

Finance Meeting

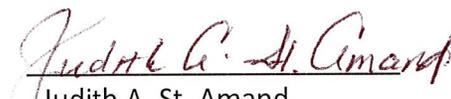


NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES FINANCE & FACILITIES COMMITTEE WILL BE HELD ON TUESDAY, NOVEMBER 14, 2017 AT 3:30 P.M. IN THE PRESIDENT'S CONFERENCE ROOM LOCATED ON THE 2<sup>ND</sup> FLOOR OF THE HELEN G. SHAUGHNESSY ADMINISTRATION BUILDING.

1. CALL TO ORDER – \*Notice/Agenda
2. \*VOTES
3. \*APPROVAL OF MINUTES – October 17, 2017
4. \*FY2018 BUDGET DRAFT
5. \*HOUSING UPDATE
6. OTHER BUSINESS
7. ADJOURNMENT

\*Attachment

  
Judith A. St. Amand  
November 7, 2017

**Finance & Facilities Committee**

Trustee Madaus, Chair  
Trustee Fazzino  
Trustee Nichols  
Trustee Steele  
Trustee Taylor  
Trustee Blais, Ex-Officio Voting Member  
President Maloney, Ex-Officio Non-Voting Member

**FINANCE & FACILITIES VOTES**

Upon a motion made and seconded, it was

**VOTED: to approve the minutes of October 17, 2017 as submitted.**

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Upon a motion made and seconded, it was

**VOTED: to recommend approval of the FY 2018 Draft Budget as presented.**

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Upon a motion made and seconded, it was

**VOTED: to adjourn the meeting at**

**WORCESTER STATE UNIVERSITY  
BOARD OF TRUSTEES**

**FINANCE & FACILITIES COMMITTEE**

**October 17, 2017**

**PRESENT:** Trustee Stephen Madaus, Chair  
Trustee Aleta Fazzone  
Trustee Dina Nichols  
Trustee Marina Taylor  
Trustee Craig Blais, Ex-Officio Voting Member  
Trustee Maryanne Hammond – Non-Voting Member  
President Barry Maloney – Ex-Officio Non-Voting Member  
Ms. Judith St. Amand, Assistant Secretary

**ABSENT:** Trustee Shirley Steele

In accordance with the provisions of General Laws, Chapter 30A having been complied with, and a quorum present, Chairman Madaus called the meeting to order at 4:00 p.m. The meeting was held in the May Street Building Banquet Hall.

**APPROVAL OF MINUTES – September 12, 2017**

Upon a motion by Trustee Fazzone and seconded by Trustee Blais, it was

**VOTED:** to approve the minutes of September 12, 2017 as submitted.

**2017 DRAFT AUDIT REPORT**

- Chairman Madaus called upon Vice President Kathy Eichelroth to present the draft report
- The Chair reported to the Committee that he met with President Maloney, VP Eichelroth and members of the audit team to review the report in detail
- VP Eichelroth introduced Jeff Swanberg and Jim Johnston from Bollus Lynch to assist with summarizing the audit report
- Bollus Lynch audited the financial statements of WSU and the financial statements of the Worcester Foundation, Inc., its discretely presented component unit
- Management is responsible for preparing the financial statements and the auditor's responsibility is to express opinions on the financial statements based on audit
- In their opinion the financial statements present fairly, in all material respects, the financial position of Worcester State University and Worcester State Foundation, Inc., as of June 30, 2017 and 2016, and the changes in its net position, and its cash flows for the years then ended, in accordance with generally accepted accounting principles

### ***Financial Highlights***

- The assets and deferred outflows of resources of WSU exceeded its liabilities and deferred inflow of resources at the close of the most recent fiscal year by \$99,846,050 (net position). Of this amount \$13,392,096 is classified as unrestricted net position. The figure is down from FY 2016 due to increasing depreciation expense, in addition to the required GASB 68 accrual of pension expense of \$1,557,466.
- The University's total unrestricted net assets decreased by \$200,222 with a total change in net position of \$(4,433,143). Operational items that influenced the total change in net position include increased depreciation of \$663,835 due to the Wellness Center coming on line, a net reduction in investment income of \$996,912 compared to the prior year due to significant unrealized loss in agency and treasury bonds, and a Residence Life Trust Fund operating loss of \$60,817. In addition to those operation items, the accrual required to reflect the Commonwealths obligation for post-retirement pension distributions required posting of additional benefit expense of approximately \$1,557,466.

### ***Financial Analysis***

- Net assets may serve over time as a useful indication of Worcester State University's financial position
- In the case of Worcester State University, assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$99,846,050 at the close of FY 2017
- By far the largest portion of the Worcester State University's net position reflects its investment in capital assets (e.g. land, buildings, machinery, and equipment), less any related debt, including capital leases, used to acquire those assets that are still outstanding
- Worcester State University uses these capital assets to provide services to students, faculty and administration; consequently, these assets are not available for future spending. Worcester State University's investment in its capital assets is reported net of related debt.

Mr. Johnson distributed a letter to the Finance and Facilities Committee informing them of significant matters related to the conduct of the audit and a summary of various matters that must be communicated under auditing standards generally accepted in the US.

### ***Overview of the Planned Scope and Timing of the Financial Statement Audit***

- A separate communication dated June 6, 2017 was issued regarding the planned scope and timing of the audit and the identification of and planned audit response to significant risks of material misstatement.

### ***Significant Accounting Practices, Including Policies, Estimates and Disclosures***

- The following is a list of the matters, including significant estimates, which you may wish to monitor for oversight responsibilities of the financial reporting process:

***Adoption of, or Change in, Accounting Policies***

Management has the ultimate responsibility for the appropriateness of the accounting policies used by the University. During the year ended June 30, 2017 the University adopted the provisions of GASB Statement No. 72, Fair Value Measurement and Application

***Accounting Estimates***

Accounting Estimates are an integral part of the preparation of financial statements and are based upon management's current judgment. Process used encompasses their knowledge and experience about past and current events and certain assumptions about future events. Management has informed the auditing firm that they used all the relevant facts available to them at the time. Examples of estimates significant to the financial statements include the allowance for uncollectible accounts receivable, valuation and amortization of deferred service concession arrangements, pension liabilities now required by GASB 68, and accumulated depreciation allowances for capital assets.

***Significant or Unusual Transactions***

Did not identify any significant or unusual transactions or significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

***Alternative Treatments Discussed with Management***

Did not discuss with management any alternative treatments within generally accepted accounting principles for accounting policies and practices related to material items during the current audit period.

***Audit Adjustments***

There were two audit adjustments identified and posted as part of our audit procedures. Each of the adjustments was provided by management as part of the normal closing process:

- An adjustment to finalize the University's capital asset activity and depreciation expense for the year ended June 30, 2017.
- An adjustment of accrued compensated absences to actual at June 30, 2017 based on supporting schedules received.

***Uncorrected Misstatements***

- Not aware of any uncorrected misstatements.

***Disagreements with Management***

- Encountered no disagreements with management.

***Consultation with Other Accountants***

- Not aware of any consultations management had with other accountants

***Significant Issues Discussed or Subject to Correspondence with Management***

- No significant issues

***Difficulties in Performing the Audit***

- Did not encounter any difficulties

***Other Information in Documents Containing Audited Financial Statements***

- Not aware of any other documents

***Other Matters – New Accounting Pronouncements***

- GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other than Pensions*, is required for periods beginning after June 15, 2017. This statement addresses accounting and financial reporting for other post-employment benefits provided to employees of state and local governmental employers, as well as establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. Management is in the process of reviewing this statement and potential effects on their financial reporting.
- GASB Statement No. 87, *Leases*, is required for periods beginning after December 15, 2019. The objective of this statement is to better meet the information needs of financial statement users by improving accounting and financial reporting for leases by governments. This Statement established as single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. It requires the recognition of certain lease assets and liabilities for leases that previously were classified as operating leases. Management is in the process of reviewing this Statement and potential effects on their financial reporting.

Representatives of Bollus Lynch stated they had no reason to meet with members of the Committee privately.

Members of the Finance & Facilities Committee commended VP Eichelroth and her staff for a positive audit report applauding the finding of only two minor audit adjustments provided by management as part of the normal closing process. VP Eichelroth thanked Robyn Quill, Associate Vice President, for her efforts throughout the audit process.

Discussion was held relative to the various ratios and how they affect the future of the University. VP Eichelroth will present an update to the ratio trend history for the next meeting.

Upon a motion by Trustee Fazzone and seconded by Trustee Nichols, it was

**VOTED: to recommend approval to the full Board the acceptance of the FY 2017 Audit Report as presented.**

**BOILER REPLACEMENT – President’s Residence**

- VP Eichelroth reported the existing boiler at 535 Chandler Street has exceeded its life span and was previously converted from a coal boiler to oil
- Must be scheduled immediately to complete work prior to onset of winter conditions
- Three quotes received
- Estimated total cost to abate and replace existing boiler is \$24,514
- All manufacturer and contractor warranties and related certifications regarding hazardous waste removal will be obtained from the vendors and kept on file
- Seeking approval to proceed with the project at an estimated cost not-to-exceed \$30,000, allowing for the potential of additional cost related to unforeseen circumstances

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

**VOTED: to recommend approval to proceed with the boiler replacement project at 535 Chandler Street (President’s residence) at an estimated cost not-to-exceed \$30,000, allowing for the potential of additional cost related to unforeseen circumstances.**

A copy of the BHE Standards for the Expenditures of Trust Funds were provided for informational purposes only.

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

**VOTED: to adjourn the meeting at 5:20 p.m.**

Respectfully submitted,

Judith A. St. Amand  
Assistant Secretary

## Memorandum

**DATE:** November 2, 2017  
**TO:** Steve Madaus, Chair, Finance and Facilities Subcommittee  
**FROM:** Kathleen Eichelroth, Vice President for Administration and Finance  
**RE:** **FY 2018 TRUST FUND REPORTS– QUARTER 1**

Attached are the Trust Fund Reports for the first quarter of Fiscal Year 2018, ended September 30, 2017. Revenue as of September 30<sup>th</sup> is 47.8% earned compared to budget. This is in line with expectations as fall semester has been completely billed and we continue to actively bill on closed course offerings through the Division of Continuing Education. Spring semester bills are posted in late November and will be reflected on the second quarter report.

As of September 30, 2017, 21.82% of the budget has been expended. This is also in line with spending expectations with almost one quarter of the budget expended through the first quarter.

There are two reconciliations presented, both reconcile the budget lines as approved by the BOT (Board of Trustees) compared to the budget loaded in to the financial reporting system of the University.

The reconciliation of approved revenue lines compared to the loaded revenue lines is presented to demonstrate that two Trust Funds (408 and 433) do not generate revenue but fund their annual activity with transfers made to the trust fund from the General Fund (400). Furthermore, four Trust Funds (433, 439, 442 and 446) are currently funding a portion of its annual activities with a transfer of funds that have accumulated as reserves to that fund.

The reconciliation of approved expenditure lines compared to the loaded expenditure budget is presented to demonstrate that the Capital Improvement Trust Fund (405) budget provides for a planned operating transfer to the Parking Garage Operating Trust Fund (408) of \$860,000 and a planned transfer to the reserve balance of the Capital Improvement Trust Fund (405) of \$1,583,827.

Also included in this package for reference are the individual trust documents that define the purpose of each trust account.

**Worcester State University**  
**Trust Fund Report - Quarter 1**  
**FY18 Budget vs Actuals**  
**Revenue 9/30/2017**

| Account Description                                      | Original<br>Budget - BOT | Revenue Budget<br>excluding Transfers | Revenue Earned<br>Actual | Percent of<br>Budget Earned | Unearned            |
|--|--------------------------|---------------------------------------|--------------------------|-----------------------------|---------------------|
| General Trust Fund (400)                                 | (45,250,975)             | (45,250,975)                          | (21,309,477)             | 47.1%                       | (23,941,498)        |
| Capital Improvement Trust Fund (405)                     | (3,232,677)              | (3,232,677)                           | (1,631,425)              | 50.5%                       | (1,601,252)         |
| Parking Garage Operating Fund (408)                      | (860,000)                | -                                     | -                        | 0.0%                        | -                   |
| Federal Grants/Program Overhead (433)                    | (46,701)                 | -                                     | -                        | 0.0%                        | -                   |
| Parking Fines Scholarship Fund (439)                     | (103,374)                | (91,834)                              | (15,280)                 | 16.6%                       | (76,554)            |
| Health Services Trust Fund (442)                         | (559,394)                | (446,966)                             | (232,704)                | 52.1%                       | (214,262)           |
| Resident Hall Trust Fund (445)                           | (12,657,698)             | (12,657,698)                          | (6,285,701)              | 49.7%                       | (6,371,997)         |
| Student Activities Trust Fund (446)                      | (405,000)                | (284,545)                             | (150,711)                | 53.0%                       | (133,834)           |
| Residence Hall Technology and Equipment Trust Fund (448) | (346,940)                | (346,940)                             | (168,190)                | 48.5%                       | (178,750)           |
|  | <b>(63,462,759)</b>      | <b>(62,311,635)</b>                   | <b>(29,793,488)</b>      | <b>47.8%</b>                | <b>(32,518,147)</b> |

|                   |                        |
|-------------------|------------------------|
| Approved Budget   | (63,462,759.00)        |
| Transfer Accounts | 869,010.00             |
| Fund Balances     | 282,114.00             |
|                   | <u>(62,311,635.00)</u> |
| Variance          | -                      |

**Worcester State University**  
**Trust Fund Report - Quarter 1**  
**FY18 Budget vs Actuals**  
**Expenses 9/30/2017**

| Account Description                                      | Original<br>Budget - BOT | Expenditure<br>Budget | Expenditure<br>Actual | Percent of<br>Budget Spent | Available         |
|--|--------------------------|-----------------------|-----------------------|----------------------------|-------------------|
| General Trust Fund (400)                                 | 45,250,975               | 45,250,975            | 7,720,371             | 17.06%                     | 37,530,604        |
| Capital Improvement Trust Fund (405)                     | 3,232,677                | 788,850               | 215,025               | 27.26%                     | 573,825           |
| Parking Garage Operating Fund (408)                      | 860,000                  | 860,000               | 195,004               | 22.67%                     | 664,996           |
| Federal Grants/Program Overhead (433)                    | 46,701                   | 46,701                | 11,061                | 23.68%                     | 35,640            |
| Parking Fines Scholarship Fund (439)                     | 103,374                  | 103,374               | 5,826                 | 5.64%                      | 97,548            |
| Health Services Trust Fund (442)                         | 559,394                  | 559,394               | 41,944                | 7.50%                      | 517,450           |
| Resident Hall Trust Fund (445)                           | 12,657,698               | 12,657,698            | 5,003,721             | 39.53%                     | 7,653,977         |
| Student Activities Trust Fund (446)                      | 405,000                  | 405,000               | 21,304                | 5.26%                      | 383,696           |
| Residence Hall Technology and Equipment Trust Fund (448) | 346,940                  | 346,940               | 101,991               | 29.40%                     | 244,949           |
|  | <b>63,462,759</b>        | <b>61,018,932</b>     | <b>13,316,247</b>     | <b>21.82%</b>              | <b>47,702,685</b> |

|                    |                |
|--------------------|----------------|
| Approved Budget    | 63,462,759.00  |
| Loaded in Transfer | (860,000.00)   |
| Loaded in F/B      | (1,583,827.00) |
|                    | 61,018,932.00  |
| Variance           | -              |

# **Trust Fund Origination Documents**

|                                   |   |
|-----------------------------------|---|
| <u>Name of Trust Fund</u>         | <b>General Trust Fund</b>   |
| <u>Date established</u>           | April 1993, updated June 12, 2013   |
| <u>Purpose of Fund</u>            | To receive money from tuition, fees, other student charges, conferencing and events and other miscellaneous sources and to hold, invest, disburse and apply such the same for the support of Worcester State University.                  |
| <u>Source number</u>              | 400   |
| <u>Source of revenue</u>          | The General Fee, revenue from the Division of Graduate and Continuing Education, conferencing and event revenue, other special fees, miscellaneous income and other revenue streams not designated as a source for a specific trust fund. |
| <u>Appropriate expenditures</u>   | Those within the annual budget as approved by the Board of Trustees   |
| <u>Inappropriate expenditures</u> | Those in violation of the Board of Higher Education "Standards for the Expenditures of Trust Funds" and Worcester State University Policies and Procedures.   |
| <u>Separate bank account</u>      | No  |

|                                   |  |
|-----------------------------------|--|
| <u>Name of Trust Fund</u>         | <b>Capital Improvement Trust Fund</b>  |
| <u>Date established</u>           | December 5, 2005   |
| <u>Purpose of Fund</u>            | The Capital Improvement Trust Fund (CITF) is created to hold the revenue generated from the Capital Improvement Fee. The revenue will accumulate annually and will be directly linked to the Capital Financing Plan as approved by the Board of Trustees. The CITF provides the budget structure to fund capital initiatives on the campus as approved by the Board. |
| <u>Source number</u>              | 405  |
| <u>Source of revenue</u>          | Capital Improvement fee, parking revenue and Trustee approved transfers from other campus trust funds  |
| <u>Appropriate expenditures</u>   | Transfers to the Parking Garage Operating Trust Fund. Payroll (AA/CC) lines will not be charged. Travel (BB) and Benefit (DD) lines are not appropriate expenditures. Those in violation of the Worcester State University "Accounting Policy and Procedure Manual".   |
| <u>Inappropriate expenditures</u> | Expenditures not following the protocol defined in "appropriate expenditures" above.   |
| <u>Separate bank account</u>      | no   |

Name of Trust Fund

**Parking Garage Operating Fund**

Date established

July 1, 2008

Purpose of Fund

To record all transactions relative to the operation and upkeep of the Worcester State University parking garage.

Source number

408

Source of revenue

Sources of financing will be transfers from other trust funds, specifically the Capital Improvement Trust Fund

Appropriate expenditures

All costs associated with operating and maintaining the garage.

Inappropriate expenditures

Payroll (AA/CC) lines will not be charged. Travel (BB) and Benefit (DD) lines are not appropriate expenditures. Those in violation of the Worcester State College "Accounting Policy and Procedure Manual".

Separate bank account

No

|                                   |  |
|-----------------------------------|--|
| <u>Name of Trust Fund</u>         | <b>Federal Grant Overhead Fund</b>   |
| <u>Date established</u>           | May 1975 by the Old State College Board  |
| <u>Purpose of Fund</u>            | To receive and expend any portion of a grant received which, according to the conditions of the grant is to be paid to cover any overhead expenses, indirect costs, supporting services or facilities, or for any approved purpose other than the direct objective of the grant. |
| <u>Source number</u>              | 433  |
| <u>Source of revenue</u>          | Administrative allowance charged to the Federal Grants   |
| <u>Appropriate expenditures</u>   | Those within the annual budget as approved by the Board of Trustees  |
| <u>Inappropriate expenditures</u> | Those in violation of the Board of Higher Education "Standards for the Expenditures of Trust Funds" and Worcester State University Policies and Procedures.  |
| <u>Separate bank account</u>      | No   |

Name of Trust Fund

**Parking Fines Fund**

Date established

1992 Established by Massachusetts General Law, Title XII, Chapter 73, Section 18

Purpose of Fund

To receive funds from reasonable fines and penalties necessary to control movement and parking of motor vehicles and disburse such funds for scholarship purposes.

Source number

439

Source of revenue

Motor vehicles violation fines and surcharges

Appropriate expenditures

Those within the annual budget as approved by the Board of Trustees

Inappropriate expenditures

Those in violation of the Board of Higher Education "Standards for the Expenditures of Trust Funds" and Worcester State University Policies and Procedures.

Separate bank account

No

|                                   |   |
|-----------------------------------|---|
| <u>Name of Trust Fund</u>         | <b>Health Services Fund</b>   |
| <u>Date established</u>           | March 9, 1972, by the Old State College Board   |
| <u>Purpose of Fund</u>            | Administer and support health services to students.   |
| <u>Source number</u>              | 442   |
| <u>Source of revenue</u>          | Student Health Service fee  |
| <u>Appropriate expenditures</u>   | Those within the annual budget as approved by the Board of Trustees   |
| <u>Inappropriate expenditures</u> | Those in violation of the Board of Higher Education "Standards for the Expenditures of Trust Funds" and Worcester State University Policies and Procedures. |
| <u>Separate bank account</u>      | No  |

|                                   |   |
|-----------------------------------|---|
| <u>Name of Trust Fund</u>         | <b>Residence Halls Fund</b>   |
| <u>Date established</u>           | December 15, 1969, by the Old State College Board, Amended June 12, 2013, June 8, 2015  |
| <u>Purpose of Fund</u>            | Administration and support of on-campus housing for students including social, cultural and academic enrichment for resident students.                      |
| <u>Source number</u>              | 445   |
| <u>Source of revenue</u>          | Residence Hall rents, conferencing revenue and other misc income  |
| <u>Appropriate expenditures</u>   | Those within the annual budget as approved by the Board of Trustees and the MSCBA   |
| <u>Inappropriate expenditures</u> | Those in violation of the Board of Higher Education “Standards for the Expenditures of Trust Funds” and Worcester State University Policies and Procedures. |
| <u>Separate bank account</u>      | No  |

|                                   |   |
|-----------------------------------|---|
| <u>Name of Trust Fund</u>         | <b>Student Activities Fund</b>  |
| <u>Date established</u>           | Date not known. Established by Massachusetts General Law Chapter 73, section 1B   |
| <u>Purpose of Fund</u>            | To support and promote student activities within the college  |
| <u>Source number</u>              | 446   |
| <u>Source of revenue</u>          | Student Activity fee  |
| <u>Appropriate expenditures</u>   | Those within the annual budget as approved by the Board of Trustees   |
| <u>Inappropriate expenditures</u> | Those in violation of the Board of Higher Education "Standards for the Expenditures of Trust Funds" and Worcester State University Policies and Procedures. |
| <u>Separate bank account</u>      | No  |

|                                   |  |
|-----------------------------------|--|
| <u>Name of Trust Fund</u>         | <b>Residence Hall Technology and Equipment Fund</b>  |
| <u>Date established</u>           | May 27, 1997/re-purposed June 13, 2011   |
| <u>Purpose of Fund</u>            | To transact all depository and disbursement activities pertaining to technological infrastructure and specialty equipment for the residence halls            |
| <u>Source number</u>              | 448  |
| <u>Source of revenue</u>          | Technology and Equipment Fee   |
| <u>Appropriate expenditures</u>   | Those within the annual budget as approved by the Board of Trustees  |
| <u>Inappropriate expenditures</u> | Those in violation of the Board of Higher Education, "Standards for the Expenditures of Trust Funds" and Worcester State University Policies and Procedures. |
| <u>Separate bank account</u>      | No   |

Academic & Student Development Meeting



NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY ACADEMIC AFFAIRS/STUDENT DEVELOPMENT COMMITTEE WILL BE HELD ON TUESDAY, NOVEMBER 14, 2017 AT 4:30 P.M. IN THE PRESIDENT'S CONFERENCE ROOM LOCATED ON THE 2<sup>ND</sup> FLOOR OF THE HELEN G. SHAUGHNESSY BUILDING.

1. \*CALL TO ORDER (Notice & Agenda)
2. \*VOTES
3. APPROVAL OF AY 2018-2019 SABBATICAL LEAVES
  - 3A) \*Memo President to BOT
  - 3B) \*Memo Provost to President
  - 3C) \* Sabbatical Summary and Proposal Summaries
4. OTHER BUSINESS
5. ADJOURNMENT

  
Judith A. St. Amand  
November 7, 2017

\*Attachments

**Academic/Student Development Committee**

Trustee Shirley Steele, Chair  
Trustee Karen LaFond  
Trustee Stephen Madaus  
Trustee Amber Suarez  
Trustee David Tuttle  
Trustee Craig Blais, Ex-Officio Voting member  
President Maloney, Ex-Officio Non-voting member

*All trustees are welcome at any committee meeting*

**WSU BOARD OF TRUSTEES  
ACADEMIC AFFAIRS/STUDENT DEVELOPMENT**

**November 14, 2017**

**VOTES**

Upon a motion made and seconded, it was

**VOTED:** to recommend to the Board the approval of the following sabbatical leaves for the 2018-2019 Academic Year:

**2018-2019 Academic Year at half salary, effective September 1, 2018**

|              |                              |
|--------------|------------------------------|
| Timothy Cook | Earth, Environment & Physics |
|--------------|------------------------------|

**2018 Fall Semester at full salary, effective September 1, 2018**

|               |                  |
|---------------|------------------|
| Randall Tracy | Biology          |
| Carlos Fontes | Communication    |
| Thomas Conroy | Urban Studies    |
| Mariana Calle | Health Sciences  |
| Hansun To     | Mathematics      |
| Hyesun Kim    | Criminal Justice |

**2019 Spring Semester at full salary, effective January 1, 2019**

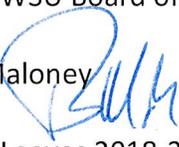
|                         |                          |
|-------------------------|--------------------------|
| Madeline Campbell       | Urban Studies            |
| Hy Ginsberg             | Mathematics              |
| Eileen Perez            | Mathematics              |
| Pam Hollander           | Education                |
| Jennifer Hood-DeGrenier | Biology                  |
| Michael Hachey          | Visual & Performing Arts |



**WORCESTER**  
S T A T E  
**UNIVERSITY**

President's Office  
Phone: 508-929-8020  
Fax: 508-929-8191  
Email: bmaloney@worchester.edu

TO: Members, WSU Board of Trustees

FROM: Barry M. Maloney 

RE: Sabbatical Leaves 2018-2019

DATE: November 1, 2017

I am pleased to concur with the recommendation of Provost Wims and I am forwarding to you thirteen proposals for sabbatical leave. This year there were a total of sixteen proposals; six for fall of 2018, six for spring of 2019, and one is for a full academic year (2018-2019), and three proposals were not recommended.

The department chairs have affirmed that the individual study for each candidate will contribute to the respective department's course offerings. Also, I concur with Dr. Wims that each area of study will add significantly to their professional development as a scholar and teacher, and will benefit Worcester State University and its students.

Enclosed is a copy of Dr. Wims' recommendation and a brief summary of the proposed sabbatical projects.

Enclosure

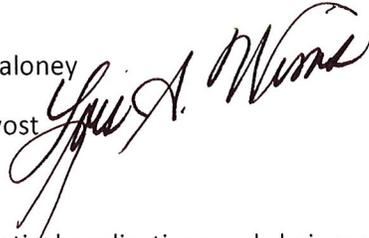
cc: Dr. Wims  
VP Eichelroth  
Prof. Bullens  
Ms. Luster

October 26, 2017

**APPROVED**  
OCT 25 2017  
BARRY M. MALONEY  
PRESIDENT

To: President Barry Maloney

From: Lois A. Wims, Provost



I have reviewed the sabbatical applications and chair recommendations for the faculty listed below. All are confirmed eligible for sabbatical leave for 2018-2019.

There were sixteen applications and I am recommending thirteen for your approval. Six are for Fall of 2018, six are for Spring of 2018, and one is for a full academic year.

I recommend the granting of sabbatical by the Board of Trustees to you for:

**Academic Year Fall 2018/Spring 2019**

Timothy Cook Earth, Environment, and Physics

**Fall of 2018:**

Randall Tracy Biology

Carlos Fontes Communication

Thomas Conroy Urban Studies

Mariana Calle Health Sciences

Hansun To Mathematics

Hyesun Kim Criminal Justice

**Spring of 2019:**

Madeline Campbell Urban Studies

Hy Ginsberg Mathematics

Eileen Perez Mathematics

Pam Hollander Education

Jennifer Hood-DeGrenier Biology

Michael Hachey Visual and Performing Arts

Respectfully submitted.

## Sabbatical Leave 2018-2019

Sabbatical leave provides an opportunity for a period of study and research for full-time faculty every seven years. Sabbaticals serve as an important component of faculty professional development, ensuring that faculty members stay current in their fields and advance their scholarship, enhancing their contribution to the students and the university. Eligibility for sabbatical leave is explained in the collective bargaining agreement (Citation)

Sabbatical proposals are submitted by eligible faculty members to their department chairs each October 1<sup>st</sup>. Those who are department chairs submit directly to the Provost. Chairs forward their recommendation to the Provost. The Provost then reviews the proposals and recommends approval or denial to the President, who submits those recommended to the Board of Trustees for approval at the November Board meeting. If approved, faculty may also choose to defer to a later semester by notifying the President in writing of their intention to defer.

Sixteen proposals were received for 2018-2019. Thirteen of them are recommended by President Maloney to the Board for approval. Of these proposals, six (6) are for Fall semester leaves, six (6) are for Spring semester and one (1) proposal is for a full academic year sabbatical. Summaries of the proposals recommended for approval are attached and include the faculty member's name and academic department, the time period requested, the title of the proposal, and a summary of the proposed sabbatical activities to be accomplished.

Faculty on sabbatical leave for one semester receive their full salary during the period of the leave. Those on full year sabbatical leave, receive one-half salary for the full year. The cost to the institution for awarding sabbatical leave is for hiring part time, adjunct faculty to teach some of the courses that the faculty member on leave would have taught. Typically, not every course that would have been taught is offered during the sabbatical semester because some elective type courses can be postponed and taught during a later semester. Chairs are asked to certify that the department can sustain the courses needed in the absence of the faculty member. Recipients of a sabbatical commit in writing to return to the institution for an academic year following the sabbatical and will be responsible to reimburse the university should they not return for the required timeframe.

Estimated cost for 2018-2019: Approximately 51 course sections will need to be covered by adjuncts for the 13 sabbaticals. Sections are offered based on student demand, not on faculty availability, and the number of courses offered each spring are lower than fall semesters with approximately a 2 to 4% drop in the need for adjunct coverage in the spring. Given that half of the proposed sabbaticals are for the spring semester, the cost may be less than estimated. At an average cost of \$5,000 per section, this equals \$255,000. However, there is an approximate salary savings for the one sabbatical which is for the full year at half pay, so the net cost will be approximately \$210,000. Funds to cover this expense will be included in the adjunct line of the 2019 budget.

### **Sabbaticals Recommended for 2018/2019**

#### **Academic Year Fall 2018/Spring 2019**

Timothy Cook, Earth, Environment, and Physics: “Quantifying the impacts of humans, climate change, and extreme floods on erosion and sediment yield in the post-glacial New England landscape” and “Carbon cycling, climate, and environmental change in northern Canada.” Two research foci regarding field work and sediment analysis of New England lakes and ponds and evaluating the role of human activity in climate, landscape and environmental changes. Will continue to seek NSF funding.

#### **Fall of 2018:**

Randall Tracy, Biology: “Field Research and Molecular Techniques with the Imperiled New England Cottontail Rabbit and the Southern Bog Lemming.” Four part research agenda: collaborating with Worcester Technical High School’s Biotechnology program and field research and live trapping studies with two imperiled species in central and southern New England; working with mammal specimens at the University of Connecticut and refining the laboratory exercises and materials in conservation biology courses.

Carlos Fontes, Communication: “Next System Media: The Emergent Paradigm,” and “Buen Vivir and the Indigenous Sarayaku Tribe of the Ecuadorian Amazon.” The first focus is scholarship and a book proposal on Next System Media. The second is two months of research in Ecuador with the Sarayaku tribe on the indigenous concept of “Buen Vivir” (Good Living.)

Thomas Conroy, Urban Studies: “The Civil Rights Movement in Worcester, Ma.,” and “School Discipline, Data, and Adverse Childhood Experiences.” The first focus continues work begun on the Civil Rights history in Worcester, Dr. Conroy has been interviewed on this topic by NPR previously. Expansio and data collection and analysis with colleagues regarding School Discipline and Adverse Childhood Experiences using a WSU developed model.

Mariana Calle, Health Sciences: “A Nutrition Intervention Plan to Combat and Prevent Childhood Obesity” and “The General Pinto School Health Program in Argentina.” Dr. Calle has a

research and intervention plan conducted both locally and with a team in Argentina. Working with students involved will present at the American Society for Nutrition, creating a database to generate research opportunities for health sciences students, improve curricular cohesion in courses.

Hansun To, Mathematics: "Inquiry Based Learning Materials in Mathematics." Research and adaptation of Inquiry Based Learning materials for mathematics courses and the refining of the calculus sequence at WSU, presentations at regional and national conferences.

Hyesun Kim, Criminal Justice: "Job Shadowing and the Massachusetts Department of Corrections: A Qualitative Analysis of Student Perceptions." Dr. Kim will analyze data on the impact of the Massachusetts Department of Corrections Job Shadowing program on students' attitudes and perspectives on corrections, with presentations to the DOC and regional and national conferences.

### **Spring of 2019:**

Madeline Campbell, Urban Studies: "Virtual Families: Syrian Refugees Navigate Displacement." Dr. Campbell will draft her book summarizing four years of field research for submission to the Syracuse University Press. Transcription and translation of field work interviews into English.

Hy Ginsberg, Mathematics: "Research in Finite Group Theory." Dr. Ginsberg will assess a proof of finite group theory and publish the results.

Eileen Perez, Mathematics: "Research and Professional Development into Corequisite Models and the Use of Inquiry Based Learning in Corequisites." Dr. Perez has launched the first corequisite model developmental math course to decrease students' time to graduation and improve retention using Inquiry Based Learning techniques.

Pam Hollander, Education: "Artist-in-Residence Programming in K-12 Partner Schools." Dr. Hollander will launch an artist in residence program with a local elementary school, develop an assessment instrument, and collaborate with faculty and students in practice at May St. School, presentations at regional and/or national conferences.

Jennifer Hood-DeGrenier, Biology: "Cancer Biology, Tissue Culture, and Computer Based Bioinformatics." Visiting research for Harvard Medical School or MIT in cancer research and molecular defects in patient tumors, incorporating both wet lab and computer based bioinformatics approaches. Will return with expertise in new research techniques and cancer biology that will inform her classroom teaching and serve to develop new research programs.

Michael Hachey, Visual and Performing Arts: "Immersion in Large-Scale Abstraction" and "Responses to Entropy and Hyperactivity of the Contemporary Art Scene." Full time studio production of large scale abstraction artwork to be presented in solo exhibition on campus with public gallery talk. Parallel writing project with reflection on the contemporary art scene and

journal literature reviews with intent to produce a public web-based format presentation of the writing.



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# Sabbatical Leaves

2018-2019

# Sabbatical Process at WSU

- Faculty are eligible to apply for sabbatical after every six years of service. Sabbatical leave is governed by Article XV of the MSCA Contract.
- Sabbaticals are awarded by the Board of Trustees. Faculty receiving sabbatical enter into an agreement with the Board of Trustees to return to the University for a period equal to twice the length of such leave.
- Sabbatical leaves shall be for the purposes of study and research. One year at half pay or one semester at full pay

# Review of Sabbatical Applications

- 16 applications were received
- 13 are recommended for action by the Board of Trustees
- 1 is for the Full Academic Year 2018/2019
- 6 are for the Fall Semester 2018
- 6 are for the Spring Semester 2019

# Review of Sabbatical Applications

- Estimated costs for coverage by adjunct faculty
- Some differential between Fall and Spring in terms of the numbers of semesters covered
- Average cost \$5,000 per course/51 sections = \$255,000
- Due to spring demand and half pay sabbatical if awarded, approximate cost for 2018/2019= \$210,000
- Adjunct line in FY 19 Institutional Budget would reflect this

# Overview of Sabbatical Proposals Recommended to the Board of Trustees

| Semester          | Faculty Member                 | Department                  |
|-------------------|--------------------------------|-----------------------------|
| Full AY 2018-2019 | Timothy Cook, Ph.D.            | Earth, Environment, Physics |
| Fall 2018         | Mariana Calle, Ph.D.           | Health Sciences             |
| Fall 2018         | Thomas Conroy, Ph.D.           | Urban Studies               |
| Fall 2018         | Carlos Fontes, Ph.D.           | Communication               |
| Fall 2018         | Hyesun Kim, Ph.D.              | Criminal Justice            |
| Fall 2018         | Hansun To, Ph.D.               | Mathematics                 |
| Fall 2018         | Randall Tracy, Ph.D.           | Biology                     |
| Spring 2019       | Madeline Campbell, Ph.D.       | Urban Studies               |
| Spring 2019       | Hy Ginsberg, Ph.D.             | Mathematics                 |
| Spring 2019       | Michael Hachey, M.F.A.         | Visual & Performing Arts    |
| Spring 2019       | Pamela Hollander, Ed.D.        | Education                   |
| Spring 2019       | Jennifer Hood-DeGrenier, Ph.D. | Biology                     |
| Spring 2019       | Eileen Perez, Ed.D.            | Mathematics                 |

# Full Academic Year, Fall 2018 – Spring 2019

## Timothy Cook, Ph.D.

- Department of Earth, Environment and Physics (DEEP)
- Titles of Research Projects:
  - “Quantifying the impacts of humans, climate change, and extreme floods on erosion and sediment yield in the post-glacial New England landscape”
  - “Carbon cycling, climate, and environmental change in northern Canada”
- Summary of Research:
  - Two research foci regarding field work and sediment analysis of New England lakes and ponds and evaluating the role of human activity in climate, landscape and environmental changes
  - Will continue to seek NSF funding

**Fall 2018:**

**Mariana Calle, Ph.D.**

- Department of Health Sciences
- Titles of Research Projects:
  - “A Nutrition Intervention Plan to Combat and Prevent Childhood Obesity”
  - “The General Pinto School Health Program in Argentina”
- Summary of Research:
  - Research and intervention plan conducted both locally and with a team in Argentina
  - Working with students involved, will present at the American Society for Nutrition, creating a database to generate research opportunities for health sciences students, improve curricular cohesion in courses

Fall 2018:

Thomas Conroy, Ph.D.

- Department of Urban Studies
- Titles of Research Projects:
  - “The Civil Rights Movement in Worcester, MA”
  - “School Discipline, Data, and Adverse Childhood Experiences”
- Summary of Research:
  - The first focus continues work begun on the Civil Rights history in Worcester. Dr. Conroy has previously been interviewed on this topic by NPR.
  - Expansion, data collection, and analysis with colleagues regarding School Discipline and Adverse Childhood Experiences using a WSU developed model.

Fall 2018:

Carlos Fontes, Ph.D.

- Department of Communication
- Titles of Research Projects:
  - “Next System Media: The Emergent Paradigm”
  - “Buen Vivir and the Indigenous Sarayaku Tribe of the Ecuadorian Amazon”
- Summary of Research:
  - The first focus is scholarship and a book proposal on Next System Media.
  - The second is two months of research in Ecuador with the Sarayaku tribe on the indigenous concept of “Buen Vivir” (Good Living).

Fall 2018:

Hyesun Kim, Ph.D.

- Department of Criminal Justice
- Title of Research Project:
  - “Job Shadowing and the Massachusetts Department of Corrections: A Qualitative Analysis of Student Perceptions”
- Summary of Research:
  - Dr. Kim will analyze data on the impact of the Massachusetts Department of Corrections Job Shadowing program on students’ attitudes and perspectives on corrections.
  - Presentations will be made to the DOC and regional and national conferences.

Fall 2018:

Hansun To, Ph.D.

- Department of Mathematics
- Title of Research Project:
  - “Inquiry Based Learning Materials in Mathematics”
- Summary of Research:
  - Research and adaptation of Inquiry Based Learning materials for mathematics courses and the refining of the calculus sequence at WSU
  - Presentations at regional and national conferences

Fall 2018:

Randall Tracy, Ph.D.

- Department of Biology
- Title of Research Project:
  - “Field Research and Molecular Techniques with the Imperiled New England Cottontail Rabbit and the Southern Bog Lemming”
- Summary of Research (four-part research agenda):
  - Collaborating with Worcester Technical High School’s Biotechnology Program
  - Field research and live trapping studies with two imperiled species in central and southern New England
  - Working with mammal specimens at the University of Connecticut
  - Refining the laboratory exercises and materials in conservation biology courses

# Spring 2019: Madeline Campbell, Ph.D.

- Department of Urban Studies
- Title of Research Project:
  - “Virtual Families: Syrian Refugees Navigate Displacement”
- Summary of Research:
  - Dr. Campbell will draft her book summarizing four years of field research for submission to the Syracuse University Press.
  - Transcription and translation of field work interviews into English.

# Spring 2019: Hy Ginsberg, Ph.D.

- Department of Mathematics
- Title of Research Project:
  - “Research in Finite Group Theory”
- Summary of Research:
  - Dr. Ginsberg will assess a proof of finite group theory and publish the results.

# Spring 2019: Michael Hachey, M.F.A.

- Department of Visual and Performing Arts
- Titles of Research Projects:
  - “Immersion in Large-Scale Abstraction”
  - “Responses to Entropy and Hyperactivity of the Contemporary Art Scene”
- Summary of Research:
  - Full time studio production of large scale abstraction artwork to be presented in solo exhibition on campus with public gallery talk
  - Parallel writing project with reflection on the contemporary art scene and journal literature reviews with intent to produce a public web-based format presentation of the writing

# Spring 2019: Pamela Hollander, Ed.D.

- Department of Education
- Title of Research Project:
  - “Artist-in-Residence Programming in K-12 Partner Schools”
- Summary of Research:
  - Dr. Hollander will launch an artist in residence program with a local elementary school, develop an assessment instrument, and collaborate with faculty and students in practice at the May St. School.
  - Presentations will be made at regional and/or national conferences.

# Spring 2019: Jennifer Hood-DeGrenier, Ph.D.

- Department of Biology
- Title of Research Project:
  - “Cancer Biology, Tissue Culture, and Computer Based Bioinformatics”
- Summary of Research:
  - Visiting research for Harvard Medical School or MIT in cancer research and molecular defects in patient tumors, incorporating both wet lab and computer based bioinformatics approaches
  - Will return with expertise in new research techniques and cancer biology that will inform her classroom teaching and serve to develop new research programs

# Spring 2019: Eileen Perez, Ed.D.

- Department of Biology
- Title of Research Project:
  - “Research and Professional Development into Corequisite Models and the Use of Inquiry Based Learning in Corequisites”
- Summary of Research:
  - Dr. Perez has launched the first corequisite model developmental math course to decrease students’ time to graduation and improve retention using Inquiry Based Learning techniques.

**Questions?**



Full Board Meeting

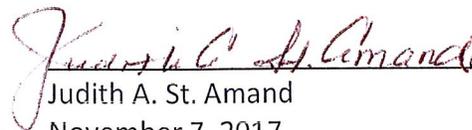


NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL BE HELD ON TUESDAY, NOVEMBER 14, 2017 AT 6:30 P.M. IN THE PRESIDENT'S CONFERENCE ROOM LOCATED ON THE 2<sup>ND</sup> FLOOR OF THE HELEN G. SHAUGHNESSY BUILDING.

1. \*CALL TO ORDER (Notice & Agenda)
2. \*VOTES
3. SABBATICAL PRESENTATION – Dr. Stephen Morreale  
Professor and Chair, Department of Criminal Justice
4. \*APPROVAL OF MINUTES – October 17, 2017
5. CHAIR OF THE BOARD UPDATE
6. PRESIDENT'S REPORT
  - 6A) \*Conference & Events Update
  - 6B) \*Wellness Center Revenue Update
  - 6C) \*Enrollment Projection Update
  - 6D) \*European Delegation Report
7. \*APPROVAL OF NOMINEES FOR SPEAKER & AWARDS POOL
8. REPORT OF ACADEMIC AFFAIRS/STUDENT DEVELOPMENT COMMITTEE
9. REPORT OF FINANCE & FACILITIES COMMITTEE
10. OTHER BUSINESS
11. ADJOURNMENT

**\*Attachments**

  
Judith A. St. Amand  
November 7, 2017

VOTES

Upon a motion made and seconded, it was

**VOTED:** to approve the minutes of October 17, 2017 as submitted.

---

Upon a motion made and seconded, it was

**VOTED:** to approve the recommended nominees for inclusion in the *Pool for Speaker and Awards* as follows:

- Eugene Bah – Commencement Speaker
  - Gail Carberry – Honorary Degree
  - Anand Giridharadas – Commencement Speaker and Honorary Degree
  - Congressman Richard Neal – Honorary Degree
  - Darnell Williams – Honorary Degree or Community Service Award
- 

Upon a motion made and seconded, it was

**VOTED:** to accept the recommendation of the Academic Affairs/Student Development Committee and approve the following sabbatical leaves for the 2018-2019 Academic Year:

**2018-2019 Academic Year at half salary, effective September 1, 2018**

Timothy Cook                      Earth, Environment & Physics

**2018 Fall Semester at full salary, effective September 1, 2018**

|               |                  |
|---------------|------------------|
| Randall Tracy | Biology          |
| Carlos Fontes | Communication    |
| Thomas Conroy | Urban Studies    |
| Mariana Calle | Health Sciences  |
| Hansun To     | Mathematics      |
| Hyesun Kim    | Criminal Justice |

**2019 Spring Semester at full salary, effective January 1, 2019**

|                   |               |
|-------------------|---------------|
| Madeline Campbell | Urban Studies |
| Hy Ginsberg       | Mathematics   |
| Eileen Perez      | Mathematics   |
| Pam Hollander     | Education     |

VOTES

**2019 Spring Semester at full salary effective January 1, 2019 (cont.)**

Jennifer Hood-DeGrenier  
Michael Hachey

Biology  
Visual & Performing Arts

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Upon a motion made and seconded, it was

**VOTED: to accept the recommendation of the Finance & Facilities Committee  
and approve the draft FY2018 Budget.**

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Upon a motion made and seconded, it was

**VOTED: to adjourn the meeting at**

**WORCESTER STATE UNIVERSITY  
BOARD OF TRUSTEES**

**October 17, 2017**

**PRESENT:** Trustee Craig Blais, Chair  
Trustee Maryanne Hammond, Vice Chair  
Trustee Stephen Madaus, Vice Chair  
Trustee Aleta Fazzino  
Trustee Karen LaFond  
Trustee Dina Nichols  
Trustee Amber Suarez  
Trustee Marina Taylor  
Trustee David Tuttle  
President Barry Maloney, Secretary  
Ms. Judith St. Amand, Assistant Secretary

**ABSENT:** Trustee Lisa Colombo  
Trustee Shirley Steele

In accordance with the provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Worcester State University Board of Trustees was held in the May Street Building Banquet Hall. Chairman Blais called the meeting to order at 6:30 p.m.

**APPROVAL OF MINUTES – September 12, 2017**

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

**VOTED: to approve the minutes of September 12, 2017 as submitted.**

**CHAIR'S UPDATE**

Chairman Blais reported that he requested this meeting be held in the May Street Building in order to provide a tour of the building to familiarize the members of the Board with the various areas of the facility. Tour will take place later in the evening.

**PRESIDENT'S REPORT**

- Information was sent to trustees relative to a possible article appearing in the T&G regarding the findings contained in the *Clery Report*
- Each year college and universities who participate in federal student aid programs are required by law to comply with the Jeanne Clery Disclosure of the Campus Security Policy, the Campus Crime Statistics Act, and the Fire Safety Report
- The document provides crime statistics for the past three calendar years
- Trustees were advised to go to <http://www.worcester.edu/University-Police/> and click on Clery Report under "related Links" to review the full report
- Starting in November, will begin to provide admissions numbers
- A special thank you was extended to all who were involved in the recent open campus for accepted students – once again a great day

- David Strauss and his partner Courtney Connor from the ART & SCIENCE Group have begun to interview members of the campus community – they are working with WSU to help to move WSU forward with institutional strategy that will strengthen our market position and help to expand our reach
- Gala was an outstanding evening and was well attended – great to see the continued support from donors, alums and friends and was a fabulous celebration of another fundraising achievement – Event was held in new Wellness Center and the new facility was beautifully showcased. Congrats to all!

### **FINANCE & FACILITIES COMMITTEE REPORT**

Committee met today at 4:00 p.m. and Chairman Madaus reported the following:

- 2017 Draft Audit Report was reviewed with members of the Bollus Lynch auditing firm, Jeff Swanberg and Jim Johnston, along with VP Kathy Eichelroth
- Members of auditing firm found that in their opinion the financial statements present fairly, in all material respects, the financial position of WSU and the Worcester State Foundation
- Auditors reported there were no findings and offered a clean report
- Mr. Johnston distributed a letter to members of the F&F Committee informing them of significant matters related to the conduct of the audit and a summary of various matters that must be communicated under auditing standards
- There were two audit adjustments identified and posted as part of the audit procedures - each of the adjustments was provided by management as part of the normal closing process
- Members of the auditing firm stated they had no reason to meet with members of the Committee privately
- Chairman Madaus, along with members of the Committee, commended VP Eichelroth and her staff for the positive audit report and acknowledged that having only two minor audit adjustments provided by management is commendable
- An update and historical comparison of ratios for the university will be provided by VP Eichelroth at a later date

Following discussion, a motion was made by Trustee Fazzone and seconded by Trustee Hammond, it was unanimously

**VOTED: to accept the recommendation of the Finance & Facilities Committee and approve the Draft FY2017 Audit Report as presented.**

### **REPLACEMENT OF BOILER – 535 Chandler Street**

- VP Eichelroth reported that the existing boiler at 535 Chandler Street has exceeded its life span and was previously converted from a coal boiler to oil
- Work must be scheduled immediately to complete project prior to onset of winter conditions
- Three quotes were received
- Estimated total cost to abate and replace existing boiler is \$24,514
- All manufacturer and contractor warranties and related certifications regarding hazardous waste removal will be obtained from the vendors and kept on file
- Seeking approval to proceed with the project at an estimated cost not-to-exceed \$30,000, allowing for the potential of additional cost related to unforeseen circumstances

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

**VOTED: to approve the recommendation of the Finance & Facilities committee to proceed with the boiler replacement project at 535 Chandler Street (President's residence) at an estimated cost not-to-exceed \$30,000, allowing for the potential of additional cost related to unforeseen circumstances.**

**TOUR OF MAY STREET FACILITY**

- Chairman Blais asked President Maloney to briefly update the trustees on the history of the purchase of the May Street property
- Following the update, a motion was made by Trustee Hammond, seconded by Trustee Fazzone, and it was unanimously

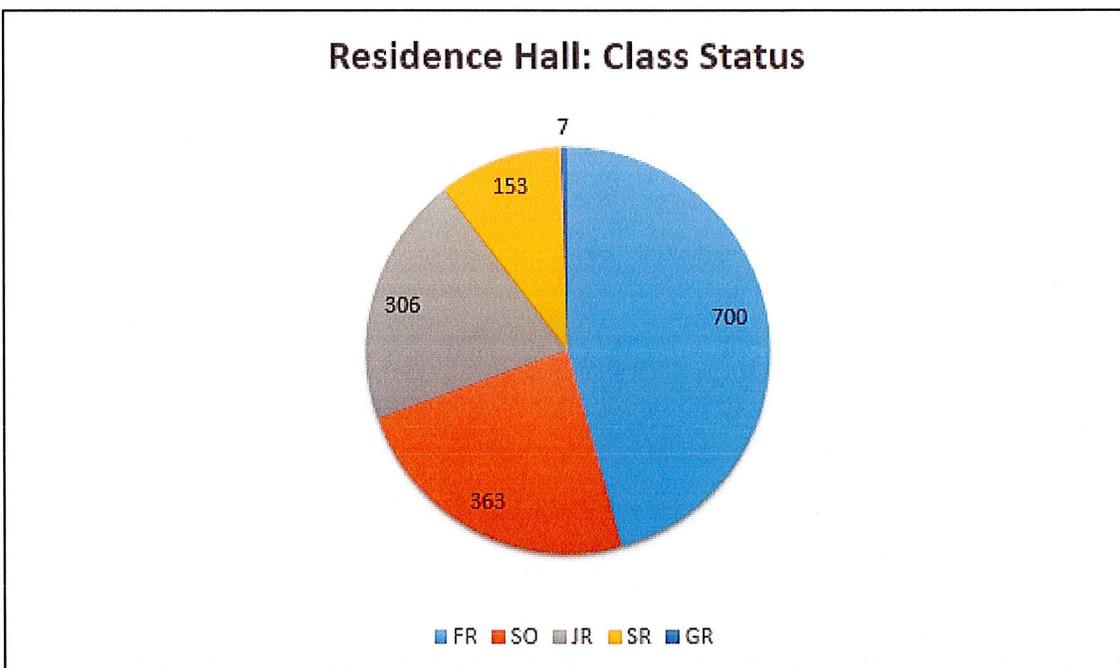
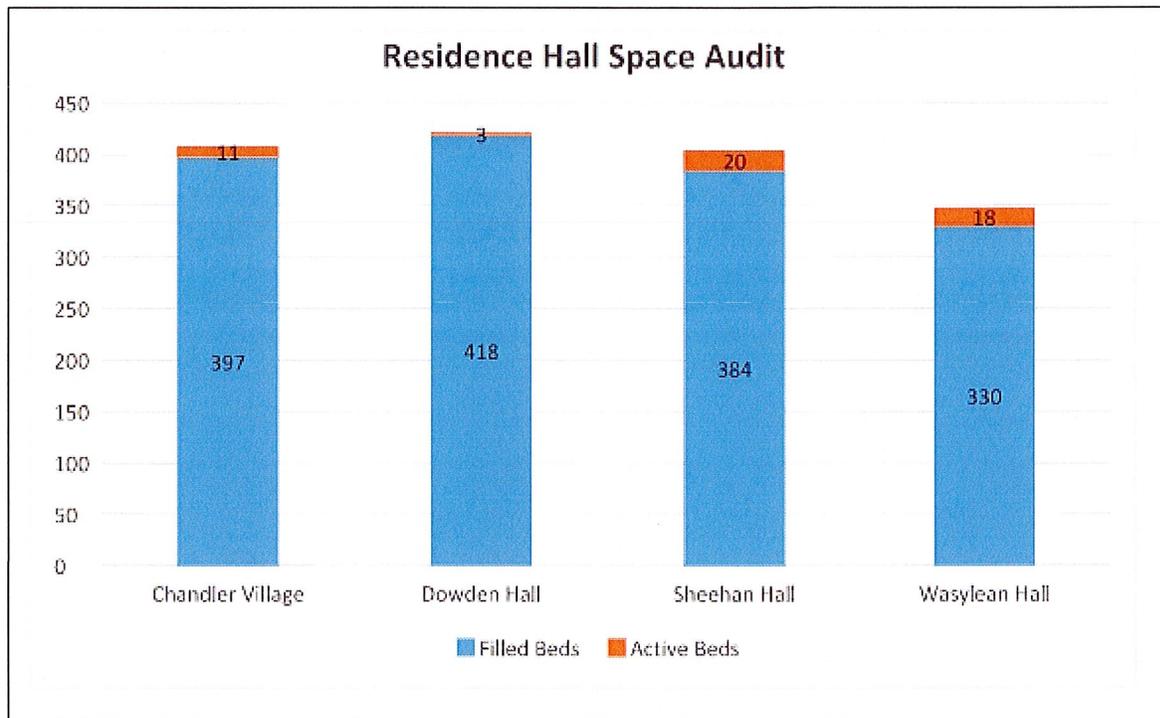
**VOTED: to adjourn the meeting for the purpose of touring the May Street facility with Sandra Olson, Director of Facilities, and John Capuano, Facilities Manager and former employee of May Street property, and to reconvene in open session for the sole purpose of adjournment. Meeting adjourned at 7:04 p.m.**

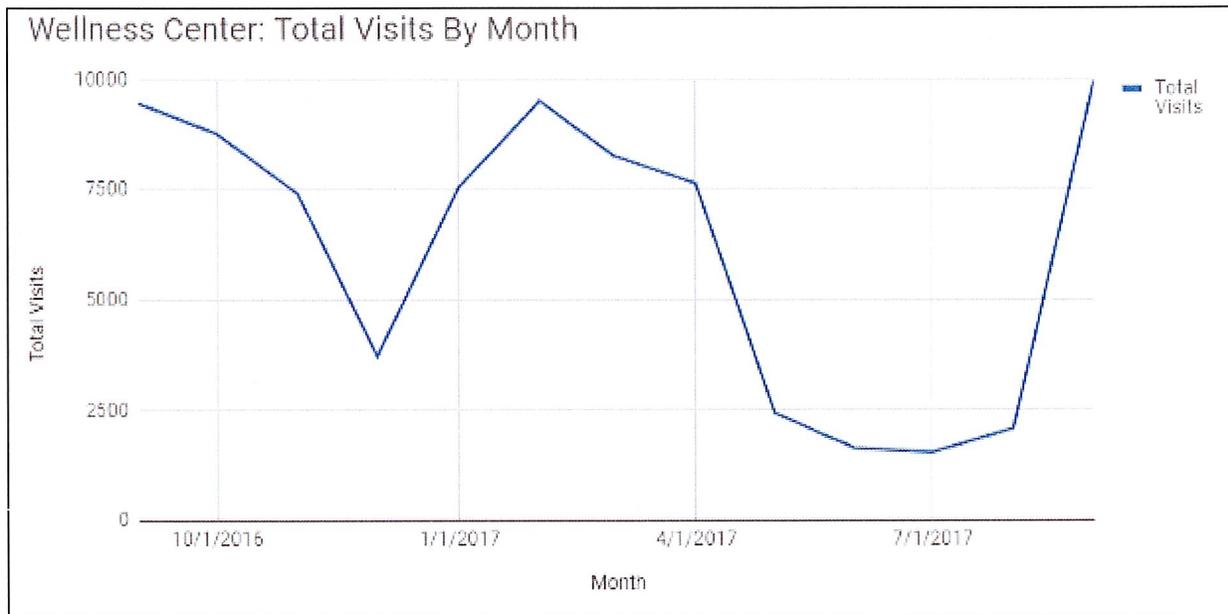
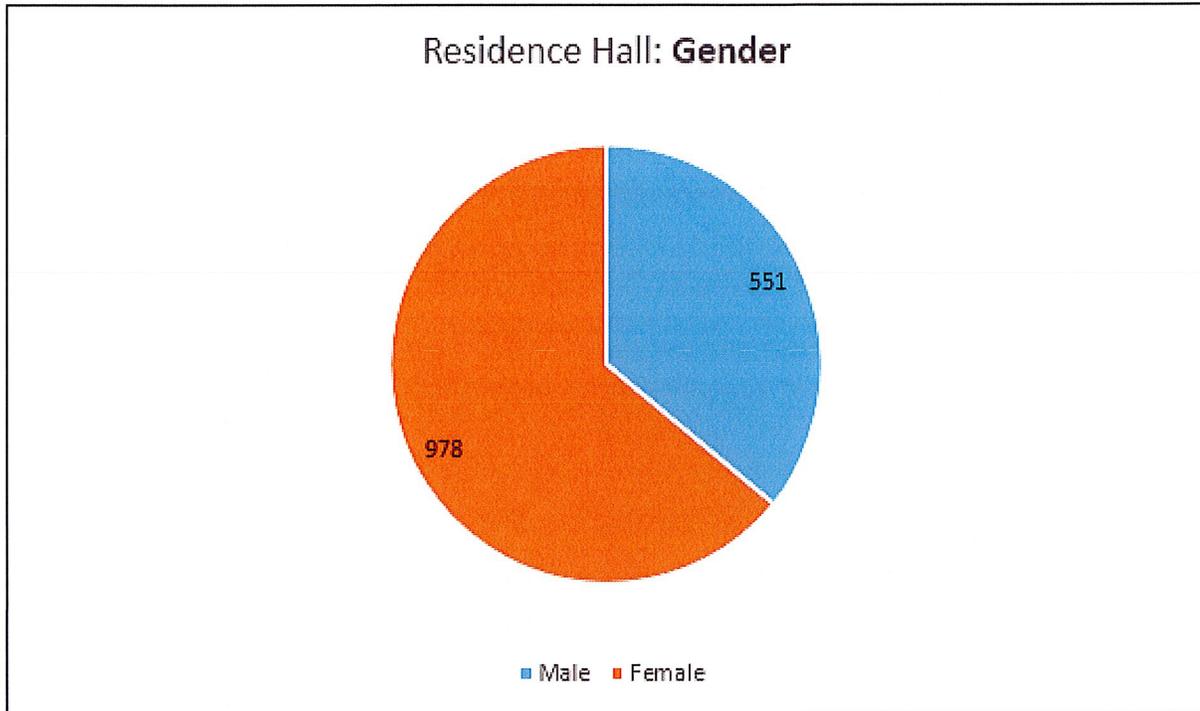
Following the tour, the trustees convened in the Banquet Hall of the May Street Building at 7:38 p.m. Upon a motion by Trustee Taylor and seconded by Trustee LaFond, it was unanimously

**VOTED: to adjourn the meeting at 7:40 p.m.**

Respectfully submitted,

Judith A. St. Amand  
Assistant Secretary





# President's Update

November 2017

## President's Message



Worcester State University provides an excellent academic experience and for validation of that fact, we need to look no further than our 14-years-running ranking by The Princeton Review (TPR) as a “Best Northeastern” university. Based on surveys of our students, the list (according to TPR) includes

only those institutions considered “academically outstanding and well worth consideration” in anyone’s college search.

With our small class sizes and student-to-faculty ratio, the predominance of full-time faculty, who advise and hold office hours, and faculty who are experts in their fields, it is no wonder our students find quality at Worcester State University. As further external evidence: we are becoming a first-choice college for many who apply, and, for 2017, we experienced enrollment growth at a time when the demographic for 18-year-olds is falling. New students are voting with their feet, arriving at our doorstep.

One of the ways Worcester State – and all universities – promote academic excellence is through sabbatical appointments. The research and scholarship the faculty engage in while they are away bring not only honor and respect to our institution, but also cutting-edge knowledge back into our classrooms. I encourage you to read about their pursuits, some of which take place on sabbatical, by visiting the “achiever” section of our news site: <https://news.worcester.edu/achievers/>

You will find that our faculty are gaining accolades and expanding their knowledge base. To name just two: [Matthew Johnsen](#) in Sociology was awarded a prestigious Rotary Peace Fellowship, largely as the result of his sabbatical experience last year; and [Doug Kowelewski](#) in Earth, Environment, and Physics, is in Washington, D.C., currently serving as a National Science Foundation program manager.

With so many outstanding faculty who are experts in their fields, it's no accident that Worcester State has gained a reputation for excellence. Spread the word!



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**PRESIDENT'S OFFICE**  
Worcester State University  
486 Chandler Street  
Worcester, MA 01602  
508-929-8000  
[www.worcester.edu](http://www.worcester.edu)



### Action Items

Each issue of the **President's Update** will highlight the University's efforts to advance its Strategic Plan. November's focus is on:

**Overarching Goal #1: Enhance undergraduate programming and expand graduate programs in a community of learning that promotes academic excellence and innovation.**

---

#### **Action Item: Create New Scholarships to Support Recruitment and Retention**

Worcester State has created 40 new **Adopt a Scholar** funds (\$1,000 a year for four years) through the support of the 70+ members of the Tri-Boards. Statistical year-over-year evidence shows that students who receive scholarships have an 80-100% year-to-year retention rate. This initiative is developed in collaboration with Enrollment Management for recruitment and retention purposes. To date, there are pledges/funding for 11 of the goal of 40 new scholarships. (University Advancement; Enrollment Management)

#### **Action Item: Create New Programming to Meet Current and Emerging Demand**

Worcester State is in the process of establishing the following programs to meet current and emerging demand: graduate certificate in School Administration/Instructional; interdisciplinary minor/certificate in Substance Abuse Counseling; Masters of Public Administration and Masters of Public Administration and Policy programs have been submitted to DHE for institutional comments statewide.

Additionally, Visual and Performing Arts, after its five-year program review, has recently submitted: a revision to the Interdisciplinary Visual and Performing Arts major; a new minor in Music Composition and Digital Technology; a new major in Art; and a new major in Theatre. Worcester State currently is preparing submissions for the two new majors to the Board of Higher Education

#### **Action Item: Ensure Effective and Affordable Undergraduate and Graduate Instruction**

Worcester State hosted a workshop in Best Practices in Teaching Online that had high faculty attendance; five faculty were trained in Quality Matters, a program on online instruction; and 20 courses have been funded by Open Educational Resources grants in cooperation to produce free, open-access course materials for Worcester State students. (Academic Affairs; Center for Teaching and Learning)

### **Action Item: Promote Opportunities for Global Education**

In October, Worcester State hosted its first **WSU World Languages Undergraduate Conference**. Funded by a university mini-grant to promote academic excellence and to encourage research, Worcester State students and students from other regional institutions presented their work on world languages and cultures. In this inaugural conference, languages represented included Spanish, French, Italian, Russian, and Japanese. This conference is the first and only of this nature in Massachusetts where students can present their research on world languages, interact with peers in a professional setting, and receive feedback in a supportive atmosphere. (Academic Affairs)

### **Action Item: Support Civic Learning**

As part of an effort to develop programs that promote civic learning, Worcester State and the Edward M. Kennedy Institute for the United States Senate (EMK) established a memorandum of understanding to collaborate annually on projects of mutual benefit, such as student outreach ambassadors and faculty fellow positions. The goal is to advance civic learning through skills development in policy making, dialogue and debate, and collaboration across lines of difference. Success in the pilot year will be measured on providing access and participation in EMK civics programs for students (both WSU and Worcester Public Schools) and faculty.

Additionally, Worcester State's Civic Corps develops innovative programs that emphasize professionalism, community impact, creativity, and environmental stewardship, encouraging students to complete at least one opportunity prior to graduation. Civic Corps recruits sophomore-level students (with a special emphasis on recruiting from underrepresented populations) to participate in week-long service learning trips to a Caribbean or Latin American country or service projects in the Worcester community. (Academic Affairs, Student Affairs, Office of the President, Administration and Finance).



### **Action Item: Improve Processes to Support Quality Education**

To ensure greater efficiency and quality control in the review of course, program, and academic policy changes, Worcester State has implemented a new governance and catalog management system. Now, all course, program, and academic policy proposals are easily accessible by governance committees for consideration. To date, more than 100 courses and five program proposals/changes have been started and/or submitted for consideration. (Enrollment Management and Academic Affairs)

### **Action Item: Enhance Marketing and Recruiting**

This fiscal year, Worcester State has invested in Graduate and Continuing Education's marketing and recruiting efforts, with a special emphasis on the Center for Business and Industry and developing landing pages for collecting prospective student information. (Enrollment Management and Academic Affairs)

### **Action Item: Measure the Impact of Scholarship**

Processes have been developed to measure the impact of funding given by Worcester State for student and faculty scholarship and creative projects. This analysis will determine the number of those impacted by publications and presentations to assess scholarship funding per person impacted. Additionally, this analysis will document external funding generated relative to Worcester State's funding. Success will be determined in two ways: first, over the course of the academic year, there should be a decrease in the cost per person reached; second, over the course of the year, there should be an increase in the ratio between external funding for students and faculty scholarship and Worcester State funding for the same activities. (Academic Affairs; University Advancement)



Charts, Graphs, Tables

**Impact of Scholarship Dollars**

|   | <b>Metric</b>                   | <b>October</b>                      | <b>November</b>                     | <b>January</b> | <b>March</b> | <b>April</b> | <b>June</b> |
|---|---------------------------------|-------------------------------------|-------------------------------------|----------------|--------------|--------------|-------------|
| Faculty/Student Scholarly Activity            | Total Number                    | 44                                  | 45                                  |                |              |              |             |
| Impact of Scholarly Activity                  | How many people reached         | Developing method of measuring this | Developing method of measuring this |                |              |              |             |
| WSU Funds Invested in Scholarly Activity      | Total \$ Amount                 | \$20,404.73                         | \$15,232.07*                        |                |              |              |             |
| Cost per Faculty/Student Scholarly Activity   | \$ per Activity                 | \$463.74                            | \$338.49                            |                |              |              |             |
| External Funds Invested in Scholarly Activity | Total \$ Amount                 | Developing method of measuring this | Developing method of measuring this |                |              |              |             |
| Financial Return on Investment                | Average cost per person reached | Not calculable at this time         | Not calculable at this time         |                |              |              |             |

\*This includes a prorated amount of the total Student Research, Scholarship, and Creative Activity Fund money awarded by the WSU Foundation for activities from October through December 2017: total amount awarded, \$11,222.00, divided by 3 months of activities, to yield a reported total through October 31, 2017, of \$3740.67.

## October Highlights

### Alumni Engagement

- CJ Alumni Connections: 30
- Distinguished Alumni Awards: 102
- PSA Reunion: 26
- Multicultural Experience Tent: 108
- Men's Basketball Alumni Game: 15
- Women's Softball Alumni Game: 15
- Ice Hockey Alumni Skate & Game: 53
- Homecoming: WSU police estimate 1,500 guests; 148 cars for tailgating
- Men's Ice Hockey Team Opening Night: 187
- CSD Graduate Brunch: 19
- Alumni Membership Card Requests: 14 (total since FY18 start 169)

### Major Gifts

- The Genzyme Corporation contributed \$26,875 worth of in-kind lab equipment to the Biology Department.
- Dorothy F. McLoughlin '54, made a gift of \$25,000 to establish the Dorothy F. and C. Mary McLoughlin Endowed Scholarship.
- Alan J. Larrivee & Linda S. Larrivee, Ph.D. '75, '76 have made a gift of \$12,500 toward their \$25,000 pledge to establish the Cohen-Larrivee Family Scholarship.
- Gregg H. Rosen '86, has made a gift of \$10,000 to the Vincent R. DeBenedictis, Professor Emeritus, Memorial Scholarship.
- Claudia Corcoran '68, has made a gift of \$7,000 to support students studying abroad in Ireland.
- Professor Emerita Margaret A. Kittredge made a gift of \$5,000 to the Vincent R. DeBenedictis, Professor Emeritus Memorial Scholarship.

### Advancement Updates

- The Worcester State Foundation audit was completed with an unmodified opinion (clean opinion) for the Foundation and its entities. The highlight of the FY17 statements was that our net assets (our value) increased by \$4.3M since last fiscal year, reaching over \$26.5M.

### Worcester State Fund Update

- The Worcester State Fund fall mailer "A story to tell. A reason to give. What's your reason?" features 4 alumni with quotes about why they give to WSU.
- The CSD crowdfunding pilot successfully raised \$2,000.
- The phonathon students called more than 1,500 of alumni and attained more than 500 pieces of new constituent information since September 7th.



## UNIVERSITY ADVANCEMENT

# Dashboard

July 1, 2017 - October 31, 2017

### TOTAL CASH AND PLEDGES



### TOTAL DONORS



### TOTAL GRANTS



### University Priorities



### ALUMNI DONORS



| Board Giving                | Dollars  | Participation |
|-----------------------------|----------|---------------|
| Trustees FY18 YTD           | \$12,000 | 30%           |
| Foundation Board FY18 YTD   | \$29,494 | 38%           |
| Alumni Association FY18 YTD | \$14,021 | 42%           |
| Cabinet FY18 YTD            | \$28,069 | 52%           |

## Marketing Campaign: Cumulative Metrics September 12 - October 31, 2017

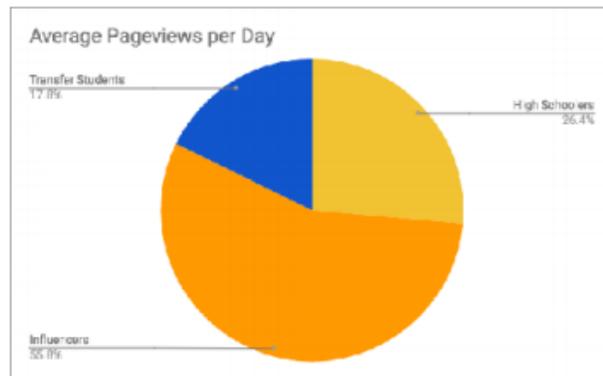
| Landing Page      | Audience          | Campaign Age (Days) | Pageviews    | Unique Pageviews | Pageviews per Day |
|-------------------|-------------------|---------------------|--------------|------------------|-------------------|
| *Think Again*     | High Schoolers    | 46                  | 1737         | 1,542            | 35                |
| *The Proof*       | Influencers       | 46                  | 3674         | 2,810            | 75                |
| *Ready To Finish* | Transfer Students | 28                  | 668          | 348              | 24                |
| <b>TOTAL</b>      |                   | <b>46</b>           | <b>6,079</b> | <b>4,700</b>     | <b>134</b>        |

| Media Description   | Audience              | Campaign Start | Campaign End | Monthly Frequency/Impressions |
|---------------------|-----------------------|----------------|--------------|-------------------------------|
| Digital Advertising | ALL                   | 9/12/2017      | 5/30/2018    | 2,368,000                     |
| Digital Advertising | ALL                   | 9/13/2017      | 5/31/2018    | 1,071,428                     |
| In-App Advertising  | High Schoolers        | 10/1/2017      | 12/31/2017   | 1,000,000                     |
| In-App Advertising  | High Schoolers        | 3/1/2017       | 4/30/2018    |                               |
| Radio               | Transfer, Influencers | 9/12/2017      | 10/31/2017   | 497                           |
| Billboards          | ALL                   | 10/02/2017     | 12/24/2017   | 3,200,000                     |
| <b>TOTAL</b>        |                       |                |              | <b>4,439,925</b>              |

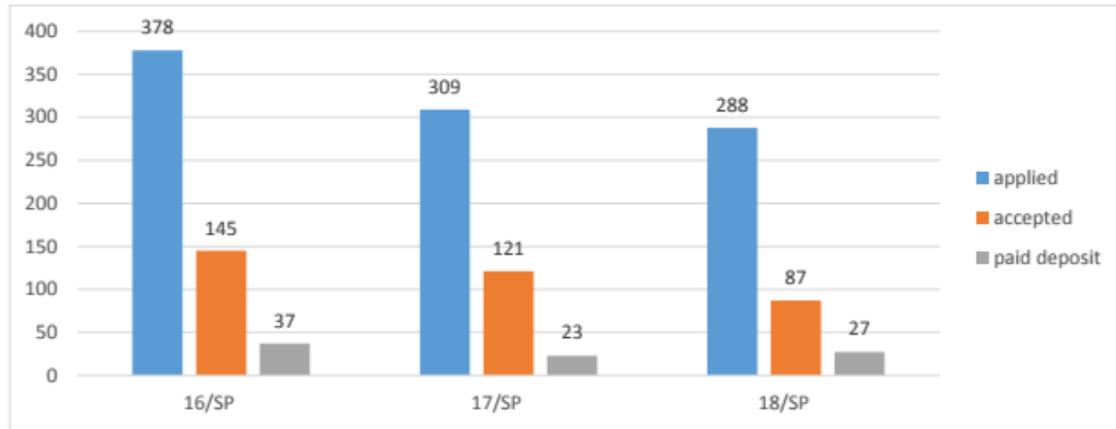
**Observations:**

- Digital channels continue to deliver good traffic numbers; landing page activity and form completions continue
- Mobile (In-App Advertising) continues to outperform other media channels
- A/B testing on landing pages implemented for conversion optimization
- The "influencer" segment landing page continues to be the most visited

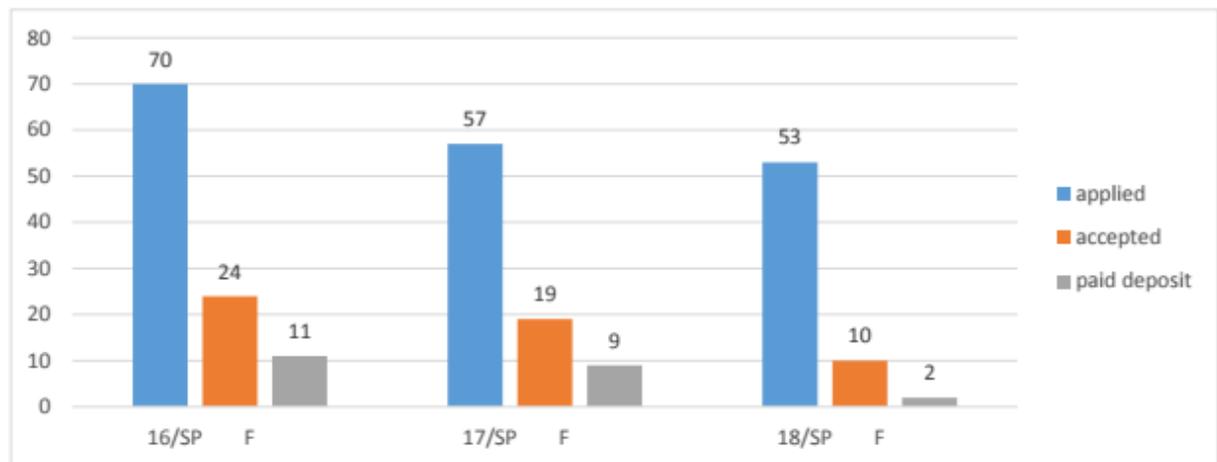


UNDERGRADUATE ADMISSIONS APPLICANT DATA SNAPSHOT  
As of November 1, 2017

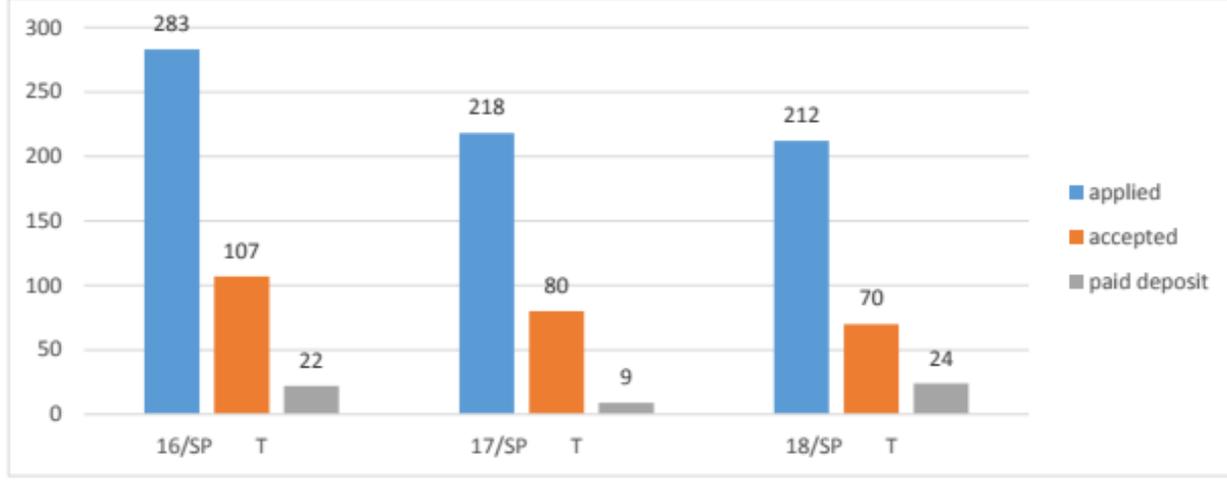
Total (enrollment goal (MS) = 250):



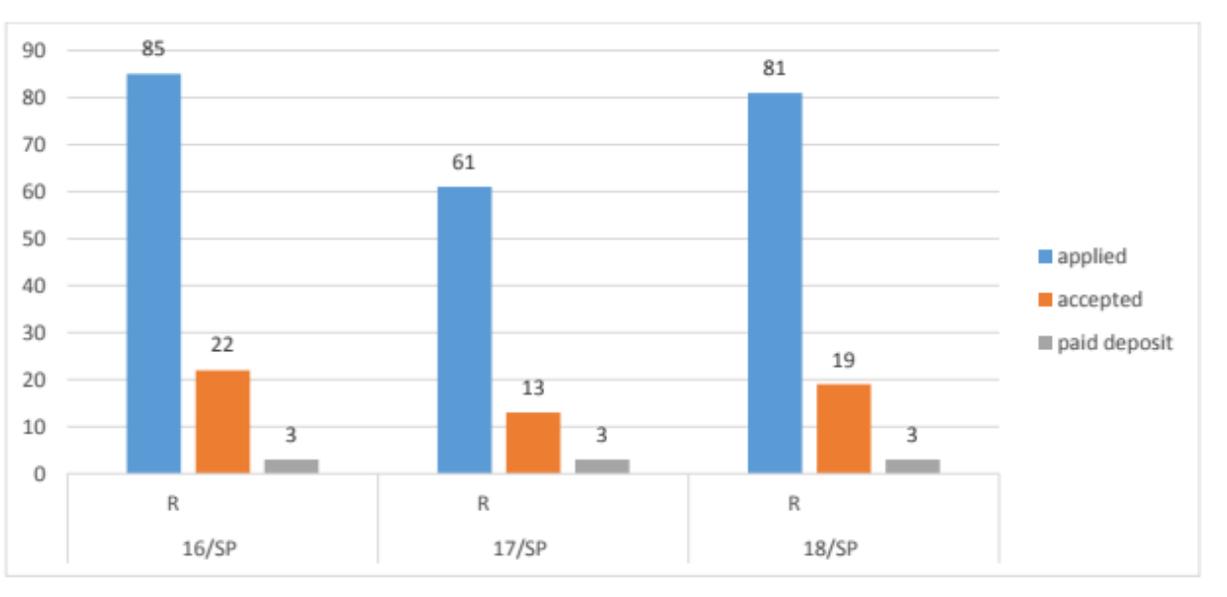
First-Year (enrollment goal (MS) = 30):

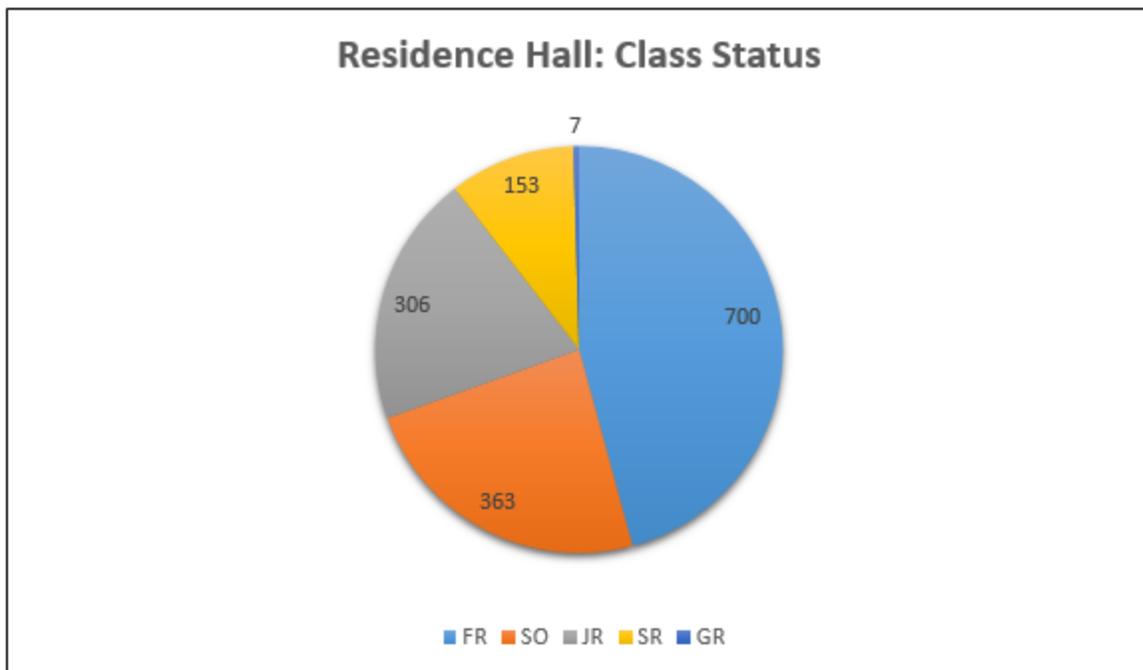
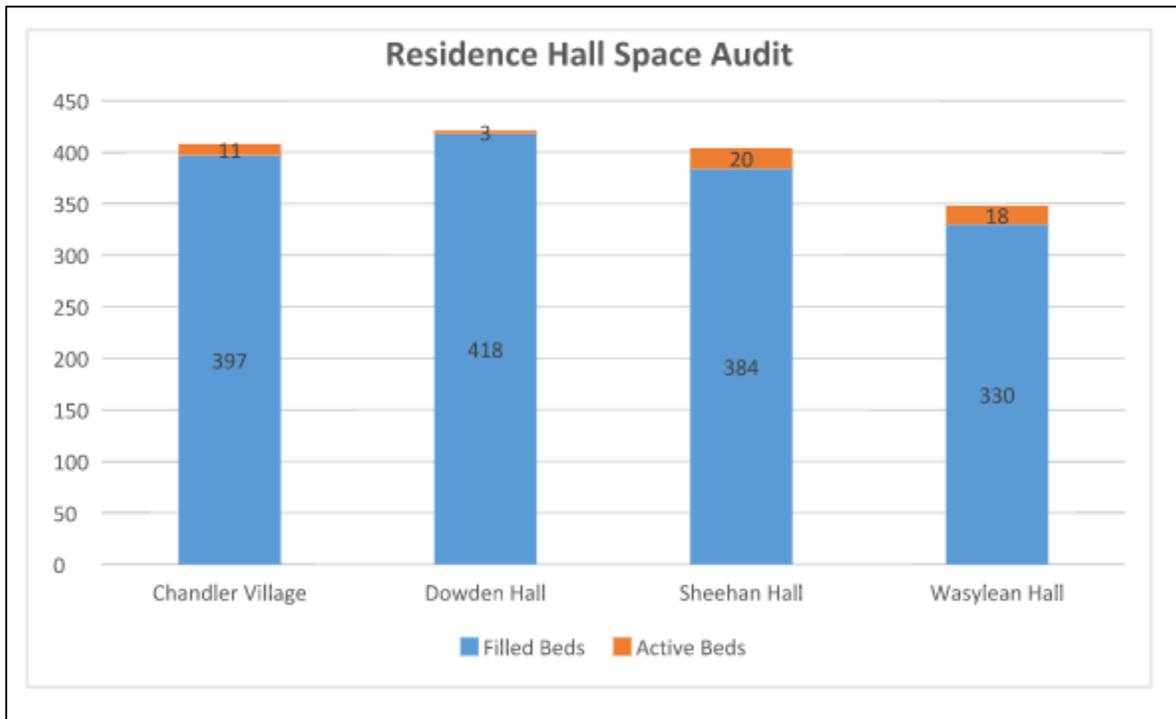


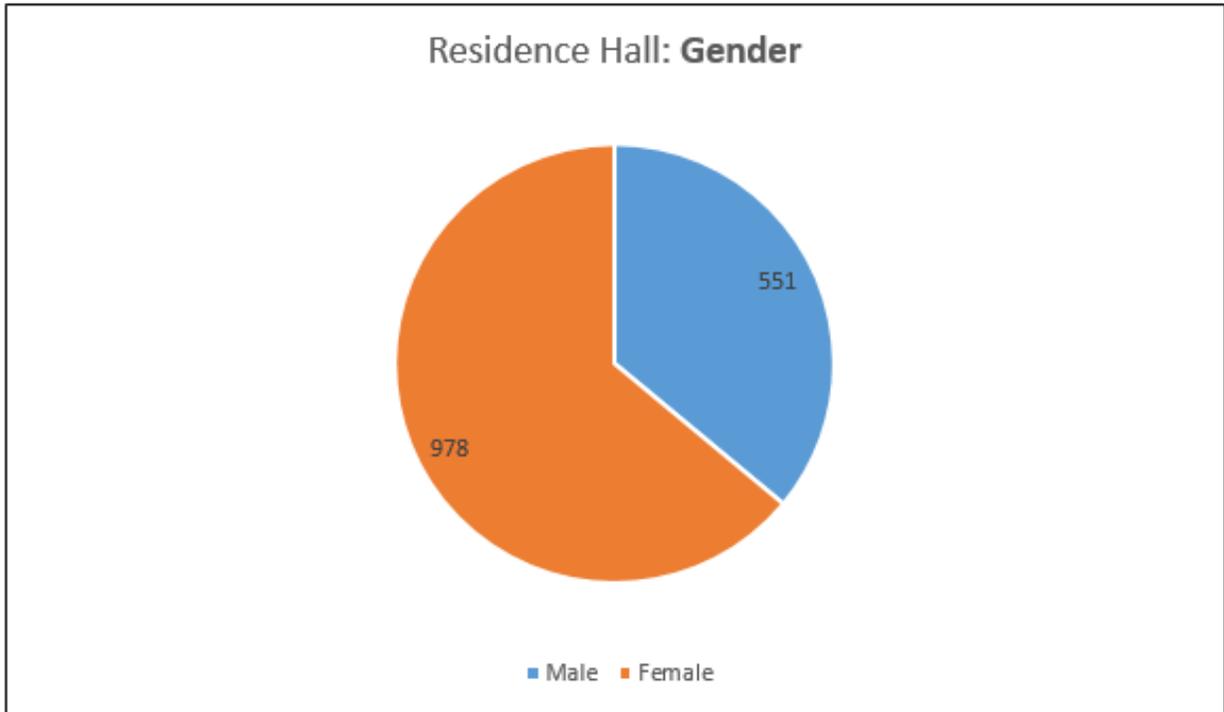
Transfers (enrollment goal (MS) = 220):

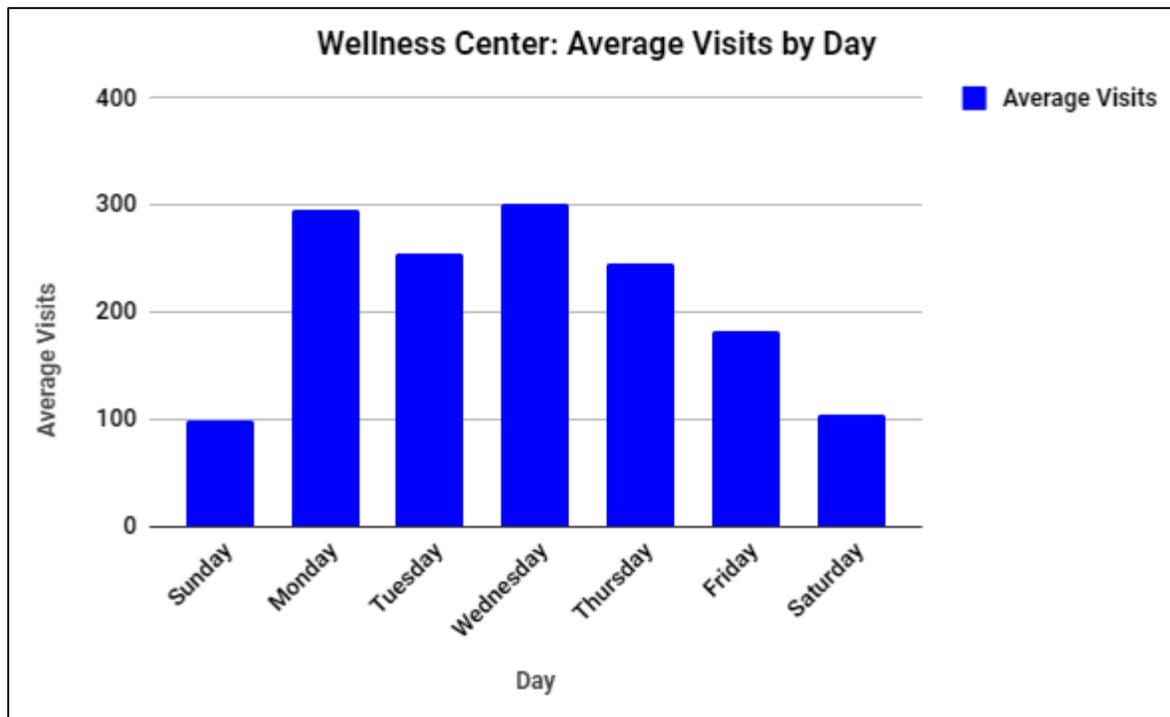


On Campus Resident (enrollment goal (MS) = 40):









**Multicultural Affairs Office Report**

**July 1, 2017 to October 15, 2017**

Multicultural Affairs is the umbrella for several programmatic efforts:

- The Alternatives for Individual Development (A.I.D.)
- Upward Bound Program
- Vision Project
- Young Men's Group
- Woman Circle
- 100 Males to College
- Cultural Programming
- Third World Alliance (Advising)
- Multicultural Affairs Alumni Council (MAAC)

[View Multicultural Affairs Office Report](#)

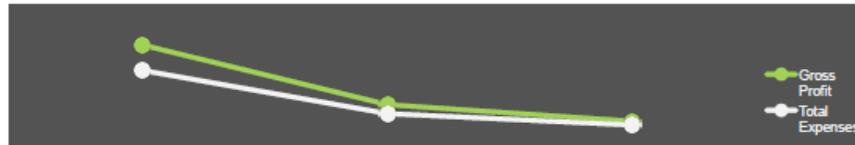
Income Generation from Conferences & Events

FY18

Conference & Event Services

PROFIT AND LOSS STATEMENT - Q1

Net Income  
\$71,146



| Revenue                           | JUL               | AUG              | SEP              | YTD               |
|-----------------------------------|-------------------|------------------|------------------|-------------------|
| Facility Fees                     | 45,384.00         | 14,194.00        | 4,750.00         | 64,328.00         |
| Wellness Center Facility Fees     | 1,775.00          | 2,500.00         | 1,950.00         | 6,225.00          |
| Facilities Personnel Fees         | 3,070.00          | 1,145.00         | 1,655.00         | 5,870.00          |
| University Police Personnel Fees  | 1,650.00          | 1,000.00         | 1,450.00         | 4,100.00          |
| Athletic Personnel Fees           | 660.00            | 326.00           | 560.00           | 1,546.00          |
| CESO Personnel Fees               | 1,308.00          | 492.00           | 120.00           | 1,920.00          |
| Residential Life Fees             | 98,580.00         | 21,630.00        | -                | 120,210.00        |
| <b>Gross Profit</b>               | <b>152,427.00</b> | <b>41,287.00</b> | <b>10,485.00</b> | <b>204,199.00</b> |
| Expenses                          | JUL               | AUG              | SEP              | YTD               |
| Facilities Personnel              | 1,254.92          | 194.04           | 1,102.12         | 2,551.08          |
| University Police                 | 1,226.56          | 1,069.98         | 1,410.64         | 3,707.18          |
| Local Travel                      | -                 | -                | -                | -                 |
| Athletic Personnel                | 396.00            | 195.60           | 336.00           | 927.60            |
| CESO Personnel                    | 2,060.50          | 398.50           | 178.50           | 2,637.50          |
| Office Supplies/Admin Exp         | -                 | 198.34           | -                | 198.34            |
| Printing                          | -                 | -                | -                | -                 |
| Postage                           | -                 | -                | -                | -                 |
| Advertising                       | -                 | -                | -                | -                 |
| Permits/Inspection Fees           | -                 | -                | -                | -                 |
| Food/Beverage (Non-Chartwells)    | -                 | -                | -                | -                 |
| Linens                            | -                 | -                | -                | -                 |
| Facilities Maint. & Repairs (NFS) | 664.00            | 486.31           | 300.00           | 1,450.31          |
| Support Services (Contracted)     | -                 | 290.00           | -                | 290.00            |
| Laundry Services                  | -                 | -                | -                | -                 |
| Police Details (External)         | -                 | -                | -                | -                 |
| Food Service (Chartwells)         | -                 | -                | -                | -                 |
| Facility Equipment                | -                 | -                | -                | -                 |
| Office Equipment                  | -                 | -                | -                | -                 |
| AV Equipment                      | -                 | -                | -                | -                 |
| Rentals (Equipment)               | 283.00            | -                | -                | 283.00            |
| Rentals (AV)                      | 534.00            | -                | -                | 534.00            |
| Residential Life                  | 98,580.00         | 21,630.00        | -                | 120,210.00        |
| Telecommunication                 | -                 | 263.76           | -                | 263.76            |
| <b>Total Expenses</b>             | <b>104,998.98</b> | <b>24,726.53</b> | <b>3,327.26</b>  | <b>133,052.77</b> |
| <b>Net Income</b>                 | <b>47,428.02</b>  | <b>16,560.47</b> | <b>7,157.74</b>  | <b>71,146.23</b>  |
| <b>Profit Margin</b>              | <b>31%</b>        | <b>40%</b>       | <b>68%</b>       | <b>35%</b>        |

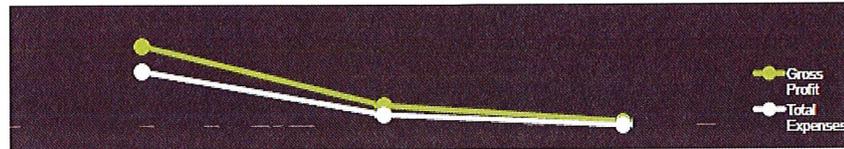
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FY18

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| <b>Profit Margin</b>              | <b>31%</b>        | <b>40%</b>       | <b>68%</b>       | <b>35%</b>        |

**WELLNESS CENTER**

|                            | 7/1/2017-11/2/2017 |               |               |              |
|----------------------------|--------------------|---------------|---------------|--------------|
|                            | Annual             | Semester      | Summer        | Total        |
| <b>Memberships:</b>        |                    |               |               |              |
| Faculty/Staff:             | (18) \$2,700.00    | (11) \$687.50 | (2) \$50.00   | \$ 3,437.50  |
| Alumni:                    | (11) \$2,200.00    |               | (13) \$325.00 | \$ 2,525.00  |
| Community:                 | (14) \$3,500.00    |               | (27) \$675.00 | \$ 4,175.00  |
| Elder Students:            | (1) \$150.00       | (2) \$125.00  |               | \$ 275.00    |
| IELI-Student:              |                    | (2) \$120.00  |               | \$ 120.00    |
|                            |                    |               |               |              |
| <b>Golf Simulator:</b>     | (51) \$459.00      |               |               | \$ 459.00    |
| <b>Group Exercise:</b>     | (9) \$675.00       |               |               | \$ 675.00    |
| <b>Pink Gloves Boxing:</b> | (32) \$1,600.00    |               |               | \$ 1,600.00  |
| <b>Day Passes:</b>         | (54) \$270.00      |               |               | \$ 270.00    |
|                            |                    |               |               |              |
|                            |                    | <b>Total</b>  |               | \$ 13,536.50 |
|                            |                    |               |               |              |
|                            |                    |               |               |              |

**WELLNESS CENTER**

| 9/6/2016-6/30/2017   |                  |                 |                 |                    |              |           |
|--|------------------|-----------------|-----------------|--------------------|--------------|-----------|
| <b>Memberships:</b>  | <b>Annual</b>    | <b>Semester</b> | <b>Summer</b>   | <b>1-Week Pass</b> | <b>Total</b> |           |
| Faculty/Staff  | (37) \$4,625.00  | (17) \$1,062.50 | (48) \$1,200.00 | (5) \$50.00        | \$           | 6,937.50  |
| Alumni   |                  |                 | (12) \$300.00   |                    | \$           | 300.00    |
| Community  |                  |                 | (36) \$900.00   |                    | \$           | 900.00    |
| Elder Students   |                  |                 |                 |                    |              |           |
| IELI-Student   |                  |                 |                 |                    |              |           |
| <b>Golf Simulator:</b>   | (134) \$1,237.00 |                 |                 |                    | \$           | 1,237.00  |
| <b>Group Exercise:</b>   | (25) \$1,592.50  |                 |                 |                    | \$           | 1,592.50  |
| <b>Pink Gloves Boxing:</b>   |                  |                 |                 |                    |              |           |
| <b>Day Passes:</b>   | (118) \$590.00   |                 |                 |                    | \$           | 590.00    |
|  |                  |                 |                 | <b>Total</b>       | \$           | 11,557.00 |
| <i>*Alumni &amp; Community Memberships were introduced on June 1, 2017. They then expired on August 31, 2017</i> |                  |                 |                 |                    |              |           |

Photo courtesy of Massasoit Community College

# 2017 ENROLLMENT

at Massachusetts Public Colleges & Universities

**TRENDS, CHALLENGES & OPPORTUNITIES**

“[Massachusetts’] fate is inextricably linked with whether we become the largest producer of talent, not just the most elite. Whether we get Amazon or not, **we have to face the fact that in the 21st century the game is going to be about the highest level of skills.**”

—Chris Gabrieli, quoted in “Shirley Leung: Whether Amazon comes to Boston or not, we should still make Boston better,” *The Boston Globe*, October 15, 2017

“Over the next six years, **the state’s employers will need to fill 1.2 million jobs** — about a third of all employment in the state — with the majority of openings due to retirements, according to a study by the Dukakis Center for Urban and Regional Policy at Northeastern University.”

—“Baby boomer retirements may slow Mass. economic growth,” *The Boston Globe*, February 17, 2016

# Enrollment Trends

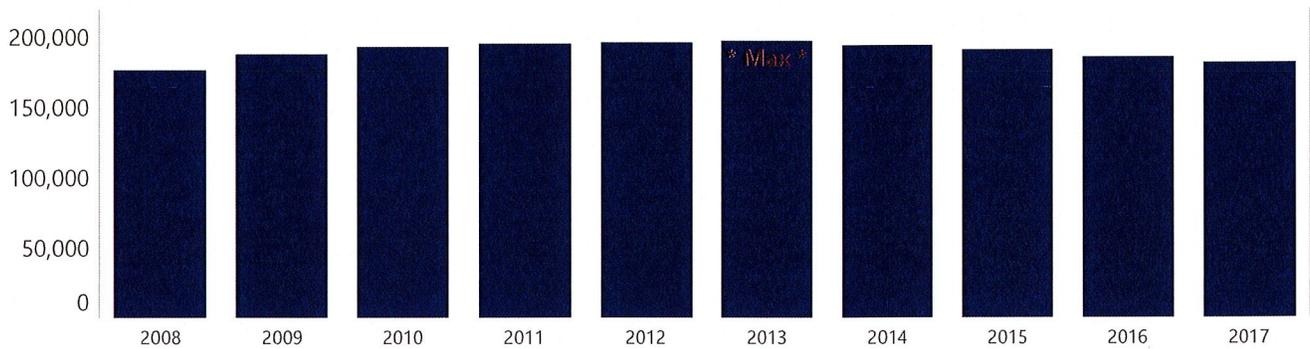


## Enrollment Trends: Overall

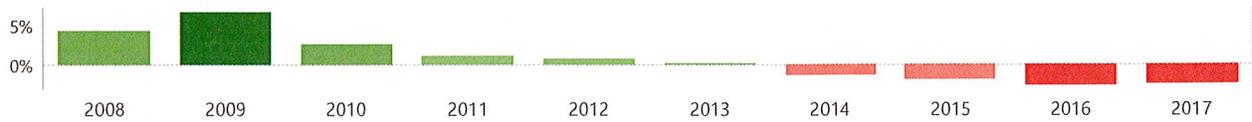
Select a Trend Range  
10-Year Trend

The Massachusetts public higher education system as a whole is experiencing its fourth straight year of declining undergraduate enrollment, but history shows that enrollment booms and busts have been common.

### Undergraduate Students Enrolled—Total (10-Year Trend)



### Annual % Change (10-Year Trend)



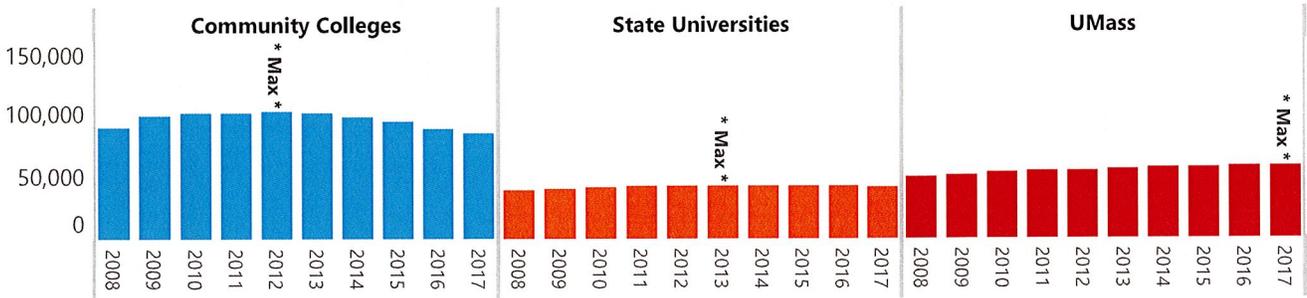
Source: Massachusetts Department of Higher Education. 2017 data are estimates prior to final fall data collection in December 2017.

# Enrollment Trends: By Segment

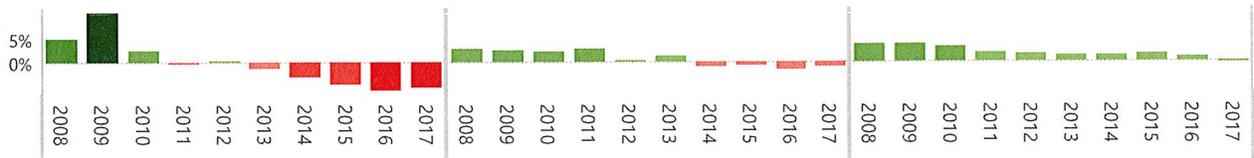
Select a Trend Range  
10-Year Trend

The trends vary by segment, with the Community Colleges experiencing the most substantial growth—and subsequent decline—in the past 10 years. UMass enrollment is at an all-time high, but the pace of growth has slowed substantially.

## Undergraduate Students Enrolled—By Segment (10-Year Trend)



## Annual % Change (10-Year Trend)

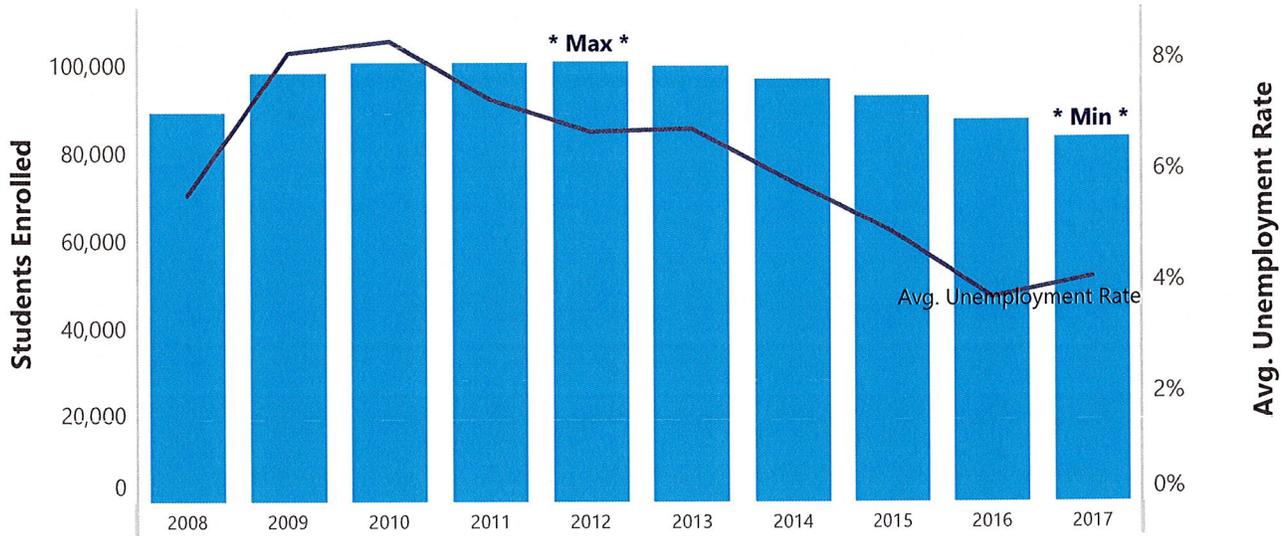


Source: Massachusetts Department of Higher Education. 2017 data are estimates prior to final fall data collection in December 2017.

# Enrollment Trends: Factors for Community Colleges

Community College enrollment is strongly correlated with the state's unemployment rate.

## Community Colleges: Fall Enrollment vs. MA Unemployment Rate (10-Year Trend)

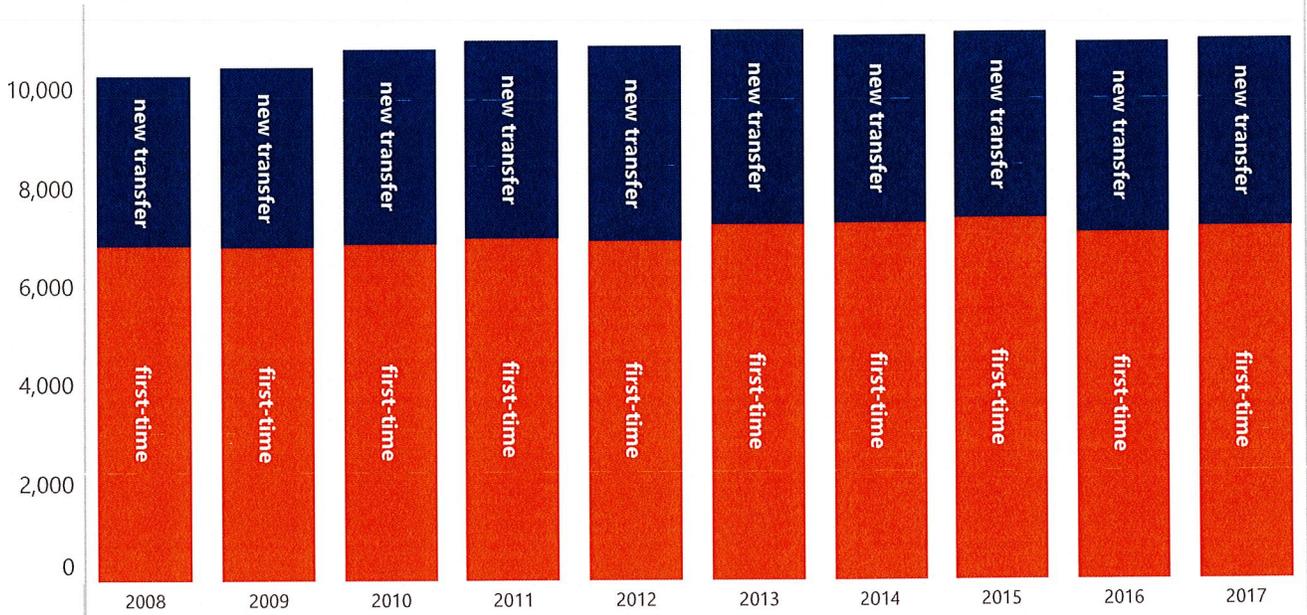


Enrollment Source: Massachusetts Department of Higher Education. 2017 data are estimates prior to final fall data collection in December 2017.  
Unemployment Source: U.S. Bureau of Labor Statistics (average of monthly employment rate for April through September of given year).

# Enrollment Trends: Factors for State Universities

Transfer students consistently represent about one third of the State Universities' undergraduate enrollment.

## State Universities: First-Time vs. Transfer Students (10-Year Trend)



Source: Massachusetts Department of Higher Education. 2017 data are estimates prior to final fall data collection in December 2017.

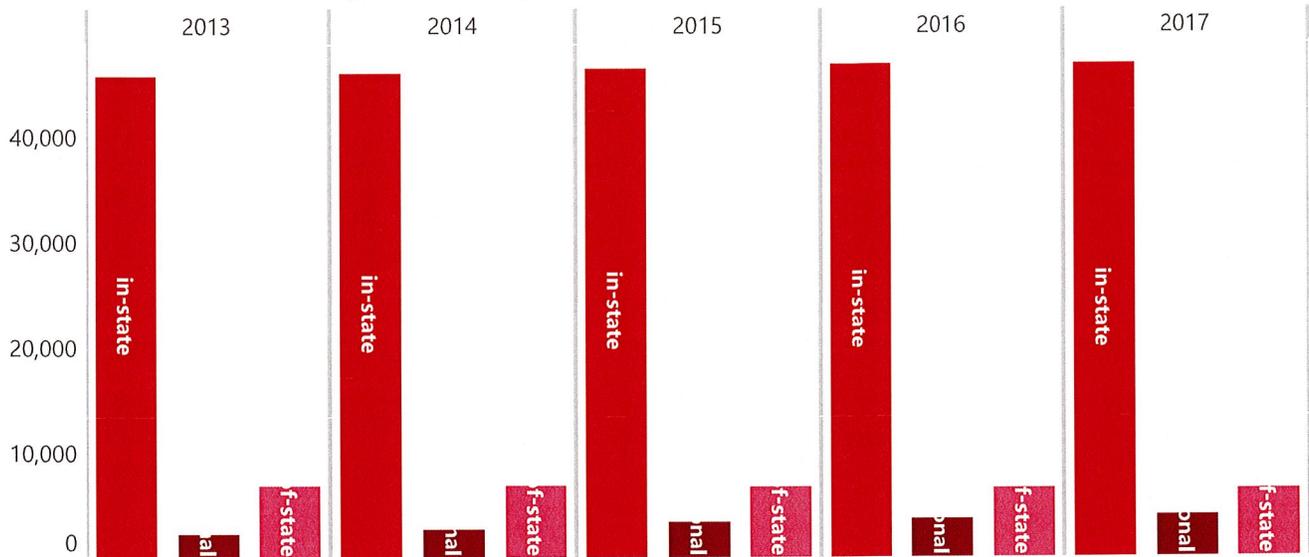
# Enrollment Trends: Factors for UMass

**Residency Type**  
 in-state  
 international  
 out-of-state

**Select a Residency Type**  
 in-state  
 international  
 out-of-state

Most recent enrollment growth at UMass has come from an influx of international students.

## UMass: Enrollment By Residency Status (5-Year Trend)



Source: Massachusetts Department of Higher Education. 2017 data are estimates prior to final fall data collection in December 2017.

# Enrollment Challenges & Opportunities

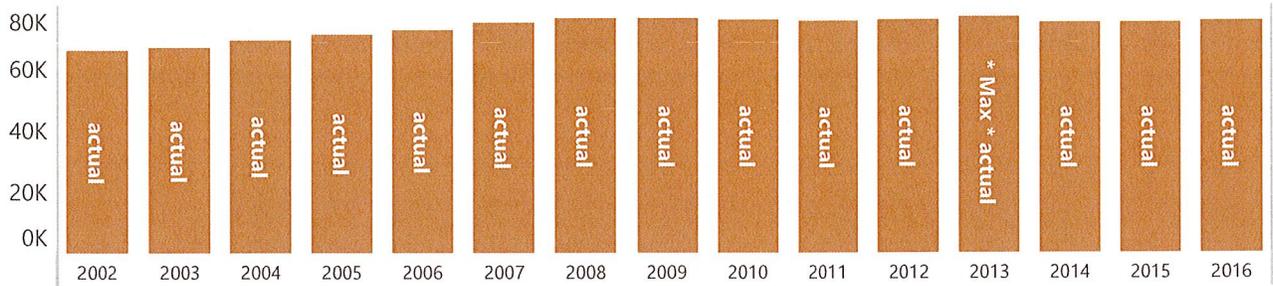


# Challenge: New HS Graduate Population

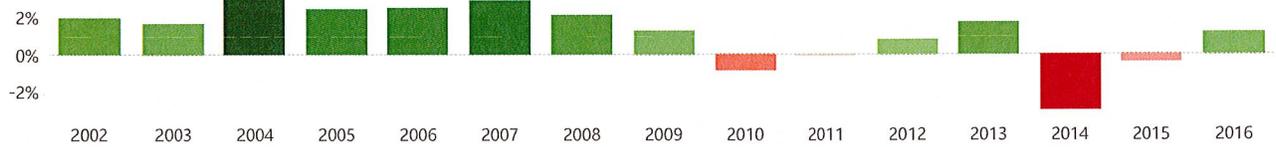
Select a Date Range  
2002-2016

A prolonged decline in the size of this traditional target population is foreseen in new projections through 2032.

## New MA High School Graduates (2002-2016)



## Annual % Change (2002-2016)



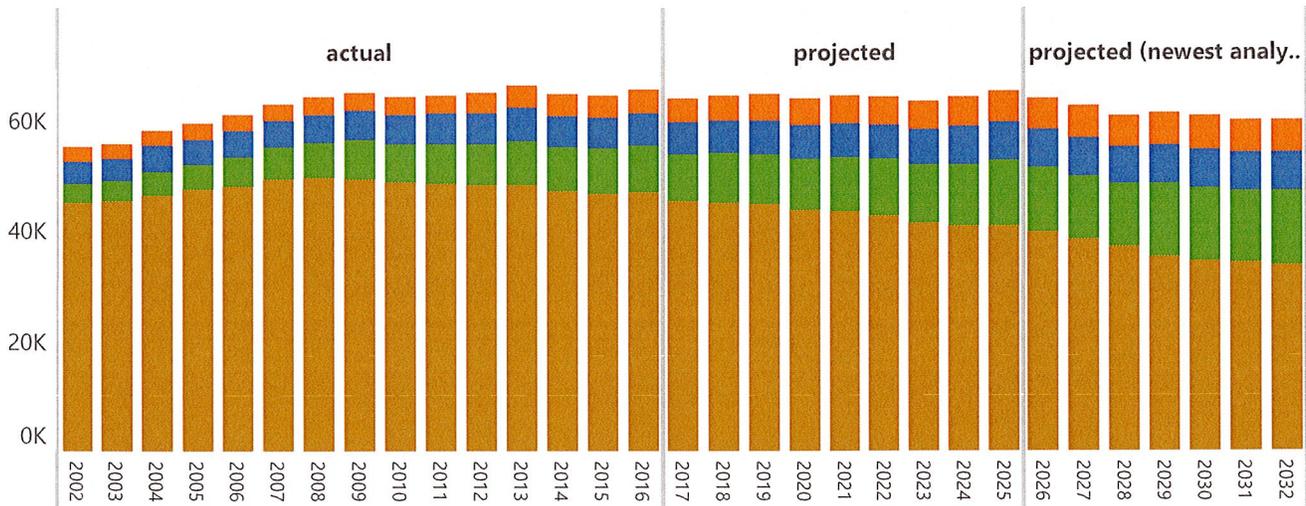
Source: Western Interstate Commission on Higher Education, "Knocking at the College Door: Projections of High School Graduates Through 2032." <https://knocking.wiche.edu/>

## Challenge: New HS Graduate Population

Projections also reveal that, as time goes on, some populations that have historically had lower college-going rates will represent a greater share of the new high school graduate pipeline.



### Demographics of New MA Public High School Graduates (2002–2032)



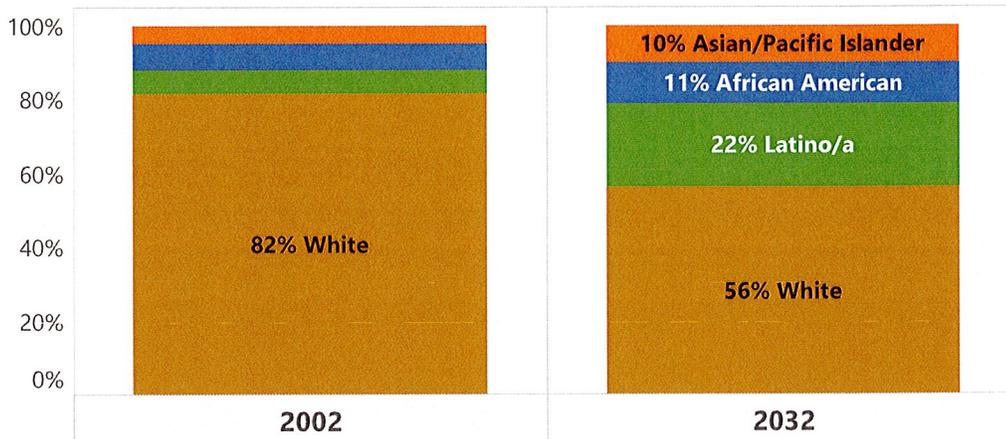
Source: Western Interstate Commission on Higher Education, "Knocking at the College Door: Projections of High School Graduates Through 2032." <https://knocking.wiche.edu/>

## Opportunity: Improve Outcomes for All Populations

What policies and practices will ensure the college success of all students, and especially the growing segments of the new high school graduate population which have been less likely to attend or complete college in the past?



### Demographics of New Massachusetts Public High School Graduates—2002 vs. 2032



#### EXAMPLE POLICY DIRECTIONS

- 100 Males to College
- Early College & Dual Enrollment
- STEM Starter Academy
- Targeted Financial Aid Programs
- Transforming Developmental Education

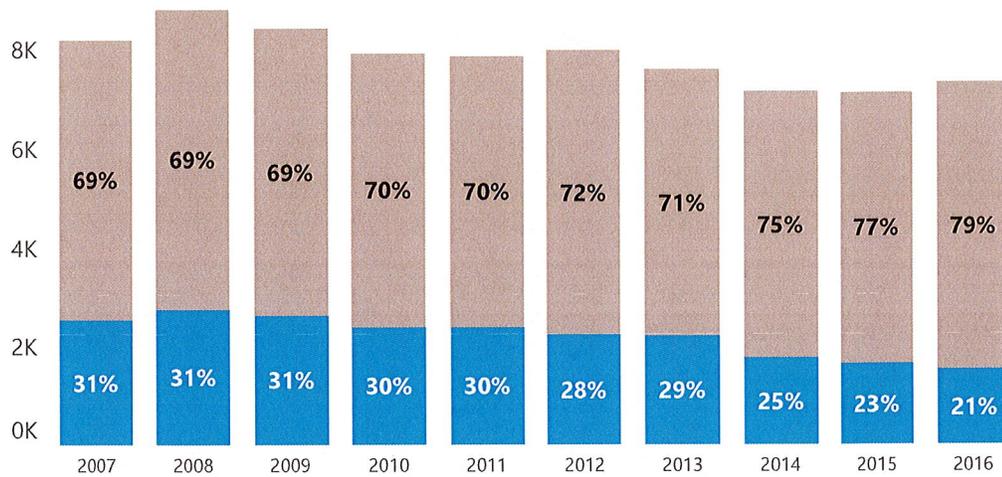
Source: Western Interstate Commission on Higher Education, "Knocking at the College Door: Projections of High School Graduates Through 2032." <https://knocking.wiche.edu/>

# Opportunity: Create Pathways for Students Not Admitted to 4-Year Institutions

**Enrollment Status**  
Did Not Enroll at Any MA Pu..  
Enrolled at a CC

What can be learned about college-going patterns for students not admitted to Massachusetts state universities and UMass, and can the system better support their college aspirations?

## Enrollment Status of Students Not Admitted to SUs & UMass



### EXAMPLE POLICY DIRECTIONS

Tracking Study with National Student Clearinghouse Data  
Dual Admissions Policy  
MassTransfer / Commonwealth Commitment..

Source: Massachusetts Department of Higher Education.

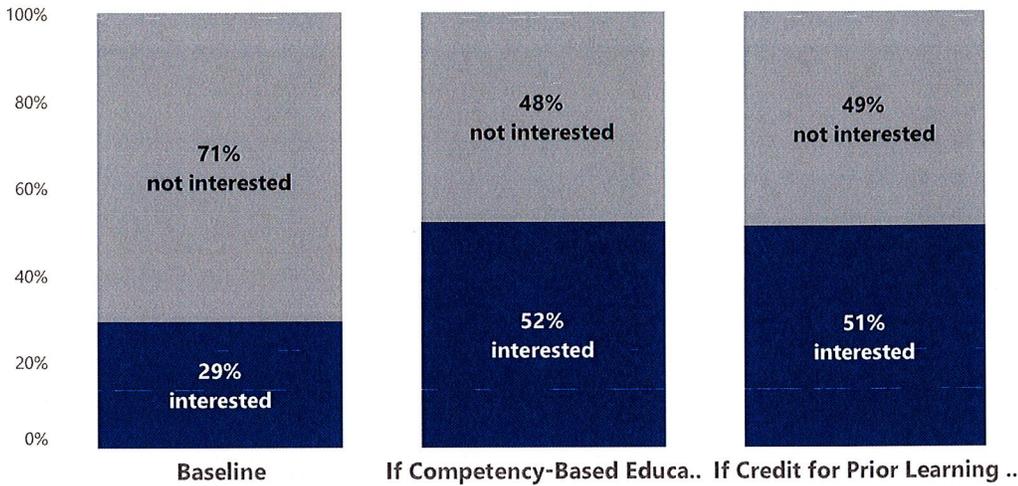
# Opportunity: Support Adult Learners

What are we learning about the needs and preferences of adult learners seeking higher education, and can the system better support their college aspirations?

## Interest in Taking College Courses

■ not interested  
■ interested

### Sample Findings from Recent Adult Learner Survey (n=316)



**EXAMPLE POLICY DIRECTIONS**

- Survey Research
- Competency-Based Education
- Credit for Prior Learning
- Targeted Financial Aid Programs

Source: Maguire Associates, "Massachusetts Dept. of Higher Education Adult Learner Quantitative Research: Initial Results," October 2017. Survey of MA residents age 25+ who possess high school diplomas but no bachelor's degrees.

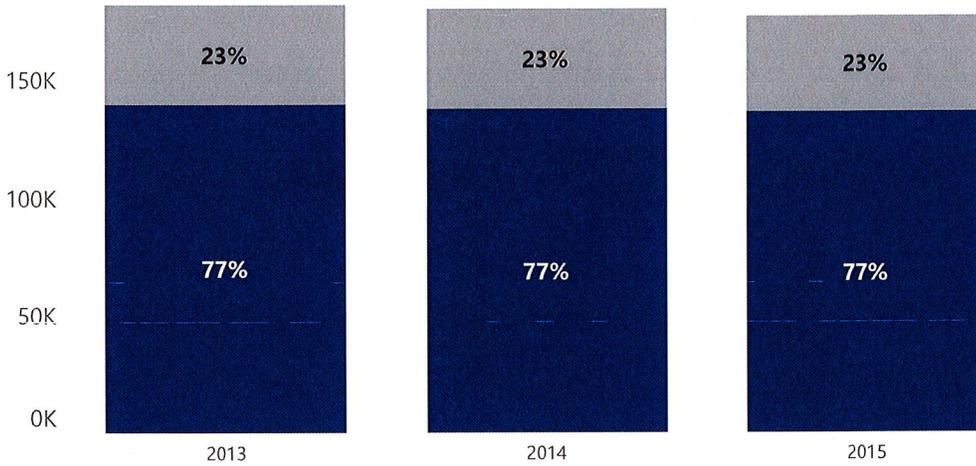
# Opportunity: Retain and Graduate More Enrolled Students

Status of Students Enrolled in Prior Ye..

- left system with no credential
- were retained or graduated

What can be learned about students who leave the Massachusetts public higher education system before completing a credential, and can the system better support ..

## Year-to-Year Attrition Rates



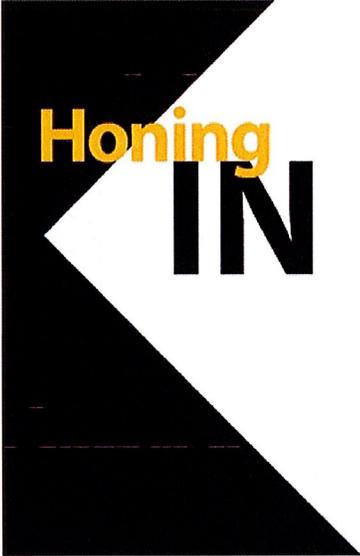
**EXAMPLE POLICY DIRECTIONS**

- Tracking Study with National Student Clearinghouse Data
- Guided Pathways
- Intrusive Advising
- Transforming Developmental Education

Source: Massachusetts Department of Higher Education.

## The Big Three

The DHE's strategic agenda, The Big Three, incorporates many of the example policy directions described.



**Honing  
IN**

### The "Big Three" Degree Plan

-  **Improve College Access & Affordability**
-  **Close Achievement Gaps**
-  **Raise College Completion Rates**

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 \* All strategies aligned with workforce needs



WORCESTER  
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# Fall 2017 International Site Development Trip Summary

WSU Provost Delegation Trip to  
France, Czech Republic, Italy & United Kingdom

# Europe, Sept. 20 – Oct. 1, 2017

## Five institutions visited:

- *Sciences Po Saint Germain-en-Laye*, Saint Germain-en-Laye†
- *Czech University of Life Sciences*, Prague‡
- *Università Cattolica del Sacro Cuore*, Milan ‡
- *University of Worcester*, Worcester ‡
- *University of Roehampton*, London\*

- † new partner
- ‡ existing partner
- \* prospective partner

# Purpose of WSU International Travel



Build relations to  
engage  
University with  
the world

Expand options  
for students &  
faculty

Promote WSU  
abroad

Connect with  
alumni

*WSU students in London on Tower Bridge*

Worcester State University

# WSU Delegation Members

- Provost Lois Wims
- Trustee Stephen Madaus
- Students Jay Dahlstrom & Julia McCarthy
- Dean Russ Pottle, School of Humanities & Social Sciences
- Professor Emily Soltano, Psychology Department
- Associate Professor Stephen Morreale, Chair, Criminal Justice
- Assistant to the President Carl Herrin

# Delegation Members (cont.)



# Sciences Po Saint Germain-en-Laye



10<sup>th</sup> & newest  
IEP in France

12 km from  
central Paris

Signed new  
exchanges  
agreement

Ideal site for  
students  
interested in  
politics,  
history,  
economics,  
etc.

# Czech University of Life Sciences



Existing agreement (2014) for business & economics

Built on WSU faculty connection

Possible new option in environmental sciences

Ideal location in Central Europe; curriculum in English

# Università Cattolica del Sacro Cuore



Existing affiliation (2016); English language instruction

Possible options for direct faculty engagement

Ideal location in northern Italy

First WSU students likely in 2018

# University of Worcester



WSU longest-standing overseas partner

Renewed interest building on faculty collaboration

2+ hours north of London

Similarities in history & student body

# University of Roehampton



Prospective  
new university  
partner

Unique option  
of college  
campus within  
London

Parallels to our  
own history &  
traditions

# Formal Agreement Signing in France



# Engagement With Our Students



# Trustee Participation



# Alumni & University Friends

- Met with Anna Boguszakova, 2005 graduate in Prague
- Invited Vasilije Jaukovic with the European Development Bank – on assignment in London – to join the WSU Enactus Team – also at an international competition in the U.K. – for informal dinner & discussion

# Community Relations & Engagement

- Complementary Sister City relationship between Worcester, MA & Worcester, UK
- City engagement with new partner in Saint Germain-en-Laye



# Next Steps in Coming Year

- Initiative exchanges with Sciences Po; explore faculty collaborations
- Build on faculty/departmental collaborations at Worcester
- Enter into an affiliation and/or exchanges agreement with Roehampton
- Investigate expansion of academic options at Czech University, including academic research collaborations
- Grow student interest in UCSC; explore faculty collaborations
- Promote opportunities for study abroad in France, Czech Republic, Italy, U.K. & beyond





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**APPROVED**

NOV 06 2017

BARBY M. MALONEY  
PRESIDENT

# All University Committee

## MEMORANDUM

**To:** President Barry M. Maloney  
Worcester State University

**From:** Dr. Adam Zahler/Chair, Visual and Performing Arts  
Chair, All University Committee

**Re:** October AUC Actions

**Date:** November 3, 2017

The AUC elected Jennifer Hood De-Grenier to serve as Committee Secretary for the 2017-2018 academic year. In addition, the AUC elected the following to serve as members of the AUC Executive Committee: Faculty: Adam Zahler and Michael Winders; Administrators: Julie Kazarian and one TBD; Students: Sam Cloutier and Alexandria Murphy.

The AUC also adopted these recommendations with the following votes at our meeting on October 10, 2017:

**AUC unanimously approved 11-0 – Minor**

17-013      JO – Minor in Journalism      New Minor

**AUC approved 6-3 Course Changes to Spanish Courses**  
*(AUC requested clarification of difference between SP 323 and SP 324)*

16-106      SP 323 Spanish Conversation I      Course Change  
16-107      SP 324 Spanish Conversation II      Course Change  
16-108      SP 331 Spanish Civilization      Course Change

**AUC voted 8-1 to table discussion of Interdisciplinary Programs and Courses Not Assigned to a Particular Department**

**AUC approved 8-1 the recommendations for Commencement Speaker and Honorary Degree  
and Community Service Award recipients  
*(per attached Memo from the Speakers and Awards Committee)***

The proposals and related documents can be found at the Governance web-site, found at:  
<https://www.worcester.edu/FP-Governance/>.

This recommendation is forwarded to you for your consideration. If you have any questions or need clarification, please do not hesitate to contact me. Thank you for your time and consideration.

Attachment



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**UNIVERSITY**

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## MEMO

**TO:** Dr. Adam Zahler

Chair, All University Committee

**From:** Denise R. Foley, D.Ed.

Chair, Speakers and Awards Committee

**RE:** *Committee recommendations for Commencement Speaker and Honorary Degree and Community Service Award recipients*

**Date:** October 4, 2017

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The Speakers and Award committee met with Sierra Trudel, Tim Antonelli, Tom McNamara, Telese Forbes, Monica Bhakhri and myself present. Louise Taylor, Tom McNamara's admin took the minutes. We evaluated the candidates and voted on the list. Telese Forbes had to leave the meeting early so she was unable to participate in the voting.

### **EUGENE BAH – RECOMMENDED FOR COMMENCEMENT SPEAKER 2018.**

VOTE COUNT 5-0 IN FAVOR

Eugene Bah graduated from Worcester State University in 2012 with a bachelor's degree in chemistry and now is in the Mayo Clinic Medical Scientist Training program, earning his Ph.D and M.D. in molecular pharmacology and experimental therapeutics at the Mayo Clinic Graduate School of Biomedical Sciences and Mayo Clinic School of Medicine, in Rochester Minnesota. His enrollment at that prestigious school came after a two year research stint at UMass Medical School where he conducted research on bacterial pathogenesis. In his third year of a six year program at Mayo he is studying in the laboratory of Stephen Russell, M.D., Ph.D. The focus of the lab is engineering viruses to treat cancer.

### **DR. GAIL CARBERRY – RECOMMENDED FOR HONORARY DEGREE**

VOTE COUNT 5-0 IN FAVOR

**Dr. Gail Carberry** is recently retired from the Presidency of Quinsigamond Community College and holds Certificate in Small Business Management from Springfield Technical Community College, a B.S. from Worcester State University and Master's and Doctorate degrees from the University of Massachusetts at Amherst, specializing in organizational development, strategic planning and staff

development. She currently serves on numerous local, State and national Boards including the Massachusetts Clean Energy Center, Latino Education Institute, Bay Path Regional/Vocational High School Foundation, National Association for Community College Entrepreneurship, Worcester Educational Collaborative, Boys & Girls Club of Worcester, Central Mass Workforce Investment Board, Greater Worcester Community Foundation, Worcester Business Development Corporation and the Massachusetts Biomedical Initiatives. She co-chairs the Mayor's Commission for Hispanic Education Excellence and chairs the Early Education Matters Task Force.

**ANAND GIRIDHARADAS – RECOMMENDED FOR HONORARY DEGREE & COMMENCEMENT SPEAKER\***

VOTE COUNT 5-0 IN FAVOR

Anand Giridharadas is an author and columnist, writing about a world in transition as seen through the lens of culture. He writes the "Currents" column for The New York Times and its global edition, the International Herald Tribune, and also writes for The New York Times Magazine. His "Admit One" column, which is dedicated to the New York City arts audience, appears regularly in the Weekend Arts section of The New York Times. He is the author of *India Calling: An Intimate Portrait of a Nation's Remaking*, about returning to the India his parents left.

Mr. Giridharadas visited Worcester State in February 2015 as the University Keynote speaker. He inspired students, faculty, and administrators alike. He was described by one faculty member as an "articulate, engaging intellectual on the rise".

\* The 2015-16 Speakers & Awards committee unanimously recommended Mr. Giridharadas for Commencement speaker.

**CONGRESSMAN RICHARD E. NEAL – RECOMMENDED FOR HONORARY DEGREE**

VOTE COUNT 5-0 IN FAVOR

Congressman Richard E. Neal represents the First Congressional District of Massachusetts in the United States Congress. Richard Neal was born in Worcester, Massachusetts on February 14, 1949 and was raised and educated in the City of Springfield. He is a 1972 graduate of American International College, where he received his Bachelor's Degree in Political Science and was a member of the National Honor Society. He received his Master's Degree in Public Administration from the Barney School of Business and Public Administration at the University of Hartford in 1976.

**DARNELL WILLIAMS – RECOMMENDED FOR HONORARY DEGREE OR COMMUNITY SERVICE AWARD**

VOTE COUNT 5-0 IN FAVOR

**Darnell Williams** is President and CEO of the Urban League of Eastern Massachusetts, a nonprofit organization providing services and programs in education, career and personal development and employment for African-Americans and other residents of color. Mr. Williams is well-known to and often assists other culturally diverse organizations beyond African Americans.