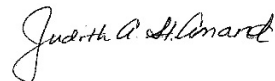


NOTICE

A MEETING OF THE HUMAN RESOURCES COMMITTEE OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL BE HELD ON TUESDAY, AUGUST 23, 2016 AT 4:30 P.M. IN THE PRESIDENT'S CONFERENCE ROOM LOCATED IN THE HELEN G. SHAUGHJNESSY ADMINISTRATION BUILDING.

1. CALL TO ORDER
2. ANNUAL EVALUATION – PRESIDENT MALONEY
3. OTHER BUSINESS
4. ADJOURNMENT



Judith A. St. Amand
August 16, 2016

HR COMMITTEE MEMBERS

Trustee Maryanne Hammond, Chair
Trustee Karen LaFond
Trustee Corey Laite
Trustee Dina Nichols
Trustee Marina Taylor
Trustee George Albro, Ex-Officio Voting Member

All trustees are invited to attend in a non-voting capacity

WSU President's Evaluation: 2015 to 2016

AREA	RATING	COMMENT
Graduation rate and Retention Improvement		
Academic Management and Leadership		
Assessment		
Infrastructure		
Fiscal Management and Budgeting		

Communication		
Administrative Management and Leadership		
Decision Making and Problem Solving		
Fundraising		
Internal Relations/Campus Climate		

2016 PRESIDENTIAL EVALUATION MATERIALS

Chairman will charge the Human Resources Committee with conducting the evaluation of President Maloney and to provide a summary of the evaluation at the September Board meeting.

I write to present my goals for approval for the period beginning November 18, 2014 and ending June 30, 2016. The goals are in alignment with both the recently approved Worcester State University Strategic Plan and the Department of Higher Education's Vision Report. Moreover, the central areas of focus have been developed as part of feedback gathered at an administrative retreat held June 2014.

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

Academic Program and Excellence

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

METRICS:

- Key Staffing needs
 - Successfully hire a new Provost for the institution and continue to define/resolve structure of academic affairs division
 - Successfully hire new staff into Human Resources and Equal Opportunity/Affirmative Action
- Student Learning
 - Increase 6---year graduation rate, moving toward Vision benchmark of 56% by 2016
 - Increase pass rates on licensure exams (Nursing, OT, Speech, MTEL& CPA)
 - Improve acceptance rate to graduate programs
 - Create a structure to encourage/facilitate team---taught courses, cross---listed courses, and interdisciplinary work.
 - Change class scheduling to better accommodate working and commuting students; Embrace expanded---hour/more---flexible teaching schedule
 - Revisit review the 2011 changes to the LASC
 - Improve two-year developmental math success rate
 - Establish criteria to evaluate new academic program proposals
- Workforce alignment
 - Degrees conferred overall
 - Degrees conferred STEM
 - Degrees conferred health care
 - Establish better articulation agreements with community colleges
- Civic engagement
 - Increase participation in community service and/or civic engagement activities and integrate such activates into the campus academic culture
 - Expand student research
 - Launch two online graduate programs by September 2015
 - Improve internal communication; convene cross---divisional committee to address communications issues

Community and Campus Life

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

METRICS:

- **College participation**
 - Establish living---learning communities in the residence halls
 - Work with students to inject energy into student life (organically student---led); offer more activities for students to do on the weekends/after hours
- **Achievement gap**
 - College participation and population rates
 - 6-year graduation rates of African-American and Latino vs White students, Male vs Female, Pell-eligible vs non-Pell eligible
- **Communication**
 - Promote our success stories (e.g., website, PR pitches to media, etc.) in order to reach and inspire external audiences
 - Develop mechanisms to coordinate community outreach and create an integrated, University--wide community outreach plan (for expanded visibility, connections, student opportunities, etc.)
 - Enhance communication between DGCE and academic departments
- **Cultural awareness and respect**
 - Implement a solution---oriented customer service mindset and commitment; include a statement in every job description.
 - Change the culture so that people enjoy working here more and feel more valued
 - Implement new state-wide Title 9 policy and help facilitate mandatory reporter trainings

Resources, Revenues, and Organizational Sustainability

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

METRICS:

- **Revenue enhancement**
 - Prepare and support a capital campaign designed to raise revenue for Wellness Center and Temple Emanuel projects
 - Continue to develop a more open and inclusive budget process
 - Develop a plan for space utilization and engage and implement, with DCAMM, a new ten year academic Master Plan
 - Expand interaction with community constituents, including: City of Worcester, Chamber of Commerce, Worcester Consortium, alumni and prospective new students and faculty
 - Rectify tuition discrepancy (day vs. continuing education)
 - Increase out---of---state enrollment and put support systems in place to enable this growth
 - Grow DGCE revenue by 3% annually
 - Review existing administrative policies to align them with the goal of increasing revenue
 - Assess adequacy of the technology infrastructure
 - Assess enterprise risk exposures across the institution

Barry M. Maloney

Self-Evaluation

Evaluation period July 2015 – July 2016

I write for the purpose of submitting my 2015 – 2016 Self-Evaluation. The information below is presented in the agreed upon format, is directly tied to my 2015-2016 Presidential list of goals, and represents a summary of my performance since my last review August of 2015. Additionally, to help the Board in its review, I have attached the University's year-end report, Strategic Planning grids and Strategic Plan Review Committee (SPRC) report pertaining to every division and the Department of Higher Education's data dashboard for Worcester State. This is included to provide greater detail to many of my accomplishments of the past academic year.

1. Graduation Rate and Retention Improvement (Numeric rating 5)

Since my arrival it has been clear that improving the graduation rate, and in support of that goal, retention of students from one year to the next, is the most important issue for Worcester State University. The University's six-year graduation number of 53%, while above the average of peer of institutions, is below the prescribed segmental goal of 56% set by the Department of Higher Education (DHE), which we are expected to meet with the cohort that graduated this May, and for which we will have results this fall. This year's average demonstrates a slight increase from last year, and WSU's three-year average shows a six percentage point increase in the rate, which represents a 13% improvement. (As a point of comparison, a recent NEASC report on Salem State's progress, after implementing a cross-campus, multi-initiative program to improve graduation rates, resulted in a six-year graduation rate improvement of five percentage points, from 45 percent (2006 cohort) to 50 percent (2009 cohort, graduating 2015). Source: [NEASC Report for Salem State University.](#))

Additionally, WSU's retention rate stands at 80% which is above our peer group rate which stands at 78%.

Highlights in Recruiting, Admitting, Retaining and Graduating Students:

- Hit Fall 2014 admission goal of 1100 new students (750 freshman & 450 transfers)
- 2% increase in deposits
- One of only 8 of 29 public institutions in the state to see retention growth - Commissioner Santiago
- Continued the University's "Succeed in Four" campaign designed to improve retention outcomes through increased advising, course scheduling and other co-curricular support to assist students towards graduation
- 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 & Gazette's ["College Town."](#) We are the only one of the nine state universities to make the list

Challenges:

- While the overall plan is very sound, the work has just begun. Increasing graduation rates is a slow and laborious process. The campus must be dedicated to our end goal, a 56% six year graduation rate by 2016. The biggest challenge remains getting the entire campus engaged and focused on this mission.

2. Academic Management and Leadership (Numeric rating 3)

- A successful search for Provost and Vice President of Academic Affairs resulted in the hiring last year of Dr. Lois Wims.
- A new face at WSU, Lois was hired in July to replace David Caruso. During the past year, I spent considerable time working with the Provost and her leadership team, to continue progress with the undergraduate two-school Dean structure, implemented in 2013; increase academic advising to students; and assess the resource needs for each academic department.
- This past year the Provost hired two Deans: Dr. Jane Friederichs (Interim Dean of Humanities and Social Sciences) and Dr. Roberta Kyle (Dean of Graduate and Continuing Education), which has led to significant gains in each respective school.

In the School of Health, Education and Natural Sciences (HENS), we were able to establish a Memorandum of Understanding (MOU) with the City of Worcester on a public health initiative, and continued international relations with the Letterkenny Institute of Technology (LYIT) located in Letterkenny, Ireland, through our mutual nursing programs. We also established MOUs with Universidad San Francisco de Quito in Ecuador, University of Ulster, and with the Kitchwa People of Sarayaku in Ecuador. Finally, we hosted dignitaries from Yamaguchi University in Japan. Growing our international agreements helps realize one of my inaugural goals: increase “study away” opportunities for our students, who primarily come from Central Massachusetts. Toward that end, the number of students participating in international experiences has grown 160% between 2010 and 2014 (see [story](#)).

The HENS School also has demonstrated its effectiveness in the professions, with students’ licensure pass rates among the best in the state. In Nursing, 100% passed the NCLEX this year; the Occupational Therapy December 2015 and the 2014 pass rates equaled 100%; the MTEL (Teacher Test) pass rate, where we have a large number of test-takers, runs better than 95%.

In the School of Humanities and Social Sciences, gains were made in getting each Department Chair engaged in improving the overall management of the academic departments by the Dean, a longstanding problem that we made significant progress on this year. (Note: the new supervisory role was a provision bargained in the most recent collective bargaining negotiations with the faculty union). This foundational issue needed to be addressed so that we can both attract a new permanent dean and ensure his or her success.

Revenue-generating initiatives in Academic Affairs include:

- The Division of Graduate and Continuing Education increased fees last year, after market research indicated we were under-charging, resulting in significant new revenue for the University; and a new position established in 2015, Director of the Center for Business and Industry, is charged with increasing our professional development contracts with industry as well as grant-funded training.

Experiential Learning and Community Engagement: The University also continues to make great strides in experiential learning. On the community service and internship/practicum front, we once again increased the number of hours of service to the community and the number of students who are engaged in those and other related field experiences. These included programs such as ENACTUS, Jumpstart, and the VITA Tax Program. Our students contributed to community partners, ranging from Children of the Border (NGO), Dominican Republic to the Latin American Health Alliance, to many of our neighboring schools.

This number is considerably higher than last year. Much of the increase is due to Jumpstart and wider participation among newer faculty such as Dr. Sebastian Velez's trip to the Dominican Republic.

The follow breakdown of Community Engagement categories for 2015-2016 illustrates our progress:

Service Learning: 25 projects involving 688 Students contributing 19,302 hours

Internships: 218 Projects involving 217 Students contributing 29,213 hours

Volunteerism: 33 Projects involving 508 students and 14,713 hours

Clinical: 57 Projects involving 338 students contributing 59,348 hours

Practicums: 206 Projects involving 699 students contributing 38,521 hours

Community Based Research: 3 Projects involving 20 students contributing 82 Hours.

In all, 545 Projects involving 389 partners and 2229 students contributing 161,594.75 hours

Summary of Academic Affairs Highlights:

- Hiring and transitioning of a new Provost, Dr. Lois Wims.
- Hiring of a Dean of Graduate and Continuing Education (DGCE)
- Implementation of new fee schedule for DGCE
- Dialogue has improved with academic departments, as we discuss how best to meet needs – both current and future

- Implementation of \$30K Bachelor's degree program with QCC, MWCC, FSU, STCC and Greenfield Community College – a program used as a model by the Baker Administration in establishing the statewide "Commonwealth Commitment" program
- Participation in the newly created Commonwealth Commitment 2+2 program
- Implementation a 3 +1 program in Nursing with Quinsigamond Community College
- Implemented a partnership with the IdeaLab business incubator to help WSU students with small business development plans
- Increased the amount of community service from 149,000 to 161,000 hours of services
- Established MOU agreement with Jumpstart organization to create volunteer network with area preschool students

Challenges:

- Completion of work on two key business plans: online learning (expected launch in fall of 2016) and an international student recruitment plan via our new relationship with American International Recruitment Council (AIRC)
- Managing the 15% cap on adjuncts in academic departments
- Searches for a permanent Dean of Humanities and Social Sciences, Assistant/Associate Vice President for Academic Affairs and Assistant Vice President for Assessment and Planning
- Completion of work by two key task force groups: Policy Development for Online Learning and Internships
- Accreditation costs and processes for departments such as Business Administration and Economics
- Increased enrollment and overall scope of the Latino Education Institute (LEI) and its programs
- Creation of ten new advisory groups for all academic majors. Total of 20 by June 2016
- Funding the International Education program and motivating students to participate

3. Assessment (Numeric rating 4)

The largest, and most significant, accreditation work that was continued this year was the work done to keep the new strategic plan for the university front and center in the minds of faculty and staff. Moreover, it was critical to assess the work done by my colleagues and build that process of assessment into the culture of the university.

I created an assessment committee called the Strategic Planning Assessment and Review Committee (SPARC) to help me review divisional goals. The group, made of up faculty, staff and students, met with divisional and department heads throughout the year to assess progress towards divisional action steps and university goals. Their final report is included in this packet. Unfortunately, we still have work to do in some areas as we were unsuccessful in the assessment of Campus Police and overall risk management status. Additionally, we were cited by the Massachusetts State Auditors for deficiencies in inventory controls. Steps have been taken – we hired an outside firm - to resolve that concern.

Highlights in Assessment:

- Our strategic planning process has been recognized as a model for the 29 public higher education campuses by the DHE
- I participated in a panel session where our “best practice” was shared, at a statewide Trustees’ retreat the Department sponsored
- Developed a process for assessment of newly formed strategic plan and tied the assessment to overall University and Vision Project goals
- Successful completion of Visual and Performing Arts accreditation review

Challenges:

- Departmental Assessment costs and implementations
- 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
- Full assessment of campus Police Department Conduct a risk management assessment and campus planning exercise

4. Infrastructure (Numeric rating 5)

Since the day I arrived, I have been focused on continuing to make capital improvements to the campus. With three significant projects: improvements to LRC, design and construction of a new wellness center and the siting and construction of a new residence hall and dining commons, I have overseen, in a very hands-on way, construction over my first five years. Presidential advocacy with two state agencies – DECAM & MSCBA – was necessary to make sure that we kept all three projects on schedule and on budget. I am happy to report the projects are moving forward and that costs are still within our means.

With regards to the Wellness Center project, during the past year, the work neared completion. Starting with the demolition of the old gym building, the campus has been abuzz with construction-related activities. Anticipated completion now stands at spring 2016 – up from an earlier estimate of late summer.

The recently opened Sheehan Hall, providing 400+ new beds, was at capacity by Fall 2015, increasing revenue substantially for the University and aiding in our retention and graduation efforts, while the new dining hall has proven to be an excellent recruiting tool. Property acquisition continues to be a priority as we purchased the Temple Emanuel property for a price a former President, who had attempted to purchase the building in the 1990s, characterized as a “steal.” The synagogue, located on May Street and contiguous to the rest of the campus, provides a strategic real estate opportunity for Worcester State University. We made great progress on this project this year. First, the Foundation secured a funding source – a loan through Commerce Bank. Finally, we developed a use agreement with the WSU Foundation so that both

parties have a clear understanding of how the property, and all related costs, will be paid for. We are now moving toward developing a usage plan, with a funding strategy to follow.

Highlights for Infrastructure:

- Managed the completion of the Wellness Center construction, totaling \$52 million dollars
- The project will be completed on time and under budget
- Sheehan Hall at capacity
- LRC improvements – electrical upgrades on the third floor
- Student Center renovated
- Managed disruption during the construction period
- Hired a landscaper to improve grounds

Challenges:

- Need for specialized science space for Nursing, Speech, Chemistry, Biology and Occupational Therapy programs
- Fall of 2016, work with Rickes Associates to develop a Campus Master Plan which will include the development of a usage plan for the May Street building (formerly Temple Emanuel)
- Planning for deferred maintenance and advocacy for a deferred maintenance bond bill to help pay for work
- Create a comprehensive Sustainability Plan

5. Fiscal Management and Budgeting (Numeric rating 5)

The University continues to be a financially healthy organization. With strong reserves, solid enrollment and a good place in the market, Worcester State continues to be a viable institution. We continue to revamp our budget processes to provide greater transparency for the campus community. As academic needs continue to grow, the relationship with the Worcester Center for the Crafts continues to develop and the implementation of a new business plan for DGCE are both priorities in the year to come.

Highlights of Fiscal Management:

- Maintained the University's "A2" bond rating with Moody's
- Another external audit validating our fiscal health
- Developed a cost benefit grid to assess the true cost of all academic programs
- Conducted an internal assessment of both payroll and HR functions
- Successfully implemented an early retirement incentive plan (ERIP) for the campus
- The result incentives over 40 employees into retirement and created over \$1 million dollars in savings

Challenges:

- Working with campus leaders, and BOT to develop a spending plan for unmet campus needs
- Need to develop a revenue generation plan that incorporates: international enrollment, creation of new delivery methods such as online learning, DGCE and fundraising
- Implementation and realization of new revenue ideas
- Dealing with new federal and state regulations – example GASB 68.
- Develop a new business plan for the Worcester Center for the Crafts
- Develop a financing plan for the renovations of the May Street building

6. Communication (Numeric rating 3)

It was clear, starting in my first year and continuing well into year five, that open communications from the president would continue to be a huge expectation from the campus community. The climate on campus continues to demand such transparency. While improvements have been made – new budget process is an example – the campus feels that there are still too many top down directives causing morale to improve only slightly. Therefore, I have continued to focus on student's success as the most important goal in everything we do as an institution. Immediately, I began to open up lines of communication, establishing new governance committees, meeting with as many academic departments as possible, meeting with students in all three residence halls, gathering information from alumni, donors and foundation members, creating a neighborhood association for our immediate neighbors, holding two all-campus "town hall" style meetings and sending out several written communications to all key constituent groups. I am pleased by the positive feedback I have received from these efforts, but acknowledge there is still much work to be done. Finally, our recently hired Assistant Vice President for Human Resources (Stacey Luster) into a new position that will improve internal communications, will make a significant impact on changing the climate at WSU.

Highlights in Communications:

- New format for opening meeting and a mid-year town hall meeting
- Continuation of open budget process
- Expanded the Administrative Council group to include all faculty Chairs
- Implementation of a new and improved university news site, news.worcester.edu
- End of semester retreat for administrators and faculty
- Use of the President's home for several University business and gatherings (nine events hosting faculty, staff, students and alumni)
- Meetings with divisions, departments, chairs, Administrative Council, students in res halls
- Year three of a neighborhood committee to discuss neighborhood issues and civic engagement opportunities
- Increased meetings with alumni, donors and other VIPs including new trip to North Carolina

- Meetings with federal, state and local officials
- Media relations efforts have resulted in an improved ratio of positive to negative stories about the University and an increased presence for our faculty and staff experts

Challenges:

- Working with community officials and neighbors to improve parking in and around the campus and reduce the impact on the neighbors
- Greater buy-in on transparent approaches to our communication of decision-making
- Greater uses of campus governance
- Building trust among all key constituent groups

7. Administrative Management and Leadership (Numeric rating 4)

The past year was one marked by significant changes in personnel. Fueled by our early retirement incentive and the filling of other key vacancies, the University went through a series of changes this past year. My hands-on oversight was necessary to make sure that these processes brought in, in each case, a high quality member to our campus and that they had a smooth transition into Worcester State. With only the exception of the Dean of Humanities and Social Sciences, we were successful in these searches.

Highlights in Administrative Management and Leadership:

- Charged all areas and offices with a “students first” customer service approach. Two divisional trainings occurred during the year (Payroll and Human Resources & Enrollment Management)
- Year Four of new comprehensive marketing campaign for the University – now managed by Executive Director of Marketing, hired in 2013. Revamped recruitment materials and communication plan, increased use of videos, and further development of the Web site as a marketing tool progressed
- 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 again soon
- In the Administration and Finance (A&F) Division, 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

- The hiring of Ms. Luster oversaw the hiring of Susan Moore as the new Director of Human resources and Isaac Tesfay as the new Director of Affirmative Action, Equal Opportunity and Diversity
- Finally, 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
- Assisted with the management of over 20 faculty searches and an additional 20 administrative and staff searches

Challenges:

- Hiring of the Assistant Vice President for Academic Affairs, Assistant Vice President for Assessment and Planning and creating an expanded staffing plan for Career Services and Disability Services
- The advent, presence and continued growth of non-traditional competition
- Continue to develop a team that is supportive of each other and the mission of the institution

8. Decision Making and Problem Solving (Numeric rating 4)

CEO's make hundreds of decisions per week. The key for any President is that we must instill a sense of trust, collegiality, accountability and resolve to get others to make decisions that always have the University and our student's best interests in mind. Decision making gets magnified during times of crisis. It is in this area that I think that I handled myself very well. The challenge moving forward is considering ways to continue to empower my colleagues so that good decisions can be made at the appropriate levels.

Highlights of Decision Making and Problem Solving:

- Solidifying teamwork among the Division Heads, as evidenced by an A&F-led search for the Provost position, and more productive and collegial President's direct report meetings
- Dealing with numerous campus emergencies and appropriate implementation and training of the new Title IX sexual assault reporting requirement
- New personnel and organizational structure in Academic Affairs, Human Resources and Diversity areas
- Action Steps to move the campus toward a culture of inclusion

Challenges:

- Trying to build collaborative team across all divisions
- Challenge getting talented VPs to work together
- Fostering and maintaining a productive, welcoming work environment

9. Fundraising (Numeric rating 4)

Once again, another area of strength for the University is fundraising. As one of only two Massachusetts State Universities listed, according to the Princeton Review, as one of the 75 Best Public Value institutions it is easy to see one of the reasons is our impressive alumni giving rate of 9% - the highest among our Massachusetts state university peer institutions. Our alumni continue to believe in Worcester State University.

Highlights in Fundraising:

- Launched the \$15 million dollar capital campaign, "Change Lives"
- Met with hundreds of alumni and attended events on campus, in the greater Worcester area, throughout the Commonwealth and around the country
- Received a \$500,000 gift on behalf of the late Barbara (Hickey) O'Brien, WSU class of 1957, establishing an endowed fund for the Department of Education's students and faculty
- Exceeded the required \$250,000 challenge established by the DeFeudis family towards Change Lives Campaign
- Largest turnout at Florida alumni events in Florida with almost 200 individual contacts made
- A "Day of Giving" that exceeded goals for number of participants and dollars raised
- A CASE-award-winning "Thank a Donor" day ([Thank a Donor Day Wins Case Award](#))

Challenges:

- Raising money, a projected \$2.5 million, to help cover costs associated with the new Wellness Center
- Continue to increase the alumni participation rate
- Develop new pockets of alumni support – both out of state and with young alumni
- Tap into markets such as banking and corporate gift giving
- Raise money for new initiatives such as faculty research, acquisition of Temple Emanuel, international education and scholarship.

10. Internal Relationships/Campus Climate (Numeric rating 4)

Similar to the past four years, I have approached the internal relationships portion of my job by, simply, talking with as many of my colleagues as possible. In order to move the institution forward, I needed to establish the following: show that the President's Office is actively engaged in the health and wellbeing of each department of campus, build levels of trust between the administration and faculty and students and come up with an operational plan towards building a more civil campus. While I have made some strides, there is still a lot of work left to do and levels of frustration are still relatively high in some areas. Moreover, this is an area that will benefit from the new strategic plan.

Highlights of Internal Relationships/Campus Climate:

- In sync with the University's Strategic Plan, I implemented a five point commitment for creating a more inclusive and welcoming environment ([President's Action Steps for Inclusion](#)). The points included:
- **Cultural competency training** first groups to be trained: Direct Reports, Cabinet, and Campus Police
- **Diversity a goal in all hiring processes**
- **Student engagement on all race, gender and ethnic topics**
- **Cross-racial interaction:** Campus programming designed to share the experiences of racial minorities
- **Classroom context**, which includes perspectives of people from diverse ethnic backgrounds incorporated into class content **Ethnic Studies Concentration:** Approved a new ethnic studies concentration - a greatly anticipated student supported initiative
- Held divisional and departmental meetings with all key groups – faculty, staff and students
- Continued support of employee recognition efforts
- Facilitated a campus conversation of the new mission statement and development of Strategic Plan
- Re-designed the Employee Recognition event
- Committed to provide training to better orientate BOT members and provided trustee orientation for new members: Kurt Correia, Karen LaFond, Dina Nichols and Marina Taylor

Challenges:

- Get campus dedicated to the notion of "Students First" decision making
- Develop an internal communications plans with the newly hired AVP for HR
- Continue to make strides in the area of cross divisional collaboration – best example was Enrollment Management Committee
- Foster a climate of civility among all members of campus community
- High number of grievances continue to be filed by our unionized colleagues

11. External Relationships/Leadership in the Community (Numeric rating 4)

During my fifth year on the job, I continue to prioritize developing external relationships. Over nights and weekends, during breakfasts, lunches or dinners, I attended countless community events, meeting leaders, listening to stakeholders and trumpeting Worcester State's stories. I am supported in this effort by my family. Laura has agreed to serve on my behalf when asked by groups and my children happily engage with alumni, students, visitors and other stakeholders to assist in our efforts at fostering good relationships. Similar to last year, the largest consumer of my external time was my role as Chair of the MA State University Council of Presidents. The role has me directly working, on behalf of the nine state universities with the Secretary, Commissioner and the Board of Higher Education, as well as legislative leaders, such as the House Speaker and Senate President.

Highlights of Leadership in Community:

- Chair, MA State University Council of Presidents (COP)
- Held regular meetings with civic and community leaders
- Continued the presence of the WSU Latino Education Institute (LEI) in Springfield - the partnership includes the Springfield Public Schools and Springfield technical Community College (STCC) - have raised, privately, over \$80,000 towards this effort
- Selected to the NCAA's Division III President's Advisory Board
- Selected as the Massachusetts State Collegiate Athletic Conference (MASCAC) representative to the NCAA
- Board Member serving on the following boards: Greater Worcester Foundation (new), Worcester Regional Research Bureau, WBDC, Worcester Chamber of Commerce, Wilbraham and Monson Academy, Spectrum Health Systems and member Consortium of Colleges in Worcester
- Selected by my peers, to a two year term starting July 1, 2016, as Chair of Higher Education Consortium of Central Massachusetts (HECCMA)

Challenges:

- Get WSU leadership team more involved in local community boards to help increase visibility
- Raise visibility of WSU outside of the Central MA market
- Develop and maintain Latino Education Institute presence in other markets in MA (Springfield, Lawrence or Boston) to help improve our recruitment of the best students from those groups, as well as assist those communities in the success of their Latino population
- Balance community needs against limited resources of WSU
- Establish new partnerships and programs that would benefit our students
- Use new relationships to raise revenue and bring greater resources to the University

PRESIDENTIAL
EVALUATION
MATERIALS (Part II)



Massachusetts Department of Higher Education

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Carlos E. Santiago, *Commissioner*
Chris Gabrieli, *Chairman*
Massachusetts Board of Higher Education

MEMORANDUM

TO: Community College Board Chairs
State University Board Chairs

PRESIDENT'S OFFICE

MAY 16 2016

CC: Community College Presidents
State University Presidents

FROM: Carlos E. Santiago, Commissioner

WORCESTER STATE UNIVERSITY

DATE: May 13, 2016

SUBJECT: 2016 Vision Project Dashboards

In follow-up to my email memos on Friday, May 6, attached please find 11 hard copies of the 2016 Vision Project Dashboard for your campus. A more detailed cover letter is included on page 2 of the attached booklets, and the Contents page includes a link to download a spreadsheet containing all underlying data.

Please distribute these copies to your Board as you see fit. An email that I sent you on May 6 also included a link to a PDF of this document, which I encourage you to share with your fellow trustees as well. We have sent copies to your presidents separately.

I welcome you to contact Mike Mizzoni, Director of Trustee Relations (617-994-6934 or mmizzoni@bhe.mass.edu) or me if you have any questions.

Attachments

FW: 2016 Vision Project Dashboard

Valerio, Ron <RVALERIO@ufpt.com>

Fri, May 6, 2016 at 5:26 PM

To: "George Albro (albrog@charter.net)" <albrog@charter.net>

Cc: "Judy.StAmand@worcester.edu" <Judy.StAmand@worcester.edu>

George,

This just came in from the Commissioner.

It is our WSU Vision Dashboard he referred to in his earlier email today.

You may want to reference this document in the Presidents Evaluation.

The link to the WSU Dashboard is listed below.

Thanks,

Ron Valerio

President's Eval

Ronald R. Valerio

Senior Manager Medical

UFP Technologies, Inc.

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rvalerio@ufpt.com | www.ufpt.com

From: Commissioner Santiago [mailto:Commissioner@bhe.mass.edu]

Sent: Friday, May 06, 2016 5:03 PM

To: Valerio, Ron; Maloney, Barry

Subject: 2016 Vision Project Dashboard

Dear Chair Valerio and President Maloney:

As promised in my memo earlier today, here is a link to your 2016 Vision Project Dashboard: <https://www.dropbox.com/s/awn9zowcujyej8z/2016-05%20Vision%20Project%20Dashboard%20-%20SU%20Worcester.pdf?dl=0>

Hard copies for trustees and presidents will be shipped to each president's office next week.

Best,
Commissioner Santiago



Massachusetts Department of Higher Education

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Carlos E. Santiago, *Commissioner*
Chris Gabrieli, *Chairman*
Massachusetts Board of Higher Education

MEMORANDUM

TO: Community College Presidents
State University Presidents

FROM: Carlos E. Santiago, Commissioner *C E*

DATE: May 13, 2016

SUBJECT: 2016 Vision Project Dashboards

PRESIDENT'S OFFICE

MAY 16 2016

WORCESTER STATE UNIVERSITY

Enclosed please find (1) six copies of the final 2016 Vision Project Dashboards for you and your staff, and (2) 11 copies for your trustees, along with a cover memo addressed to your board chair.

Please note that there is a more detailed cover memo on page 2 of the dashboard document, and the Contents page includes a link to download a spreadsheet containing all underlying data. The email that I sent you on May 6 also included a link to a PDF of your dashboard, which I encourage you to share with your staff as you see fit.

Once again, I want to thank all presidents for their valuable feedback throughout this process. I look forward to continued collaboration with you around the measuring and tracking of our system-level goals.

Enclosures



the VisionProject Dashboard

Worcester State University

May 2016



MASSACHUSETTS
Department of
Higher Education

Dear Presidents and Trustees:


I am pleased to share the 2016 Vision Project Dashboard for your campus. I hope that you find this a helpful tool for use in assessing annual institutional progress in the context of the annual presidential evaluation process and the setting of priorities for the academic year ahead.

While we have made no major changes to the dashboard metrics and format overall, we have taken a more uniform and streamlined approach to the drafting of executive summaries, and we have added suggested questions to stimulate dialogue about campus performance and goals for improvement, where warranted. I am more than willing to engage the campus leadership in a dialogue regarding alternative, and presumably better, measures over the coming year. We would, however, need to reach a broad consensus on any proposed changes.

This year we have moved the release of the system-level Vision Project report from fall to spring to align with the release of these individual campus dashboards. This is a significant change, further underscoring the link between our work on individual campuses and our work as a system. As you know, the Vision Project was approved by the Board of Higher Education in 2010 as a series of performance metrics aimed at tracking our progress toward our goal of becoming a national leader among state systems of higher education.andidly, there are times when the realities we face might prompt some of us to question whether reaching such a goal is possible, or even desirable. What does it matter and what purpose does it serve, one might ask, whether our public institutions ever join the ranks of institutions in leading states? Isn't it enough that we provide access and opportunity to local students, put them on a path to lifelong learning, and strive our best to meet the needs of regional employers?

While visiting with and learning from so many of you during this, my first year as Commissioner, I have come to believe that the past five years of working toward greater improvement has served us well—as individual institutions, and also as a system. The truth is that our collective striving for national leadership has resulted in a degree of collaboration between institutions that could not have been imagined before we began this journey together. Whatever the rationale for improving performance—whether on behalf of local communities, or to be ranked among the nation's finest institutions—I reject the view that we are either-or propositions. We are better off today—and our students are better off—than we were in 2010 because of the stretch goals we have set for ourselves. So I am proud of the progress we have made together and must continue to try to achieve. In various ways, thank you for your good work.

Sincerely,



E. Santiago
Commissioner
Massachusetts Department of Higher Education

Contents

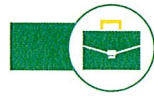
Executive Summary 4



College Participation 6
including Closing Achievement Gaps



College Completion 8
including Closing Achievement Gaps



Workforce Alignment 10
including Closing Achievement Gaps

Appendix: Use of Resources 14

**Vision Project
Dashboard Notes** Back cover

See Also

You may download a detailed spreadsheet containing the data used to create this dashboard report at:

www.mass.edu/vpd/worc002.xlsx

Executive Summary

Introduction

Trustees and presidents should view this Vision Project Dashboard as an essential resource for campus-level discussions about performance. What follows here is a narrative summary of campus progress toward achieving the goals of the Vision Project, the strategic agenda for public higher education approved by the Massachusetts Board of Higher Education in 2010. When reviewing the metrics contained in this Dashboard, please keep the following in mind:

1. Segment-wide metrics

This Vision Project Dashboard presents Worcester's performance on a wide array of segmental measures, with the intent of supporting institutional self-assessment. Throughout this summary, trustees and presidents will find suggested questions to encourage discussion leading towards a deeper level of understanding of system priorities, institutional performance, signature achievements, and areas for further growth and improvement.

Can any of the metric outcomes, positive or negative, be explained in the context of Worcester's individual mission or unique characteristics? How would the institutional narrative change if Worcester were compared to "similarly situated" peer institutions, rather than to other state universities?

Which of Worcester's existing policies or practices can be identified as positively influencing the metric outcomes for which your campus has significantly improved or consistently performed well?

What potential new policies or practices might be implemented to significantly improve the outcomes for Worcester in the future?

2. Recency of Data

Due to the lag in availability of higher education data, few metrics reflect FY16 results. When using the dashboard as part of the presidential evaluation process, trustees should ask if their institution can provide any more recent information that might enhance the relevancy of the metric outcomes.

3. Trend and Change Assessments

Most metrics also include an assessment of five-year trend and an indicator of one-year change. Five-year trend is an important component of performance assessment. One-year change is not intended to have the same weight in assessment, as random fluctuations can occur from year to year, but are included to prompt discussion about emerging factors and recent policy changes that may be affecting performance positively or negatively.

4. Developmental Math

In 2013 the BHE launched a Developmental Math initiative (www.mass.edu/devmath) intended to increase the number of students completing college-level math requirements by improving developmental (remedial) math placement and instruction practices. The FY15 numbers shown in the dashboard coincide with the first year of implementation of this pilot. Implementation of the pilot differed significantly from campus to campus with regard to the assessment of college-readiness, mode of course delivery, and identification of college-level curriculum. Because some of these distinct campus practices may not be captured in the DHE's HEIRS data system, the developmental math metric in this dashboard may not provide a complete picture of the developmental math outcomes at your institution. Trustees are encouraged to ask questions about their institution's participation in this pilot and to explore additional institutional data for greater context.

College Participation

including Closing Achievement Gaps

Worcester enrolled 6,914 undergraduate students in FY15, 13.9% of all undergraduates enrolled in the Commonwealth's state universities. Between FY11 and FY15, Worcester's undergraduate enrollment increased 6.3%. Undergraduate enrollment across the state universities during this time increased a slight 1.4%.

In FY14, 30.5% of all state university undergraduates were participants in the federal Pell Grant program; at Worcester, 27.8% of enrolled undergraduates were Pell Grant recipients. Like the majority of the state universities, Worcester has been increasing the share of Pell Grant recipients enrolled on campus year over year, confirming the important role public institutions play for students from low-income backgrounds. Over the last five years, however, mandatory fees at state universities across the Commonwealth have increased at an average rate of 4.4% per year (see Appendix). At Worcester, fees have increased at an average rate of 4.3% per year to \$7,888.

How does the institution plan to continue to serve low-income students in the face of growing student financial need, historical increases in educational costs, and continued uncertainty in state funding?

Not only is it the mission of Massachusetts public higher education to provide “accessible, affordable, relevant, and rigorous programs” for all students, but increasing access to underserved students is crucial to meeting state workforce needs and institutional enrollment targets at a time of flat or declining enrollment for many of the Commonwealth’s public institutions. The racial and ethnic diversity of Worcester’s student body in AY2015 (9.1% Latino/a and 8.2% African American) nearly mirrored the demographic profile of the communities of Worcester’s student body (10.2% Latino/a and 4.8% African American).

Single-year changes in enrollment between 2009 through 2015 suggest that Worcester has made progress increasing the diversity of its student body while closing enrollment gaps across traditionally underserved groups in higher education. The 4.4 percentage point enrollment gap for Latino/a students in 2009 fell to 1.1 percentage points in 2015. Latino/a students make up 9.1% of all enrolled students.

What current and emerging efforts underway at Worcester have proven successful in enrolling and serving traditionally underrepresented students?

What “best practices” could Worcester share with other institutions?

College Completion

including Closing Achievement Gaps

The percentage of students graduating within six years at Worcester was 53.1% in 2014. Across the state universities, the average six-year graduation rate was 56.5%. Students who transfer in to Worcester also graduate at below-average rates compared to the state universities overall, at 59.6%.

Closing Achievement Gap measures for college completion rates are based on rolling three-year averages for college graduation rates due to the limited number of students in these categories. Though the number of African American students at Worcester is very low for estimating rates, these students appear to graduate at rates similar to their White peers; on average across the state universities, African American students graduate at a rate 11.4 percentage points

lower than their white peers. Latino/a students at Worcester had an average graduation rate 10.7 percentage points lower than their White peers, equal to the gap across the state universities as a whole. The gap between Pell-eligible and non-Pell student graduation rates at Worcester is 10 percentage points, compared to an 8.9 percentage point gap across the state universities.

What are the biggest barriers to completion for Worcester students?

What specific steps can the state universities and DHE take to narrow or close gaps in student achievement?

Workforce Alignment

including Closing Achievement Gaps

In FY15, Worcester conferred 1,319 degrees, a 12.0% increase since 2011. 11.4% of these degrees were in STEM fields, higher than the 10.7% share of STEM degrees across the state universities. Nationally, 13.1% of degrees awarded by public master’s institutions are STEM degrees.

In STEM and health care fields across the state, there is wide variation in the gap of STEM and health care degrees conferred across student subgroups. Overall, these gaps have not changed appreciably over the last five years; however, at Worcester, the gaps for African American students and Latino/a students earning STEM degrees have reversed. In other words, Worcester students who identify as either African American or Latino/a graduate at higher rates in STEM fields than their White peers.

What specific steps can Worcester take to continue to raise the percentage of students who graduate with STEM and health care degrees?

What “best practices” could Worcester share with other institutions?

Should Worcester be placing a higher emphasis on recruiting and retaining students in these fields?

Has Worcester identified other high-need fields in its region or in the state that require comparable attention?

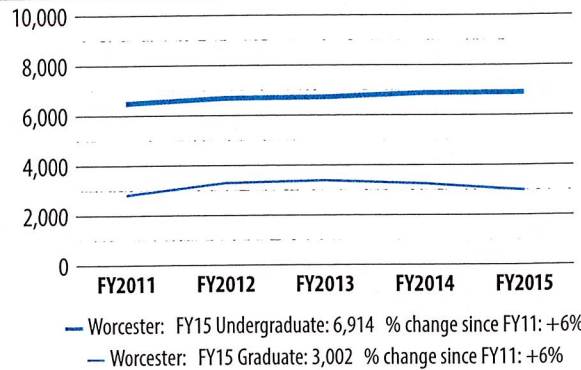
Trend Data ✓ = Improving Performance
 ○ = Flat Performance
 ✗ = Worsening Performance



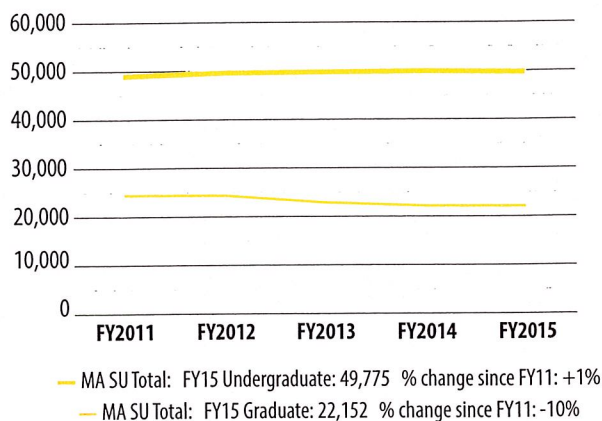
College Participation

■ Enrollment Rates

Annual Headcount Enrollment
FY11-FY15

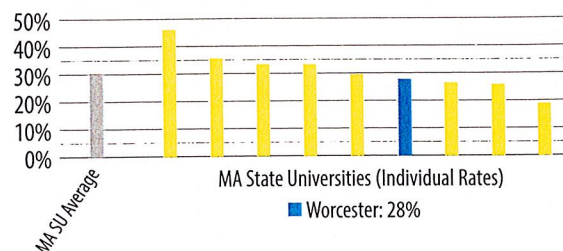


	Five-Year Trend	One-Year Change
Worcester		
Undergraduate	✓	○
Graduate	✓	✗



	Five-Year Trend	One-Year Change
MA SU Total		
Undergraduate	○	○
Graduate	✗	✗

% of Undergraduates Receiving Pell Grants FY14



	Five-Year Trend	One-Year Change
Worcester	✓	○
MA SU Average	✓	✓

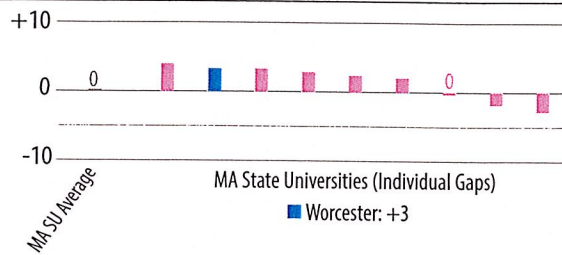


College Participation Gaps

On Closing Achievement Gap charts, situations where the target group is trailing the majority group are shown as red bars / negative numbers. Situations where the target group is out-performing the majority group are shown as green bars / positive numbers.

■ Gaps Between Enrollment and Population Rates

Gap Between
% African-American
of Enrolled Students &
% African-American
in Areas Served 2015



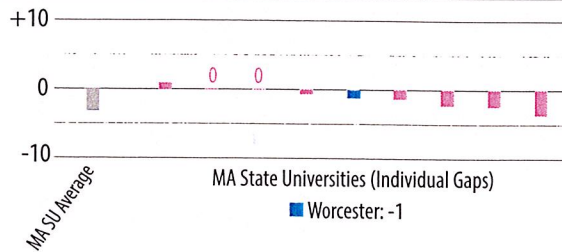
Five-Year
Trend

One-Year
Change

Worcester

MA SU Average

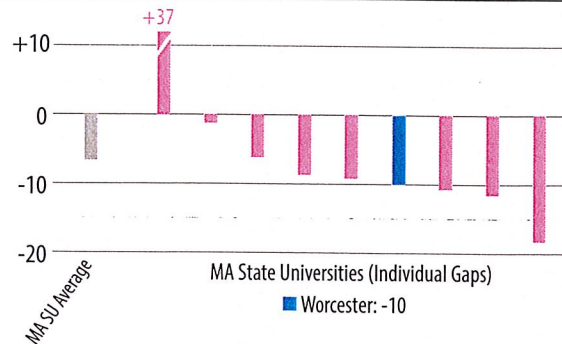
Gap Between
% Latino/a
of Enrolled Students &
% Latino/a
in Areas Served 2015



Worcester

MA SU Average

Gap Between
% Male
of Enrolled Students &
% Male
in Areas Served 2015



Worcester

MA SU Average

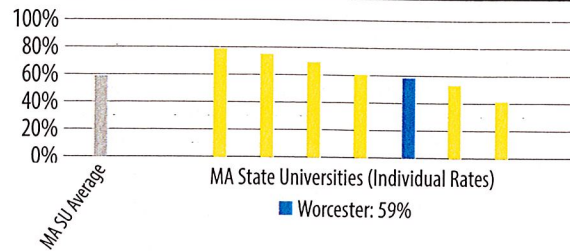
Trend Data ✓ = Improving Performance
 — = Flat Performance
 ✗ = Worsening Performance

College Completion

Progress Rates

Two-Year Developmental Math Progress Rate for First-Time Freshmen 2015

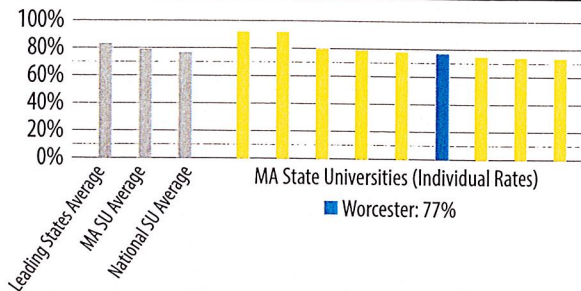
Enrolled 2013, completed dev'l and credit-bearing course by 2015



	Five-Year Trend	One-Year Change
Worcester	—	✓
MA SU Average	✓	✓

Fall-to-Fall Retention Rate of First-Time, Full-Time Freshmen 2015

Entered fall 2014, still enrolled fall 2015

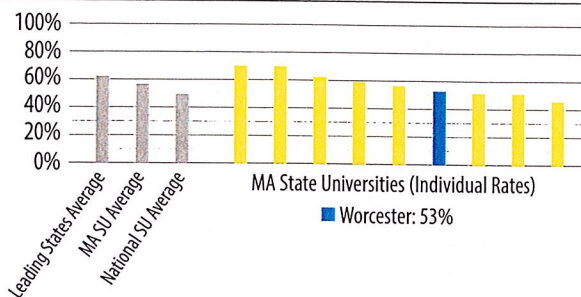


	Five-Year Trend	One-Year Change
Worcester	—	✗
MA SU Average	—	✗

Graduation Rates

Six-Year Graduation Rate of First-Time Freshmen 2014

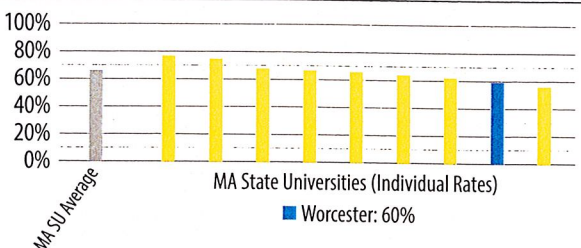
Entered fall 2008, success by 2014



	Five-Year Trend	One-Year Change
Worcester	✓	✓
MA SU Average	—	✓

Six-Year Graduation Rate of Students Who Transfer In 2014

Entered fall 2008, success by 2014



	Five-Year Trend	One-Year Change
Worcester	—	—
MA SU Average	✓	✓



College Completion Gaps

On Closing Achievement Gap charts, situations where the target group is trailing the majority group are shown as negative numbers. Situations where the target group is out-performing the majority group are shown as positive numbers.

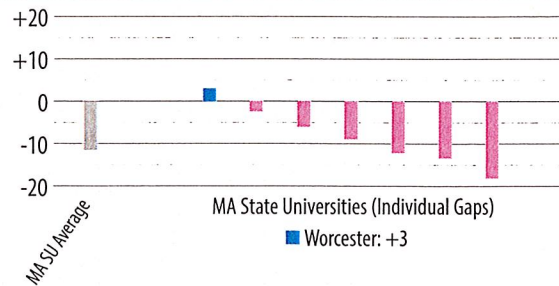
■ Gaps in Graduation Rate

Five-Year
Trend

One-Year
Change

Gap Between African American & White Students on Six-Year Graduation Rate 2012–14

Due to small African American cohorts at several MA state universities, and the unreliability of comparisons among such small cohorts, this metric compares the combined outcomes for the three most recent cohorts. Two campuses are excluded as the combined cohorts are still too small to compare.



Worcester

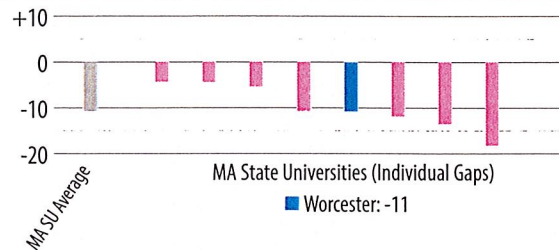


MA SU Average



Gap Between Latino/a & White Students on Six-Year Graduation Rate 2012–14

Due to small Latino/a cohorts at several MA state universities, and the unreliability of comparisons among such small cohorts, this metric compares the combined outcomes for the three most recent cohorts. One campus is excluded as the combined cohorts are still too small to compare.



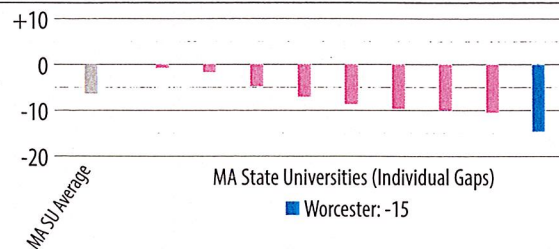
Worcester



MA SU Average



Gap Between Male & Female Students on Six-Year Graduation Rate 2012–14



Worcester

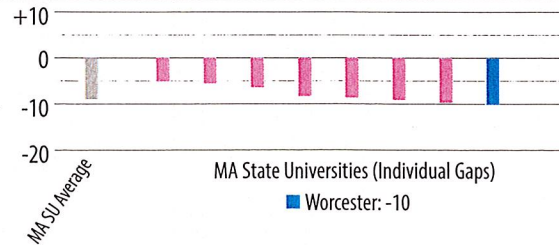


MA SU Average



Gap Between Pell-Eligible & Non-Pell-Eligible Students on Six-Year Graduation Rate 2012–14

Due to small Pell-eligible cohorts at some MA state universities, and the unreliability of comparisons among such small cohorts, this metric compares the combined outcomes for the three most recent cohorts. One campus is excluded as the combined cohorts are still too small to compare.



Worcester



MA SU Average



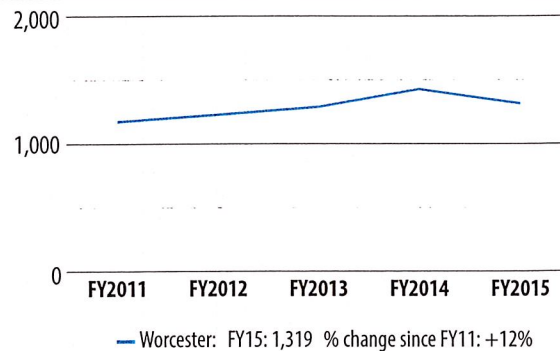
Trend Data ✓ = Improving Performance
 ○ = Flat Performance
 ✗ = Worsening Performance



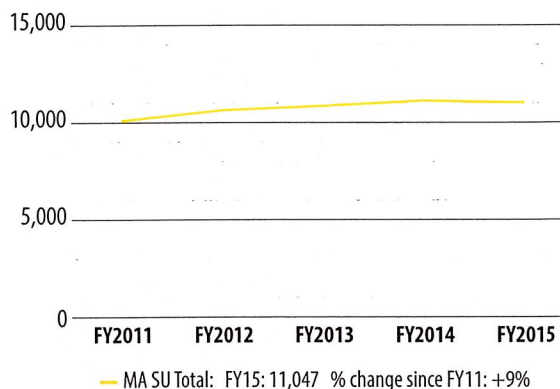
Workforce Alignment

■ Degrees Conferred Overall

**Degrees Conferred
in All Fields**
FY11-FY15



Worcester



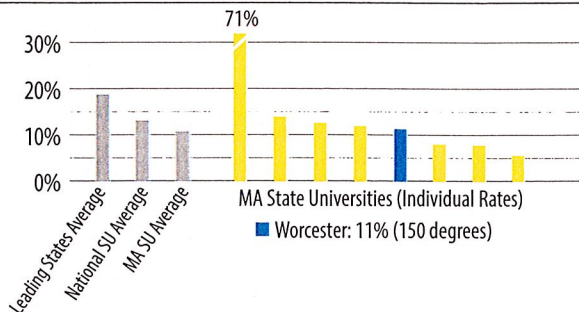
MA SU Total



■ Degrees Conferred in High-Need Fields

STEM Degrees Conferred as % of All Degrees Conferred FY15

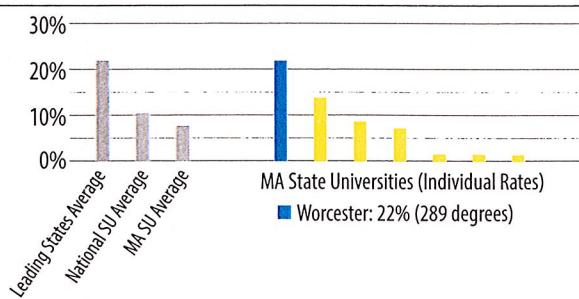
Due to a standard lag in availability of national IPEDS data, the Leading States Average and National SU Average are based on FY14 data.



	Five-Year Trend	One-Year Change
Worcester	⊖	✓
MA SU Average	⊖	⊖

Health Care Degrees Conferred as % of All Degrees Conferred FY15

Due to a standard lag in availability of national IPEDS data, the Leading States Average and National SU Average are based on FY14 data.



	Five-Year Trend	One-Year Change
Worcester	⊖	✓
MA SU Average	⊖	⊖

Worcester State University

Vision Project Dashboard

Trend Data ✓ = Improving Performance
 ○ = Flat Performance
 ✗ = Worsening Performance

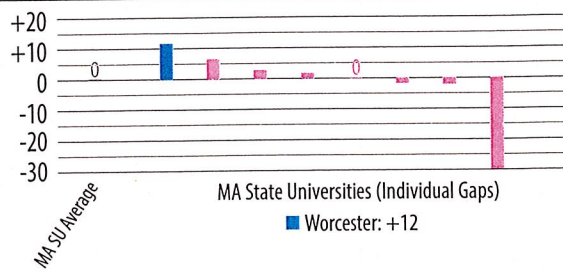
Workforce Alignment Gaps

On Closing Achievement Gap charts, situations where the target group is trailing the majority group are shown as negative numbers. Situations where the target group is outperforming the majority group are shown as positive numbers.

■ Gaps in Degrees Conferred in High-Need Fields

Gap Between African American & White Rate of STEM Degrees Conferred as % of All Degrees Conferred to Group 2013–15

Due to small African American cohorts at several MA state universities, and the unreliability of comparisons among such small cohorts, this metric compares the combined outcomes for the three most recent cohorts.



Worcester

Five-Year Trend



One-Year Change

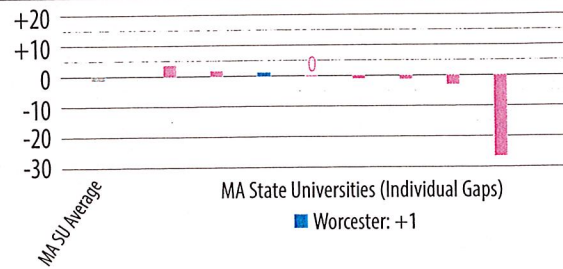


MA SU Average



Gap Between Latino/a & White Rate of STEM Degrees Conferred as % of All Degrees Conferred to Group 2013–15

Due to small Latino/a cohorts at several MA state universities, and the unreliability of comparisons among such small cohorts, this metric compares the combined outcomes for the three most recent cohorts.



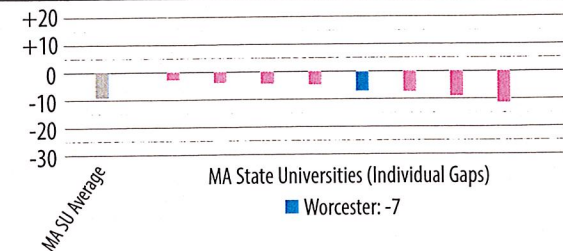
Worcester



MA SU Average



Gap Between Female & Male Rate of STEM Degrees Conferred as % of All Degrees Conferred to Group 2013–15



Worcester



MA SU Average



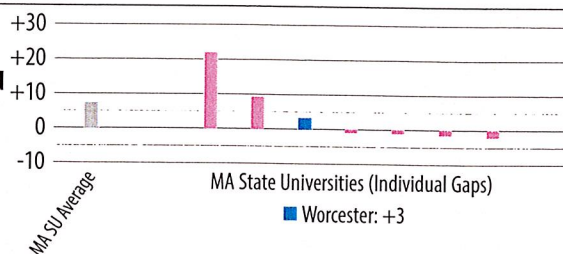
■ Gaps in Degrees Conferred in High-Need Fields (cont.)

Five-Year
Trend

One-Year
Change

Gap Between African American & White Rate of Health Care Degrees Conferred as % of All Degrees Conferred to Group 2013–15

Due to small African American cohorts at several MA state universities, and the unreliability of comparisons among such small cohorts, this metric compares the combined outcomes for the three most recent cohorts.



Worcester

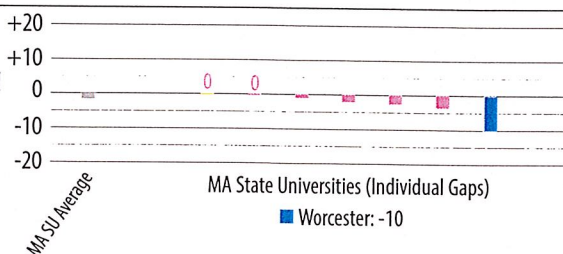
MA SU Average

⊖

⊖

Gap Between Latino/a & White Rate of Health Care Degrees Conferred as % of All Degrees Conferred to Group 2013–15

Due to small Latino/a cohorts at several MA state universities, and the unreliability of comparisons among such small cohorts, this metric compares the combined outcomes for the three most recent cohorts.



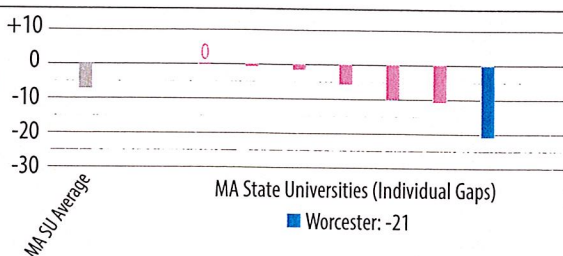
Worcester

MA SU Average

⊗

⊖

Gap Between Male & Female Rate of Health Care Degrees Conferred as % of All Degrees Conferred to Group 2013–15



Worcester

MA SU Average

⊖

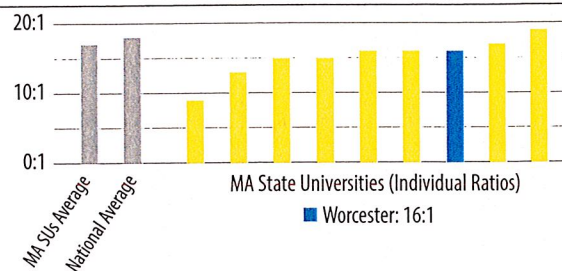
⊖

Appendix Use of Resources

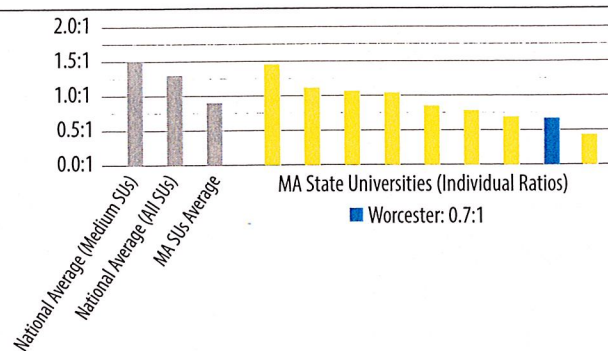
Trend Data ✓ = Improving Performance
 ○ = Flat Performance
 ✗ = Worsening Performance

■ Faculty Ratios

**# FTE Students
Per FTE Faculty Member/
Instructional Staff 2014**



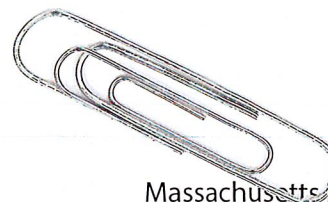
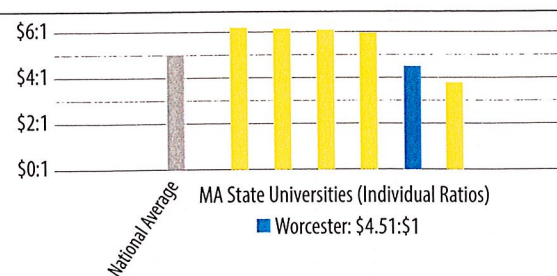
**# Full-Time Faculty Members
Per Part-Time
Faculty Member 2014**



■ Spending Ratios

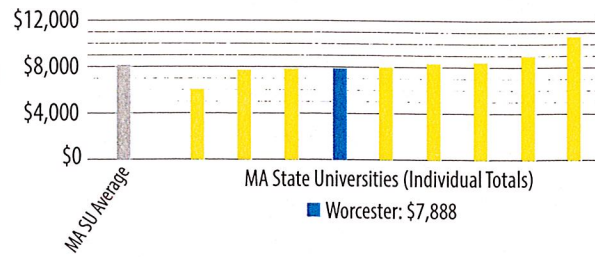
**Dollars Spent on Instruction
Per Dollar Spent on
Institutional Support 2014**

Note: Comparisons are made to public institutions of the same Carnegie Classification.



Affordability

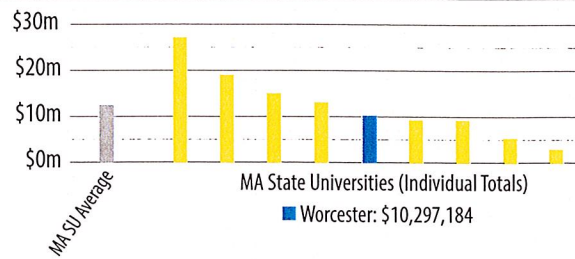
Mandatory Fees for Full-Time, Resident, Undergraduate Students FY16



	Five-Year Trend	One-Year Change
Worcester	⊗	⊗
MA SU Average	⊗	⊗

Fundraising

Total Private Funds Received (Institution & Foundation)
2011-15



Vision Project Dashboard Notes

Throughout—All Trend Assessments follow these rules unless otherwise noted:

- **Five-Year Trend:** An average rate of change is calculated using the most recent three-year averages. An average rate of change equal to or greater than a one percentage point (on rates) or 1 percent (on counts) increase or decrease is Improving or Worsening; otherwise trend is Flat.
- **One-Year Change:** Using the two most recent years of data a percentage point (on rates) and a percent change (on counts) is calculated. A minimum 1 percentage point (on rates) or 1 percent (on counts) increase or decrease is Improving or Worsening; otherwise trend is Flat.
- Trend assessments are provided to generally summarize the direction on the metric. "Improving Performance," "Flat Performance," and "Worsening Performance" simply report whether a metric was higher, lower, or equal to its prior level based on one-year change or whether the long-term trend is improving or worsening. To fully understand the significance of these patterns, one must take into account specific institutional circumstances not evident in the numbers themselves.
- Trend assessment of performance gaps is focused on the narrowing or closing of the gap. An improving trend means the performance gap is closing, a worsening trend means the gap is widening. The same applies to one-year change.

Page 6—% of Undergraduates Receiving Pell Grants

- Source: United States Department of Education (USDOE), Integrated Postsecondary Education Data System (IPEDS).
- Trend: Five-year trend is based on five most recent years of data (FY10–FY14).

Page 7—% of Enrolled Students vs. % in Areas Served

- Latino/a and African-American percent of enrollment is based the annual unduplicated undergraduate headcount of students with a known race/ethnicity (not equal to total enrollment because of students with unreported race/ethnicity).

- Source: DHE, HEIRS Annual Enrollment File.
- "Areas Served" Definition: Population age 18–29 with at least a high school credential of the Public Use Micro Data Areas weighted for university enrollment. Source: 2013 American Community Survey, Census Public Use Microdata.

Page 8—Two-Year Developmental Math Progress Rate

- Percent of first-time, degree-seeking students enrolling in developmental math who complete a college-level math course within two years.
- Source: DHE, HEIRS Annual and Fall Enrollment Files.
- Note: Not all students are expected to enroll in and complete a college-level math course. The share of students required to complete a college math course varies across campuses because of program mix and institutional practices for assessing college math proficiency.

Page 8—Fall-to-Fall Retention Rate of First-Time, Full-Time Freshmen

- Percent of initial cohort retained at initial institution. Source: DHE, Fall Enrollment File. National comparison data is for the fall 2013 entering cohort.
- Source: USDOE, IPEDS.

Page 8—Six Year Graduation Rate of New Transfer Degree-Seeking Students

- Trend: Based on five most recent cohorts with complete data.
- Source: DHE, HEIRS Fall Enrollment and Degree Files.

Page 9—Gap Between Pell-Eligible & Non-Pell-Eligible Students on Six-Year Graduation Rate

- Trend: Based on five most recent cohorts with complete data.
- Source: DHE, HEIRS Fall Enrollment, Financial Aid and Degree Files.

Page 11—STEM Degrees Conferred

- Definition: Life Sciences, Physical Sciences, Technology, Computer Science, Mathematics and Engineering.
- Source: DHE, HEIRS Degree File
- National comparison data is for FY14 degrees and certificates. Source: USDOE, IPEDS.

Page 11—Health Care Degrees Conferred

- Definition: Includes all health professions and related programs.
- Source: DHE, HEIRS Degree File
- National comparison data is for FY14 degrees and certificates. Source: DHE, HEIRS Degree File

Page 14—# FTE Students Per FTE Faculty Member/Instructional Staff

- Definition: Ratio is equal to the total FTE students (not in graduate or professional programs) divided by total FTE instructional staff (not teaching in graduate or professional programs).
- Source: USDOE, IPEDS.

Page 14—# Full-Time Faculty Members Per Part-Time Faculty Member

- Definition: Ratio is equal to the total number of full-time faculty (non-medical instructional staff only) divided by the total number of part-time faculty (non-medical instructional staff only).
- Source: USDOE, IPEDS.

Page 14—Dollars Spent on Instruction Per Dollar Spent on Institutional Support

- Definition: "Instruction" includes instruction, academic services and student support. "Institutional Support" includes executive oversight; administrative, planning, fiscal and legal operations; public relations; and development.
- Source: USDOE – IPEDS, Framingham State from HEIRS Fiscal File

Page 15—Mandatory Student Fees

- Definition: Mandatory fees charged to full-time, full-year MA residents.
- Trend: Based on five most recent years.
- Source: DHE, HEIRS Tuition and Fee Survey

Page 15—Total Private Funds Received

- Definition: Total private funds received by institution and foundation.
- Source: DHE, HEIRS Fiscal File

**WORCESTER STATE UNIVERSITY
HUMAN RESOURCES COMMITTEE**

EXECUTIVE SUMMARY

On August 23, 2016, the Human Resources Committee (*hereinafter* HR) convened in open session to conduct the annual evaluation of President Barry Maloney. Present at the meeting was Trustee Maryanne Hammond, Chair of the HR Committee, Trustee Karen LaFond, Trustee Corey Laite, Trustee Dina Nichols, Trustee Marina Taylor, and Trustee George Albro, Chair of the Board and ex-officio voting member. Also present was President Barry Maloney, Ms. Judith St. Amand, Assistant Secretary to the Board of Trustees and Ms. Nikki Kapurch, Special Assistant to the President.

The annual evaluation is required by the Massachusetts BHE Compensation and Evaluation Guidelines for University and community College Presidents, as well as President Maloney's appointment contract. The report of the HR Committee will be presented to the full Board at their September 13, 2016 meeting and their action will be reported to Commissioner Santiago by the required deadline of October 15, 2016.

The evaluation was conducted using the following materials and criteria as follows:

- Presidential Goals/ 2014 – 2016
 - Self-Evaluation
 - Strategic Plan Divisional Metrics
 - 2016 Vision Project Dashboard for WSU/Correspondence from Commissioner
 - Assessment Form
- | | |
|---------------------------------------|--|
| • Graduate Rate Retention Improvement | Administrative Management and Leadership |
| • Academic Management and Leadership | Decision Making and Problem Solving |
| • Assessment | Fundraising |
| • Infrastructure | Internal Relationships and Campus Climate |
| • Fiscal management and Budgeting | External Relationships and Leadership in Community |
| • Communication | |

The Committee reviewed the charge from the Board to conduct the evaluation and have it completed for submission to the full Board for approval at their September 13, 2016 meeting. Each category was discussed and members of the HR Committee provided their individual rating (1 – 5 with 5 the being the highest) and also comments that were summarized and included in the HR Committee minutes of August 23, 2016.

I am including for your review highlights and challenges for each area as well as the overall rating average for each category.

RETENTION - Total Average Rating - 4.7

Highlights

- Hit Fall 21014 admission goal of 1100 new students (7750 freshman & 450 transfers)
- Had a 2% increase in deposits
- Commissioner noted that WSU was one of only 8 of the 29 public institutions in the state to see retention growth
- For the twelfth year in a row recognized by The Princeton Review as a "Best in the Northeast" college based on student surveys

Challenges

- *This is* an ongoing process and the overall plan is very sound, the work has just begun
- Increasing graduation rates is a slow and laborious process
- The campus must be dedicated towards the end goal, a 56% six year graduation rate by 2016
- Must have the entire campus engaged and focused on this mission

ACADEMIC MANAGEMENT AND LEADERSHIP – Total Average Rating - 4.5

Highlights

- Hiring and transitioning of a new Provost has proven to be a positive step
- Hiring of a Dean of Graduate and Continuing Education very well received
- Implementation of a new fee schedule, after market research indicated that were under-charging, resulted in significant new revenue for the University
- Improvement in dialogue with academic departments been achieved especially in discussing how best to meet needs, both current and future

Challenges

- Managing the 15% cap on adjuncts in academic departments
- Funding of the International Education program and motivating students to participate
- Completion of work on online learning and an international student recruitment plan with new relationship with American International Recruitment Council
- Increased enrollment and overall scope of the Latino Education Institute and its programs
-

ASSESSMENT – Total Average Rating - 4.5

Highlights

- WSU strategic planning process has been recognized as a model for the 29 public higher education campuses by the DHE
- Participated in a panel session where “best practice” was shared at a state-wide Trustees retreat
- Developed a process for assessment of newly formed strategic plan and tied the assessment to overall University and Vision Project goals
- Successful completion of Visual and Performing Arts accreditation review

Challenges

- Departmental Assessment costs and implementations
- 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
- Full assessment of campus Police Department Conduct a risk management assessment and campus planning exercise

INFRASTRUCTURE – Total Average Rating – 5.0

Highlights

- Managed the completion of the Wellness Center construction, totaling \$52 million dollars, completed on time and under budget
- Sheehan Hall at capacity
- LRC improvements - electrical upgrades on the third floor
- Student Center renovated
- Managed disruption during the construction period
- Hired a landscaper to improve grounds

Challenges

- Need for specialized science space for Nursing, Speech, Chemistry, Biology and Occupational Therapy programs
- Fall of 2016, work with Rickes Associates to develop a Campus Master Plan which will include the development of a usage plan for the May Street building (formerly Temple Emanuel)
- Planning for deferred maintenance and advocacy for a deferred maintenance bond bill to help pay for work
- Create a comprehensive Sustainability Plan

Fiscal Management and Budgeting – Total Average Rating – 5.0

Highlights

- Continue to revamp budget processes to provide greater transparency for the campus Community
- As academic needs continue to grow, the relationship with the Worcester Center for the Crafts continues to develop and the implementation of a new business plan for DGCE are both priorities in the year to come
- Maintained the University's "A2" bond rating with Moody's - another external audit validating our fiscal health
- Developed a cost benefit grid to assess the true cost of all academic programs
- Conducted an internal assessment of both payroll and HR functions
- Successfully implemented an early retirement incentive plan for the campus resulting in over \$1 million dollars in savings

Challenges

- Working with campus leaders, and BOT to develop a spending plan for unmet campus needs
- Need to develop a revenue generation plan that incorporates: international enrollment, creation of new delivery methods such as online learning, DGCE and fundraising
- Develop a new business plan for the Worcester Center for the Crafts
- Develop a financing plan for the renovations of the May Street building

Communication - Total Average Rating – 4.2

Highlights

- New format for opening meeting and a mid-year town hall meeting
- Continuation of open budget process
- Expanded the Administrative Council group to include all faculty Chairs
- Implementation of a new and improved university news site, news.worcester.edu
- End of semester retreat for administrators and faculty
- Use of the President's home for several University business and gatherings
- Meetings with divisions, departments, chairs, Administrative Council, students in res halls
- Year three of a neighborhood committee to discuss neighborhood issues and civic engagement opportunities
- Increased meetings with alumni, donors and other VIPs including new trip to North Carolina
- Meetings with federal, state and local officials
- Media relations efforts have resulted in an improved ratio of positive to negative stories about the University and an increased presence for our faculty and staff experts

Challenges

- Working with community officials and neighbors to improve parking in and around the campus and reduce the impact on the neighbors
- Greater buy-in on transparent approaches to our communication of decision-making
- Greater uses of campus governance
- Building trust among all key constituent groups

Administrative Management and Leadership - Total Average Rating - 5.0

Highlights

- Charged all areas and offices with a "students first" customer service approach
- Two divisional trainings occurred during the year - Payroll and Human Resources & Enrollment Management
- Year four of new comprehensive marketing campaign for the University- now managed by Executive Director of Marketing, hired in 2013
- Revamped recruitment materials and communication plan, increased use of videos, and further development of the Web site as a marketing tool progressed
- New Provost and Vice President for Academic Affairs joined us in July
- The Interim Dean of Humanities joined us in late August and the search for a permanent dean will begin again soon
- In the Administration and Finance Division, the new Assistant Vice President for Human Resources, Payroll, and Affirmative Action and Equal Opportunity joined in July and oversaw the hiring of the new Director of Human Resources and the new Director of Affirmative Action, Equal Opportunity and Diversity

Challenges

- Hiring of the Assistant Vice President For academic Affairs, Assistant Vice President for Assessment and Planning and creating an expanded staffing plan for Career Services and Disability Services
- The advent, presence and continued growth of non-traditional competition
- Continue to develop a team that is supportive of each other and the mission of the institution

DECISION MAKING AND PROBLEM SOLVING - Total Average Rating – 5.0

Highlights

- Solidifying teamwork among the Division Heads as evidenced by an Administration and Finance led search for the Provost position, and more productive and collegial President's direct report meetings
- Dealing with numerous campus emergencies and appropriate implementation and training of the new Title IX sexual assault reporting requirement
- New personnel and organizational structure in academic Affairs, Human Resources and Diversity areas
- Action steps taken to move the campus toward a culture of inclusion

Challenges

- Trying to build collaborative team across all divisions
- Challenge getting talented VPs to work together
- Fostering and maintaining a productive, welcoming work environment

FUNDRAISING - Total Average Rating 5.0

Highlights

- Launched the \$15million dollar campaign, "Change Lives"
- Met with hundreds of alumni and attended events on campus, in the greater Worcester area, throughout the Commonwealth and around the country
- Received a \$500,000 gift on behalf of the late Barbara (Hickey) O'Brien, WSU Class of 1957, establishing an endowed fund for the Department of Education's students and faculty
- Exceeded the required \$250,000 challenge established by the DeFeudis family toward Change Lives campaign
- Largest turnout at Florida alumni events with almost 200 individual contacts made
- A "Day of Giving" exceeded goals for number of participants and dollars raised
-

Challenges

- Raising money, a projected \$2.5 million, to help cover costs associated with the new Wellness Center
- Continue to increase the alumni participation rate
- Develop new pockets of alumni support – both out of state and with young alumni
- Tap into markets such as banking and corporate gift giving
- Raise money for new initiatives such as faculty research, acquisition of May Street property and international education and scholarship

INTERNAL RELATIONSHIPS/CAMPUS CLIMATE - Total Average Rating – 4.5

Highlights

- In sync with the University's Strategic Plan, implemented a five point commitment for creating a more inclusive and welcoming environment
- Held divisional and departmental meetings with all key groups – faculty, staff and students
- Continues support of employee recognition efforts and re-redesigned the Employee Recognition event
- Facilitated a campus conversation of the new missions statement and development of Strategic Plan
- Committed to providing training to better orientate BOT members and provided orientation for new members, Corey Laite and David Tuttle

Challenges

- Get campus dedicated to the notion of "Students First" decision making
- Develop an internal communications plans with the newly hired Assistant Vice President for Human Resources
- Continue to make strides in the area of cross divisional collaboration – best example was Enrollment Management Committee
- Foster a climate of civility among all members of campus community
- High number of grievances continue to be filed by unionized colleagues
-

EXTERNAL RELATIONSHIPS/LEADERSHIP IN THE COMMUNITY - Total Average Rating – 5.0

Highlights

- Chair, MA State University Council of Presidents
- Held regular meetings with civic and community leaders
- Continued the presence of the WSU Latino Education Institute (LEI) in Springfield
- Selected to the NCAA's Division III President's Advisory Board

- Selected as the Massachusetts State Collegiate Athletic Conference representative to the NCAAA
- Board member serving on the following boards: Greater Worcester Foundation, Worcester Regional Research Bureau, Worcester Business Development Council, Worcester Chamber of Commerce, Wilbraham and Monson Academy, Spectrum Health Systems and member of the Consortium of Colleges in Worcester
- Selected by peers to a two year term as Chair of Higher Education Consortium of Central Massachusetts

Challenges

- Get leadership team more involved in local community boards to help increase visibility
- Raise visibility of WSU outside of the central Massachusetts market
- Develop and maintain Latino Education Institute presence in other markets in MA (Springfield, Lawrence or Boston) to help improve our recruitment of the best students from those groups, as well as assist those communities in the success of their Latino population
- Balance community needs against limited resources of WSU
- Establish new partnerships and programs that would benefit students
- Use new relationships to raise revenue and bring greater resources to the University

The Committee members concurred that President Maloney has established a strong presence in the Worcester community and his presence has bode well for WSU initiatives and programs. President Maloney is quite visible on campus and is known by the students.

The members of the HR Committee agreed that President Maloney has continued to perform well and he and his staff have worked in a manner that has moved WSU forward with the development of new physical projects and academic initiatives. The financial health of the University is strong and once again WSU has been named by the Princeton Review as one of the 75 Best Public Value institutions.

The most recent Capital Campaign, *Change Lives*™ has reach 87% of its total goal and WSU's alumni giving rate of 9% is the highest among the Massachusetts State university peer institutions. President Maloney is a strong and consistent advocate for the students and for WSU as demonstrated by the positive results of student performance as well as increasing enrollment.

The HR Committee and the Board of Trustees agreed that in consideration of President Maloney's strong performance that a merit increase was most deserving. Since there was no Presidential Compensation package at this time, President Maloney very graciously declined any salary increase at this time. However, the Board of Trustees noted that they will take action on this matter of a merit/salary adjustment at the appropriate time when the Commissioner's recommendation is shared with the various campuses.

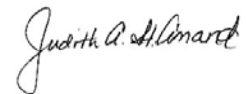
Respectfully submitted,

Maryanne M. Hammond
Chair, Human Resources Committee

NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL BE HELD ON TUESDAY, SEPTEMBER 13, 2016 AT 7:00 P.M. IN ROOM 204 OF THE WELLNESS CENTER.

1. CALL TO ORDER
2. VOTES
3. ELECTION OF TRUSTEE AND ALTERNATE FOR EXECUTIVE COMMITTEE
4. APPROVAL OF MINUTES – June 7, 2016
5. CHAIR OF THE BOARD UPDATE
 - Sub-Committee Appointments – Trustee Tuttle
6. PRESIDENT’S REPORT
7. HUMAN RESOURCES COMMITTEE REPORT
 - A. Evaluation Assessment Form
 - B. Executive Summary Draft
8. OTHER BUSINESS
9. ADJOURNMENT



Judith A. St. Amand
September 6, 2016

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

HUMAN RESOURCES COMMITTEE

August 23, 2016

PRESENT: Trustee Maryanne Hammond, Chair
Trustee Karen LaFond
Trustee Corey Laite
Trustee Dina Nichols
Trustee Marina Taylor
Trustee George Albro, Ex-Officio Voting Member
President Barry Maloney
Ms. Judith St. Amand, Assistant Secretary
Ms. Nikki Kapurch, Special Assistant to the President

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 Tuesday, August 23, 2016 in the President's Conference Room of the Helen G. Shaughnessy Building. Trustee Hammond called the meeting to order at 4:30 p.m.

PRESIDENTIAL EVALUATION

The HR Committee was charged with conducting the annual evaluation of President Maloney as called for in his 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 is to be completed and reported out at the September 13th 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
2016 Vision Project Dashboard for WSU/Correspondence from Commissioner
Assessment Form

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

Graduate Rate Retention Improvement	Administrative Management and Leadership
Academic Management and Leadership	Decision Making and Problem Solving
Assessment	Fundraising
Infrastructure	Internal Relationships and Campus Climate
Fiscal Management and Budgeting	External Relationships and Leadership in Community
Communication	

Trustee Hammond outlined the process for the evaluation noting that an assessment form provided in the informational packet would be 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 and a summary of comments and average rating for each category follows.

Graduation Rate and Retention Improvement - Total Average Rating – 4.7

- WSU's 6 year graduation rate is well above peer institutions and only 3% below the BHE's goal of 56%
- 3 year average has increased by 6% and including this year, there has been a 13% improvement
- WSU's retention rate is at 80% which is above peer group and is attributed to the President's ability to motivate staff and then students to continue their education through the offering of diverse programs
- Rate has improved over the last 2 years – ongoing process and still needs improvement
- President has made this one of his priorities
- WSU is one of only 8 of the 29 public institutions in the state to see retention growth which was achieved through continued use of the "Succeed in 4" program that increased student advising, course scheduling and other curricular to support students
- WSU is also the only university out of 9 to make the Princeton Review "Best in the Northeast" list for the twelfth year in a row
- Student athletes graduate rate is low and needs improvement - ongoing process – believe new athletic director will improve this rate with the help of coaches

Academic Management and Leadership – Total Average Rating – 4.5

- The hiring of the Provost and VP of Academic Affairs was completed in the style of searching that has been very successful for WSU
- President was very methodical and included all divisions in the process
- The hire of the Dean of Graduate and Continuing Education was also a positive move for both the school and its student population
- The increase in fees in the Division of Graduate and Continuing Education resulted in significant new revenue
- When there was a need for a Dean of Humanities and Social Sciences, president used the agency, *REGISTRY*, to provide an interim dean in order to give the president and the entire campus the time to search for the right person
- Reputation of WSU has risen in the academic world over the past 2 years
- President implemented a global component which has created reciprocal programs with Ireland, Ecuador, Ulster and Japan to name a few
- In the area of Experiential Learning and Community Engagement with WSU being involved in 545 projects, with 389 partners and 2229 students contributing over 161, 000 hours
- 100% of WSU nurses and occupational therapists passed state tests and teachers test had a better than 95% pass rate – extremely important for our students and the Worcester community
- President's leadership has increased research by students and professors

- President has shown strong commitment to the success of not only the University's current population, but also the success of graduates by the implementation of two key business plans:
 - the \$30K Commitment initiative with three central Massachusetts public institutions has been adopted as a model by the Baker Administration in establishing the statewide "Commonwealth Commitment" program
 - partnership with IdeaLab Business Incubator as well as a number of other leadership initiatives including the establishment of a Director of Center for Business and Industry, who is charged with increasing professional development contracts with industry as well as grant-funded training

Assessment – Total Average Rating – 4.5

- Two years ago President Maloney took on a huge campus-wide plan to restructure the goals, vision, culture and stability of WSU
- This was done with input from the entire campus and to help implement the Strategic Plan
- He found monies to fund "grants" to assist the faculty in completing individual components
- Grant applications were reviewed by a *team* and re-evaluation and adjustments continue with yearly assessments
- By providing funding it sent a strong message to students, faculty and staff that their efforts are worthwhile and appreciated
- President keeps plan moving forward
- Plan is a model to be adopted statewide
- Students very pleased with outcome of major projects on campus and pleased with the accommodations made for students during
- Notable accomplishments include an increase in occupancy in Sheehan Hall, the purchase of Temple property which was critical for additional parking and future plans for property, all while continuing to meet the deferred maintenance needs as well
- Many new projects have attracted students to come to WSU – no longer safety spot to fall back on – now it is top choice for students

Infrastructure - Total Average Rating – 5.0

- "On time and on budget" says it all
- Capital improvements that have been made since President Maloney's arrival have all added to the "sale-ability" of WSU
- LRC improvements, Sheehan Hall and the Wellness Center have benefitted the entire campus
- Student Center has almost become a new building with its updates and was done "after hours" so not to disrupt daily usage
- Hiring of a landscaper to improve the grounds has been the "icing on the cake" - instilled a sense of pride across the campus
- President's approach to taking on projects by analyzing the school's ability to pay for the project first is admirable
- Impressed with the president and his accounting staff's understanding of the financial statements and WSU's ability to carry large debt and construction obligations

Fiscal Management and Budgeting – Total Average Rating – 5.0

- WSU is financially healthy due to the fact that long range planning is always in view
- Exceptionally talented fiscal management team
- Early Retirement Incentive Plan was a win-win for everyone providing over \$1million in savings
- President is working to create a business plan for the Worcester Center for Crafts and a financial plan for the May Street building
- Always looking to generate new monies wherever possible

Communication – Total Average Rating – 4.2

- Huge improvement in communication has been witnessed by many
- President opened lines of communication in many ways - town hall meetings, including academics in decision-making meetings, engaging with amore alumni, using his home for events, and establishment of neighborhood committees are just a few
- Does all with "student first" agenda
- President shows great leadership and strong communication skills to make sure students, members of the community and other parties stay informed on current issues
- Goals of WSU always well communicated by the president to the trustees
- Inherited a system of top down management style and has made changes to management opening meetings while still providing leadership
- Impressed with marketing efforts
- President Maloney feels this is an area that is always in need of improvement and will continue to keep lines of communication open and work to open other means of communication wherever possible

Administrative Management and Leadership – Total Average Rating – 5.0

- President's office has had several changes over the past 4 years
- New personnel has added many new ideas and energy and was done in a manner that was extremely professional, inclusive and well thought out
- Developed a team that is well organized and supportive of each other and WSU
- Management style has been the role model for the campus
- Informative self-evaluation
- Departmental needs are heard and addressed where possible – ongoing effort – concerted effort has brought about positive results

Decision Making and Problem Solving – Total Average Rating – 5.0

- Good decision-making and problem solving is based on being a good listener and always putting students first
- One of his best skills – he listens, he discusses with his team, and ultimately makes the best decision for the university and its students
- Evident in training the *entire* campus in new Title IX Sexual Assault Reporting Requirement
- Very aware of respecting WSU's reputation when handling incidents and in particular has the sensitivity to deal with issues in a professional and compassionate manner when necessary as demonstrated in the sudden death of a student this past year

- Shows strong leadership and empowers his staff with making decisions that are for the benefit the organization

Fundraising – Total Average Rating – 5.0

- Receiving dollars from many donors doesn't happen overnight
- Meets many donors to let them know of areas of need and where dollars will be used
- After receiving donations, a thank you is always gratefully given no matter the amount
- Goal to increase revenue through the usage of the Wellness Center and the May Street Building were great choices
- Always looking to increase the number of young alumni donors
- At beginning of June, \$2.8 million was raised for FY2016 in individual and corporate donations as well as grants
- With the addition of the funds raised at the 23rd annual Worcester State Foundation Golf Tournament, annual giving is well on track
- The ***Change Lives Campaign*** has raised 87% of its \$15 million dollar goal
- Total of 3986 donors – 1980 alumni, 311 corporations and foundations and 1695 friends
- Excellent job in exceeding the \$250,000 Challenge established by Gene DeFeudis former Board of Trustees member and Foundation Board Director, offering to match every dollar raised in calendar year 2015 for the Wellness Center and the May Street Building purchase and renovation
- WSU has 100% giving from all three of the boards (Trustees Foundation and Alumni Association)
- Continued involvement with alumni and commitment to attending events on campus and around the country is commendable

Internal Relations/Campus Climate – Total Average Rating – 4.5

- Improvement in campus climate is evident
- President always shares that this is an ongoing effort and there is always areas for improvement
- Goal is to try to treat everyone with "civility" and hope that it will permeate through the campus
- Seen as an approachable administrator
- Has done a great job encouraging his staff and faculty to have more involvement with students
- Students know who the president is and appreciates the time he spends with them
- Members of the campus community feel they have been heard and are respected by the president
- Students appreciate his attendance and involvement in many activities sponsored for and by the students
- Strategic Plan Review Committee determined that the University has met its goal to promote a more diverse and inclusive campus
- For the 2016-2017 academic year, 13 new faculty were hired in Humanities and Social Sciences, with 5 contributing to the diversity of the faculty

External Relationships/Leadership – Total Average Rating – 5.0

- Well known throughout Worcester County due to his efforts to be a good neighbor
- Leading by example has raised the reputation of WSU throughout central MA
- Excellent role model for many
- President has made sure that WSU is a leader in the community and people know that WSU is the best education for the dollar
- He has taken leadership roles on many committees and councils throughout Worcester County
- Very active in community events putting best face forward for WSU including attendance by leadership team at Chamber events and also serving on various boards
- Great accolades from colleagues and peers
- Impressed how he does it all while maintaining family time

Following the review and comments by all members, it was agreed that President Maloney continues to serve in a very positive manner. Since there are no guidelines for presidential compensation at this time, the HR Committee is not making a recommendation for any monetary adjustment. However, they feel strongly that President Maloney is most deserving of any merit/salary adjustment to be recommended by the Commissioner and will re-visit the matter at the appropriate time.

Again, using the rating format of whole numbers from 1 to 5 for the 11 areas identified for evaluation, the 6 members of the HR Committee gave President Maloney an overall average total of 28.5 and his overall average rating total was 4.8.

Upon a motion by Trustee LaFond and seconded by Trustee Taylor, it was unanimously

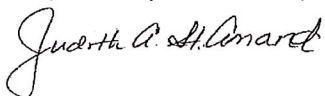
VOTED: to recommend to the full Board the acceptance of the HR Committee report and to approve the 2016 Annual Evaluation of President Maloney as presented.

President Maloney thanked everyone for their support. It has been an excellent 5 years and he commended and thanked his team for their support and hard work noting that not one-half of the accomplishments shared today would have been achieved without them. There is always much to do and he and his team will continue to move forward always keeping the Board well informed and keeping "Students First" as the top priority at WSU.

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

VOTED: to adjourn the meeting at 5:51 p.m.

Respectfully submitted,



Judith A. St. Amand
Assistant Secretary

PRESIDENT'S PERFORMANCE ASSESSMENT FORM SUMMARY

2015-2016

	HAMMOND	LaFOND	LAITE	NICHOLS	TAYLOR	ALBRO	TOTAL	AVERAGE
Retention	5	5	5	4	5	4	28	4.7
Academic Management & Leadership	5	4	5	4	4	5	27	4.5
Assessment	4	5	4	5	5	4	27	4.5
Infrastructure	5	5	5	5	5	5	30	5.0
Fiscal Management & Budgeting	5	5	5	5	5	5	30	5.0
Communication	4	4	4	4	5	4	25	4.2
Administrative Management & Leadership	5	5	5	5	5	5	30	5.0
Decision Making & Problem Solving	5	5	5	5	5	5	30	5.0
Fundraising	5	5	5	5	5	5	30	5.0
Internal Relationships/Campus Climate	5	4	5	4	5	4	27	4.5
External Relationships/Campus Climate	5	5	5	5	5	5	30	5.0

Total: 314/11= 28.5 average
52.4/11= 4.8 average

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

September 13, 2016

PRESENT: Trustee George Albro, Chair
Trustee Craig Blais, Vice Chair
Trustee Maryanne Hammond, Vice Chair
Trustee Corey Laite
Trustee Aleta Fazzone
Trustee Karen LaFond
Trustee Stephen Madaus
Trustee Dina Nichols
Trustee Shirley Steele
Trustee Marina Taylor
Trustee David Tuttle
President Barry Maloney, Secretary
Ms. Judith St. Amand, Assistant Secretary
Ms. Nikki Kapurch, Special Assistant to the President

The provision of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Board of Trustees was held on Tuesday, September 13, 2016, in room 204 of the Wellness Center. Chairman Albro called the meeting to order at 7:00 p.m.

INTRODUCTION OF NEW TRUSTEE

Chairman Albro welcomed newly appointed David Tuttle to the Board

- Mr. Tuttle was appointed to the Board of Trustees in June of 2016
- He is a graduate of WSU earning a Bachelor of Science degree in Economics
- Presently, he is employed as the Superintendent/Special Sheriff at the Worcester County Sheriff's Department in West Boylston, Massachusetts, previously serving as the Chief Deputy Sheriff, and has been employed there since 2011 to the present
- He also served as the Executive Director of the Molly Bish Center & Government Relations at Anna Maria College; the State Director for Rural Development for the US Department of Agriculture in Amherst, MA; State Representative for the 5th Worcester District for the Massachusetts General Court from 1997-2001; and served from 1993 to 1996 as a Congressional Aide for the 3rd Congressional District of the United States House of Representatives
- Mr. Tuttle also served from 2006 to 2016 as a Selectman for the town of Barre, serving on the Finance Committee as chair. A member of the United States Army Reserves/Massachusetts Army National Guard, he served as an infantry medic and as a leader provided supervision and oversight of a six-person medical squad
- The Board gave Trustee Tuttle a warm welcome.

EXECUTIVE COMMITTEE – Election of Member and Alternate

- Chairman Albro reported to the Board that the Nominating Committee voted at their June 7th meeting to recommend to the full Board the election of Trustee Hammond to serve on the Executive Committee with Trustee Steele as the alternate

- After reviewing results of the election, it was noted that Trustee Hammond is a member of the Executive Committee by means of her position as a Vice Chair. Therefore, she cannot serve in two roles and a new election must be held.
- Trustee Albro nominated Trustee Steele to serve on the Executive Committee and Trustee Aleta Fazzone to serve as the alternate.

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

VOTED: to approve the nomination as presented and elect Trustee Shirley Steele to serve on the Executive Committee and Trustee Aleta Fazzone as the alternate.

MINUTES – June 7, 2016

Upon a motion by Trustee Laite and seconded by Trustee Blais, it was unanimously

VOTED: to approve the minutes of June 7, 2016 with amendment to vote of the Executive Committee.

CHAIR OF THE BOARD UPDATE

- A special thank you was extended to all who attended the Ribbon Cutting ceremony today for the Wellness Center and also to those who worked to make the program a success
- Tremendous job done by all to bring this dream to fruition, almost on time and under budget
- First day there were 1200 guests and today there were approximately 700
- Chairman Albro appointed Trustee Tuttle to serve on the Academic Affairs/Student Development Committee and the Planning and Development Committee.

PRESIDENT'S REPORT

- Also provided a warm welcome to Trustee David Tuttle and mentioned the full day orientation provided the last week in August for Trustee Laite and Trustee Tuttle
- This year's Statewide Trustee Conference will be held on October 27th at the UMass Lowell Inn and Conference Center at 10:00 am. This will be a great opportunity to network with fellow trustees, to hear from public higher education leaders, and to gain new skills and tools as a trustee – more information to follow
- Today was a very special and historic day for Worcester State University. The official opening of our Wellness Center has been a long anticipated addition to the campus community
- Special thanks to all that attended including Lt. Governor Polito
- Trustee Blais inquired if there was a plan yet for the renovation and proposed use of the May Street property. President assured Trustee Blais that all plans will be brought forward to the Finance and Facilities Committee for review at the appropriate time
- Presently Rickes Associates is conducting a space utilization study for the campus and when the results are in they will be shared with the trustees. Will engage trustees throughout the planning process
- Sightlines will also be presenting to the Board an update on campus facilities and how they compare to sister institutions

- Trustees were reminded that the Temple property was purchased by the Foundation in the amount of \$2.7 million with a three year loan and a two year option for extension
- WSU paid \$400,000 down payment and will continue to cover operating expenses
- Still waiting for updated budget information based on the formula funding process
- Last year WSU received approximately \$800,000 - hoping to receive funding in October in the amount of \$250,000 - \$300,000 and budgeting of monies will be brought before the Finance Committee.

HUMAN RESOURCES COMMITTEE REPORT

- Trustee Maryanne Hammond, Chair of the HR Committee was charged with conducting the annual evaluation of President Maloney as called for in his appointment contract and also in accordance with the Massachusetts Board of Higher Education Compensation and Evaluation Guidelines for University and Community College Presidents
- Chairman Hammond was assisted by Trustees LaFond, Laite, Nichols and Taylor
- The evaluation was completed and reported out at the September 13th Board of Trustees meeting
- Once approved by the full Board, an Executive Summary will be prepared and forwarded to the Commissioner by Chairman Albro (draft of both provided)
- Following the review and comments by all members of the HR Committee it was agreed that President Maloney continues to serve in a very positive manner
- Again, using the rating format of whole numbers from 1 to 5 for the 11 areas identified for evaluation, the 6 members of the HR Committee gave President Maloney an overall average total of 28.5 and his overall average rating total was 4.8
- The full Board suggested that the broader description be included in future documents describing each area being used for evaluation
- Possible long range goals to be included for future (not expected but desired) – may be included under “*Challenges*”
- Framework for evaluation is open for suggestions from the Board as long as the DHE requirements are met
- Goals may be a joint effort between the President and the Board – maybe developed collaboratively
- For this year will proceed with information presented by the HR Committee and will define changes in guidelines for next year
- Since there were no guidelines for presidential compensation, the HR Committee did not make a recommendation for any monetary adjustments and wanted to be on record that they feel strongly that President Maloney is deserving of the maximum of any merit/salary increase that may be proposed and will revisit at the appropriate time

Upon a motion by Trustee Blais and seconded by Trustee LaFond, it was unanimously

VOTED: **to accept the recommendation of the HR Committee and approve the 2016 Annual Evaluation of President Maloney as presented.**

SALARY INEQUITY – Position of President

- At the September 8, 2015 meeting of the Board, Chairman Valerio brought to the attention of the HR Committee that the position of President at Worcester State University was clearly at the lower end of the salary scale when compared to sister institutions and area colleges
- Chairman Valerio charged the HR Committee with reviewing all documents and to provide some direction and guidance to the full Board to include a recommended salary increase
- Trustee Albro reported that this would not be the first request to the Commissioner to address a salary inequity for an existing president
- The Board voted to refer the matter of the salary inequity that exists for the position of President at Worcester State University to the HR Committee and to report their findings to the full Board at the October 20, 2015 meeting and to include a recommendation for salary adjustment
- The HR Committee did investigate the salary inequity and recommended to the full Board a salary adjustment to address the inequity and voted that members of the HR Committee would work with Chairman Valerio to develop the justification for a salary adjustment
- The Board acknowledged today that Trustee Valerio had unexpected major surgery and action was not taken on this matter prior to his term expiring
- Therefore, Chairman Albro asked the HR Committee to once again review all materials relating to the salary inequity issue (to include updated information) and advise the Board how to proceed
- Materials from the September and October 2015 meetings to be shared with the HR Committee.

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

VOTED: to adjourn the meeting at 8:05 p.m.

Respectfully submitted,

Judith A. St. Amand
Assistant Secretary

President's Update

September 2016

From the President's Office

President's Message



In this September issue of the Update, we kick off the 2016-2017 academic year by looking at our Strategic Plan for 2015-2020, "Scholarship, Partnership, and Leadership for a Changing World," to see where we are making our mark. Each division head selected two actions that

their area is taking -- often collaboratively with other areas -- to advance our plan, moving us toward meeting strategic goals and objectives. I am gratified to see that all of the five divisions are working together to achieve our shared vision. In addition, I will offer a five-year look-back at our tri-board dinner on September 13. This academic year is my fifth as president, and I felt it would be appropriate to examine where we were then, as compared to where we are now.

The 13th will be a big day for us. Please join me for the Grand Opening and Ribbon Cutting Ceremony for the Wellness Center at 3:30 p.m., where we will be joined by Lt. Gov. Karyn Polito, outside of the new building. That event will be followed by tours and the tri-board dinner, inside the Wellness Center, at 5:30 p.m. I hope to see all of you there!



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PRESIDENT'S OFFICE

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Goal 1: Academics

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

Key Strategies

- Develop and offer distinctive programs that emphasize community impact, service learning, creativity, and environmental stewardship.
- Expand innovative undergraduate academic programming and expand graduate programs.
- Make stronger connections between students' classroom learning and experiential learning achieved through extra- and co-curricular programming.

Action Items

- First new graduate programs in 8 years were developed and shepherded through governing bodies, awaiting DHE approval. (Lead division: **Academic Affairs**)
- Undergraduate program offerings enhanced via new ethnic studies concentration which kicks off Fall 2016. (Lead division: **Academic Affairs**)
- Developed a new series of programs that supported individual faculty with credit-bearing syllabi activities and provided opportunities for students to interact with employers. (Lead division: **Student Affairs**)
- Established the Jumpstart AmeriCorps Program on campus, creating a bridge between Academic Affairs (curricular) and Student Affairs (co-curricular). (Lead division: **Student Affairs**)
- Improved cohesiveness of LASC (Liberal Arts and Sciences Curriculum) and marketed it to students via updated recruitment materials, Website, and catalog presentation. (Lead division: **Enrollment Management**)
- Increase undergraduate retention and graduation success through donor-funded scholarships. (Lead division: **University Advancement**); data show those who have received donor-funded scholarships have about a 25 percent greater six-year graduation rate than those who do not receive such support. Example of progress: Growth in number of scholarships in 2015-2016.
- Secured funding for \$50,000 per year outlay for the University's Honors Program. (Lead division: **University Advancement**)



Goal 2: Distinctive Strengths

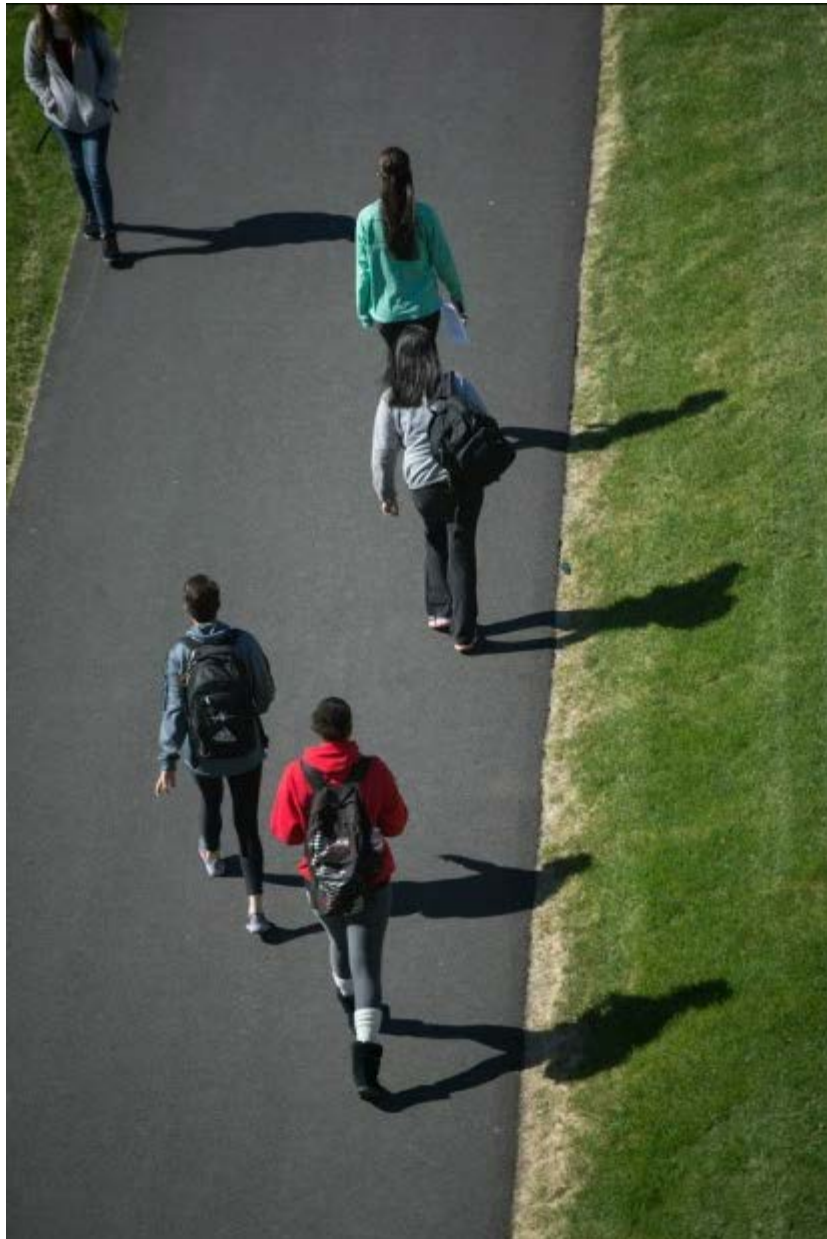
Leverage WSU's distinctive strengths, both to enhance the University's reputation and to prepare students to lead, serve, and make a difference in the world

Key Strategies

- Capitalize on WSU's urban location as a programmatic strength and educational asset.
- Promote and stress curricular inter-disciplinarity and programmatic connectedness to enrich learning and create multiple potential paths for WSU students to pursue upon graduation.
- Cultivate and enhance local, regional, and global connections to benefit students and strengthen WSU's contributions in the wider world.

Action Items

- The **WSU-CHIP (Community Health Improvement Plan) in Action**, funded by the Greater Worcester Fairlawn Foundation, involves academic departments across the university in providing research in support of the City of Worcester's Department of Public Health 's CHIP. The project aims to improve the health of Central Massachusetts' residents and to provide data to support the improvement. (**Lead division: Academic Affairs**)
- Student opportunities for experiential learning that benefit from our urban location are strengthened and supported. (Lead division: **Academic Affairs**) Examples of progress 1) Learning into Action Fair initiated in Spring 2016 is a collaboration between Interdisciplinary academic programs, academic programs, campus offices and student groups, supported by local human rights and social justice organizations; 2) innovative inter-departmental collaboration with the Worcester State Pride Alliance resulted in hosting the cast and crew of **?BROTHERS?**, who screened and discussed their cutting-edge web series as part of Worcester State's Pride Alliance's Break the Binary Week; 3) **CitySpeak**, a student-devised play offered in Spring 2016, involved city leaders in a discussion of what it means to live in a city by bridging research, the visual and performing arts, and residents of the City of Worcester.
- WSU's community engagement supported and strengthened via growth of the Binienda Center for Civic Engagement. (Lead divisions: **Student Affairs and Advancement**) New scholarships were awarded in 2016 to students based on their commitments to helping the hearing impaired and to community service more broadly.



Goal 3: Supporting Students

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

Key Strategies

- Strategically align programmatic offerings with student interest and employment trends.
- Establish stronger articulation agreements with community colleges to attract more transfer students.
- Provide excellent customer service to students in all divisions and offices.

Action Items

- Implemented decision making based on customer service management (CRM) data system and information. (Lead division: **Enrollment Management**)
- Established the Transfer Center for the collection, storage, updating, and coordinating of campus articulation agreements and to recruit and process new transfer students. (Lead division: **Enrollment Management**)
- Worcester State has begun formal implementation of customer service training. For example, Enrollment Management has ongoing customer service training for the departments in its division. (Lead Division: **Enrollment Management**)



Goal 4: Campus Life

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

Key Strategy

- Nurture a campus culture that promotes cultural awareness and sensitivity as well as commitment to social responsibility and environmental stewardship.
- Ensure opportunities to succeed at WSU are equally available to all members of the faculty and staff.
- Promote greater collaboration across divisions in support of shared, university wide goals and mutual accountability for progress.

Action Items

- Create financial systems that support unique programs/events/activities that do not fit the existing account structure and budget models. (Lead division: **Administration and Finance**) Examples of progress: re-coding of budget lines; Ellucian training on capabilities of the system that will aid in this initiative; new electronic forms developed.
- Implement a talent management plan to ensure that all employees receive training and support in university operations, regulatory requirements, and career development. (Lead division: **Administration and Finance**) Examples of progress: anti-discrimination and cultural competency trainings provided to campus leadership, University Police and other units; on-boarding process revamped.
- Establish new employee orientation and mentoring programs to provide support within one week of hire. (Lead division: **Administration and Finance**) Examples of progress: Employees hired during 2015-2016 received new orientation in late August.
- Developed Student Affairs departmental plans for training on topics of diversity as it relates to social justice, inclusive workplace, and engagement of our student body.
- Developed a university-wide suicide postvention plan in 2015-2016. (Lead division: **Student Affairs**)
- Develop and advertise university-wide approach to holistic student wellness. (Lead division: **Student Affairs**) Examples of progress: New student orientation developed; systems and personnel in place for Wellness Center to offer intramurals, fitness and holistic health classes such as yoga.



Goal 5: Fiscal Health

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

Key Strategy

- Mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue.
- Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through enhanced operational efficiencies and fundraising.

Action Items

- Implemented an Early Retirement Incentive Plan resulting in \$1.4 million saved and repurposed for university needs. (Lead division: **Administration and Finance**)
- Implemented new fee structure for Division of Graduate and Continuing Education, resulting in higher revenues. (Lead division: **Academic Affairs**)
- Change Lives Capital Campaign nearing its goal of \$15 million raised. (Lead division: **University Advancement**)



PRESIDENT'S PERFORMANCE ASSESSMENT FORM SUMMARY

2015-2016

	HAMMOND	LaFOND	LAITE	NICHOLS	TAYLOR	ALBRO	TOTAL	AVERAGE
Retention	5	5	5	4	5	4	28	4.7
Academic Management & Leadership	5	4	5	4	4	5	27	4.5
Assessment	4	5	4	5	5	4	27	4.5
Infrastructure	5	5	5	5	5	5	30	5.0
Fiscal Management & Budgeting	5	5	5	5	5	5	30	5.0
Communication	4	4	4	4	5	4	25	4.2
Administrative Management & Leadership	5	5	5	5	5	5	30	5.0
Decision Making & Problem Solving	5	5	5	5	5	5	30	5.0
Fundraising	5	5	5	5	5	5	30	5.0
Internal Relationships/Campus Climate	5	4	5	4	5	4	27	4.5
External Relationships/Campus Climate	5	5	5	5	5	5	30	5.0

Total: 314/11= 28.5 average
52.4/11= 4.8 average

WORCESTER STATE UNIVERSITY HUMAN RESOURCES COMMITTEE

EXECUTIVE SUMMARY

On August 23, 2016, the Human Resources Committee (*hereinafter* HR) convened in open session to conduct the annual evaluation of President Barry Maloney. Present at the meeting was Trustee Maryanne Hammond, Chair of the HR Committee, Trustee Karen LaFond, Trustee Corey Laite, Trustee Dina Nichols, Trustee Marina Taylor, and Trustee George Albro, Chair of the Board and ex-officio voting member. Also present was President Barry Maloney, Ms. Judith St. Amand, Assistant Secretary to the Board of Trustees and Ms. Nikki Kapurch, Special Assistant to the President.

The annual evaluation is required by the Massachusetts BHE Compensation and Evaluation Guidelines for University and community College Presidents, as well as President Maloney's appointment contract. The report of the HR Committee will be presented to the full Board at their September 13, 2016 meeting and their action will be reported to Commissioner Santiago by the required deadline of October 15, 2016.

The evaluation was conducted using the following materials and criteria as follows:

- Presidential Goals/ 2014 – 2016
 - Self-Evaluation
 - Strategic Plan Divisional Metrics
 - 2016 Vision Project Dashboard for WSU/Correspondence from Commissioner
 - Assessment Form
-
- | | |
|---------------------------------------|--|
| • Graduate Rate Retention Improvement | Administrative Management and Leadership |
| • Academic Management and Leadership | Decision Making and Problem Solving |
| • Assessment | Fundraising |
| • Infrastructure | Internal Relationships and Campus Climate |
| • Fiscal management and Budgeting | External Relationships and Leadership in Community |
| • Communication | |

The Committee reviewed the charge from the Board to conduct the evaluation and have it completed for submission to the full Board for approval at their September 13, 2016 meeting. Each category was discussed and members of the HR Committee provided their individual rating (1 – 5 with 5 the being the highest) and also comments that were summarized and included in the HR Committee minutes of August 23, 2016.

I am including for your review highlights and challenges for each area as well as the overall rating average for each category.

RETENTION - Total Average Rating - 4.7

Highlights

- Hit Fall 21014 admission goal of 1100 new students (7750 freshman & 450 transfers)
- Had a 2% increase in deposits
- Commissioner noted that WSU was one of only 8 of the 29 public institutions in the state to see retention growth
- For the twelfth year in a row recognized by The Princeton Review as a “Best in the Northeast” college based on student surveys

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Challenges

- *This is an ongoing process and the overall plan is very sound, the work has just begun*

- Increasing graduation rates is a slow and laborious process
- The campus must be dedicated towards the end goal, a 56% six year graduation rate by 2016
- Must have the entire campus engaged and focused on this mission

ACADEMIC MANAGEMENT AND LEADERSHIP – Total Average Rating - 4.5

Highlights

- Hiring and transitioning of a new Provost has proven to be a positive step
- Hiring of a Dean of Graduate and Continuing Education very well received
- Implementation of a new fee schedule, after market research indicated that were under-charging, resulted in significant new revenue for the University
- Improvement in dialogue with academic departments been achieved especially in discussing how best to meet needs, both current and future

Challenges

- Managing the 15% cap on adjuncts in academic departments
- Funding of the International Education program and motivating students to participate
- Completion of work on online learning and an international student recruitment plan with new relationship with American International Recruitment Council
- Increased enrollment and overall scope of the Latino Education Institute and its programs
-

ASSESSMENT – Total Average Rating - 4.5

Highlights

- WSU strategic planning process has been recognized as a model for the 29 public higher education campuses by the DHE
- Participated in a panel session where “best practice” was shared at a state-wide Trustees retreat
- Developed a process for assessment of newly formed strategic plan and tied the assessment to overall University and Vision Project goals
- Successful completion of Visual and Performing Arts accreditation review

Challenges

- Departmental Assessment costs and implementations
- 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
- Full assessment of campus Police Department Conduct a risk management assessment and campus planning exercise

INFRASTRUCTURE – Total Average Rating – 5.0

Highlights

- Managed the completion of the Wellness Center construction, totaling \$52 million dollars, completed on time and under budget
- Sheehan Hall at capacity
- LRC improvements - electrical upgrades on the third floor
- Student Center renovated
- Managed disruption during the construction period
- Hired a landscaper to improve grounds

Challenges

- Need for specialized science space for Nursing, Speech, Chemistry, Biology and Occupational Therapy programs
- Fall of 2016, work with Rickes Associates to develop a Campus Master Plan which will

include the development of a usage plan for the May Street building (formerly Temple Emanuel)

- Planning for deferred maintenance and advocacy for a deferred maintenance bond bill to help pay for work
- Create a comprehensive Sustainability Plan

Fiscal Management and Budgeting – Total Average Rating – 5.0

Highlights

- Continue to revamp budget processes to provide greater transparency for the campus Community
- As academic needs continue to grow, the relationship with the Worcester Center for the Crafts continues to develop and the implementation of a new business plan for DGCE are both priorities in the year to come
- Maintained the University's "A2" bond rating with Moody's - another external audit validating our fiscal health
- Developed a cost benefit grid to assess the true cost of all academic programs
- Conducted an internal assessment of both payroll and HR functions
- Successfully implemented an early retirement incentive plan for the campus resulting in over \$1 million dollars in savings

Challenges

- Working with campus leaders, and BOT to develop a spending plan for unmet campus needs
- Need to develop a revenue generation plan that incorporates: international enrollment, creation of new delivery methods such as online learning, DGCE and fundraising
- Develop a new business plan for the Worcester Center for the Crafts
- Develop a financing plan for the renovations of the May Street building

Communication - Total Average Rating – 4.2

Highlights

- New format for opening meeting and a mid-year town hall meeting
- Continuation of open budget process
- Expanded the Administrative Council group to include all faculty Chairs
- Implementation of a new and improved university news site, news.worcester.edu
- End of semester retreat for administrators and faculty
- Use of the President's home for several University business and gatherings
- Meetings with divisions, departments, chairs, Administrative Council, students in res halls
- Year three of a neighborhood committee to discuss neighborhood issues and civic engagement opportunities
- Increased meetings with alumni, donors and other VIPs including new trip to North Carolina
- Meetings with federal, state and local officials
- Media relations efforts have resulted in an improved ratio of positive to negative stories about the University and an increased presence for our faculty and staff experts

Challenges

- Working with community officials and neighbors to improve parking in and around the campus and reduce the impact on the neighbors
- Greater buy-in on transparent approaches to our communication of decision-making
- Greater uses of campus governance

- Building trust among all key constituent groups

Administrative Management and Leadership - Total Average Rating - 5.0

Highlights

- Charged all areas and offices with a "students first" customer service approach
- Two divisional trainings occurred during the year - Payroll and Human Resources & Enrollment Management
- Year four of new comprehensive marketing campaign for the University- now managed by Executive Director of Marketing, hired in 2013
- Revamped recruitment materials and communication plan, increased use of videos, and further development of the Web site as a marketing tool progressed
- New Provost and Vice President for Academic Affairs joined us in July
- The Interim Dean of Humanities joined us in late August and the search for a permanent dean will begin again soon
- In the Administration and Finance Division, the new Assistant Vice President for Human Resources, Payroll, and Affirmative Action and Equal Opportunity joined in July and oversaw the hiring of the new Director of Human Resources and the new Director of Affirmative Action, Equal Opportunity and Diversity

Challenges

- Hiring of the Assistant Vice President For academic Affairs, Assistant Vice President for Assessment and Planning and creating an expanded staffing plan for Career Services and Disability Services
- The advent, presence and continued growth of non-traditional competition
- Continue to develop a team that is supportive of each other and the mission of the institution

DECISION MAKING AND PROBLEM SOLVING - Total Average Rating – 5.0

Highlights

- Solidifying teamwork among the Division Heads as evidenced by an Administration and Finance led search for the Provost position, and more productive and collegial President's direct report meetings
- Dealing with numerous campus emergencies and appropriate implementation and training of the new Title IX sexual assault reporting requirement
- New personnel and organizational structure in academic Affairs, Human Resources and Diversity areas
- Action steps taken to move the campus toward a culture of inclusion

Challenges

- Trying to build collaborative team across all divisions
- Challenge getting talented VPs to work together
- Fostering and maintaining a productive, welcoming work environment

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FUNDRAISING - Total Average Rating 5.0

Highlights

- Launched the \$15million dollar campaign, "Change Lives"
- Met with hundreds of alumni and attended events on campus, in the greater Worcester area, throughout the Commonwealth and around the country
- Received a \$500,000 gift on behalf of the late Barbara (Hickey) O'Brien, WSU Class of 1957, establishing an endowed fund for the Department of Education's students and faculty
- Exceeded the required \$250,000 challenge established by the DeFeudis family toward Change Lives campaign
- Largest turnout at Florida alumni events with almost 200 individual contacts made

- A “Day of Giving” exceeded goals for number of participants and dollars raised
-

Challenges

- Raising money, a projected \$2.5 million, to help cover costs associated with the new Wellness Center
- Continue to increase the alumni participation rate
- Develop new pockets of alumni support – both out of state and with young alumni
- Tap into markets such as banking and corporate gift giving
- Raise money for new initiatives such as faculty research, acquisition of May Street property and international education and scholarship

INTERNAL RELATIONSHIPS/CAMPUS CLIMATE - Total Average Rating – 4.5

Highlights

- In sync with the University’s Strategic Plan, implemented a five point commitment for creating a more inclusive and welcoming environment
- Held divisional and departmental meetings with all key groups – faculty, staff and students
- Continues support of employee recognition efforts and re-redesigned the Employee Recognition event
- Facilitated a campus conversation of the new missions statement and development of Strategic Plan
- Committed to providing training to better orientate BOT members and provided orientation for new members, Corey Laite and David Tuttle

Challenges

- Get campus dedicated to the notion of “Students First” decision making
- Develop an internal communications plans with the newly hired Assistant Vice President for Human Resources
- Continue to make strides in the area of cross divisional collaboration – best example was Enrollment Management Committee
- Foster a climate of civility among all members of campus community
- High number of grievances continue to be filed by unionized colleagues
-

EXTERNAL RELATIONSHIPS/LEADERSHIP IN THE COMMUNITY - Total Average Rating – 5.0

Highlights

- Chair, MA State University Council of Presidents
- Held regular meetings with civic and community leaders
- Continued the presence of the WSU Latino Education Institute (LEI) in Springfield
- Selected to the NCAA’s Division III President’s Advisory Board

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- Selected as the Massachusetts State Collegiate Athletic Conference representative to the NCAAA
- Board member serving on the following boards: Greater Worcester Foundation, Worcester Regional Research Bureau, Worcester Business Development Council, Worcester Chamber of Commerce, Wilbraham and Monson Academy, Spectrum Health Systems and member of the Consortium of Colleges in Worcester
- Selected by peers to a two year term as Chair of Higher Education Consortium of Central Massachusetts

Challenges

- Get leadership team more involved in local community boards to help increase visibility
- Raise visibility of WSU outside of the central Massachusetts market
- Develop and maintain Latino Education Institute presence in other markets in MA (Springfield, Lawrence or Boston) to help improve our recruitment of the best students from those groups, as well as assist those communities in the success of their Latino population

- Balance community needs against limited resources of WSU
- Establish new partnerships and programs that would benefit students
- Use new relationships to raise revenue and bring greater resources to the University

The Committee members concurred that President Maloney has established a strong presence in the Worcester community and his presence has bode well for WSU initiatives and programs. President Maloney is quite visible on campus and is known by the students.

The members of the HR Committee agreed that President Maloney has continued to perform well and he and his staff have worked in a manner that has moved WSU forward with the development of new physical projects and academic initiatives. The financial health of the University is strong and once again WSU has been named by the Princeton Review as one of the 75 Best Public Value institutions.

The most recent Capital Campaign, *Change Lives*™ has reach 87% of its total goal and WSU's alumni giving rate of 9% is the highest among the Massachusetts State university peer institutions. President Maloney is a strong and consistent advocate for the students and for WSU as demonstrated by the positive results of student performance as well as increasing enrollment.

The HR Committee and the Board of Trustees agreed that in consideration of President Maloney's strong performance that a merit increase was most deserving. Since there was no Presidential Compensation package at this time, President Maloney very graciously declined any salary increase at this time. However, the Board of Trustees noted that they will take action on this matter of a merit/salary adjustment at the appropriate time when the Commissioner's recommendation is shared with the various campuses.

Respectfully submitted,

Maryanne M. Hammond
Chair, Human Resources Committee