I continue the Department's practice of visiting your Boards annually.

----- Forwarded message -----

From: Commissioner Freeland <commissioner.freeland@bhe.mass.edu>

To: Commissioner Freeland <commissioner.freeland@bhe.mass.edu>

Cc: DHE-DL - Community College Presidents <CCPresidents@bhe.mass.edu>, DHE-DL - State College Presidents <SCPResident@bhe.mass.edu>

Date: Thu, 30 Apr 2015 23:04:35 +0000

Subject: Presidential Evaluations—Vision Project Dashboards, Timeline and Statewide Priorities
Letterhead-HiRes.png

MEMORANDUM

TO: Community College Board Chairs
State University Board Chairs

CC: Community College Presidents
State University Presidents

FROM: Richard M. Freeland, Commissioner

DATE: April 30, 2015

SUBJECT: Presidential Evaluations—Vision Project Dashboards, Timeline and Statewide Priorities

I am writing to follow up on the e-mail you received from Jennifer Perkins yesterday regarding the dates for the annual evaluation of presidents, and also the date for DHE to send to you the updated version of your campus Vision Project Dashboard. This memo also provides information on BHE priorities for 2014-15 for use by campus boards in the annual evaluation of presidents.

Data Dashboard: As you may recall, last spring we began providing annual, campus-level Vision Project dashboards to inform your strategic planning and annual presidential evaluation processes. I had hoped

to provide these dashboards to all presidents and trustees by mid-May this year, but to allow proper time for the data to be reviewed by presidents, I have moved the planned delivery date to Monday, June 1.

I recognize that this change may affect some boards' plans for beginning their annual evaluation processes. Please let me or Jennifer Perkins know if the June 1 delivery date creates problems for you and your board.

Presidential Evaluations: Over the last two years we have been discussing the best date for submission of annual presidential evaluations. Last year the due date was September 15, and there was some consideration of moving the date even earlier this year. However, since a number of campuses experienced difficulties meeting the September 15 deadline last fall, we have decided to move the due date to October 15, 2015. Based on the feedback that we received in response to Jennifer's email yesterday, we believe this timeframe is reasonable but will work with any individual campuses for which this date is problematic.

Statewide Priorities for Presidential Evaluations: One of my responsibilities as Commissioner is to inform presidents and trustees each fall of the priorities of the Board of Higher Education for the year ahead and then, in the spring, prior to the start of the presidential evaluation cycle, to remind Boards of those aspects of BHE priorities that should be taken into account by campus boards in their evaluation of presidents. Accordingly, at this link you will find a document, dated October 21, 2014, that summarizes BHE priorities for AY2014-15:

<http://www.mass.edu/foradmin/trustees/documents/BHEPrioritiesSummaryAY2015.pdf>. These priorities were shared with the presidents in fall 2014, shared with trustees at the September Statewide Trustee Conference, and circulated in the October issue of Trustee Focus. Listed below are the BHE priorities that I specifically ask Boards to consider in their annual evaluation of presidents.

Further Development of the Vision Project (Priority One)

- Campus work to advance all goals of the Vision Project with special emphasis on the three goals that will do most to increase our numbers of graduates: improved rates of graduation and student success; closing achievement gaps; enrolling students from underserved communities.

Management of Fiscal Resources (Priority Two)

- Campus work to achieve heightened efficiencies in the use of state dollars through participation in the work of the PACE collaborative and through campus based efficiency initiatives.
- Work with the DHE to refine (in the case of the community colleges) and develop (in the case of the state universities) formulas to distribute the state appropriation among the campuses in each segment.

Further Development of Interactions between BHE and Campuses (Priority Four)

- Work collaboratively with the DHE to develop a plan to implement the DHE's responsibility to review campus strategic plans..
- Work collaboratively with the DHE to strengthen our policies and procedures for preventing and responding to instances of campus sexual assault.

Thank you for your attention to these matters.



Massachusetts Department of Higher Education

October 21, 2014

Background

At the beginning of each academic year, the Board of Higher Education (BHE) establishes priorities to guide its own work and that of the Department of Higher Education. The adopted priorities reflect recommendations from the Commissioner, input that the Commissioner has received from campus presidents, the Executive Office of Education and the Department of Higher Education (DHE) staff, as well as the deliberations of the BHE itself. The priorities summarized below were discussed and affirmed at the BHE Retreat on September 16, 2014.

Priority One: Further Development of the Vision Project

A major emphasis must be placed on those aspects of Vision Project work that will increase overall production of graduates. This priority reflects the BHE's concern that system-wide enrollment declines projected for the decade ahead create the prospect that public higher education will produce declining numbers of graduates at a time when the state's economy will have a growing need for college-educated workers. Specifically, the DHE should give special attention to efforts to improve graduation rates and reduce achievement gaps with respect to both college participation and college completion. The DHE, working with the Department of Elementary and Secondary Education, must find ways to enhance the pipeline from high school into and through postsecondary, particularly for low income and underrepresented students. The DHE should also explore the possibility of enrolling more students from groups within the state's population who are not currently taking full advantage of opportunities at our public campuses. Such groups include older citizens with some college credits but no degree.

Within the framework outlined above, the wide range of Vision Project activities that have been launched since the inception of this policy in 2010 should continue along established lines. This includes continued work in the areas of learning outcomes assessment, workforce alignment, college readiness and teacher education. In addition, the Department should begin implementing the new policy on Civic Learning adopted by the BHE in May 2014.

Priority Two: Management of Fiscal Resources

Several matters related to the fiscal responsibilities of the BHE require special attention in the year ahead. These are:

- (1) DHE should continue its work with the Partnership to Advance Collaboration and Efficiencies (PACE) in order to make sure that the campuses are taking every opportunity to achieve economies with respect to the use of state resources; special efforts must be made to build the capacity to document and report these savings;
- (2) In collaboration with the college presidents, the DHE should further refine the Community College Funding Formula and work toward the development of a funding formula for the state universities;

- (3) The BHE's Fiscal Affairs and Administrative Policy Committee should review the BHE's statutory responsibilities for fiscal oversight in light of last year's events at Westfield State University and make sure that the BHE is doing everything it can do to ensure prudent management of state funds;
- (4) The Office of Trustee Relations (OTR) should develop a program of professional development in the area of fiscal oversight for college and university trustees; and
- (5) DHE should explore with the presidents the desirability of proposing legislation that would allow tuition retention by the campuses, as recommended by the Higher Education Finance Commission.

Priority Three: Improved Use of Performance Metrics and Data

The BHE is eager to build on the work accomplished last year with the development of campus-specific data dashboards for use by colleges' and universities' boards, presidents, and the BHE and DHE. DHE is charged to find ways to make these dashboards the basis for more focused interactions between the BHE/DHE and individual campuses with respect to work on various aspects of the Vision Project. To this end, the DHE should look for ways to include additional information on the dashboards that would be helpful to campus boards, such as their comparative standing in relation to peer institutions with respect to various metrics or identification of top-performing campuses in specific outcome areas. At the same time, the OTR should mount a program of professional development for campus board members regarding the use of the dashboards as a resource in setting institutional priorities. The BHE also calls for a discussion involving the DHE and campus representatives directed toward expanding the dashboards to include data currently reported through the Performance Measurement System or used for the Community College Funding Formula, the goal being a single, comprehensive dashboard that is sufficiently concise and clear to be helpful to campus boards.

Consistent with the recommendations of the Higher Education Finance Commission, the Department should conduct research on the distribution of the state appropriation among the three segments to determine whether or not current patterns of distribution in Massachusetts are in line with those of other states. As recommended by the Commission, the Commissioner should work with the Secretary of Education and the President of the University of Massachusetts in exploring this topic.

Priority Four: Further Development of Interactions between BHE and Campuses

The BHE continues to seek ways to interact constructively with the colleges and universities with a view toward advancing statewide priorities more effectively and also supporting the campuses as fully as possible. In this context, special attention will be placed in the coming year on three matters:

- (1) **Strategic Planning:** The BHE wishes to begin implementing its stated intention to work with the campuses as they develop their strategic plans, consistent with its statutory responsibility to review such plans and make recommendations regarding them to the Secretary. In this initial year the BHE views this activity as a learning exercise for it as well as for the campuses. As the basis for this dialogue, it has charged the DHE to organize interactions with campuses that are at an appropriate stage of strategic planning, the point of which will be to help the BHE determine how it can most effectively and constructively exercise its statutory responsibilities in this area. In parallel with this BHE-campus dialogue the DHE, in consultation with the BHE, the presidents, and the campus trustees, should develop a template or rubric that makes clear the BHE's expectations regarding information to be included in campus plans; this template should be finalized no later than the spring of 2015. The BHE is creating a special, ad hoc committee to lead

its work in this area. The intent is to fully implement the BHE's responsibilities with respect to reviewing campus plans during 2015–16.

- (2) **Sexual Assault:** The BHE is mindful that concerns about incidents of sexual assault and campus responses to them have become a major national issue. The BHE very much shares these concerns. In that context the BHE wishes to engage in a dialogue with the campuses to learn more about current and proposed practices in this arena and ultimately, in collaboration with the campuses, to develop and endorse a statement of policies and procedures to govern campus responses.
- (3) **Program Review:** Last spring the BHE approved new procedures for program review for private institutions designed to streamline interactions between DHE and the campuses in this arena. It is vital that these new procedures be implemented effectively during the current year. The BHE is also open to extending these new procedures to public campuses and awaits communication from the presidents with respect to the desirability of doing so. Finally, the BHE calls upon the DHE to continue its efforts to establish an effective system to review and approve new program proposals from out-of-state, online providers.



Massachusetts Board of Higher Education

**Compensation and Evaluation
Guidelines and Procedures for
State University and Community
College Presidents**

June 2013

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I. Introduction

The quality of the Commonwealth's public state universities and community colleges is tied directly to the quality of the leadership provided by campus presidents. Public university and college presidents must be committed to the values of the institution and the education of their students, as well as to the mission and purposes of public higher education, including the economic, workforce and social needs of the community and the Commonwealth. Further, the civic and economic health of the Commonwealth is directly tied to the quality of education at our public institutions. Nine out of ten Massachusetts public higher education graduates remain in state one year after graduation, working or pursuing further education. The Commonwealth's ability to attract and retain the very best presidents at our institutions depends, in large part, on the ability of campus boards of trustees to offer competitive compensation packages.

The Board of Higher Education is responsible for "approving and fixing" the compensation, which includes salary and benefits, of the chief executive officer of each institution within the state university system and community college system. G.L. c. 15A, § 9(q). The Board is also charged with, among other things, the responsibility to establish overall goals in order to achieve a well-coordinated, quality system of public higher education in the Commonwealth, to establish coordination between and among institutions, and to resolve conflicts of policies or operations. G.L. c. 15A, § 9.

In order for the Board of Higher Education to be able to execute its statutory authority effectively, it must establish a coordinated, rational process to measure and evaluate the annual progress of an institution and its chief executive officer in meeting established institutional and system-level goals and performance measures, and for rewarding exceptional progress in this regard. To that end, the Board of Higher Education is issuing these Compensation and Evaluation Guidelines for state university and community college presidents.

The Board is committed to an approach to state university and community college presidential compensation that attracts, motivates and retains the most highly qualified individuals possible, while being sensitive to the fact that we are stewards of public funds and public trust. These two guiding principles form the underpinnings of the Board's presidential compensation and evaluation policy and approach, which demands accountability, transparency and positive performance. In implementing this policy, the Board is also committed to the continuing assessment of the compensation environment, including an ongoing review of the policy's impact, and an adherence to common principles of equity applicable to all Massachusetts public higher education presidents.

The authority to monitor and interpret this policy shall be vested in the Commissioner.

II. Presidential Compensation

The Board of Higher Education will "approve and fix" the compensation of campus presidents based on recommendations submitted by local boards of trustees consistent with the guidelines and procedures set forth herein, and in furtherance of the Board's broad statutory authority to, among other things, establish overall goals in order to achieve a well-coordinated quality system of public higher education in the Commonwealth. G.L. c. 15A, § 9 and 6.

A. Establishing an Initial Salary for Newly Appointed Presidents

The presidential salary for an initial appointment is established by the Board of Higher Education through a consultative process with local boards of trustees. Local boards of trustees are to develop and negotiate with the selected candidate Terms of Appointment for all initial presidential appointments, consistent with the Board of Higher Education's *Guidelines and Procedures for the Search, Selection, Appointment and Removal of Presidents*. Such Terms of Appointment shall include compensation packages, including salary and benefits, and shall be submitted for Board of Higher Education approval.

At a minimum, decisions on salaries of initial appointees shall be based on the professional experience of the candidate and institutional size, as well as the complexity and particular short-term and long-term challenges facing the institution. Equity considerations and comparative data on the salary ranges of current, sitting presidents in the Commonwealth's public higher education institutions shall also be taken into account. Consideration may also be given to data on salaries of presidents in comparable positions in the northeastern United States. With regard to the Commonwealth's two special mission institutions, compensation should also include and incorporate information on agreed upon peer institutions. Compensation proposals submitted for Board of Higher Education approval may include benefits consistent with these compensation Guidelines.

B. Establishing Annual Compensation Adjustments for Sitting Presidents

The Commissioner shall establish annual parameters for compensation adjustments for sitting presidents. Such annual parameters may include:

- 1) an annual inflationary adjustment; and/or
- 2) an annual merit adjustment.

Annual inflationary adjustments and annual merit adjustments shall be calculated and fixed by the Commissioner, in consultation with the Executive Committee of the Board of Higher Education, and shall be communicated to the Chairs of the local board of trustees.

Parameters for merit based adjustments will reflect successful performance related to institutional and system-level goals and objectives established consistent with the annual goals setting process set forth in Section III. In years where merit adjustments are feasible, the Commissioner may consider dividing available merit increases into two pools, with a percentage or amount to be allocated by the local board and the other percentage or amount to be allocated by the Commissioner, in consultation with the Executive Committee of the Board of Higher Education.

Within the parameters established annually by the Commissioner, local boards of trustees shall recommend annual compensation levels for approval to the Commissioner, based on a written annual evaluation prepared consistent with the procedures set forth herein.

In addition, once appointed, sitting presidents may be eligible for equity adjustments to their salaries, based on a review of comparable compensation data and market analyses. Requests for equity adjustments may be initiated by the local board of trustees and must be approved by the Commissioner, in consultation with the Executive Committee of the Board of Higher Education. Such request must be in writing, must set forth the grounds for such a request, and must be supported by data, such as: data on the salary ranges of current, sitting presidents in the Commonwealth's public higher education institutions; data on salaries of presidents in comparable positions in the northeastern United States; institutional size and complexity; and market analyses. The request shall set forth the amount of the equity adjustment being requested. If an equity adjustment is not allowed, the specific reasons will be communicated to the Chair of the Board of Trustees.

No compensation adjustments will be approved by the Board of Higher Education and/or the Commissioner unless all annual evaluations are up to date and on file with the Department of Higher Education.

C. Other Considerations in Setting Initial Salaries and Compensation Adjustments

Other considerations to be taken into account as initial or amended compensation packages are prepared for Board of Higher Education approval include:

- All presidents shall receive no less than the benefits that any non-union employee in the Commonwealth receives such as health insurance, vacation and sick time, and retirement benefits either through the State Retirement System or the Optional Retirement Program. Cost of living increases provided to non-union employees will not be applied to institution presidents, unless expressly included in the annual parameters for compensation adjustments established by the Commissioner.
- Presidents may receive housing and/or car allowances, as approved by the Board of Higher Education. Please note that such allowances are separate from salary and, based on a pension reform law which went into effect on June 30, 2012, do not qualify as "regular compensation" for state retirement benefit purposes.
- After an extended period of service in the presidency, paid sabbaticals for presidents, who are committed to staying at the institution, may be approved by local boards of trustees, the terms and timing of which shall be determined by the board of trustees, consistent with the parameters outlined in the Terms of Appointment, or in another Board of Higher Education approved document, such as the non-unit professionals handbook.
- A faculty tenure process may be offered to any President who, through experience and credentials, may qualify for tenure under collectively bargained principles applicable to faculty tenure at the institution where the appointment will take effect.
- Each local board of trustees is authorized to develop and implement an excess benefits program for the institution's President following state and federal

requirements, including IRS guidelines, for such retirement benefits. The plan shall be approved by the Board of Higher Education prior to implementation.

III. Annual Evaluations

Annual evaluations of presidents must be conducted by local boards of trustees. In addition to annual evaluations, more comprehensive reviews of Presidential performance must be conducted by local boards of trustees no less than three years from appointment for new presidents, and no less than every five years thereafter. A schedule of more frequent comprehensive reviews may be developed by local boards of trustees.

Periodic comprehensive reviews are intended to be broader than the annual reviews, both in terms of scope and process. The scope of a comprehensive review is intended to focus more on the President's ability to lead going forward, rather than focusing exclusively on achieving past objectives. As such, a comprehensive review should reflect back several years, reviewing Presidential performance over an extended period of time, and should also provide the President and the local board the opportunity to outline future, long term goals and objectives. In terms of process, a comprehensive review is intended to provide the opportunity for a more in-depth review of performance, and is intended to allow for broader input from people who come in contact with and are in a position to comment on the President's performance.

At a minimum, each annual evaluation shall review and document presidential performance in the following two broad areas of presidential responsibility:

- Attainment of or progress towards achieving *annual institutional goals and objectives*, established by the local board of trustees, consistent with Section III.A below; and
- Participation and leadership in Board of Higher Education *system-level goals and activities*, established, consistent with Section III.B, below.

A. Annual Goal Setting Process: Institutional Goals and Objectives

The local board of trustees shall annually engage in a goal setting process for presidential performance reviews, through which the board of trustees and the president will arrive at mutually agreed upon annual institutional goals and objectives for evaluating presidential performance. Such institutional goals may also include goals of an individual nature which are specific to the president or the campus.

The annual goal setting process for institutional goals and objectives should include, but not be limited to, the following considerations:

- Evaluation of institutional mission, goals and objectives, including the institution's strategic plan.
- Interrelation of institutional goals with system-level goals, provided by the Commissioner.
- Institutional leadership and management skills:
 - Fiscal management and budgeting
 - General management and planning

- Decision-making and problem-solving
- Personal attributes, including trust and integrity
- Fundraising
- Internal relationships/campus climate
- External relationships/leadership in the community

Institutional size, complexity and particular short term and long term challenges unique to the institution should be taken into account in reviewing the above factors and arriving at annual institutional goals and objectives. Other relevant factors may also be taken into account

B. Annual Goal Setting Process: System-Level Goals and Activities

In addition to the institutional goals and objectives established through Section III.A, above, local boards of trustees shall evaluate their respective presidents' participation and leadership in advancing *system-level goals and activities*. At the beginning of each review cycle, the Commissioner shall notify the chairs of the local boards of trustees of the system-level goals and activities to be taken into account during the review cycle. In developing system-level goals and activities the Commissioner shall consult with the Executive Committee and shall be informed by the metrics and accountability objectives established through the performance measurement system referenced in M.G.L. c. 15A, § 7A, along with any other Board approved goals. The Commissioner may also include goals of an individual nature regarding Board of Higher Education related initiatives and concerns which are specific to a president or campus. The evaluations of presidential work will consider and include institutional data linked to system-level goals and metrics.

C. Conducting and Documenting the Annual Evaluation

Conducting and documenting the annual evaluation is the responsibility of the local board of trustees. In structuring the evaluation document, local board of trustees should include separate sections which address each of the two areas of presidential responsibility (e.g., one section for institutional goals and objectives, and a separate section for system-level goals and activities). In evaluating each area of presidential responsibility, the local board of trustees shall review and comment upon: executive skills, competencies and experience; institutional challenges; and areas of exceptional performance and areas in which performance needs to improve.

The evaluation document should also clearly state the process followed by the local board of trustees in conducting the annual review process, such as whether self-assessments, campus surveys or third party interviews were conducted, what documents or data were reviewed and whether a committee process was used.

The local board of trustees is expected to discuss the evaluation with the president, before it is forwarded to the Commissioner. Local boards of trustees must conduct Presidential evaluations consistent with the Commonwealth's Open Meeting Law (OML) requirements, M.G.L. c.30A, §§18-25, and the Attorney General's regulations, educational materials and advisories. Open Meeting Law trainings, as well as trainings and conferences on these Guidelines and Procedures, will be offered by the Department.

IV. Annual Evaluation and Compensation Adjustment Procedure

- A. On or about June 15th of each year, the Commissioner will initiate the annual evaluation process by communicating to the Chairs of the local boards of trustees: 1) the timeframe for the completion of the annual evaluations; and 2) annual parameters for compensation adjustments, if available.
- If annual parameters for compensation adjustments are not available at the time the Commissioner initiates the annual evaluation process, the Commissioner will communicate the annual parameters as soon as they become available.
- B. Within 90 days of receiving the Commissioner's communication, the local board of trustees will conduct its annual evaluation of their respective institution's president. The annual evaluation shall address institutional goals and objectives and system-level goals and activities, (see Section III, above). The Chair of each local board of trustees will forward a completed, written evaluation and compensation adjustment recommendation, including a two-page executive summary, to the Commissioner.
- C. Within 14 days of receiving the trustees' submittal, the Commissioner will conduct a preliminary review of the submittal to determine whether the submittal is complete. If the submittal is not complete, the Commissioner may request additional information, or may notify the Chair of the board of trustees that:
- the submittal will be sent to the BHE Executive Committee for further review;
 - the submittal is not consistent with these Guidelines and Procedures; or
 - the Commissioner and the Chair of the BHE Executive Committee will be requesting a meeting with the Chair and the President.
- D. Upon determining that the board of trustees' evaluation submittal is complete, the Commissioner will review the submittal and provide a written response offering comments on the evaluation. The Commissioner's response shall include:
1. the Commissioner's perspective of the individual president's year's work on system-level goals, as well as any other goals specific to the President or institution previously identified by the Commissioner through the annual goal setting process (Section III.B);
 2. if applicable, the Commissioner's award on the percentage or amount of merit increase allocated to the Board of Higher Education (Note: this will be applicable in years where merit adjustments are feasible and are included in the Commissioner's annual parameters for compensation adjustments in the form of two pools (e.g., with one percentage to be allocated by the local board and the other percentage to be allocated by the Commissioner); and

3. consistent with the BHE's statutory authority to approve and fix compensation, the Commissioner shall act on each local board of trustees' recommended compensation adjustment, including merit or equity adjustment recommendations, if applicable. The Commissioner may approve or disapprove the board of trustees' compensation adjustment recommendation in whole or in part, and shall communicate the decision and the reasons for the decision in writing to the Chair of board of trustees, with a copy to the Chair of the Board of Higher Education.

The Commissioner's actions on compensation adjustments shall be made in consultation with the Executive Committee, consistent with the scope of the authority delegated to the Commissioner by the Board of Higher Education, through these Guidelines or otherwise.

- E. The Commissioner's substantive review of the evaluation and compensation adjustment recommendation will be as expeditious as possible and, except in unusual circumstances, completed within 60 days of the date of receiving all completed submissions.
- F. Through this evaluation procedure, and as early as possible in any given academic year, the Commissioner will communicate the BHE's system-level perspective to the annual goal setting process for the subsequent year. The board of trustees shall consider and address the Commissioner's comments in preparing annual goals for the subsequent year.

V. Continuing Assessment of the Compensation Environment

In implementing this policy, the Board is committed to the continuing assessment of the compensation environment, including an ongoing review of the policy's impact, and an adherence to common principles of equity applicable to all Massachusetts public higher education presidents. To that end, a market analysis of presidential compensation will be conducted periodically for the presidents at the state universities and community colleges in comparable Northeast states, and of presidential compensation at public liberal arts colleges (for use with respect to the Massachusetts College of Liberal Arts), colleges of art (for use with respect to the Massachusetts College of Art and Design) and maritime academies (for use with respect to the Massachusetts Maritime Academy). In addition, other studies and analyses on presidential compensation may be commissioned by the Board of Higher Education from time to time to inform and advance presidential compensation decisions and the implementation of this policy.

The Department of Higher Education will periodically offer trainings on presidential evaluation and compensation for local boards of trustees.

**Appendix: Board of Higher Education Motion
to Approve Guidelines and Procedures**

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Fiscal Affairs and Administrative Policy **NO.:** FAAP 13-40
COMMITTEE DATE: June 11, 2013
BOARD DATE: June 18, 2013

**APPROVAL OF COMPENSATION AND EVALUATION GUIDELINES AND
PROCEDURES FOR STATE UNIVERSITY AND COMMUNITY COLLEGE
PRESIDENTS**

MOVED: The Board of Higher Education approves the attached Compensation and Evaluation Guidelines and Procedures for State University and Community College Presidents, and delegates to the Commissioner the authority to act on behalf of the Board of Higher Education as specified therein.

Authority: G.L. c. 15A, § 6, 9 and 21; Section 172 of Chapter 139 of the Acts of 2012

Contact: Constantia T. Papanikolaou, *General Counsel*

Background

The FY2013 Budget reaffirmed the authority and responsibility of the BHE to issue guidelines and procedures governing the search, selection, appointment, compensation, evaluation and removal of the chief executive officers for both the community colleges and state universities, citing to the BHE's statutory authority to:

- approve presidential appointments and removals (M.G.L. c. 15A, § 21);
- approve and fix presidential compensation (M.G.L. c. 15A, § 9(q)); and
- establish coordination between and among post-secondary public institutions and to resolve conflicts of policies or operations arising in public higher education. (M.G.L. c. 15A, § 9(u)).

See Section 172 of Chapter 139 of the Acts of 2012. Within this framework, the legislature required the BHE to issue new Presidential guidelines and procedures for community colleges by November, 2012.

On October 16, 2012 the BHE adopted guidelines and procedures governing the search, selection, appointment, and removal of Community College Presidents. During its October 16th meeting, the BHE also passed two companion motions, directing the Commissioner to:

- 1) explore and formulate, based on the BHE's existing statutory authority, recommendations on guidelines and procedures for the search, selection, appointment, and removal of State University Presidents; and
- 2) work in consultation with the Executive Committee of the BHE to review the BHE's existing Presidential compensation and evaluation guidelines (as approved in December 2005 and as subsequently amended), and propose any necessary revisions for BHE review and approval in time for implementation during the FY2013 Presidential evaluation process.

In furtherance of the BHE's directive regarding the second companion motion identified above, the Department prepared draft Compensation and Evaluation Guidelines and Procedures, in consultation with the BHE Executive Committee.

The draft was prepared based in large part on the BHE's existing Presidential compensation policy.¹ Substantive differences between the proposed draft guidelines and the existing BHE policy, include that the proposed draft:

- formally requires local Boards of Trustees to take into account system-wide goals in the annual review process;

¹ The BHE's current guidelines, which are entitled "Compensation Guidelines for State University and Community College Presidents," were initially passed in April 2005, amended in December 2005 and most recently updated in April 2008. The BHE's current "Compensation Guidelines" include evaluation criteria which local boards of trustees are to take into account in reviewing presidential performance and recommending annual compensation adjustments, and the BHE and the Commissioner are likewise to take into account in calculating and fixing compensation adjustments, including merit based adjustments.

- specifies that presidential evaluations need to consider and include institutional data linked to system-wide goals;
- formalizes the current practice regarding the Commissioner's role in the evaluation process; and
- augments the procedure and timelines for the completion of the annual evaluation process.

On December 21, 2012, the Department circulated the draft Compensation and Evaluation Guidelines to Community College and State University Trustees for review and consultation, asking for comments by May 21, 2013. During the five month trustee comment period, the Commissioner offered four² feedback sessions with Trustees, and received several written comments.

Based on questions, comments and suggestions received during the comment period, the Department made several revisions to the document, as summarized in the attached May 29, 2013 memorandum. The proposed revisions include following substantive changes which are intended to construct a more balanced approach to the Presidential compensation and evaluation process:

- Language was added in Section II.B to recognize that in years where merit adjustments are feasible, the Commissioner may divide available merit increases into two pools, with one percentage or amount to be allocated by the local board, and the other percentage or amount to be allocated by the Commissioner, in consultation with the Executive Committee of the BHE.
- Language in Section III.A, which allowed the Commissioner an opportunity to contribute a system-level perspective to the annual goal setting process established by local boards, was deleted.
- The procedural step in Section IV.D was revised to reflect the two changes specified in the bullet points, above.

In addition, several specific edits were made to the document, as recommended by local Trustees, to clarify ambiguous language and to add missing references.

On June 6, 2013 the Commissioner met with members of the BHE Executive Committee to discuss the draft document, along with the proposed revisions. The Executive Committee reviewed the document, suggested further clarifications and expressed general agreement both with the consultative approach taken in drafting the guidelines and the substantive provisions contained in the final draft.

Consistent with the BHE's statutory authority and FY2013 Budget language, the BHE revises the current guidelines by issuing the attached Compensation and Evaluation Guidelines and Procedures for Community College and State University Presidents, and delegates to the Commissioner the authority to act on behalf of the BHE as specified therein. G.L. c. 15A, § 6, 9 and 21.

² Four feedback sessions were offered (two for Community College trustees, and two for State University trustees), but one was cancelled due to low registration numbers.



WORCESTER
S T A T E
UNIVERSITY

Provost and Vice President for Academic Affairs

Phone: 508-929-8038

Fax: 508-929-8187

August 25, 2015

Dr. Roberta L. Kyle
949 Pleasant Street
Worcester, MA 01602

Dear Dr. Kyle:

I am offering you a promotion to the position of Associate Vice President for Continuing Education and Dean of Graduate Studies at Worcester State University effective September 6, 2015 with an annual salary of \$135,000.32 your weekly salary will be \$2,596.16 pending approval by the Worcester State University Board of Trustees.

This position is an excluded management position. The terms and conditions of employment for all union excluded professional employees are governed by the Department of Higher Education of Massachusetts. The policies, rules and regulations governing administrators of the state universities as promulgated, amended or revised from time to time by the Department of Higher Education pursuant to the provisions of the General laws are also applicable to your employment. It should be pointed out that you serve in your position at the pleasure of the President and the Board of Trustees.

I congratulate you on your promotion and extend my best wishes for a challenging and rewarding work experience. If I can be of assistance to you at any time, please do not hesitate to contact me.

Sincerely,

Lois A. Wims, Ph.D.
Provost and Vice President for Academic Affairs

LAW/caf

Cc: Barry Maloney, President

I ACCEPT THE POSITION AS DESCRIBED ABOVE:

Roberta Kyle

Date



Division of Graduate & Continuing Education

Bobbi Kyle moved into an “acting” position on July 1, 2013 with a plan to permanently fill positing by end of Fall 2013. Given administrative leadership changes, Dr. Kyle was asked to stay on in the acting role during the transitions.

- Dr. Kyle has 20 years of experience in Graduate & Continuing Education and has served as Associate Dean at WSU for 5 years and Acting Associate VP for 2 + years.
- Received positive performance reviews from Provost Caruso and Deans have been complimentary about her work with them over the last years. She has cultivated positive relationships throughout the University community and across divisions.

- **Major Accomplishments While in Acting Role**
 - Increased **morale** for DGCE staff.
 - Improved **Graduate Special Resources** funding process to support Graduate School needs.
 - Reallocated funds within the **DGCE budget** areas maximizing resources and moving funds from unused areas into areas that needed support.
 - Restructured **Graduate Commencement**. Created a role for the school deans to participate and moved from hosting a dinner where students were charged a fee to attend to a complimentary reception co-sponsored by the Alumni Association.
 - Successfully championed the reactivation of the **Center for Business & Industry** (which was inactive for almost 7 years) and fought for the funding to hire a new director. Completed a successful search.
 - Implemented **general efficiencies** within the division to increase productivity and decrease costs.
 - Served on the planning committee for the new **Liberal Studies degree** (BS/BA) and served as the primary author of the DHE application (which was very well received and approved).

- Oversaw the Graduate Council approval of two new graduate programs, **Masters in Public Management (MPM) and Masters of Public Administration & Policy (MPAP)**. These will go to DHE for approval in the Fall of 2015.
- Served as one of three state university DGCE Deans on the statewide **DGCE MSCA Contract Negotiation Team** [2015/2018].
- Established **external cohorts for M.Ed. in Leadership & Administration** (district based) and established a graduate coordinator position for recruitment/ advising external cohorts.
- Revised the **Graduate Assistantship Program** making the program more transparent/ academically sound and accountable while maximizing resources.
- Successfully moved **Next Step Program** Coordinator position from part-time non-benefitted to full-time benefitted. This allows us to have a named student advisor for non-matriculated students and an increased support for non-traditional students on campus.
- Established **500/600/900 Course Policies and Procedures** for undergraduates taking graduate courses. This helped to clarify the 4Plus program procedures.

Enrollment Information

With the improved economy, all State Universities are experience some decreases in DGCE enrollments. Our numbers have actually been stronger than most of our State University counterparts, especially on the graduate side. Also, these figures are based on the previous year (we had an especially strong year in 2013).

Term	UG Seats	G Seats	Total Seats	Compared only to Previous year
Summer II, 2013	1255	1583	2838*	37% increase (up 1050 seats)
Fall 2013	2481	1828	4309*	13% increase (up 555 seats)
Wintersession 2014	437	15	452	3% increase (up 14 seats)
Spring 2014	2332	2053	4385*	12.5% increase (up 545 seats)
Summer I 2014	1821	803	2624*	21.2% increase (up 556 seats)
Summer II 2014	1208	1156	2364*	enrollments stabilize 20% decrease (down 474)
Fall 2014	2316	1786	4102*	5% decrease (down 207 seats)
Wintersession 2015	560	52	612	26% increase (up by 160 seats)
Spring 2015	2340	2018	4358*	stable .06% (down by 27 seats)
Summer I, 2015	1811	800	2611*	stable .04 % (down by 13 seats)

* includes Center for Effective Instruction Contract Courses

EDUCATION

Doctor of Education

Multicultural Education
University of San Francisco

Master of International Administration

Program in International Management
School of International Training
(World Learning)

Master of Arts

English Literature
University of New Hampshire

Bachelor of Arts

English
University of New Hampshire
Semester Abroad:
Cambridge University,
England

PROFESSIONAL AFFILIATIONS

- University Professional and Continuing Education Association (UPCEA)
- Adult Higher Education Alliance
- Mid-Hudson Association of Women in Higher Education
- Council for Adult and Experiential Learning
- Center for Multicultural Children's Literature (fellow)
- Phi Delta Kappa

CONTACT INFORMATION

Roberta "Bobbi" Kyle

949 Pleasant Street
Worcester, MA 01602

508-373-2311

BobbiKyle@aol.com

ROBERTA KYLE, Ed.D.

PROFESSIONAL SUMMARY

Dedicated to adult education, graduate studies, interdisciplinary education, multicultural studies, arts and education; I have invested the past twenty years serving college students as a professor, program manager and administrator at four institutions. In addition, significant community involvement and continued scholarship have contributed to the success of institutions, programs, events and individuals beyond the field of higher education.

SUMMARY OF PROFESSIONAL EXPERIENCE

- 2013 – pres: Acting Associate Vice President of Continuing Education and Acting Dean of Graduate Studies
- 2008 – 2013: Associate Dean of Graduate & Continuing Education, Worcester State University
- 2004-2008.: Assistant Dean of Academic Programs, Marist College
- 2000-2004: Director of Integrative Studies, Marist College
- 1998-2000: Director of Undergraduate Studies, California Institute of Integral Studies
- 1997-1998: Academic Manager, California Institute of Integral Studies
- 1993-1997: Assistant Director of the English Language Institute, Golden Gate University

SUMMARY OF TEACHING EXPERIENCE

- 2000-2008.: Associate Professor of Integrative Studies, Marist College
- June 2001: Guest Lecturer in Art and Literature, World Scholar and Athlete Games, Kingston Rhode Island
- 1998-2000: Adjunct Professor, California Institute of Integral Studies
- 1986-1988: Instructor, University of New Hampshire

PROFESSIONAL EXPERIENCE

Acting Associate Vice President of Continuing Education and Acting Dean of Graduate Studies

Worcester State university Worcester, MA 2013 - present

- Chief Administrative Officer of the Division of Graduate and Continuing Education.
- Oversee the operations of the Graduate School, Center for Business and Industry, Intensive English Language Institute, Center for Effective Instruction, Summer School and the Evening College.
- Manage 28 direct reports and over 200 faculty.
- Member of the President's Cabinet, member of the Budget Committee, administrative member of the Curriculum Committee, administrative member of the Graduate Council, member of the Enrollment Management Team, and member of the College Data Quality Committee.
- Responsible for all operations of the division including marketing, hiring, program development, scheduling and recruitment.
- While in acting role, have continued to manage much of my work as Associate Dean.

RELEVANT COMMITTEE WORK

Worcester State University

- **Undergraduate Curriculum Committee** (member 5 years), DAC/ GP subcommittee chair (2010-2011), General Education Subcommittee chair (2010-2011), UCC secretary 2012-2013), General Education Subcommittee Chair (2012-2013). Stepped in to take on governance secretary duties (non-UTS work) (2013)
- **Graduate Council** (7 years),
- **Graduate Coordinators** (7 years)
- **Data Quality Group** (7 years)
- **Academic Mall Group** (7 years) Working group to identify and solve issues relating to student services
- **Mass State University DGCE Deans Group** (7 years)
- **All College Library Committee** (2010-2011),
- **NEASC Standard 4: Academic Programs** (2011-2012), Integrity Subcommittee, core member of writing group
- **Marketing Advisory Board** (2011-2012)
- **Enrollment Management Team** (4 years)
- **International Programs Advisory Board** (2011-2013)
- **Online Task Force** (2012-2015)
- **LASC Advisory Board** (2012-2013), general education group
- **Liberal Studies Advisory Board** (2015 – present)

PROFESSIONAL EXPERIENCE (CONTINUED)

Associate Dean of Graduate & Continuing Education

Worcester State University Worcester, MA 2008 - 2013

- Administer evening, weekend and off-campus programming including enrollment, scheduling, staffing and cancellations
- Work with department chairs, coordinators and faculty to improve quality offerings and programs to meet the needs of non-traditional populations
- Supervise Director of the Intensive English Language Institute
- Supervise the Director of the Center for Business & Industry (and oversee while position is vacant)
- Primary academic advisor for non-matriculated students
- Coordinate Accounting Certificate program
- Coordinate annual Singapore Mathematics Institutes (2011, 2012, 2013) – a partnership between the Mathematics Department, DGCE and Marshall Cavendish Institute
- Assisted with the planning, implementation and served as budget manager for the Country Garden School Chinese teacher training summer program (2012, 2013, 2014)
- Developed and implemented new adult learner tracking code
- Created “Adult Learner” website for non-traditional student resources

Assistant Dean for Academic Programs; Associate Professor

Marist College Poughkeepsie, NY 2004—2008

Served as Assistant Dean in an academic school that represents some 3,000 of Marist’s 6,000 students

- Responsible for management of all non-traditional undergraduate studies programs
- Oversaw the *Organizational Leadership and Communication* program, the *IBM Technology Management* program and Integrative Studies programs in Poughkeepsie, Fishkill, Goshen, Monticello and Kingston
- Mentored and trained new faculty
- Primarily responsible for Integrative Studies curriculum and undergraduate program development
- Chaired the Integrative Studies Faculty Committee
- Collaborated on the design and implementation of the College’s first 100% online undergraduate degree completion program, *Online Organizational Leadership and Communication*

Director of Integrative Studies

Marist College Poughkeepsie, NY 2000 – 2004

- Handled all administrative operations of the Integrative Studies (interdisciplinary) major within the School of Graduate and Continuing Education
- Oversaw curriculum review and development
- Appointed, supervised and mentored faculty
- Supervised the Prior Learning (life experience) program
- Supervised program assessment and evaluation for Middle States Accreditation process
- Served as primary advisor and mentor for Integrative Studies students

COMMUNITY INVOLVEMENT WITH ARTS & EDUCATION

- **Flagg Street School.** Develop and coordinate Special Occasion/ Birthday Book Program to increase school library holdings. (2012, 2013, 2014)
- **Grants Panel, Dutchess Council for the Arts.** Served on a panel to review grant applications for art and education programs in local elementary and secondary schools. (2004)
- **World Scholar and Athlete Games.** Guest Lecturer for the Art and Literature component of this international event for secondary school students from all over the world. (Summer 2001)
- **Upward Bound.** Designed and facilitated a weekend learning event for high school students. Workshops included conflict negotiation, cross-cultural awareness, ethics and values clarification, and found poetry. (Summer 2000)
- **“Reading the World” Multicultural Children’s Literature Conference.** (more than 500 participants including authors, teachers, librarians and parents) Steering Committee. Registrar and program development for 1998, 1999 and 2000 conferences.
- **Wild Bryde Manufacturing.** Diversity training workshops for Laotian resettled refugees. (1997)
- **NAFSA: Association of International Educators.** Steering Committee for special interest group. Membership coordinator and conference planning for Region XII District Team. (1994-1997)

PROFESSIONAL EXPERIENCE (CONTINUED)

- Participated in the design of the accelerated hybrid cohort program, *Organizational Leadership and Communication* program, served as chair of admissions committee
- Participant in the *Out of the Margins* student advocacy committee

Director of Undergraduate Studies / BA Completion **California Institute of Integral Studies**

San Francisco, CA 1998-2000

- Managed administrative operations of the BA in Integral Studies (interdisciplinary) accelerated degree
- Primary advisor for non-traditional adult undergraduate students
- Worked with all administrative offices (marketing, enrollment coordination, financial, academic affairs, registration)
- Maintained budget, projected revenue, designed marketing strategies
- Primary responsibility for curriculum and program development
- Facilitated and monitored admissions processes
- Appointed and supervised faculty
- Designed and facilitated BAC Intensive Weekend and Prior Learning Seminars
- Served on Diversity Committee, Graduation Committee and Scholarship Committee

Academic Manager, Undergraduate Studies **California Institute of Integral Studies**

San Francisco, CA 1997-1998

- Assisted in the coordination of all division activities
- Advised undergraduate students on all facets of study including Prior Learning (documentation of life experience)
- Assisted with marketing and outreach programs
- Assisted with curriculum and program development

Assistant Director, English Language Institute **Golden Gate University**

San Francisco, CA 1993-1997

- Assisted in all facets of institute activities, including Intensive English Language Programs, Professional English Workshops and Visitor Programs
- Assisted director with program and organizational development
- Counseled international students
- Processed immigration and registration paperwork for students

COMMUNITY INVOLVEMENT WITH ARTS & EDUCATION (CONTINUED)

- World Gratitude Day. Consultant for elementary classroom global art exchange project. (1992)
- Global Land Authority for the Development of Peace Zones (GLADPZ). Project Coordinator. Planned and implemented two international conferences. (1992-1993)
- Reading is Fundamental (RIF). "Reading and Writing – Two Sides of the Literacy Coin" presentation for Regional RIF Conference. (1988)

ACADEMIC PAPERS

- Doctoral Dissertation:
University of San Francisco
(December 2000)

Title: *Textured Lives: Women's Autobiography/ Personal Narrative as a Tool for Understanding Cultural Identity* (nominated for dissertation of the year 1999/2000)
- Master's Thesis:
School for International Training
(July 1995)

Title: *Reflections in the Window: Identity, Perception and the Travel Experience*
- Master's Thesis:
University of New Hampshire
(May 1988)

Title: *The Animal Element in E.M. Forster's A Passage to India*

PUBLICATIONS, PRESENTATIONS AND PROJECTS

- Served as a reviewer and consultant for Cultural Foundations of Education (4th Edition) by Young Pai, Susan A. Adler and Linda K. Shadiow published by Pearson Merrill Prentice Hall, NJ: 2006. Recognized in "Acknowledgements" section.
- Featured in Authors in the Classroom: Transformative Education for Teachers, Students and Families by Alma Flor Ada and F. Isabel Campoy, and Rita Zubizarreta-Ada. Published by Allyn & Bacon Publishers, 2004.
- Wrote the chapter, *Ensuring Cultural Appropriateness in Children's Literature* for the Reading First Program (Family Training for Reading) for the Oregon Department of Education's Oregon Parent Training and Information Center, December 2003.
- *A New Teaching Strategy for Interrogating Whiteness* with Carole Barlas, Elizabeth Kasl, Alec MacLeod, Doug Paxton, Linda Sartor and Penny Rosenwaser. Paper published by and presented at the Sociology of Education Association Conference, "Dangerous Dialogues: Talking Through the Complex Texture of Class, Race and Gender", Pacific Grove, California, February 2001.
- *Learning to Unlearn White Supremacist Consciousness* (research article) with Carole Barlas, Elizabeth Kasl, Alec MacLeod, Doug Paxton, Linda Sartor and Penny Rosenwaser. Paper published by and presented at the Adult Education Research Conference, Vancouver, BC Canada, June 2000.
- Various research bibliographies. *Alphabet Books for Children; Biographical and Autobiographical Books for Children; Folktales and Legends of England, Scotland and Ireland; Non-traditional Parenting in Literature (adoption, single mothering, gay and lesbian parenting)*. The Center for Multicultural Literature for Children and Young Adults, University of San Francisco, 1997-1999.
- *Bringing the "Other" into the Classroom - Multicultural Literature in Homogenous White Classrooms: Critical Pedagogy in Practice* (being considered for publication), March 1998.
- Manuscripts of children's books: *A World of Letters: Characters in Multicultural Children's Books from A to Z, A Silver Picture Memory and With Nails and Cord and Leather*, 1997-1998.
- *Rewards of the Sojourn* with Valerie Amber. Paper published in the Journal of Intercultural Literacy, University of San Francisco, School of Education, Fall 1997.
- *Many Voices, Many Lives: The Mien Refugee Experience through Poetry and Prose* (being considered for publication), December 1996.
- *At 15 Congress Place* (poem). Aegis Literary Magazine, Volume 2, Number 8. University of New Hampshire, 1988.

REFERENCES

References will be furnished upon request.

CURRICULUM DESIGN AND DEVELOPMENT

Perspectives on Social Institutions (Marist College)

Self-understanding and the quest for personal and professional realization are mediated by a host of social and institutional forms, including the family, social class, the economy, schools, and modern governmental and corporate structures. This course will select and organize readings and other relevant materials in sociology, political science, and economics to enable students to analyze some contemporary institutional forms and to appreciate the dynamic between such forms and the individual's personal experiences and areas of study. (Online)

Perspectives on Education (Marist College)

This course was designed to enable adult students to reflect upon their life experiences within the context of new educational perspectives and goals. Selected readings in the philosophy of education are geared to issues of personal development in the educational experience, past and present. Students learn how to establish continuity between their past educational histories, formal and informal, and the programs of study they have selected.

Perspectives on the Humanities (Marist College)

A course designed to examine the relationships between academic areas of study and the Humanities. Taught in both traditional and online formats.

Perspectives on the Humanities /hybrid version (Marist College) Curriculum developed in a six-week hybrid model (face to face and online) using web-based active learning modules.

Capping Experience/ senior thesis (Marist College)

Course designed as a senior thesis or "demonstration of competency" where Integrative Studies seniors design and complete an interdisciplinary research project bringing together two or more areas of academic study.

Piecing Together the Past: The Retention of African Culture in African American Quilting, 1700 – Present (sample curriculum for University of San Francisco) An original course designed to study the history of African American quilting and a study of the African roots of the art.

Research Writing (California Institute of Integral Studies)

Course designed to assist adult student returning to college. Topics included organizing your writing, research, research methodology, format, and style.

Prior Learning Seminar (California Institute of Integral Studies)

Seminar designed to assist adult learners in identifying informal learning that has been achieved outside of higher education. Student learned how to define their learning, demonstrate learning through a written narrative and determine appropriate documentation.

Freshman Composition: Travel Writing (University of New Hampshire)

Introductory college writing skills taught through the lens of travel writing. Students read an anthology of travel writing and wrote their own travel narratives using varying writing techniques.

Freshman Composition (University of New Hampshire)

Developed an original curriculum design to teach introductory college writing skills to traditional and non-traditional students.



June 26, 2015

Ms. Mary Jo Marion
81 Cliff Road
Milton, MA 02186

Dear Ms. Marion:

I am offering you a promotion to the position of Assistant Vice President for Academic Affairs for Urban Affairs and Executive Director of the Latino Education at Worcester State University effective July 1, 2015 with an annual salary of \$103,750.40 your weekly salary will be \$1,995.20 pending approval by the Worcester State University Board of Trustees.

This position is an excluded management position. The terms and conditions of employment for all union excluded professional employees are governed by the Department of Higher Education of Massachusetts. The policies, rules and regulations governing administrators of the state universities as promulgated, amended or revised from time to time by the Department of Higher Education pursuant to the provisions of the General Laws are also applicable to your employment. It should be pointed out that you serve in your position at the pleasure of the President and the Board of Trustees.

I congratulate you on your promotion and extend my best wishes for a challenging and rewarding work experience. If I can be of assistance to you at any time, please do not hesitate to contact me.

Sincerely,

David A. Caruso, Ph.D.
Interim, Provost

I ACCEPT THE POSITION AS DESCRIBED ABOVE:

Mary Jo Marion

Date

Enclosure

Cc: Barry M. Maloney, President

Mary Jo Marion

WORCESTER STATE UNIVERSITY

JOB DESCRIPTION

TITLE: Assistant Vice President for Urban Affairs and Executive Director of the Latino Education Institute

SUPERVISION RECEIVED: Provost and Vice President for Academic Affairs

SUPERVISION EXERCISED: Staff Associate and other LEI staff

GENERAL STATEMENT OF DUTIES: The mission of the Latino Education Institute (LEI) is to improve the educational achievement of qualified, at risk students. The Director of the LEI provides leadership, develops and administers all aspects of the Institutes' activities and supervises LEI staff, writes and manages grants, coordinates public relations, develops and implements programs, and oversees research and evaluation initiatives. The director will accomplish these objectives under the supervision of the Associate Vice President for Continuing Education and Outreach and Dean of Graduate Studies and in collaboration with the Worcester Public Schools.

RESPONSIBILITIES:

1. Coordinate and facilitate collaboration among Worcester State University's departments, programs, and initiatives that are engaged in a variety of ways with the greater Worcester urban community.
2. Collaborate with and support urban initiatives across the University's various divisions including those outside of Academic Affairs.
3. Chair the WSU Urban Issues Task Force and promote its role in coordinating and supporting the University's Urban program and initiatives.
4. Serve as the key point of contact for external constituencies in relation to the role the University plays in the Worcester Urban area.
5. Compile a campus-wide annotated inventory of WSU urban programs and initiatives on an annual basis.
6. Support the University's engagement with and membership in the coalition of Urban and Metropolitan Universities (CUMU).
7. Represent the University with regard to urban issues on behalf of the Provost and AVPP or the President as needed.
8. As Executive Director of the Latino Education Institute, oversee and manage all aspects of LEI programs and staff.
9. Seek external grant support for the LEI and its programs and to fund new programs.
10. Be responsible for budget development and budget management for the LEI including the University budgets and all externally funded budgets.
11. Work collaboratively with LEI community partners including the Worcester Public Schools.
12. Support and be responsive to the LEI Advisory Board.
13. Oversee LEI's engagement in other communities in Massachusetts.

QUALIFICATIONS:

1. Masters Degree required in related fields such as education, sociology, urban studies, child development, and so forth. Doctoral Degree preferred.
2. Significant experience in grant writing and management of funded projects.
3. Significant experience in administration including budgeting, research and evaluation, and program and event planning and coordination.
4. Knowledge and understanding of the socio-economic and education issues pertaining to the Latino community and urban communities.
5. Fluency in English and Spanish.
6. Excellent oral and written communication skills.
7. Ability to work independently and handle multiple priorities.
8. Excellent networking, collaboration, and public relations skills.

APPROVED: M. Martin
Assistant Vice President for Urban Affairs
And Executive Director, Latino Education
Institute

DATE: 6/30/15

APPROVED: Did A. Caceres
Provost, and Vice President for Academic Affairs

DATE: 6/26/15

07/01/15

Mary Jo Marion Farrell

617.291.2631 • MJM.marion@gmail.com

Value Offered as Director of Civic Initiatives– Promise Neighborhood Planning – Early Literacy Campaigns – Place Based Programming –School Readiness – Out-Of-School and Extended Day – English Language Learners – Child and Family Development – Community Economic Development –Cultural Competency

Track record of innovative education management, program development/implementation and assessment, research coordination, public policy analysis, community relations and team leadership that result in broad achievement gains, operational efficacy and successful education reform initiatives during 18+ years in progressively challenging higher roles in CBOs, K-12, Community Colleges, State Universities, and the University of Massachusetts-Boston.

- **Led and guided strategic initiatives for families and children** including Principal Investigator for Boston Foundation Initiative examining higher education among Latino young men in Massachusetts, chairing the City of Worcester's Mayoral Commission on Latino Educational Excellence; Directed Center for Community Economic Development (CCED) at UMass-Boston, a program responsible for cutting edge research on education and workforce development in Boston with over 12 major publications and ten community/university projects ; Steering Committee member, United Way of Central Massachusetts' Promise Neighborhood Initiative, focusing on healthy families. (UMass-Boston, WSU)
- **Instrumental leader in capacity development and education reform.** Led institution's accelerated growth from 200 to 2,400 students served annually by restructuring and spearheading an assessment-driven, family-focused education organization; active partner in successful education reform efforts, testified on key public policy issues and quoted in NY Times, Boston Globe and local press on education. (UMass-Boston, WSU, NCLR)

Core Competencies: Program Oversight...Program Development...Assessment...Metrics Tracking and Reporting...Quality Improvement...Community Outreach ... Fundraising...Outreach relationships ... Strategic leadership ... Policy Analysis ... Family Development...Research Coordination ... Needs analysis ... Management

Professional Experience & Successes

WORCESTER STATE UNIVERSITY

Jul 2008 TO PRESENT

Latino Education Institute Executive Director

Provided direction and leadership towards the organization's achievement of its mission. Responsible for shaping, guiding and overseeing all programs, operations, resource development, financial management and administration. Led a five person management team; worked in partnership with the Worcester State University, public school administrators, institutions of higher education, and elected and appointed officials to work on issues of interest to children, youth and families. Developed policy initiatives and worked with legislators and other policy and decision makers on the Commonwealth's agenda for children, youth and families. Led fundraising efforts as necessary to move critical issues of interest to the organization and its constituencies.

- Steering committee member of successful City of Worcester bid for Promise Neighborhood planning grant and steering committee member of subsequent Main South Promise Neighborhood team applying for implementation grant.

- Doubled the number of families served through LEI education developmental programs by revamping programs to create continuum of services model for students ranging from pre-K through adult education. 1800 families served in 2012.
- Co-chaired the Mayoral Commission on Latino Educational Excellence in Worcester and was the lead the author of the Commission's report: A Community Response to Closing the Achievement Gap in Worcester (2011).
- Developed and implemented successful family engagement model and assisted with replication efforts in public schools and adult learning environments.
- Sponsored and co-convened conference with College of the Holy Cross to examine best practices for the advancement of Latino students in Worcester Public Schools. Conference attracted 250 participants, received media coverage, and served as a catalyst for ongoing educational collaborations in Central Massachusetts (2009)

MASSACHUSETTS BAY COMMUNITY COLLEGE
Special Assistant to the President and Chief Policy Advisor

2006-2008

A cabinet position responsible for assisting the President in managing and monitoring the college's strategic plan, public policy efforts, innovative strategies for increased retention, fundraising, and organizational development, and leading legislative affairs for the college.

- Successfully assisted the President in managing the development of a strategic plan, facilities master plan, and academic reorganization.
- Coordinated and executed several legislative breakfasts with elected officials to highlight Mass Bay's attributes and needs.
- Served on high level committees including labor/management, search committees for senior positions, and student services.

UNIVERSITY OF MASSACHUSETTS-BOSTON
Mauricio Gastón Institute for Latino Community Development and Public Policy
Associate Director

1997-2006

Responsible for overall operations, program planning, fundraising, strategic initiatives, community and university relations, and administration of research institute dedicated to the study of the socio-economic conditions of Latinos in Massachusetts.

- Directed Center for Community Economic Development (CCED), a program responsible for cutting edge research on education and workforce development in Boston with over 12 major publications and ten community/university projects.

- Launched and directed first endowment campaign.
- Increased fundraising by 50%.
- Increased visibility to include op-eds in the Boston Globe and front page story in the Boston Globe related to education policy matters.
- Testified on key public policy issues and quoted in NY Times, Boston Globe and local press on education.

NATIONAL COUNCIL OF LA RAZA (NCLR), WASHINGTON, D.C.

1992-1997

Office of Research, Advocacy, and Legislation

Project Director, July 1994-1997

Trade Policy Analyst, July 1992-1994

Named director responsible for implementing Foreign Policy Project for NCLR – the nation’s largest Hispanic development organization and the leading Washington-based Hispanic “think-tank.”

- Oversee and assist in the annual production of a major research report and six to ten briefer analyses, focusing on foreign policy, trade, immigration, and foreign assistance.
- Developed NCLR’s position on NAFTA and other international issues, and determined appropriate legislative, media, and strategic planning.
- Co-authored publication entitled, *A Proposal to Establish a North American Development Bank*, which became the basis for the congressional legislation creating the bank.

Education / Professional Development

Master of Arts, Public Policy Studies

University of Chicago, June 1992

Bachelor of Arts, Political Science

Suffolk University, Boston, Massachusetts, June 1987

Education Policy Fellow, 1988-1990

Congressional Hispanic Caucus, Washington, D.C.

(Selected from a competitive national pool of college graduates to undergo an intensive leadership training program in public policy)

John F. Kennedy School of Government, Leadership Institute Training

Harvard University, 1995

Service

Massachusetts Governor Deval Patrick, New Americans Policy Initiative, Education Policy, Advisory Board Member (2009)

Mauricio Gaston Institute for Latino Community Development and Public Policy, University of Massachusetts-Boston, Board Member (2007-2010)

Co-Chair, Worcester Mayoral Commission on Latino Educational Excellence (2010-present)

Guest Lecturer, Emmanuel College (Urban Education) and Worcester State University (Immigrants in the United States).

Full Board Meeting

NOTICE

THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL MEET AT 7:00 P.M. ON TUESDAY, SEPTEMBER 8, 2015 IN THE MULTI-PURPOSE ROOM OF SHEEHAN HALL.

1. CALL TO ORDER
2. VOTES (See Attachment)
3. APPROVAL OF MINUTES – JUNE 9, 2015
JULY 15, 2015 (EXECUTIVE COMMITTEE)
(See Attachments)
4. TITLE IX TRAINING
5. CHAIR OF THE BOARD UPDATE
6. CHANGE IN MEETING DATE – MARCH 15, 2016 TO MARCH 8, 2016
7. PRESIDENT’S REPORT (See Attachment)
- UPDATE ON EARLY RETIREMENT INCENTIVE
8. FINANCE & FACILITIES COMMITTEE REPORT
9. HUMAN RESOURCES COMMITTEE REPORT
10. OTHER BUSINESS
11. ADJOURNMENT

Judith St. Amand
September 1, 2015

Upon a motion made and seconded, it was

VOTED: to approve the minutes of June 9, 2015 as submitted.

Upon a motion made and seconded, it was

VOTED: to approve the minutes of the July 15, 2015 Executive Committee as submitted.

Upon a motion made and seconded, it was

VOTED: to approve the requested change in the meeting date for March 2016 from Tuesday March 15, 2016 to Tuesday, March 8, 2016.

Upon a motion made and seconded, it was

VOTED: to approve the appointment of Dr. Roberta Kyle to the position of Associate Vice President for Continuing Education and Dean of Graduate Studies upon the terms described in her letter of appointment dated August 25, 2015.

Upon a motion made and seconded, it was

VOTED: to approve the promotion of Mary Jo Marion to Assistant Vice President for Academic Affairs for Urban Affairs and Executive Director of the Latino Education upon the terms described in her letter of June 26, 2015.

Upon a motion made and seconded, it was

VOTED: to adjourn the meeting at

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

June 9, 2015

PRESENT: Trustee Ronald Valerio, Chair
Trustee George Albro, Vice Chair
Trustee Craig Blais, Vice Chair
Trustee Kurt Correia
Trustee Aleta Fazzone
Trustee Isabel Gonzalez Webster
Trustee Maryanne Hammond
Trustee Stephen Madaus
Trustee Terence Shanley
Trustee Shirley Steele
President Barry Maloney, President
Ms. Judith St. Amand, Assistant Secretary

ABSENT: Trustee Robert Thomas

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Worcester State University Board of Trustees was held on Tuesday, June 9, 2015, in the President's Conference Room of the Helen G. Shaughnessy Administration Building. Trustee Valerio called the meeting to order at 6:35 p.m.

WELCOME – Commissioner Freeland

Trustee Valerio, Chair of the Board, thanked the Commissioner for coming to campus and also thanked him for his continued support of WSU.

- Commissioner stated that he tries to visit each campus throughout the year to stay in touch and to exchange information with the various Boards.
- Commissioner Freeland praised WSU for efforts in retention and graduation rates as evidenced in the most recent *Vision Project* report.
- Commissioner Freeland, who is retiring at the end of the month, introduced Dr. Carlos Santiago, the newly appointed Commissioner of Higher Education.
- Dr. Santiago was pleased to be in attendance and to have the opportunity to meet the members of the Board and President Maloney's direct report team.
- Trustees were delighted to learn that Dr. Santiago places a great deal of support in the *Vision Project* and looks forward to continuing the work of the project.
- Formula funding, budget appropriations and collective bargaining costs were just a few of the areas where trustees expressed concern.
- Commissioner Freeland was presented with a proclamation from the WSU community as well as a WSU jacket.

APPROVAL OF MINUTES – April 7, 2015

Upon a motion by Trustee Shanley and seconded by Trustee Albro, it was unanimously

VOTED: to approve the minutes of April 7, 2015 as submitted.

FINANCE AND FACILITIES COMMITTEE REPORT

FY 2016 Budget

At the request of Trustee Blais, Chairman Valerio took agenda item #10 out of order.

- Trustee Blais thanked the members of the F&F Committee for the amount of time and due diligence throughout the year long budget process. He also thanked VP Eichelroth and her staff for their efforts.
- Chairman Blais reported to the group that no changes have occurred since the budget was presented in April.
- Bills will go out the first part of July and will contain the \$300 annual general fee increase.
- With the budget still not finalized, the approved increase has to be included for the fall financial aid packages to be processed.
- Should any change in the budget occur the general fee will be reduced proportionately.
- President Maloney reported that a committee has been meeting to discuss formula funding for the \$5.5 million to be distributed to higher education. Formula will be based on performance as reported in the new Vision Project report. If new dollars are received, a budget amendment will be brought to the Board in September.

Upon a motion by Trustee Hammond and seconded by Trustee Steele, it was unanimously

VOTED: to approve the FY 2016 Comprehensive Operating Budget as presented.

Re-Affirmation of Trust Fund Agreements

- The current trust fund agreements for all campus based revenue were provided for review.
- Good practice to review the agreements periodically and re-affirm and/or edit the intended purpose of the fund as necessary.
- Currently there are nine active trust fund accounts and one that is being recommended to be discontinued (Sheehan Hall Trust Fund).
- In line with practices for the MSCBA, it was decided to consolidate the Sheehan Hall Trust Fund into the general Residence Hall Trust Fund that has been amended to reflect a broader scope of activity related to resident student enrichment.

- The trust agreement for the Strategic Plan Trust Fund has been amended to eliminate the description of the process by which funding requests would be evaluated and awarded.
- Documents were amended as recommended.

Upon a motion by Trustee Albro and seconded by Trustee Madaus, it was unanimously

VOTED: to approve the changes to the trust fund agreements as recommended and to re-affirm the approval of those that have not changed.

Repairs to Driveway at President's Residence

- As required by WSU's Trust Fund Guidelines, any renovations to the property at 535 Chandler Street must be approved by the Board of Trustees.
- The Finance and Facilities Committee reviewed the proposal submitted by Pioneer Sealcoat, LLC in the amount of \$3,600.00.
- Trustee Madaus noted that a certificate of insurance be required.

Upon a motion by Trustee Albro and seconded by Trustee Shanley, it was unanimously

VOTED: to approve the asphalt patches needed at 535 Chandler Street, president's residence, as described in the proposal from Pioneer Sealcoat, LLC in the amount of \$3,600 and inclusion of amendment requiring certificate of insurance.

CHAIR OF THE BOARD UPDATE

Introduction of new Student Trustee – Kurt M. Correia

- Chairman Valerio introduced new student trustee, Kurt Correia.
- Kurt is a Criminal Justice major planning to graduate in May of 2016.
- He is from Acushnet, Massachusetts and is a dorm student, serving as an RA for the past two years in Dowden Hall and will continue in this position in the fall.
- In addition, Kurt has held the position of Vice President for the Student Events Committee this past year and served as a member of the committee since his freshman year.
- He has also been a member of the Student Senate since his freshman year, and Kurt has and will continue to serve as one of the SGA Auction Chairs and is the Treasurer for the Class of 2016.
- Chairman Valerio and the full Board thanked Gwendolyn Bois again for your service to the Board over the past year.

Trustee Conference Planning Committee

- Chairman Valerio reported that he was contacted by Jennifer Perkins, Director of Trustee Operations at the Department of Higher Education regarding the formation of a Trustee Conference Planning Committee.
- Each campus Chair to identify a trustee member to serve on this committee.
- This new Committee will meet twice a year: once in the spring to plant the statewide conference and once in the fall to review feedback from the conference. During the spring planning meeting the members will discuss the topics, speakers, and format of the statewide conference in the fall.
- WSU's representative to this committee is Trustee Maryanne Hammond who graciously agreed to serve.

President's Evaluation

- Chairman Valerio reminded the Board that the President's Goals were presented to the Board in November of 2014 rather than in September due to the timing of the Strategic Plan approval.
- Goals approved at that time will be in effect for approximately eighteen months.
- Since the Board conducted a very thorough comprehensive evaluation during the 2013 - 2014 academic year, Chairman Valerio charged the HR Committee to conduct an annual evaluation of President Maloney as called for by the Massachusetts Board of Higher Education Compensation and Evaluation Guidelines and Procedures for State University and Community College Presidents, and President Maloney's appointment contract.
- The report of the HR Committee should be presented to the full Board in September, which is also in keeping in sync with the BHE deadline for the submission of presidential evaluations.

NOMINATING COMMITTEE REPORT

- Trustee Ronald Valerio, Chair of the Board of Trustees, appointed the Nominating Committee at the April 7, 2015 meeting of the Board.
- The charge given to the Committee was to bring forward a slate of officers for 2015-2016 for nomination/election at the June 9th meeting.
- Following deliberation with the committee members, it was recommended that the following slate of officers be forwarded to the Board of Trustees for approval.

Upon a motion by Trustee Shanley, and seconded by Trustee Madaus, it was unanimously

VOTED: to accept the recommendation of the Nominating Committee and approve the following slate of officers for 2015-2016:

Chair	Trustee Ronald Valerio
Vice Chair (2)	Trustee George Albro and Trustee Craig Blais
Secretary	President Barry Maloney
Assistant Secretary	Ms. Judith St. Amand
Foundation Board (2)	Trustee Ronald Valerio and Trustee Terence Shanley
Executive Committee	Trustee Terence Shanley
Alternate	Trustee Maryanne Hammond

MA State College Presidents/ Trustees Association	Trustee Ronald Valerio
Alternates	Trustee George Albro Trustee Craig Blais

APPOINTMENT OF STANDING COMMITTEES

- Trustee Valerio reported that he is not making any changes to last year’s appointments. However, if anyone feels strongly about serving on a particular committee, they are asked to contact him over the summer.
- Chairman Valerio did appoint newly elected student trustee, Kurt Correia, to serve on the following committees: Academic Affairs & Student Development, Human Resources and Planning & Development.

APPROVAL OF MEETING DATES 2015-2016

Upon a motion by Trustee Hammond and seconded by Trustee Shanley, it was unanimously

VOTED: to approve the following meeting dates for 2015-2016:

Tuesday - September 8, 2015 (Tuesday) – Tri Board Dinner Meeting at 7:00 p.m.	March 15, 2016 - Tuesday
October 20, 2015 – Tuesday	April 12, 2016 – Tuesday Special Finance Meeting
November 17, 2015 – Tuesday	June 7, 2016 – Tuesday
January 12, 2016 – Tuesday	

PRESIDENT'S REPORT

President Maloney thanked everyone for their attendance at the many events during the past month. Your attendance means a great deal to the students and members of the campus community.

Introduction of Dr. Lois Wims

- President Maloney introduced Dr. Lois Wims, recently appointed Provost and Vice President for Academic Affairs.
- Dr. Wims earned a Ph.D. in Psychology and has served in many positions in academia, including Dean of Social and Behavioral Sciences at Mary College (New York), where she was also an associate and full professor of Criminal Justice.
- Currently she is Dean of Arts, Humanities and Social Sciences at the Community College of Rhode Island, where she oversees the college's largest divisions, with 200 faculty and 300 adjuncts.
- President Maloney thanked Vice President Kathy Eichelroth for chairing the search committee and also all members of the campus community who worked tirelessly to select and recommend Dr. Wim for Provost and Vice President of Academic Affairs.
- Dr. Wims will join the campus community next month.

2015 Vision Project Dashboards

- President Maloney distributed hard copies of the 2015 *Vision Project Dashboard*.
- No changes since the draft copy was shared with the Board.
- Document contains data on each respective institution's results in the key outcome areas.

Wellness Center Update

- Initial site preparation has been completed and the project has moved to its next phase.
- The two-story, 100,000 square foot athletic center will feature competition and multipurpose gyms, an expanded fitness center, student lounge, and lecture/function spaces.
- Project is on budget and scheduled for completion during late spring of 2016.

Dean of the School of Humanities and Social Sciences/Dr. David Caruso

- President Maloney reported that Dr. Lisa Boehm, Interim Dean of the School of Humanities and Social Sciences has announced her resignation from WSU and has accepted the position of Dean of the School of Arts and Sciences at Manhattanville College in Purchase, New York. She will remain at WSU until July 24th.
- Dr. David Caruso, Interim Provost and Vice President for Academic Affairs, informed the group that an Interim Dean of the School of Humanities and Social Sciences will be identified.
- The selection of the Interim Dean will be through the *Registry for Interim Presidents*.

- The *Registry* is a membership organization that places highly experienced senior administrators in interim higher education positions such as president, provost, vice president, and academic dean.
- WSU will be provided with up to twelve names and resumes of qualified candidates.
- Three will be chosen to visit the campus and they usually all visit together. Not competitive between candidates. All looking for the best fit. Finalist for the Interim Dean cannot apply for the permanent position.
- Expect to have the Interim Dean in place by the end of July.
- The plans for hiring a permanent Dean for HSS have not changes. The search process, including the timeframe will be discussed in the fall with the new Provost and Vice President for Academic Affairs.
- Since the position of Interim Dean requires BOT approval, discussion was held as to whether a special meeting should be called or whether it should be handled by the Executive Committee.

Upon a motion by Trustee Albro and seconded by Trustee Hammond, it was unanimously

VOTED: to refer the appointment of an Interim Dean of the School of Humanities and Social Sciences to the Executive Committee of the Board of Trustees.

Early Retirement Incentive Update – Jack Giarusso

- President Maloney invited Jack Giarusso, Interim Director of Human Resources to provide an update.
- The WSU Retirement Incentive was discussed at a previous Finance & Facilities meeting and the full Board approved at their January 20th meeting to grant the administration the authority to pursue the proposed plan.
- Administration continues to work with the unions on campus. A date for the AFSCME group is being set up, the APA unit will act on this matter on Friday and the MSCA has approved the plan.
- BHE has approved the plan and it has also been vetted through legal counsel.
- Any campus can develop a plan or look to WSU as a model. As of today only two campuses have expressed an interest - WSU and Westfield.
- The WSU plan contains deadline dates for filing and also a maximum of employees who would be approved for the incentive. Very important to know number, since buy back of 20% sick time and payout of accrued vacation is the expense of the university as well as any offered monetary incentive.
- Board of Trustees will be updated periodically.

APPOINTMENT OF ASSISTANT VICE PRESIDENT FOR HUMAN RESOURCES, PAYROLL SERVICES, AND AFFIRMATIVE ACTION/EQUAL OPPORTUNITY

- President Maloney once again invited Mr. Giarusso who chaired the search process for this position to join him to present the recommendation.
- Mr. Giarusso explained that the pool was not large, but contained very qualified candidates.
- The search committee invited six candidates to campus for interviews and three candidates were forwarded to President Maloney.
- Candidate being recommend, Ms. Stacey DeBoise Luster, brings a strong background in human resources, including collective bargaining.

Upon a motion by Trustee Gonzalez-Webster and seconded by Trustee Fazzone, it was unanimously

VOTED: to approve the appointment of Stacey DeBoise Luster as the Assistant Vice President for Human Resources, Payroll Services, and Affirmative action/Equal Opportunity based upon the terms described in her appointment letter of June 1, 2015.

OTHER BUSINESS

- Chairman Valerio asked David Caruso and Jack Giarusso to please come forward to receive a token of appreciation from the Board for their willingness to both step up and assume the duties of Interim Provost and Vice President for Academic Affairs, and Interim Human Resources. Both proved to invaluable and provided a great deal of direction and assistance to not only the Board and the President, but to the entire campus community.

Upon a motion by Trustee Albro and seconded by Trustee Madaus, it was unanimously

VOTED: to adjourn the meeting at 8:20 p.m.

Respectfully submitted,

Judith A. St. Amand
Assistant Secretary

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

EXECUTIVE COMMITTEE

July 15, 2015

PRESENT: Trustee Ronald Valerio, Chair
Trustee George Albro, Vice Chair
Trustee Maryanne Hammond, (elected alternate member)
President Barry Maloney
Ms. Judith St. Amand, Assistant Secretary

ABSENT: Trustee Craig Blais, Vice Chair
Trustee Terence Shanley (elected member)

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Executive Committee of the Board of Trustees was held on Wednesday, July 15, 2015 in the President's Conference Room of the Helen G. Shaughnessy building. Trustee Valerio called the meeting to order at 6:05 p.m.

CONTRACT FOR INTERIM DEAN FOR THE SCHOOL OF HUMANITIES AND SOCIAL SCIENCES

President Maloney provided an overview of the sequences leading up to the need for appointing an interim dean.

- Dr. Lisa Boehm, Interim Dean of the School of Humanities and Social Sciences announced her resignation from WSU and has accepted the position of Dean of the School of Arts and Sciences at Manhattanville College in Purchase, New York. She will remain at WSU until July 24th.
- Dr. David Caruso, Interim Provost and Vice President for Academic Affairs, informed the trustees at the June 9th meeting that an Interim Dean of the School of Humanities and Social Sciences will be identified.
- The selection of the Interim Dean will be through the *Registry* for Interim Presidents.
- The *Registry* is a membership organization that places highly experienced senior administrators in interim higher education positions such as president, provost, vice president, and academic dean.

President Maloney introduced Dr. Lois Wims, newly appointed Provost and Vice President for Academic Affairs, to review the interview and selection process.

- WSU was provided with eleven to twelve names and resumes of qualified candidates.

- Following the review of the resumes and statement of interest for each candidate the number was narrowed down to five of which three were available for an on-campus visit.
- Candidates had an opportunity to speak with president, provost and others on a one-on-one basis as well as with the larger screening committee.
- They were interviewed together with a representative from the *Registry*, and it was the goal of all to find the best fit for WSU.
- The candidate selected is not eligible to apply for permanent position.
- The plans for hiring a permanent Dean for HSS have not changed.
- Process will be set by Provost Wims and a search committee constituted.
- Process for the search for the Dean of Graduate and Continuing Education will also be under the supervision of Provost Wims and both will be conducted during the 2015-2016 AY.
- Search Committee unanimously recommended Dr. Jane Friederichs to be contracted with to fill the position of Interim Dean of the School of Humanities and Social Sciences.
- Dr. Friederichs received a strong recommendation from people at Manhattanville College where she just completed a *Registry* position as interim dean. She has experience in Massachusetts public higher education and experience in faculty union environment.
- Discussion was held regarding appointments from within the ranks and President Maloney agreed that a pool of interested and qualified candidates needs to be developed.
- Very pleased with the faculty participation in the search process.
- The money for the contract agreement is already in the budget for the position being vacated by Dr. Boehm. There will be no additional costs.
- The contract employee is not an employee of WSU and will be paid through the *Registry*.

Upon a motion by Trustee Albro and seconded by Trustee Hammond, it was unanimously

VOTED: to approve the Agreement between the *Registry for College and University Presidents* (Collegiate Enterprise Solutions, LLC) and Worcester State University for retaining an Interim Dean for the School of Humanities and Social Sciences as described in the document presented and signed by President Barry Maloney and President and COO Bryan E. Carlson dated July 8, 2015.

OTHER BUSINESS

President Maloney shared the following informational items:

Formula Funding

- Process was based purely on performance measures and WSU hopes to continue to improve in the areas identified.
- Out of the pool \$5.2 million, WSU will receive approximately \$840,000 in additional funding, second highest funding.
- Not sure if this is a one-time appropriation, but will more than likely be planned that way when looking how to expend funds.
- Working with VP Eichelroth, a plan will be prepared and presented to the Finance Committee.
- Possible supplemental budget may be proposed in early fall to address the collective bargaining shortfall.

Invitation to Governor Baker

- President pleased to announce that Governor Baker has been invited to “Opening Day” to speak to the faculty and staff. Will keep trustees updated on the invite. Have had other speakers in the past, i.e., Commissioner Freeland and Secretary Malone.

Enrollment

- As of today, count is 1300 freshman and transfers. Please to report that we met benchmarks set for this year.

Upon a motion by Trustee Albro, and seconded by Trustee Hammond, it was

VOTED: to adjourn the meeting at 7:05 p.m.

Respectfully submitted,

Judith A. St. Amand
Assistant Secretary

President's Update

September 2015

From the President's Office



President's Message



In this first Update of the academic year, you will gain a sense of where the University is headed by seeing each division head's plans for the coming year. With goals that are closely aligned with our strategic plan, we can ensure we will make progress toward meeting the Department of Higher Education's Vision Project goals, and, in

turn, capture performance funding from the Commonwealth.

Newsworthy

Worcester State University continued to garner media coverage over the summer. Some highlights follow, and view more stories [here](#).

Our [green chemistry summer](#) program for high school students and teachers and [Chemistry Department faculty member Kathleen C. Murphy](#) were highlighted in two Telegram and Gazette stories.

A [Worcester Magazine preview](#) of what's new at area colleges highlights our new Provost, Lois Wims, new green transportation options, and three new research and community outreach centers.

For the twelfth year in a row, we have been recognized by The Princeton Review as a "Best in the Northeast" college, based on student surveys – an accolade that was noted in the [Telegram and Gazette's "College Town."](#) We are the only one of the nine state universities to make the list.

In July and August, our faculty and staff were contacted to offer their expert opinions about:

1. the college admissions phenomenon of [summer melt](#) (Admissions Director Joseph DiCarlo);
2. [effective summer reading lists](#) (Education Department Chair Carol Donnelly);
3. [the pros and cons of remedial math](#), in the Boston Globe (Mathematics Department Prof. Richard Bisk).

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PRESIDENT'S OFFICE

Worcester State University
486 Chandler Street
Worcester, MA 01602
508-929-8000
www.worcester.edu

This marks the fourth year of the Presidential Student Ambassadors Program, with the selection of 15 PSAs for the coming academic year. A competitive program for interested students who exemplify strong leadership skills, demonstrate dedication to WSU, and have a strong academic record, the PSAs work on projects they initiate to advance the campus's quality of life and respond to the needs of the President's Office in providing services that promote the University and its community. This year's group of students includes seven returnees and eight new ambassadors.

Community and Government Relations

WSU, together with the Higher Education Consortium of Central Massachusetts (HECCMA), the Worcester Regional Transit Authority (WRTA), Assumption College, and the College of the Holy Cross, has just announced a new college route bus service designed to support cross-registration services through the local college consortium. The agreement creates a new Route #10 that will run from Assumption, via WSU and the WRTA Hub, to Holy Cross and back. Running weekdays from 7 a.m. to 7 p.m. during the academic year, the service should aid not only cross-registration participation, but also provide alternatives for students and employees to use public transportation. The service is to start on August 31st.

Worcester State successfully collaborated with city park officials and local organizers of summer baseball and softball playoffs to address parking related issues for attendees at games hosted at Rockwood Park adjacent to University's North Parking Lot. Available parking on that lot was reduced to less than 100 spots this summer because of the Wellness Center construction project. A similar level of collaboration will be necessary next summer as parking will be temporarily reduced as the construction project is completed. For this upcoming academic year and post-construction, the North Lot will accommodate the usual 500-plus parking spots.

In his role as the two-year chair of the Massachusetts State Universities Council of Presidents (COP), President Maloney spoke on behalf of the nine state universities before the Board of Higher Education in mid-June. The update he provided included a summary of the universities' actions on fee increases, changes in the leadership at seven of the nine institutions, and a COP perspective on the evolving funding formula.

Finally, Worcester State continues to promote its international engagement.

- The university has continued to support (with Worcester State Foundation resources) participation by faculty in summer international professional development travel. We again funded five faculty across both schools, who traveled to Belgium, Brazil, Netherlands, and Spain. Ten faculty over the past two years have benefited from this initiative, involving travel to five continents (all except North America and Antarctica).

- Five faculty members, led by Prof. Carlos Fontes and Katey Palumbo, director of the International Programs Office, traveled in August to the Amazon region of Ecuador using outside funding matched by funds from University Advancement. The purpose of the travel is to explore a potential partnership with an indigenous peoples group, with an expectation of engaging a range of academic disciplines in research topics all parties may collaboratively pursue. If WSU and the local tribal organization agree to formalize their collaboration, it would represent a unique and new type of partnership for the University.

Organizational Updates

- Our new Provost and Vice President for Academic Affairs Dr. Lois Wims joined us in July, replacing Interim Provost David Caruso.
- Dr. Jane O'Brien Friederichs joined us in late August as interim Dean of Humanities and Social Sciences, as Dr. Lisa Boehm left in July for a position at Manhattanville College. The search for a permanent dean will begin soon.
- In Administration and Finance (A&F), Stacey Luster joined us in July as our new Assistant Vice President for Human Resources, Payroll, and Affirmative Action and Equal Opportunity, while Interim Human Resources Director Jack Giarusso finished up that same month. Ms. Luster will oversee the hiring of a Director of Affirmative Action and Equal Opportunity – which will continue to address diversity issues more broadly – and a Human Resources Director.
- Also in A&F, Anisa Hoxha was named Director of Budgeting, Planning, and Policy Development, after serving in that role on an interim basis for the past several months, while Heather LaMarche was appointed as financial analyst after having served in a temporary capacity in that position.



Academic Affairs

- Design systems to support interdisciplinary teaching and learning.
- Create new living and learning communities, particularly in liberal learning.
- Increase study abroad participation, create new student and faculty exchange opportunities, and expand international recruitment efforts.
- Develop a plan to launch new undergraduate majors, certificate programs, and graduate programs.
- Strengthen the University's research infrastructure to pursue sponsored grant opportunities.
- Expand online course offerings, launch two online programs, and establish infrastructure, training, and support services for distance and distributed learning students.
- Use the results of surveys and focus groups to enhance the library's learning resources and services.
- Increase community partnerships and advisory boards within the greater Worcester community.
- Increase student retention and graduation rates through the use of high impact practices such as experiential learning, first year experience, collaborative learning and the reward of excellence in advising.



Administration and Finance

- Implement improvements to business processes and practices by expanding the use of existing technologies and providing refresher training to users.
- Identify ways to support expanded DGCE programs by extending the use of existing information technologies and identifying new technology resources as necessary.
- Leverage the use of information technologies to develop more efficient business models across the university.
- Revise business processes in Procurement and Accounts Payable based on the recommendations of an outside reviewer.
- Fill the vacant positions within HR and AA/Diversity/EEO and assist the new Assistant Vice President in developing goals for HR/PR/ AA, EEO, and Diversity for the coming year.
- Analyze the Department of Higher Education's new funding formula to better understand current funding awards and predict future funding.
- Complete the Wellness Center over the next twelve months.



Enrollment Management

- Leveraging the success of the Fall 2015 student enrollment goals, continue to develop specific recruiting strategies to ensure stable university enrollment in a declining demographic market, including development of an online virtual campus tour.
- Revise Admissions' recruitment collateral, including developing a new guidance counselor brochure, a search piece, and a brochure for high school juniors.
- Develop new recruiting materials for the Graduate School.
- Continue to develop the University's primary and secondary websites, optimizing them for mobile use and developing interactive content for external audiences.
- Develop policies and processes to optimize course enrollment and streamline course registration processes.
- Leverage University technologies to better optimize office workflow and increase customer service.
- Increase enrollment of out-of-state student and international student enrollment by 20%.
- Increase faculty use of online retention resources by 5%; expand the use of online retention resources in Academic Success and other areas of the university.



Student Affairs

- Develop a new wellness campaign for students in crisis.
- Expand partnerships with the greater Worcester community, including developing initiatives with the Worcester Regional Transit Authority (WRTA).
- Welcome the National Corporation for Community Service's Jumpstart program to campus; Jumpstart's mission is to help children enter kindergarten prepared for success.
- Implement fellowship opportunities for faculty to develop collaborative and innovative programming for the John J. Binienda Center for Civic Engagement.
- Create additional leadership opportunities for undergraduate students and develop online modules to support leadership skills.
- Develop a marketing plan to increase by 20% the use of the University's online internship and job database, Lancerlink.



University Advancement

- Raise \$2.5 - \$3 million to continue progress toward realizing the \$15 million goal of the University's **Change Lives** capital campaign.
- Cultivate the development of additional challenge matches for donors, such as the \$250,000 Gene J. DeFeudis Wellness Center Challenge and the \$10,000 Wasylean Young Alumni Challenge.
- Launch the **Worcester State Magazine**, a redesign of the **Statement** based on the results of focus group studies and technical analyses. The **Worcester State Magazine** will feature a more contemporary look to better engage readers and coordinate with a more comprehensive approach to communicating with alumni.



**DIVISION OF UNIVERSITY ADVANCEMENT
BOARD OF TRUSTEES UPDATE
SEPTEMBER 9, 2015**

Worcester State University and the Division of University Advancement announced the public launch of the Change Lives capital campaign at a celebrator Garden Gala in May on the afternoon of commencement. This is the third comprehensive fundraising campaign in the university's history.



changelives.worcester.edu

Led by the Division of University Advancement, the Change Lives campaign's fundraising goal is \$15 million, with nearly \$10.6M (71% of goal) already raised to date. The campaign will conclude approximately two years from now.

Upcoming Events

All Advancement activities will now be branded, promoted, or incorporated as part of the campaign for this fiscal year and next. We are in the early planning stages of a number of campaign specific initiatives and already have a robust calendar of events and activities scheduled through October including:

- The second annual Hall of Fame Season Kick Off social
- A reception for new students at WSU inaugural convocation
- The third annual North Carolina alumni chapter event

- The annual Scholarship Donor Brunch
- Homecoming and Young Alumni Reunion
- The annual Distinguished Donors reception
- The second annual student-led Thank A Donor Day

Campaign Announcements

As part of the campaign, two inspiring fundraising challenges will take center stage in our work this year:

The Gene J. DeFeudis Wellness Center Challenge. Former Foundation Board Director and Trustee Gene J. DeFeudis has launched a challenge match for donors to the Wellness Center initiative, pledging a dollar for dollar match up to \$250,000 for donations received now through December 31, 2015.

The Wasylean Young Alumni Challenge. Spirited and ever-generous alumnus Phillip Wasylean II '63 has pledged to match \$100 gifts made to the campaign by young alumni up to \$10,000 during fiscal year 2016.

Throughout the fiscal year, each of these challenges will have a number of related traditional, social media, person-to-person appeals and events developed to reach our goals.

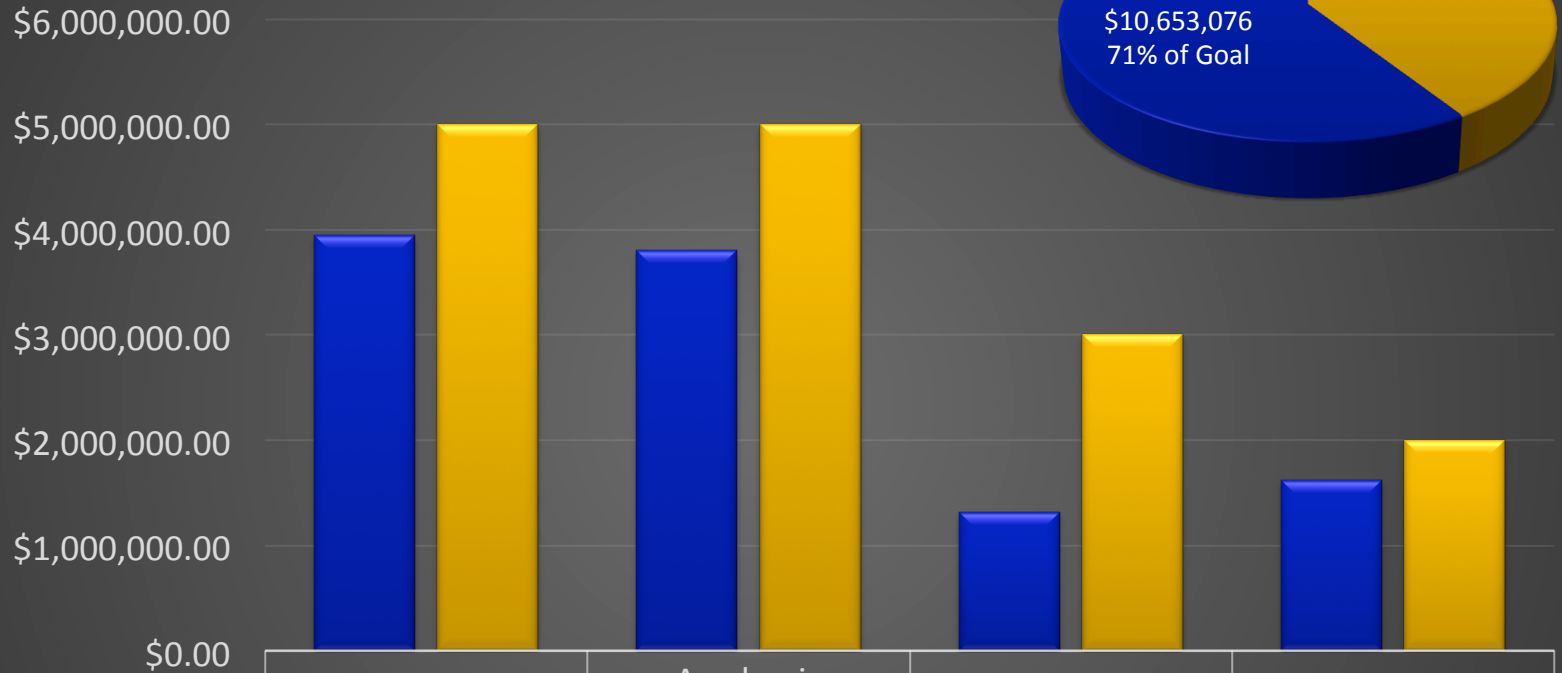
Magazine Redesign and Name

In October, the newly redesigned and re-named *Worcester State Magazine* (formerly the *Statement*) will mail to alumni homes. The redesign and renaming comes as the result of focus groups with young alumni, members of the Alumni Association Advisory Board, alumni members of the Foundation Board of Directors and Board of Trustees, and with faculty and staff who are alumni of WSU. Under the guidance of WSU's executive director of marketing, the new contemporary look, feel and content of the *Worcester Statement* will better reflect the best practices for engaging readers – especially younger alumni - in print media, and will be coordinated with a more strategic approach to information sharing through alumni and campaign e-newsletters and social media postings. The content during the campaign years will also include a campaign related section in each issue.

The renaming of the magazine continues our efforts in establishing a strong brand identity, with the name a clear statement (no pun intended) of who the magazine belongs to. For reference, the Salem State magazine is also called the *Statement*, and looks almost identical to our former design.



Change Lives Campaign Goals

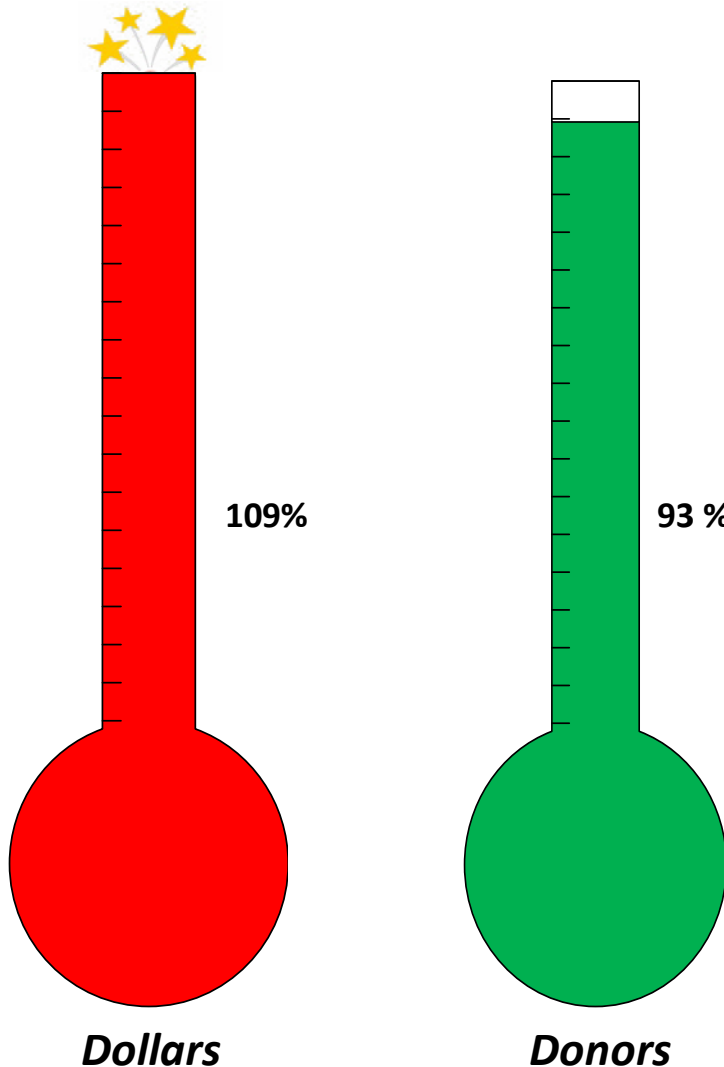


As of 7/01/15:
\$10,653,076
71% of Goal

	Scholarship	Academic Development (incl. athletics)	Plant, Property & Equipment	Unrestricted
As of 7/1/2015	\$3,937,955.55	\$3,795,885.83	\$1,313,989.02	\$1,615,498.03
Goal	\$5,000,000	\$5,000,000	\$3,000,000	\$2,000,000

As of 7/1/2015 Goal

Dollars and Donors Raised - as of July 1, 2015



Annual Campaign Goal:
\$3,200,000
4,000 Donors

To Date:
\$3,495,492
3,723 Donors