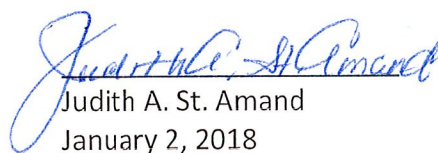




NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL BE HELD ON TUESDAY, JANUARY 9, 2018 AT 5:00 P.M. IN THE PRESIDENT'S CONFERENCE ROOM OF THE HELEN G. SHAUGHESY ADMINISTRATION BUILDING.

1. CALL TO ORDER
2. APPROVAL OF MINUTES – November 14, 2017 – Finance & Facilities
November 14, 2017 – Academic Affairs/Student Development
November 14, 2017 - Board Meeting
3. CHAIR OF THE BOARD UPDATE
4. PRESIDENT'S REPORT
5. INFORMATIONAL ITEMS
 - Trustee Report to Alumni Board - Trustee Hammond
 - Admissions Snapshot
 - Higher Education Capital Project Funding FY19 – Definitions & Guidelines
6. APPROVAL OF SABBATICAL LEAVE – Dr. Randall Tracy
7. APPROVAL OF HONORARY DEGREES
 - Honorary Doctor of Humane Letters – Darnell Williams – to be awarded at Commencement, May 19, 2018
 - Honorary Doctor of Humane Letters – Robert K. O'Brien – to be awarded at Academic Achievement Awards Ceremony in April, 2018
8. OTHER BUSINESS
9. ADJOURNMENT


Judith A. St. Amand
January 2, 2018

VOTES

Upon a motion made and seconded, it was

VOTED: to approve the November 14, 2017 Finance & Facilities Committee minutes as presented.

Upon a motion made and seconded, it was

VOTED: to approve the November 14, 2017 Academic Affairs/Student Development Committee minutes as presented.

Upon a motion made and seconded, it was

VOTED: to approve the minutes of the November 14, 2017 meeting as presented.

Upon a motion made and seconded, it was

VOTED: to approve a sabbatical leave for Spring of 2019 at full pay for Dr. Randall Tracy of the Biology Department.

Upon a motion made and seconded, it was

VOTED: to approve the awarding of the following Honorary Degrees:

Darnell Williams, Doctor of Humane Letters, *Honoris Causa*, at Undergraduate Commencement on May 19, 2018, and

Robert K. O'Brien, Doctor of Humane Letters, *Honoris Causa*, at Academic Achievement Awards Ceremony in April, 2018.

Upon a motion made and seconded, it was

VOTED: to adjourn the meeting at

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

ACADEMIC AFFAIRS/STUDENT DEVELOPMENT COMMITTEE

November 14, 2017

PRESENT: Trustee Karen La Fond, Acting Chair
Trustee Stephen Madaus
Trustee Amber Suarez
Trustee David Tuttle
Trustee Shirley Steele, Participated via telephone
Trustee Lisa Colombo, Non-voting
Trustee Aleta Fazzone, Non-voting
Trustee Maryanne Hammond, Non-voting
Trustee Dina Nichols, Non-voting
Trustee Marina Taylor, Non-voting
Trustee Craig Blais, Ex-Officio Voting Member
President Barry Maloney, Ex-Officio Non-Voting Member
Ms. Judith St. Amand, Assistant Secretary

In accordance with the provisions of General Laws, Chapter 30A having been complied with, and a quorum present, Trustee Lafond served as Chair at the request of Trustee Shirley Steele, Chair of the Academic Affairs/Student Development Committee. Trustee LaFond called the meeting to order at 4:32 p.m.

Chairman Blais approved the request of Trustee Shirley Steele to participate in the meeting in accordance with the Remote Access Policy based upon two circumstances; personal illness and personal disability. As called for in the Remote Access Policy, all votes will be taken by recorded roll call.

APPROVAL OF AY 2018-2019 SABBATICAL LEAVES

- President Maloney concurred with the recommendation of Provost Wims forwarding thirteen proposals for sabbatical leave for consideration
- Provost Wims provided a detailed presentation
- A total of sixteen were received leaving three not recommended
- Department chairs have affirmed that the individual study for each candidate will contribute to the respective department's course offerings
- Six (6) are for Fall semester, six (6) are for Spring semester and one (1) is for a full academic year
- Faculty on sabbatical leave for one semester receive full salary during the period of the leave and those on a full year sabbatical receive one-half salary for the full year
- Cost to WSU is for hiring part time, adjunct faculty – not every course that would have been taught is offered during the sabbatical semester because some elective type courses can be postponed and taught later
- Estimated cost for 2018-2019: Approximately 51 sections need to be covered
- Sections are offered based on student demand, not on faculty availability
- Number of courses offered each spring are lower than the fall with approximately a 2 to 4% drop

- At an average cost of \$5,000 per section, estimated cost would be \$255,000 – since one sabbatical is for the full year at half pay, net cost may be lower at approximately \$210,000
- Funds will be included in adjunct line of 2019 budget
- 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.

Following the presentation and review of all proposed sabbaticals, a motion was made by Trustee Tuttle, seconded by Trustee Madaus, and it was

VOTED: **by recorded roll call to approve the following AY 2018-2019 Sabbatical Leaves:**

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

Voting in Favor

Trustee Madaus
Trustee Steele
Trustee Suarez
Trustee Tuttle
Trustee LaFond

Opposed

Trustee Blais

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

VOTED: **by recorded roll call to adjourn the meeting at 5:05 p.m.**

Voting in Favor

**Trustee Blais
Trustee Madaus
Trustee Suarez
Trustee Steele
Trustee Tuttle
Trustee LaFond**

Opposed

Respectfully submitted,

Judith A. St. Amand
Assistant Secretary

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

FINANCE & FACILITIES COMMITTEE

November 14, 2017

PRESENT: Trustee Stephen Madaus, Chair
Trustee Aleta Fazzone (joined meeting in session)
Trustee Dina Nichols
Trustee Shirley Steele, participated via conference call
Trustee Marina Taylor
Trustee Craig Blais, Ex-Officio Voting Member (joined meeting in session)
Trustee Lisa Colombo, Non-Voting Member
President Barry Maloney – Ex-Officio Non-Voting Member
Ms. Judith St. Amand, Assistant Secretary

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 3:35 p.m. The meeting was held in the President's Conference room located on the 2nd floor of the Shaughnessy Administration Building.

Chairman Blais approved the request of Trustee Shirley Steele to participate in the meeting in accordance with the Remote Access Policy based upon two circumstances; personal illness and personal disability. As called for in the Remote Access Policy, all votes will be taken by recorded roll call.

MINUTES – October 17, 2017

Trustee Madaus offered a friendly correction – page 2 “Johnson” should read “Johnston”

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

VOTED: by recorded roll call to approve the minutes with noted correction.

<u>All in Favor</u>	<u>Opposed</u>
Trustee Taylor	0
Trustee Nichols	
Trustee Steele	
Trustee Madaus	

QUARTERLY FY 2018 TRUST FUND

- VP Eichelroth provided a summary of the trust fund reports for the first quarter ending September 30, 2017
- As of September 30th, 21.82% of the budget has been expended and is in line with spending expectations
- Two reconciliations are presented and both reconcile the budget lines as approved by the BOT compared to the budget loaded into the financial reporting system

- 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)
- 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
- 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
- For reference, individual trust documents were included that define the purpose of each trust account
- First time actuals have been presented and the document seemed well received

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

VOTED: **by recorded roll call to approve the Quarterly FY 2018 Trust Fund Report as presented.**

<u>All in Favor</u>	<u>Opposed</u>
Trustee Fazzone	0
Trustee Taylor	
Trustee Nichols	
Trustee Blais	
Trustee Steele	
Trustee Madaus	

HOUSING UPDATE

- Reference was made to the diagrams/graphs in the *President's Report, pages 10, 11 & 12*
- Goal will be to reach 100% plus for fall semester, hoping to have no melt and if more than 100% rooms that are available for increase will be used
- Students who are placed in a larger occupancy room have housing rate adjusted
- WSU is still very lenient in allowing students to leave housing and to break contract – most important to keep student at WSU even if it means allowing contract to be broken
- New recruitment trends must be looked at and reviewed
- Discussions were held relative to neighboring housing market, enrollment trends, feeder schools, etc.
- Going forward focus must be on increasing and maintaining enrollment
- Report released by Commissioner Santiago will be reviewed in greater detail at the full BOT meeting later this evening
- Many numbers decreasing, including community college who are important feeder to WSU
- Updates on enrollment figures and housing numbers will be provided regularly to the Board

Having no other business, a motion was made by Trustee Taylor, seconded by Trustee Nichols, and it was

VOTED: **by recorded roll call to adjourn the meeting at 4:24 p.m.**

<u>All in Favor</u>	<u>Opposed</u>
Trustee Fazzone	0
Trustee Taylor	
Trustee Nichols	
Trustee Blais	
Trustee Steele	
Trustee Madaus	

Respectfully submitted,

Judith A. St. Amand
Assistant Secretary

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

November 14, 2017

PRESENT: Trustee Stephen Madaus, Acting Chair
Trustee Maryanne Hammond, Vice Chair
Trustee Lisa Colombo
Trustee Aleta Fazzone
Trustee Karen LaFond
Trustee Dina Nichols
Trustee Shirley Steele, participated via telephone
Trustee Amber Suarez
Trustee Marina Taylor
Trustee David Tuttle
President Barry Maloney, Secretary
Ms. Judith St. Amand, Assistant Secretary

ABSENT: Trustee Craig Blais

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 President's Conference room located on the 2nd floor of the Helen G. Shaughnessy Administration Building. Trustee Madaus called the meeting to order at 6:30 p.m.

Chairman Blais approved the request of Trustee Shirley Steele to participate in the meeting in accordance with the Remote Access Policy based upon two circumstances; personal illness and personal disability. As called for in the Policy, all votes will be taken by recorded roll call.

APPROVAL OF MINUTES – October 17, 2017

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

VOTED: by recorded roll call to approve the minutes of October 17, 2017 as submitted.

Voting in Favor

Trustee Colombo

Trustee Fazzone

Trustee LaFond

Trustee Nichols

Trustee Steele

Trustee Suarez

Trustee Taylor

Trustee Tuttle

Trustee Hammond

Trustee Madaus

Opposed

0

SABBATICAL PRESENTATION – Dr. Stephen Morreale

- Dr. Morreale is the Chair of the Department of Criminal Justice and provided a presentation on his sabbatical leave during the Spring of 2017
- During his leave he conducted an in-depth study of decision-making approaches of progressive law enforcement executives in the United States
- This study builds on his previous research and focuses on aspects of leadership, including communication and evaluation of facts
- He employed a mixed-methods study, which included a survey and interview
- Results will be presented in both conference and paper formats.

CHAIR'S UPDATE

- On behalf of Chairman Blais, Trustee Madaus shared with the Board that the DHE is planning a trustee workshop on December 14th
- Information will be forthcoming relative to location and agenda
- Chairman Blais asked that trustees reserve the date on their calendars

PRESIDENT'S REPORT

In addition to printed report, President Maloney highlighted the following:

- Conference & Events Update
- Wellness Center Revenue Update
- Enrollment Projection Update – VP Ryan Forsythe
- European Delegation Report – Provost Wims
- University Advancement Dashboard
- Housing Update

APPROVAL OF NOMINEES FOR SPEAKER & AWARDS POOL

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

VOTED: **by recorded roll call to approve the following nominees for inclusion in the *Pool for Speaker and Awards*:**

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

<u>Voting in Favor</u>		<u>Opposed</u>
Trustee Colombo	Trustee Suarez	0
Trustee Fazzone	Trustee Taylor	
Trustee LaFond	Trustee Tuttle	
Trustee Nichols	Trustee Hammond	
Trustee Steele	Trustee Madaus	

ACADEMIC AFFAIRS/STUDENT DEVELOPMENT REPORT

- Trustee Karen LaFond served as Acting Chair at the request of Trustee Steele who is the Chair of the Academic Affairs/Student Development Committee
- Trustee Steele participated by remote access and felt having Trustee LaFond preside over the meeting
- Following the meeting of the Academic Affairs/Student Development Committee, management questioned the timing of the sabbatical proposal submitted by Dr. Randall Tracy of the Biology Department requested for Fall of 2018 – Provost Wims recommended to President Maloney that the action of this sabbatical request be tabled to a later meeting

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

VOTED: **by recorded roll call to table action on the sabbatical request for Dr. Randall Tracy of the Biology Department and to approve the following sabbaticals as presented:**

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

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

Voting in Favor

Trustee Colombo
Trustee Fazzone
Trustee LaFond
Trustee Nichols
Trustee Steele
Trustee Suarez
Trustee Taylor
Trustee Tuttle
Trustee Hammond
Trustee Madaus

Opposed

0

FINANCE & FACILITIES COMMITTEE REPORT

- Chairman Madaus reported that a meeting was held to review the Quarterly FY 2018 Trust Fund
- VP Eichelroth provided a summary of the report
- Description of individual trust funds included for information
- First time actuals were presented and document was well received

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

VOTED: by recorded roll call to approve the Quarterly FY 2018 Trust Fund report as submitted.

<u>Voting in Favor</u>	<u>Opposed</u>
Trustee Colombo	0
Trustee Fazzone	
Trustee LaFond	
Trustee Nichols	
Trustee Steele	
Trustee Suarez	
Trustee Taylor	
Trustee Tuttle	
Trustee Hammond	
Trustee Madaus	

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

VOTED: by recorded roll call to adjourn the meeting at 8:53 p.m.

<u>Voting in Favor</u>	<u>Opposed</u>
Trustee Colombo	0
Trustee Fazzone	
Trustee LaFond	
Trustee Nichols	
Trustee Steele	
Trustee Suarez	
Trustee Taylor	
Trustee Tuttle	
Trustee Hammond	
Trustee Madaus	

Respectfully submitted,

Judith A. St. Amand
Assistant Secretary

President's Update

January 2018

President's Message



We closed the calendar year by offering some of our relevant data metrics in this issue of the Update, and expect to return to our narratives around the strategic plan once the spring 2018 semester gets underway.

Some of our board members have asked about the best ways to keep up with what's going on campus, so I'll take this opportunity to provide you some links I'm hoping you will bookmark. Even if you can't be on campus, these sources can help you connect with the campus.

- The best source to read about our campus news is WSU News: <https://news.worcester.edu/>. This page has links to our media coverage as well as to events, on the right, and includes a social media feed. The site is frequently updated with new stories (some of which also publish to our homepage: [worcester.edu](http://www.worcester.edu)).
- A direct link for finding upcoming campus events that are open to the public is: <http://www.worcester.edu/Event-Calendar/>. The Academic Calendar can be found here: <http://www.worcester.edu/Catalogs-and-Calendars/>
- The alumni web site includes links to some additional stories and events, that are relevant specifically to alumni: <http://alumni.worcester.edu/s/140/start.aspx>.

If you have any questions about where to find more information or news, don't hesitate to contact Renae Lias Claffey, assistant to the president for campus communications, at rlasclaffey@worcester.edu or [508-929-8492](tel:508-929-8492).

Happy New Year!



**WORCESTER
STATE
UNIVERSITY**

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PRESIDENT'S OFFICE

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

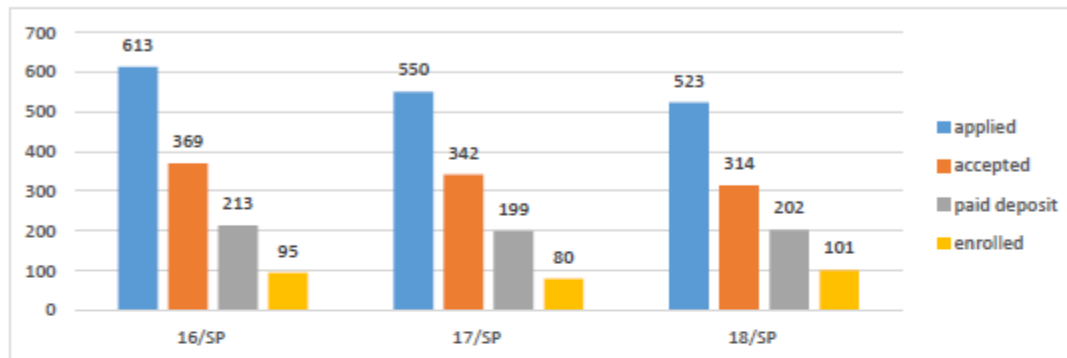


Spring 2018 Undergraduate Admissions Applicant Data Snapshot
(as of December 20, 2017)

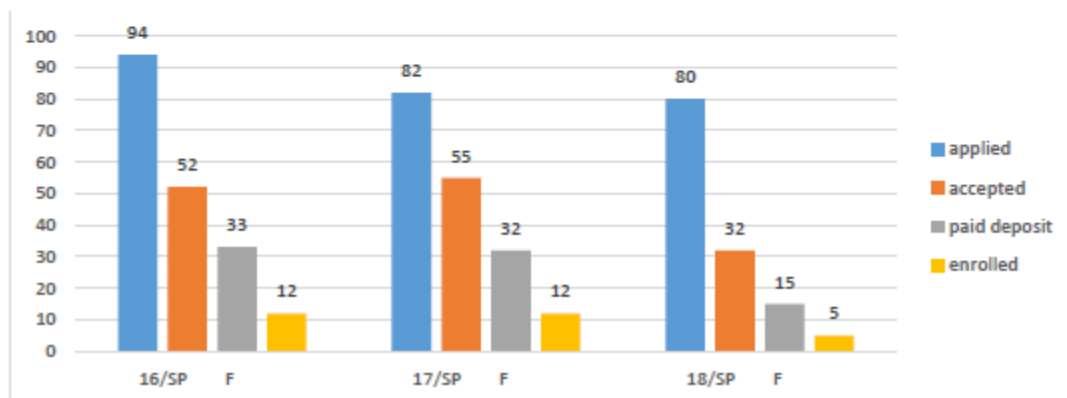
UNDERGRADUATE ADMISSIONS APPLICANT DATA SNAPSHOT

As of December 20, 2017

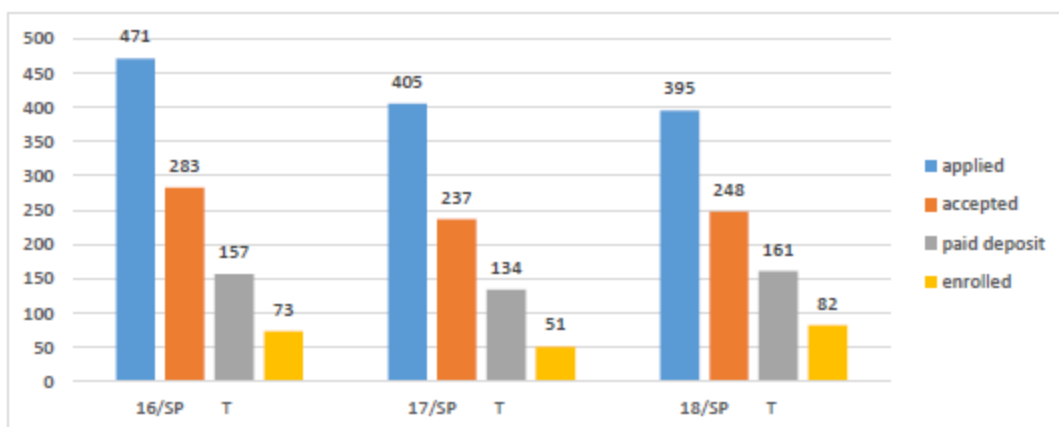
Total (enrollment goal (MS) = 250):



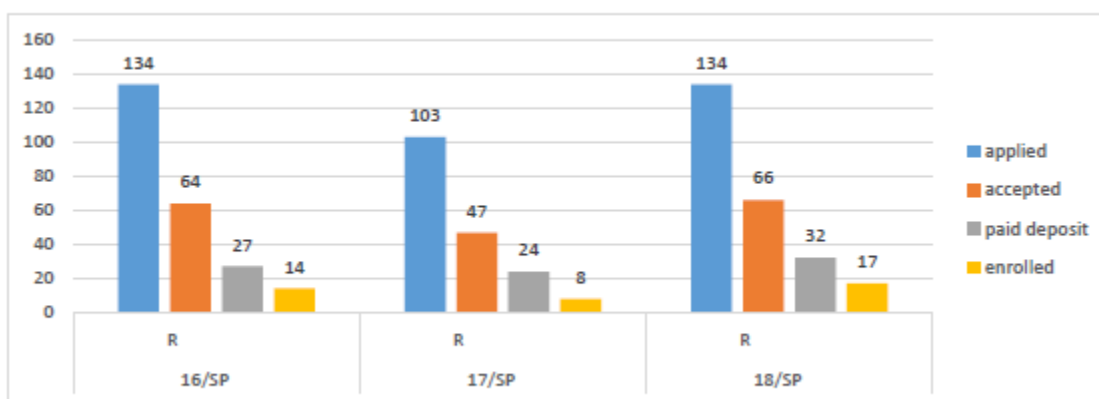
First-Year (enrollment goal (MS) = 30):



Transfers (enrollment goal (MS) = 220):



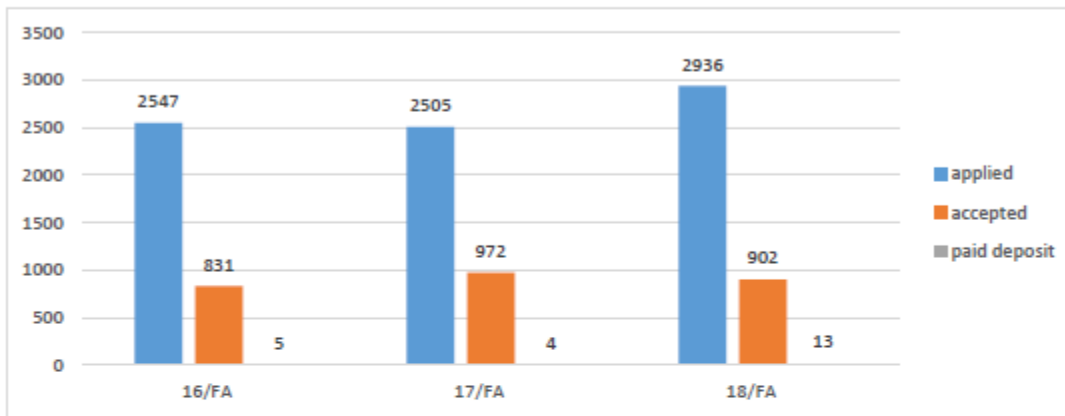
On Campus Resident (enrollment goal (MS) = 40):



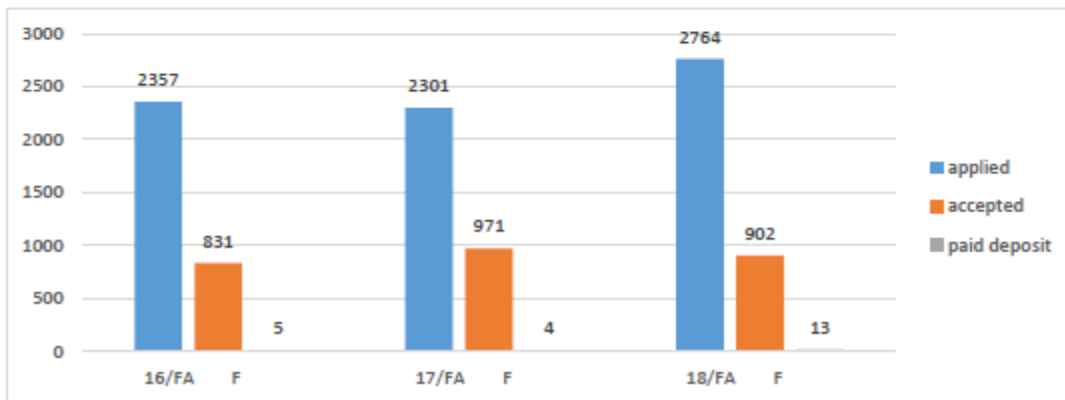
Fall 2018 Undergraduate Admissions Applicant Data Snapshot
(as of December 20, 2017)

UNDERGRADUATE ADMISSIONS APPLICANT DATA SNAPSHOT
As of December 20, 2017

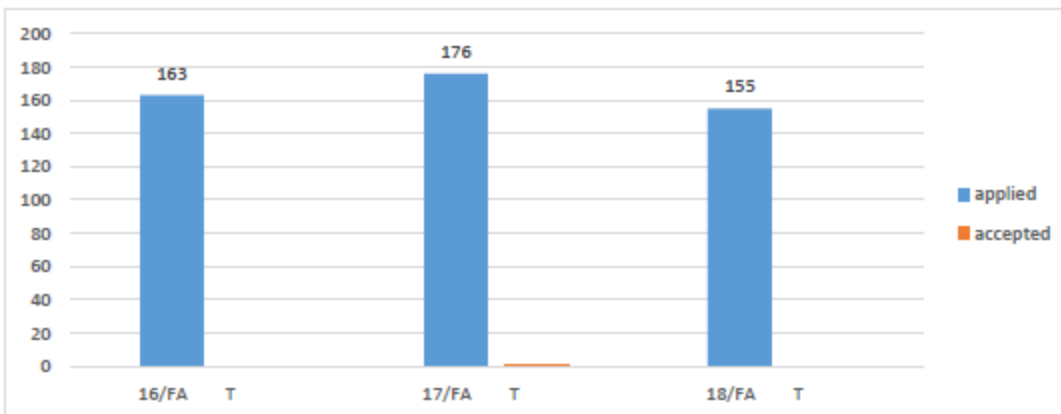
Total (enrollment goal (MS) = 1300):



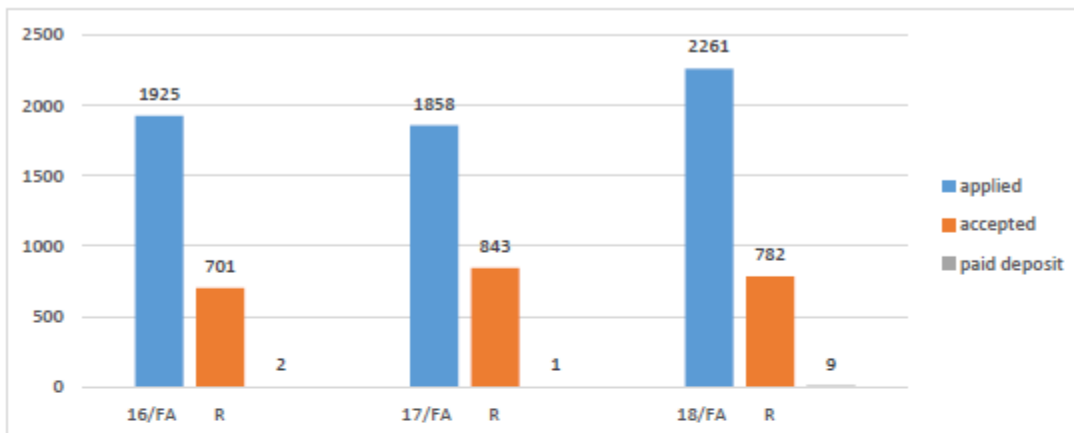
First-Year (enrollment goal (MS) = 800):



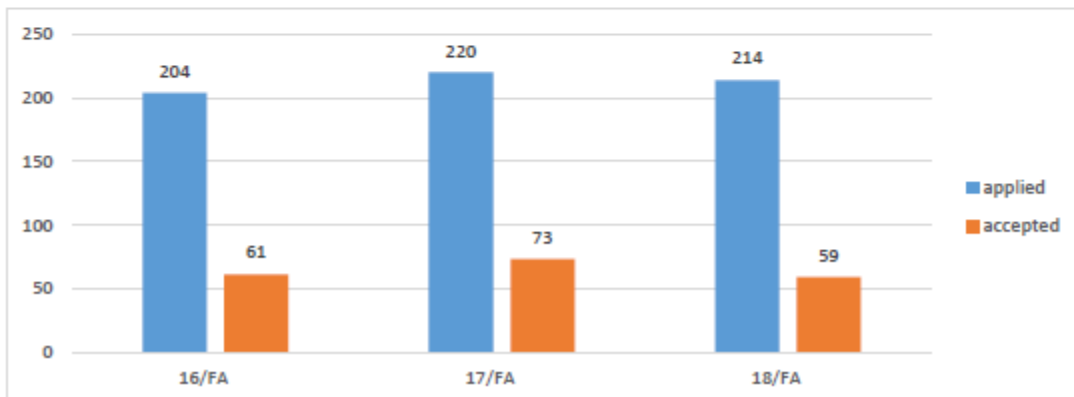
Transfers (enrollment goal (MS) = 500):



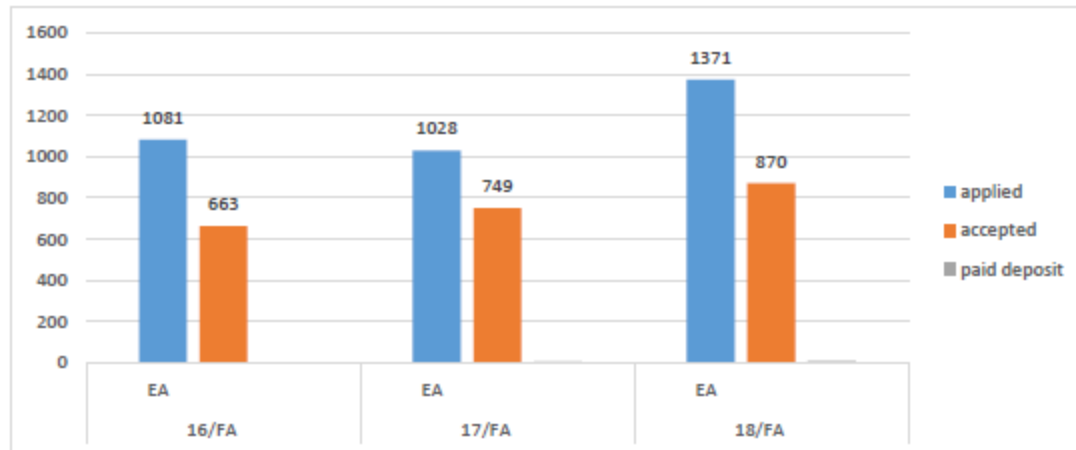
On Campus Resident (enrollment goal (MS) = 650):



Out of State (enrollment goals (MS) = 100):



Early Action (First-time)



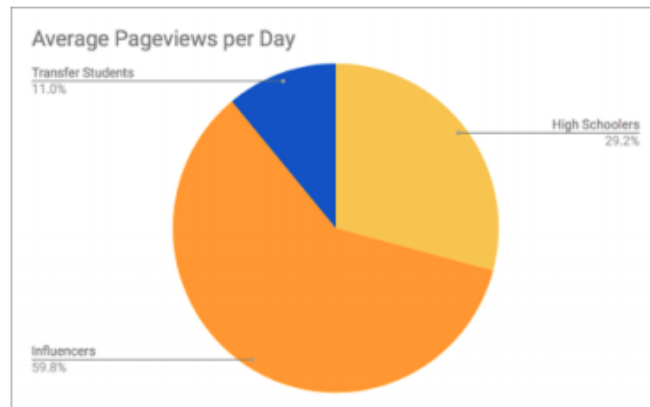
Marketing Campaign: September 12 – December 15, 2017

Landing Page	Audience	Campaign Age (Days)	Pageviews	Unique Pageviews	Pageviews per Day
"Think Again"	High Schoolers	91	3522	3,113	39
"The Proof"	Influencers	91	7227	5,799	79
"Ready To Finish"	Transfer Students	91	1330	802	15
TOTAL		91	12,079	9,714	133

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	497
Radio	Transfer, Influencers	9/12/2017	10/31/2017	3,200,000
Billboards	ALL	10/02/2017	12/24/2017	4,439,925
TOTAL				

Observations:

- Digital channels are bringing in high levels of traffic to landing pages; we're seeing related engagement in other areas of the website
- Mobile (In-App Advertising) continues to be the best individual performing channel to date
- Digital continues to be the best overall performing channel to date
- The Influencer landing page continues to outstrip the High Schooler and Transfer Student landing pages in terms of traffic



November Highlights

Alumni Engagement

- President's Circle Society Recognition Event: 57
- Washington, DC Student Alumni Dinner: 27
- Happy Birthday Email Open Rate: 27%
- November Alumni Newsletter Open Rate: 17%
- Alumni Membership Card Requests: 13 (total since FY18 start: 182)

Advancement Updates

- The Foundation received \$750,000 with the realization of the bequest from the estate of Albert J. Pilon Jr., husband of the late Dr. A. Barbara Pilon, WSU English faculty emerita. The bequest was designated to establish merit scholarships, which will benefit recruitment and retention efforts.
- The Dr. A. Barbara Pilon and Albert J. Pilon Jr. Merit Scholarship will provide up to \$35,000 per year to be awarded as merit scholarships to incoming first year students.
- WSU Admissions will select students from the incoming pool of applicants who meet the following minimum criteria: 3.20 high school GPA and SAT scores of 1170 or better; have the propensity to succeed at WSU based on incoming student scoring data; and who would be more likely to accept an offer of admissions if there was a scholarship award attached to the offer.
- Up to eight \$6,000 awards per student (\$750 per semester for up to 8 semesters) per year will be awarded each year.
- The scholarships will renew assuming the students remain in good academic standing, maintaining a GPA of 3.0 or better.

Annual Giving Update

- Exceeded our goal for our first Giving Tuesday by 152% (goal: 50 donors, actual 75 donors)
- Received numerous donations from fall appeal with many alumni writing in why they give to WSU
- 33 more Annual Giving donors so far in FY18 than this point last year.



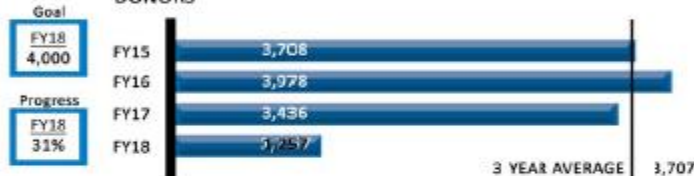
UNIVERSITY ADVANCEMENT Dashboard

July 1, 2017 - November 30, 2017

CASH AND PLEDGES



DONORS



GRANTS, CORPORATE GIFTS & SPONSORSHIPS



FOUNDATION FUNDING OF UNIVERSITY PRIORITIES

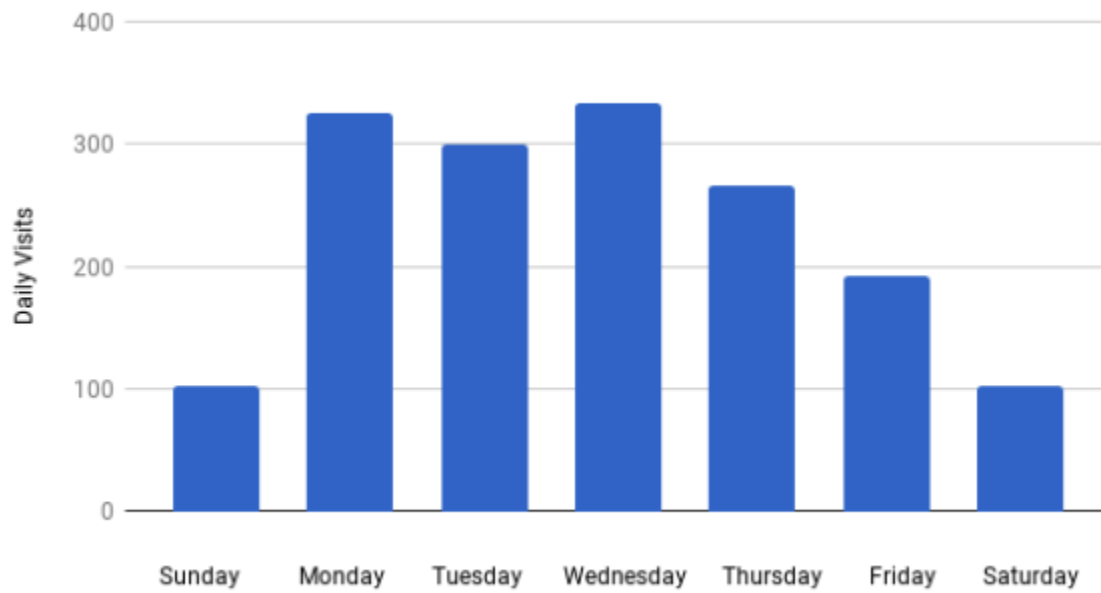


ALUMNI DONORS

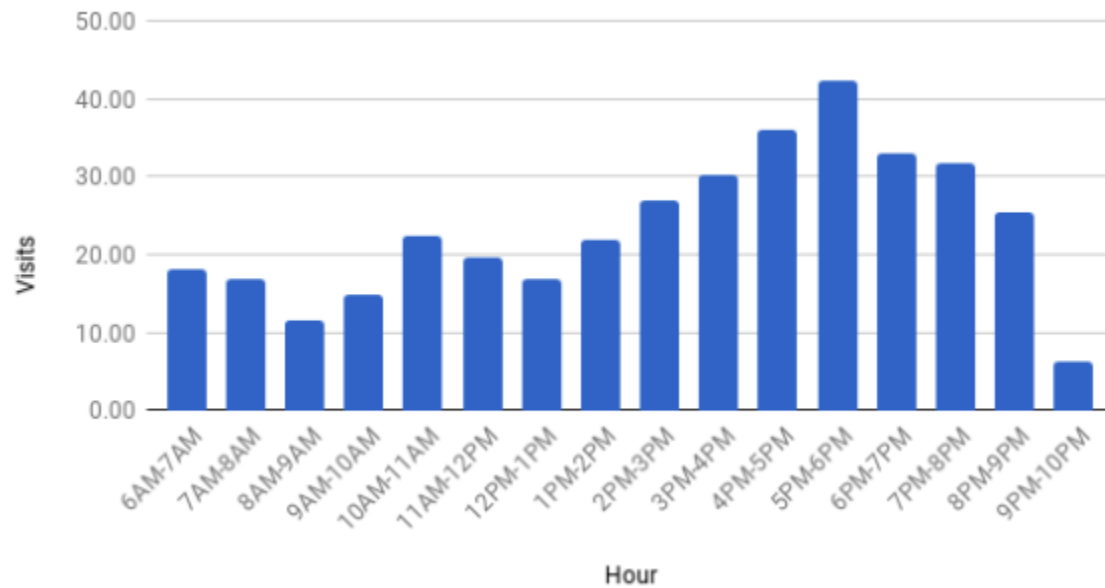


Board Giving		Dollars	Participation
Trustees	FY18 YTD	\$21,000	60%
Foundation Board	FY18 YTD	\$56,066	60%
Alumni Association	FY18 YTD	\$16,772	80%
Cabinet	FY18 YTD	\$35,406	60%

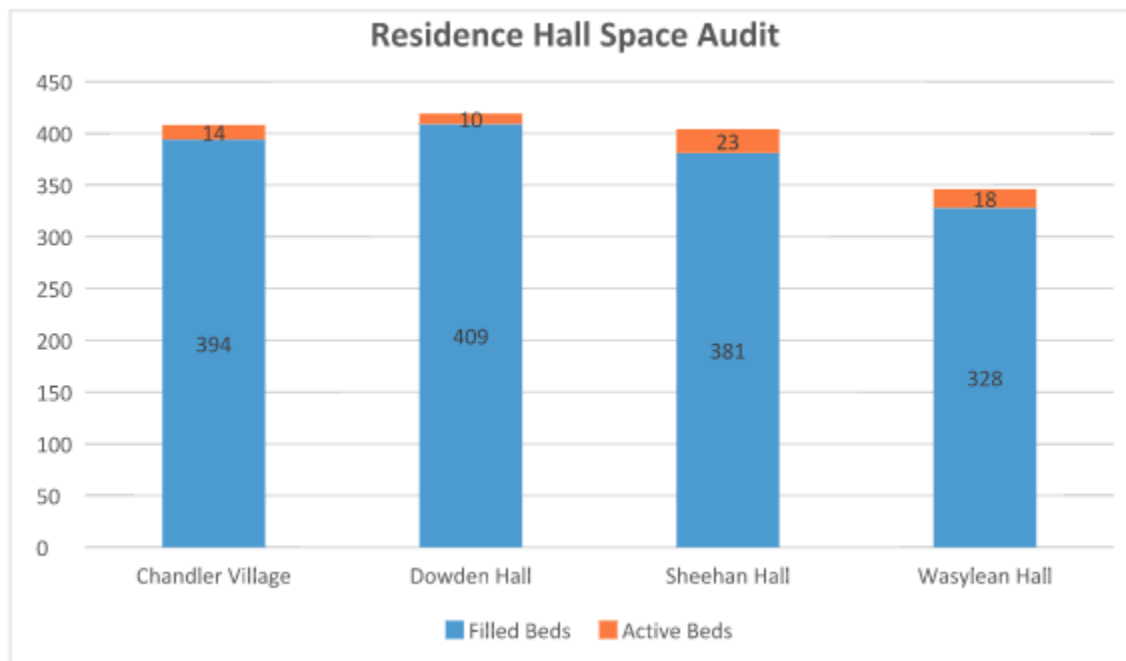
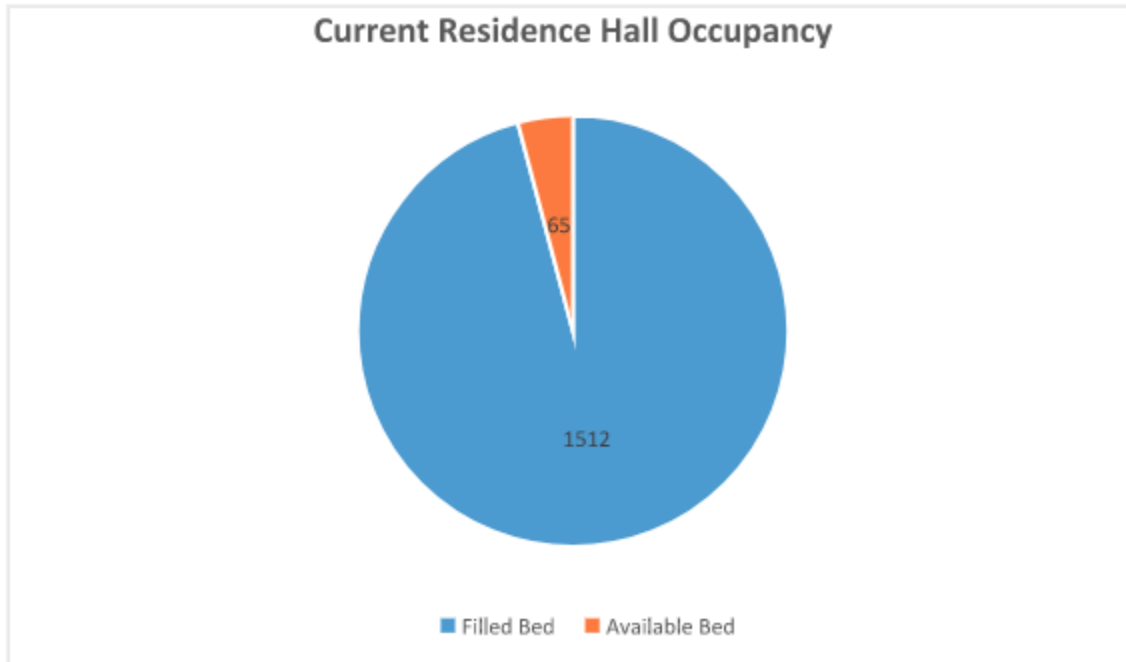
Wellness Center: Average Visits by Day

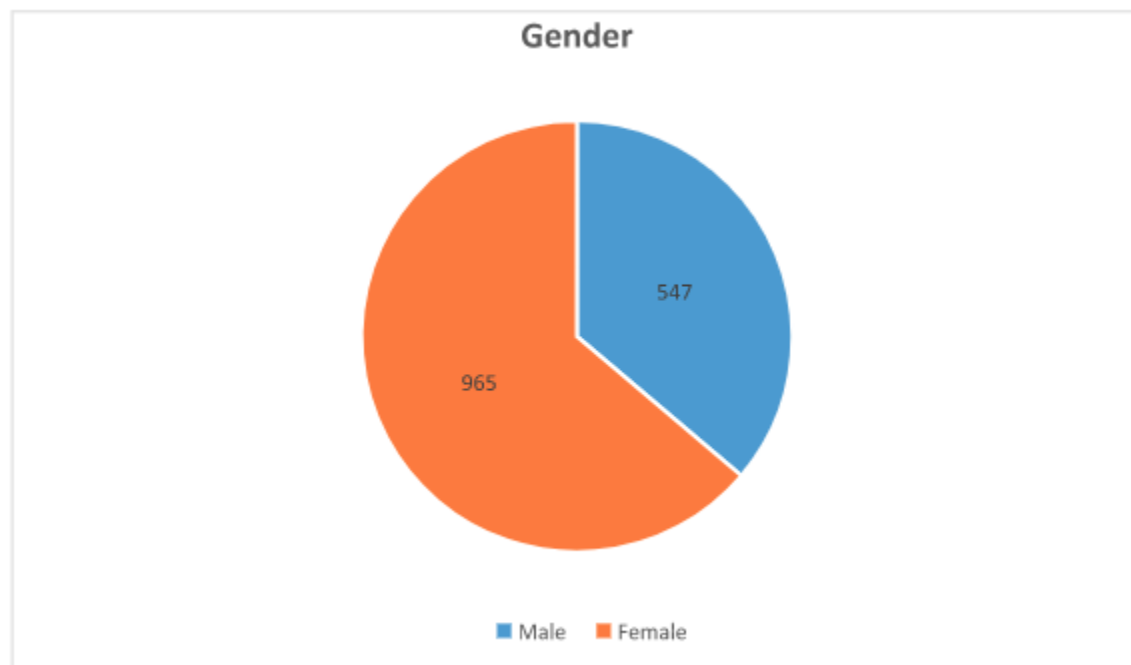
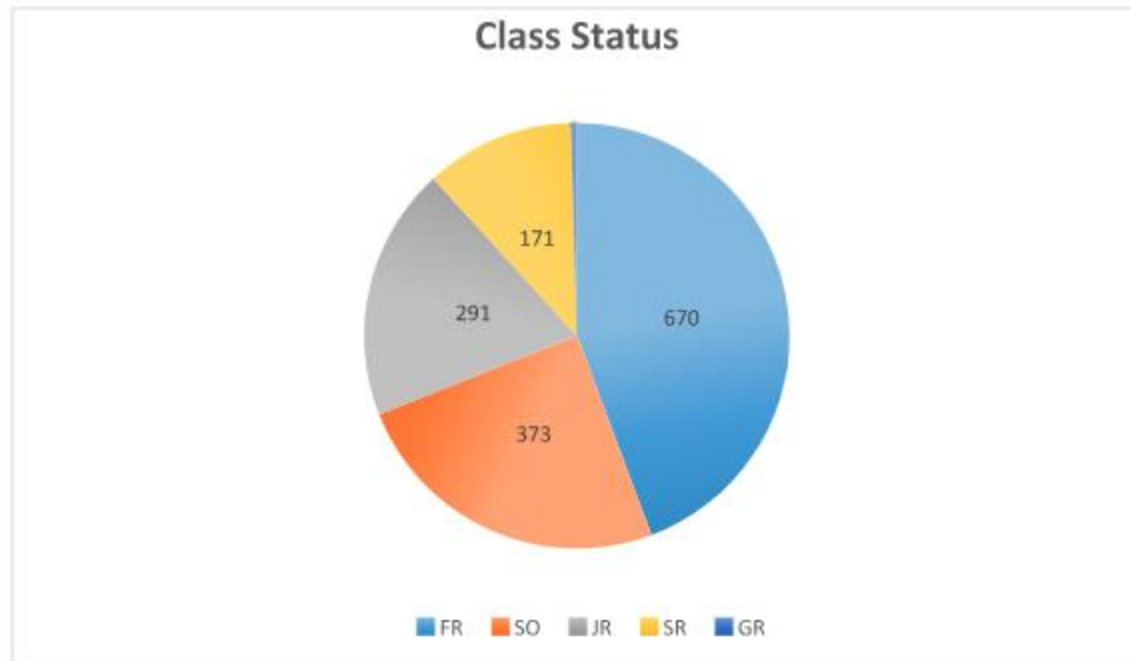


Wellness Center: Monthly Averages by Hour



Resident Hall Data





Experiential and Integrative Learning

	Metric	October	November	January	March	April	June
Experiential and Integrative Learning Opportunities	Total # of Opportunities*	Period: 3,773 Running Total: 3,773	Period: 77*** Running Total: 3,850	Period: 8*** Running Total: 3,858			
Use of Experiential and Integrative Learning Opportunities	Total # of Opportunities Used by Students**	Period: 3,219 Running Total: 3,219	Period: 77*** Running Total: 3,296	Period: 8*** Running Total: 3,304			
Experiential and Integrative Learning Use Rate	Percentage of Opportunities Used by Students	Period: 85.3 % Running Total: 85.3 %	Period: 100 % Running Total: 85.6 %	Period: 100 % Running Total: 85.6 %			

**This is the total seats available in courses that include integrative/experiential learning, interdisciplinary program courses, service-learning courses, clinical supervisions, practica, internships, and fieldwork, as well as course total available space on field trips.

**This is the total number used of seats in courses that include integrative/experiential learning, interdisciplinary program courses, service-learning courses, clinical supervisions, practica, internships, and fieldwork, as well as total number of students going on field trips.

***Because this metric is for the most part course-based, the numbers' main increases will be in October and January.

Scholarly Activity

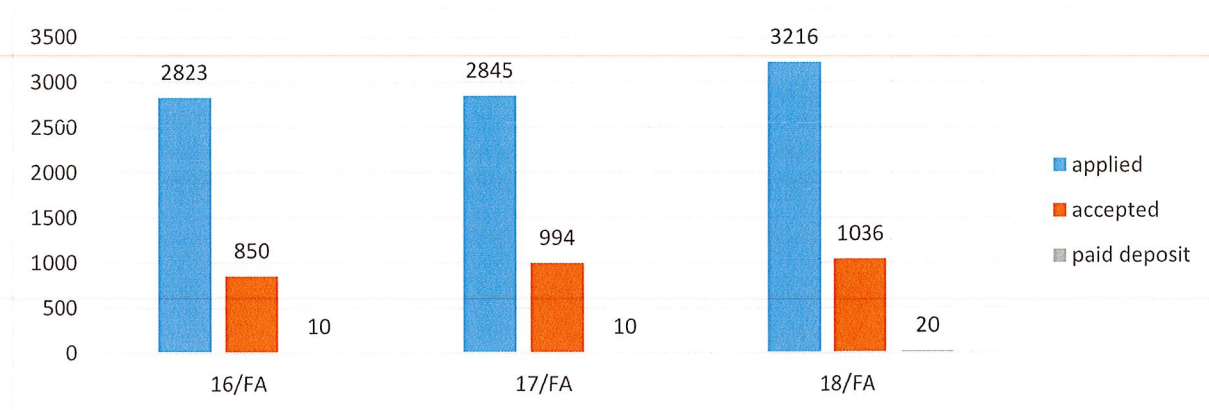
	Metric	October	November	January	March	April	June
Faculty/Student Scholarly Activity	Total Number	Period: 44 Running Total: 44	Period: 45 Running Total: 89	Period: 41 Running Total: 130			
External Funds Invested in Scholarly Activity (public sources)	Total \$ Amount	Period: \$171,181 Running Total: \$171,181	Measured quarterly only	Period: \$139,028 Running Total: \$310,209			
External Funds Invested in Scholarly Activity (private sources)	Total \$ Amount	Period: \$64,000 Running Total: \$64,000	Measured quarterly only	Period: \$2,000 Running Total: \$66,000			
External Funds Invested in Scholarly Activity – Total of Public and Private	Total \$ Amount	Period: \$235,181 Running Total: \$235,181	Measured quarterly only	Period: \$141,028 Running Total: \$376,209			



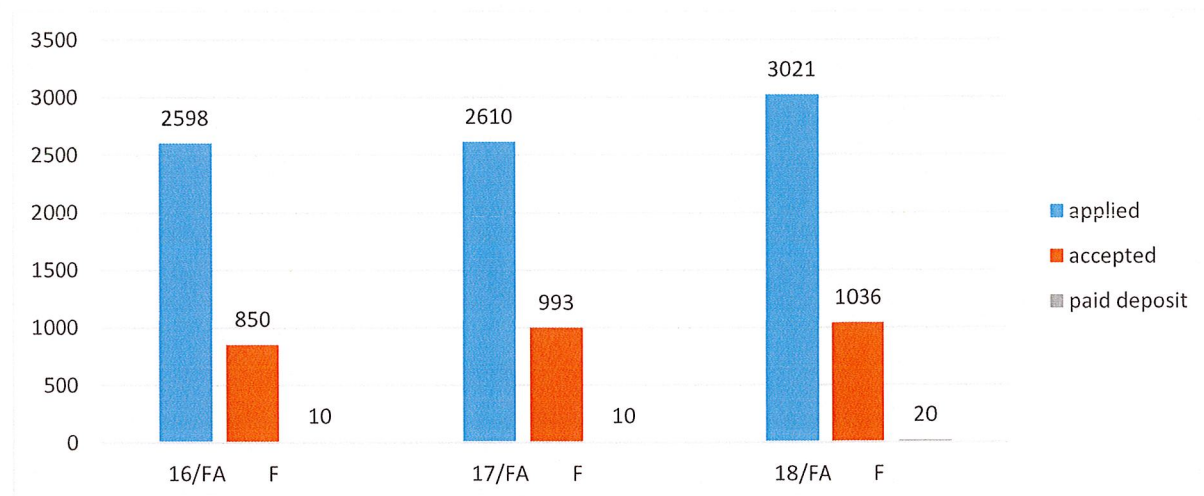
UNDERGRADUATE ADMISSIONS APPLICANT DATA SNAPSHOT As of January 2, 2018

INTERNAL USE ONLY

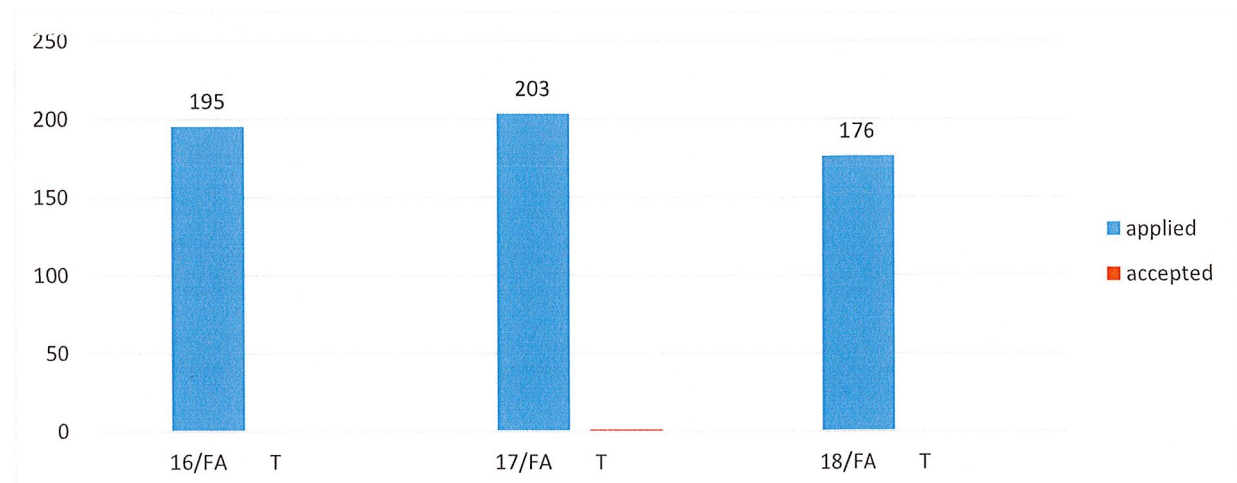
Total (enrollment goal (MS) = 1300):



First-Year (enrollment goal (MS) = 800):



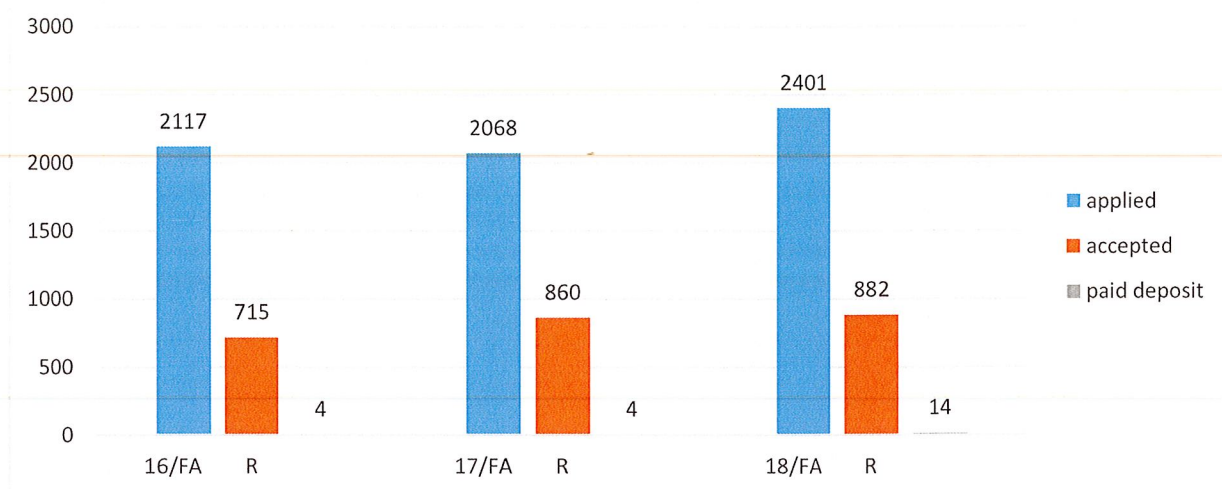
Transfers (enrollment goal (MS) = 500):



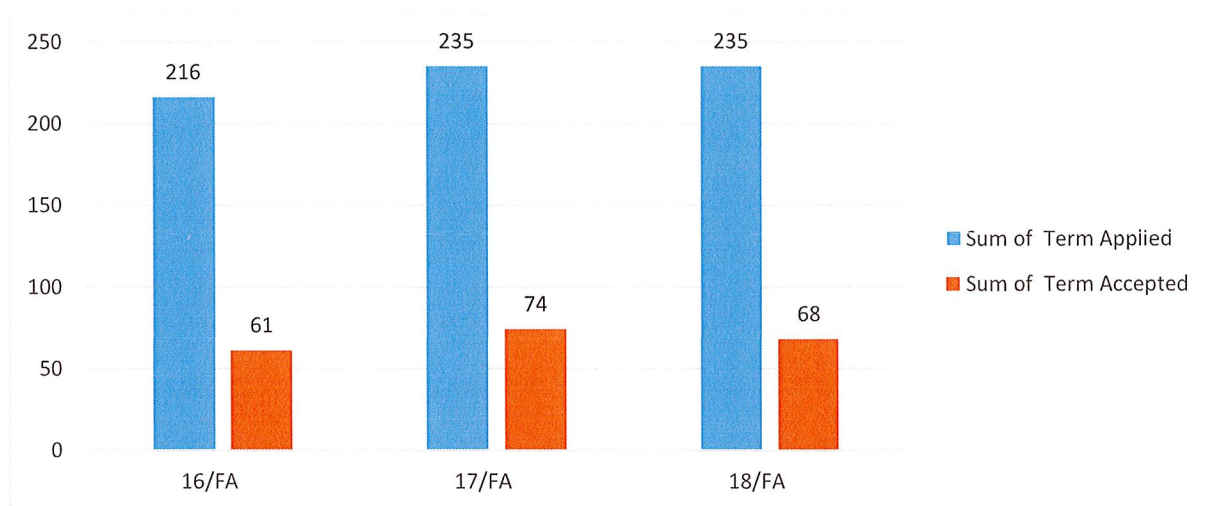


WORCESTER STATE UNIVERSITY

On Campus Resident (enrollment goal (MS) = 650):



Out of State (enrollment goals (MS) = 100):





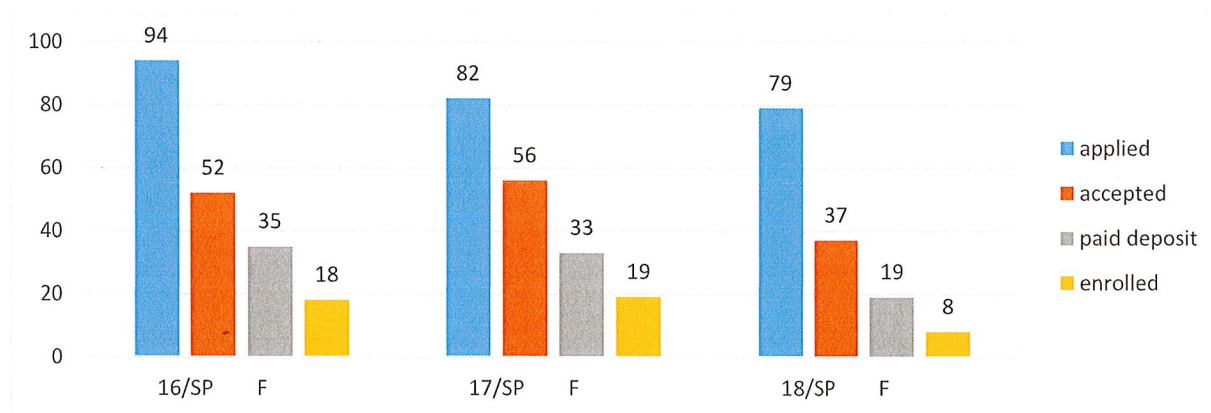
UNDERGRADUATE ADMISSIONS APPLICANT DATA SNAPSHOT
As of January 2, 2018

INTERNAL USE ONLY

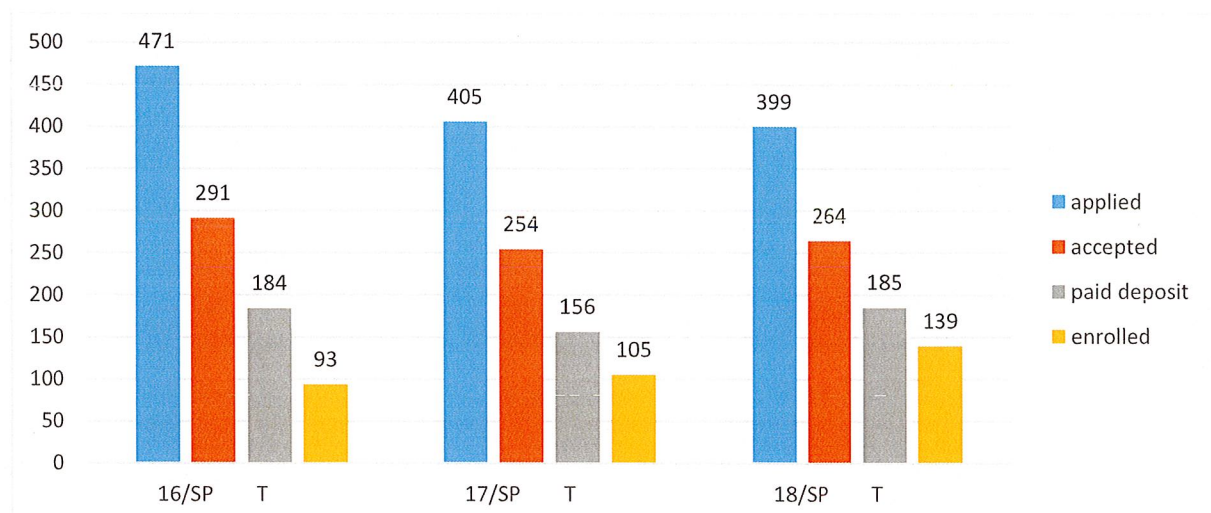
Total (enrollment goal (MS) = 250):



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

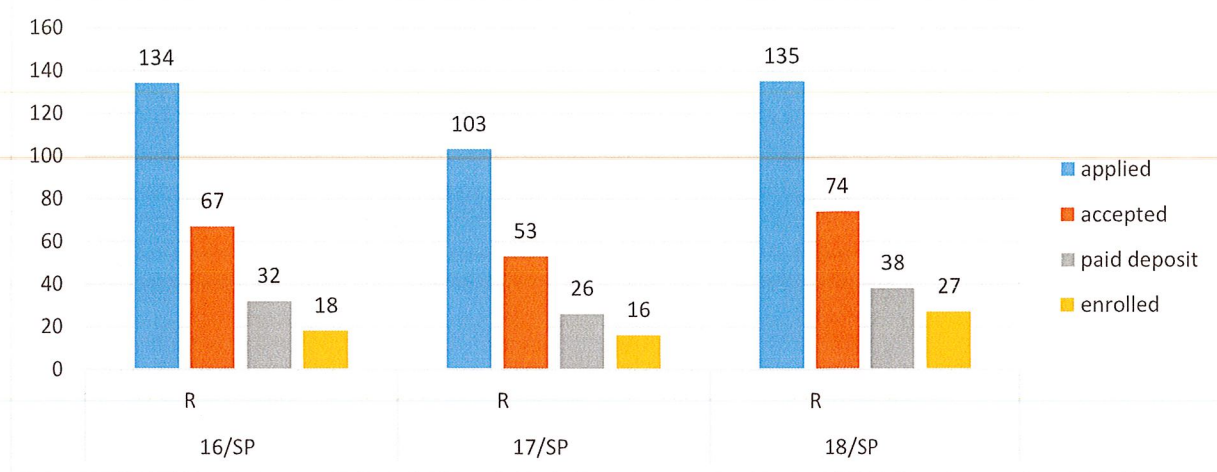


Transfers (enrollment goal (MS) = 220):





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



Instructions

- ***Please “save as” this PDF file***

Please save with a new name that includes

- The name of your institution
- The words: “Capital Request”
- # (if there is more than one capital request being submitted by the institution)

Example: College Name_Capital Request_1.pdf

- ***This PDF form is an interactive fillable PDF form.***

For instructions on how to use an interactive form with adobe, please see: <https://helpx.adobe.com/acrobat/using/filling-pdf-forms.html>

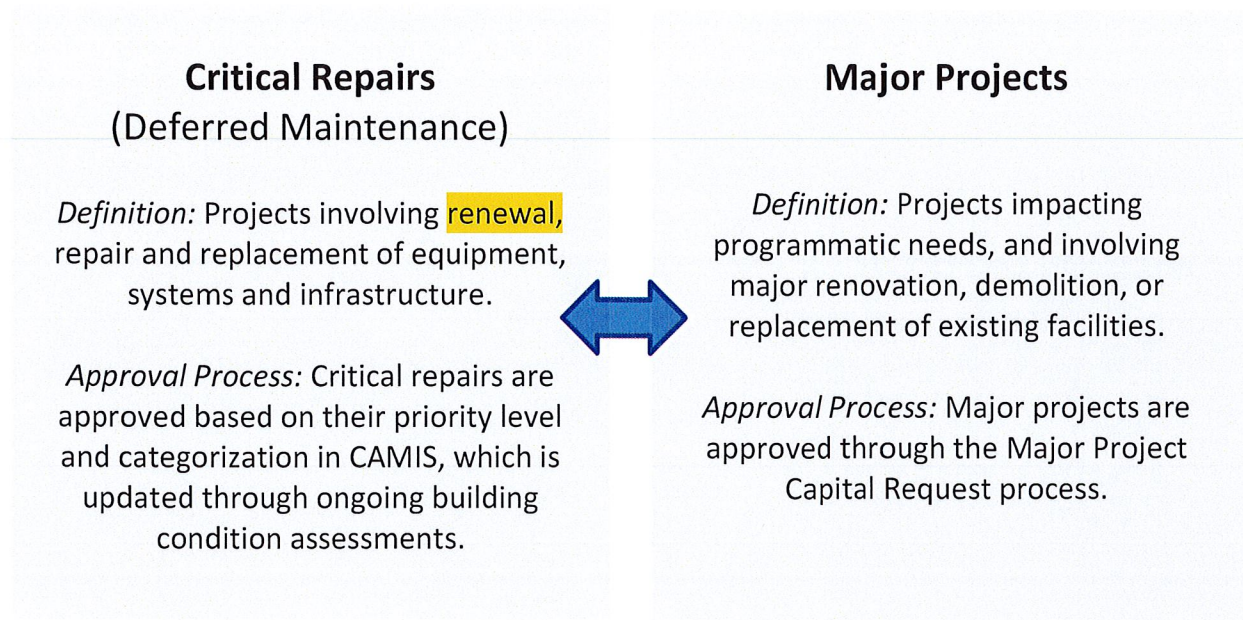
- ***Submission is online***

This form, along with any other attachments, will be submitted (either for peer review or for final submission) online.

- The following is the link for submission: <https://webportalapp.com/appform/dcamm17>
- You will need to establish a login to access the online submittal document
- The online submittal process can be initiated at any time and will provide an option to “Save Draft”
- **The online submission process allows for submittal of multiple projects.**
- Submissions will not be viewable by evaluators until the applicant clicks on the submit button.
- There will be an opportunity to attach additional pertinent information when submitting

Definitions & Guidelines

DCAMM manages the application process for two types of capital project funding- critical repairs and major projects. Both types are focused on addressing Commonwealth Priority #1: Invest in current facilities, while maximizing use and functionality of existing space.



FY 19 Major Project Capital Requests

- Commonwealth Priorities to be addressed by all approved Major Projects:
 1. **Invest in repairing, renovating, demolishing or replacing current facilities**, while maximizing use and functionality of existing spaces
 2. **Expand and deepen programmatic collaborations** between and among other academic institutions and outside public/private partners
 3. **Align investments to the priorities of the Workforce Skills Cabinet** or other quantifiable labor market needs
 4. **Develop more flexible and innovative program delivery models**, including online or hybrid learning, in order to minimize space requirements, while improving student access and outcomes

- Total funds available:

The Commonwealth will be awarding up to \$140 million to cover the DCAMM portion of the total project costs over the life of the projects, beginning in FY19. We expect the DCAMM capital allocation to vary from \$5M-20M per project. If a Major Project Capital Request's alignment with the Commonwealth Priorities is exceptional, the allocation may be higher.

- Interface of critical repairs (deferred maintenance) and major projects:

Each "major project" being requested is required to identify critical repair projects being addressed as part of meeting Commonwealth Priority #1. These identified critical repairs projects may also be requested through the separate critical repairs (deferred maintenance) funding process. Should the major project be funded, the critical repairs being addressed will be funded through the allocation for the major project, and DCAMM will prioritize another project for critical repair funding based on the priority level and categorization for all projects in CAMIS.

- Number of submissions:

Institutions may submit more than one Major Project Capital Request, but every proposed project must address all four Commonwealth priorities. **At the time of submission, institutions will be asked to prioritize projects being submitted.** Projects which are interdependent should be submitted as a single project if the pieces cannot stand alone.

- Consulting services:

Campuses may fill out the Major Project Capital Request template on their own, or request the services of a consultant. Up to \$20,000 will be available to each higher education institution for consultant services for the completion of Major Project Capital Requests. Consultants can be hired through existing "house doctor" contracts or through an independent procurement process. For further information please email higheredcapital.dcam@massmail.state.ma.us.

To request funding for consultant services to complete Major Project Capital Requests, please click on the following link, complete the form and attach a consultant proposal that includes a scope of work and quoted \$ amount for services. https://massgov.formstack.com/forms/higher_ed_consulting_funding

- Peer Review Committee:

Role: The role of the Peer Review Committee is advisory, providing feedback for Major Project Capital Requests in process to all institutions. All Major Project Capital Requests must be submitted to the Peer Review Committee for feedback prior to final submission.

Membership: The Peer Review will include membership from every institution that wishes to participate (1 member/institution) as well as representatives from DCAMM, DHE, MSCBA and the UMass President's Office. The Committee will be subdivided into 4 sub-groups. Each sub-group will include representation from each of the three sectors, DCAMM, DHE, MSCBA and the UMass President's Office. Major Project Capital Requests will be assigned to a sub-group such that institutions are not reviewing their own Major Project Capital Requests.

Peer Review Process: Major Project Capital Requests must be submitted to the Peer Review Committee for feedback. Meeting dates will be made available between 10/16/2017 and 12/1/2017. Applicants must sign up for a feedback meeting and submit a draft report a minimum of 2 weeks prior to the meeting. Draft submittals to the Peer Review Committee do not need to be final/complete – but should be representative of the project being submitted.

- Submission due date:

Major Project Capital Requests shall be submitted electronically by 5:00 PM on December 22, 2017 for consideration for FY19 funding.

- Proposal Evaluation

The Commonwealth will form a standing Evaluation Committee to review Major Project Capital Requests and make formal recommendations to A&F about which projects should be approved. Evaluation of project requests will occur in coordination with Massachusetts Life Sciences, the Executive Office of Housing and Economic Development, and other Secretariats.

Proposals that are not approved will receive written feedback from the Evaluation Committee and can be re-submitted for review in subsequent years.

The committee will review and evaluate Major Project Capital Requests based on the following criteria, in order of decreasing importance:

1. *Strength of alignment with all four Commonwealth Priorities.*
2. *Comparative need across all the proposals based on the annual data submission, both in terms of the project's impact and the institution's overall building condition, suitability and utilization.*
3. *Cost effectiveness of the project's business case and implementation strategy, including long term operational funding need and ability to leverage non-state funding sources.*

Approved projects require a second review from the Evaluation Committee upon completion of schematic design. Projects that complete the schematic design process within their expected budget and without significant program alteration will move to final design and construction after this second review. If the schematic design surfaces significant changes in project scope or cost, the Evaluation Committee will work with the institution(s) to determine what changes may be necessary to move forward with the project.

Major Project Capital Request Form

SECTION I - EXECUTIVE SUMMARY

I.a Executive Summary (maximum 5000 characters (approximately 750 words))

Provide a narrative summary to describe the project's impact on student success and its value proposition to the institution, to the broader community and to the Commonwealth of Massachusetts. Please include:

- short and long term project objectives in alignment with the Commonwealth Priorities
- a description of the specific need for this project – including limitations of any existing spaces, leasing or funding arrangements.

(This is a summary narrative; more specific and detailed information will be requested in the following sections).

Designed in 1970 and constructed shortly thereafter, the Student Center was envisioned to serve the 2500 commuter students attending Worcester State College. Today Worcester State University has over 6500 students with close to 1500 living on campus. The Student Center, however, remains largely unchanged.

The building has remained the same due in large part to the physical constraints of its original design.

- The primary circulation is set up as a cruciform rotated 45 degrees from the core building program, this rotation creates a significant amount of non-programmable space.
 - The building is organized on multiple half levels and the circulation to these levels relies on multiple ramps and stairs which may or may not be contiguous to each other, this configuration makes upgrading the facility for full accessibility impractical.
 - The building was originally designed with a radiant panel ceiling system over 100% of its area with 90 % of its ceiling panels active, these are valved and zoned to the 1970 program. This system makes any renovation to the space costly and difficult as any disturbance to the installation tends to have a much broader effect on the building as a whole. The limitations of the mechanical system factor into any discussion of upgrades to any infrastructure such as security, electrical, fire protection and lighting. Entertaining any upgrades to any of the main systems triggers discussion on the mechanical system as nothing can be done without a strategy for dealing with the 45 plus year old radiant panel system.
 - The building is the primary accessible route for students with disabilities traveling between the upper and lower campus. The building navigates a significant grade change on the campus, as students living on campus enter the building on the 3rd level from the west side and leave on grade from the east side, students with disabilities use the single elevator at the east circulation tower as it is the only accessible route from the upper to lower campus.
 - Although it is a primary accessible route, most of the elements within the building remain inaccessible including the primary ramp system at the 1st floor level, the restrooms, stairs and other areas.
 - Any significant renovation will trigger full compliance with the Massachusetts accessibility codes as well as the ADA guidelines, inevitably the building will require multiple variances for the reasons stated above.
- It is these physical and design related constraints that factor heavily in any repair or renovation plan, any work contemplated in the facility potentially creates a chain reaction that requires a commitment to major repairs and system replacements at a whole building level before even addressing the programmatic shortfalls of the current facility, which due to the existing layout would be challenging to incorporate in a meaningful way.
- Therefore, in order to expand and deepen programmatic collaborations as well as enhance flexibility and provide equitable service, a replacement facility is required. This modern facility would allow WSU to provide social and educational spaces as well as develop and strengthen the established relationships with its many partners in the City of Worcester and beyond who support the University and its students in their long and short term endeavors. The current building does not allow this as spaces are limited by both floor and area due to the physical constricts of the original building plan. Additionally, subtraction and renovation of program space horizontally is possible on a limited basis but in some cases it is virtually impossible to consider it in a vertical or interconnected sense. Ultimately it is the University's intent to replace the current student center with a modern, code compliant facility that will address the current shortcomings and also:
- Create a universally designed route(s) between upper and lower campus.
 - Create spaces for the University's many partners to interact in a positive way with students on a daily basis.
 - Create spaces that would potentially allow the University to look creatively at other buildings such as the LRC to create synergistic relationships that will encourage bridging programmatic space between the two buildings, and provide informal learning / study spaces reflecting current spatial models.
 - Create the best return on investment for the State of Massachusetts by providing a building that not only addresses the social aspects of their University experience but interweaves it with public and private partnerships, educational spaces and a variety of spaces that compliment and support their education and preparation for entry into the Massachusetts workforce.

SECTION II - PROJECT ALIGNMENT WITH COMMONWEALTH PRIORITIES

Priority 1

INVEST IN REPAIRING, RENOVATING, DEMOLISHING OR REPLACING CURRENT FACILITIES

It is the primary priority of the Commonwealth to address critical deferred maintenance while maximizing the use of existing spaces.

II.1.a Deferred Maintenance

Please identify in the table below specific deferred maintenance items that will be addressed by this project. Cross reference specific items with sightlines identifier (based on the Building Portfolio Analysis where completed), and, where applicable, with a CAMIS J#.

Camis Building Name	Item Description	Sightlines Project ID (if applicable)	CAMIS J# (if applicable)
335WOR0102 Student Center	Study: Student Center: Replace Radiant Ceiling/install sprinkler system/new lighting		J204496-1
335WOR0102 Student Center	Study: Student Center: Modernize/Replace elevators		J204510-1
335WOR0102 Student Center	Request: Student Center 3rd floor bathrooms: ADA compliance		J205320-1
Sightlines BPA: \$42,293,000	Sightlines Safety/Code - A timeframe	8,870,000	
A Timeframe: \$41,156,000	Sightlines Generation - A timeframe	91,000	
B Timeframe: \$649,000	Sightlines Electrical - A timeframe	7,350,000	
C Timeframe: \$488,000	Sightlines Exterior Shell - A timeframe	5,200,000	
	Sightlines HVAC - A timeframe	11,241,000	
	Sightlines Interior Shell - A timeframe	2,996,000	
	Sightlines Vertical Systems - A timeframe	1,145,000	
	Sightlines Plumbing - A timeframe	4,263,000	

II.1.b Accessibility

Please identify below how the project is addressing implementation of ADA compliance projects. Where available, please reference the ADA Strategic Compliance Assessments and Implementation Plans developed with DCAMM.

Accessibility Project Being Addressed	Source Document citing need for project
Proper signage is not provided at all spaces thru-out the facility	ADA Existing Conditions Report - Kessler and McGuinness 2014
Stairwells lack required headroom, handrails and guards are non-compliant	ADA Existing Conditions Report - Kessler and McGuinness 2014
Accessible Routes - 1st Floor - there are 2 major ramps that serve the first floor - neither are compliant - therefore there is no accessible route	Design Partnership of Cambridge - 2004 MSCBA study report
Elevator controls height and location are not in compliance with current AAB regulations	Elevator Modernization Study - Nault Architects, 2017
Doors, Hardware and Maneuvering Clearances - there are numerous locations where providing adequate code compliant maneuvering locations	ADA Existing Conditions Report - Kessler and McGuinness 2014
Items not within range of reach and Numerous items protrude and excess of 4" including but not limited to - public phone - drinking fountains	ADA Existing Conditions Report - Kessler and McGuinness 2014
Public Toilet Rooms - of the 10 bathrooms - none are accessible - plan locations and building construction make accessibility impractical	ADA Existing Conditions Report - Kessler and McGuinness 2014
Missing Accessible means of egress per 521 CMR 20.11 - No Areas of Refuge - lack of a fire suppression system requires them	Design Partnership of Cambridge - 2004 MSCBA study report

II.1.c Other Specific Needs

i. Has a hazardous materials assessment been done for this project

☐ Yes

☒ No

ii. Does the project include abatement of any hazardous materials?

☐ Yes

☐ No

☐ Not applicable - no hazmat found

☒ No assessment completed

iii. Has an energy audit of the building been completed within the last 5 years?

☐ Yes

☒ No

iv. Indicate below aspects of the project which address energy concerns as identified in the audit?

Item addressing energy concerns	Source Document citing need for project

II.1.b Building Suitability* (maximum 1700 characters (approximately 250 words))

Describe how the building or project space is currently being used, and whether or not the space is suitable for its current use. Where program is being changed, describe why; where program is not being changed, describe how renewal of this space will improve space use and student success.

* There will be an opportunity to attach a building suitability analysis during the online submittal process. A building suitability analysis is an analysis of whether or not the project space can effectively support the proposed program. For some programs, factors like floor-to-floor height, column spacing, and mechanical systems can either preclude certain uses or enable them only with a significant cost premium.

The current student center suffers from a multitude of issues all stemming from the original design of the facility. The initial selection of a radiant panel system as created a situation where minor reconfigurations and limited scope renovation become difficult. Only wholesale removal allows for the freedom to re-plan and re-program appropriately. This means that there are no short range options for the building, there is no opportunity to reprogram large areas of the building without a full systems replacement, and a full systems replacement will trigger a full code upgrade. The other major issue for the facility is its inherent lack of accessibility, there are a host of accessibility issues throughout the building. Stairs are located in towers at the ends of the buildings cross axis, the towers are divided into two triangular regions one being the stair and in most cases the other forming the restrooms. These shapes create spaces that are virtually inaccessible with physical constraints that cannot be redesigned to fully comply with current codes. These stairs do not access all levels. The primary axis thru the building is the only accessible route from upper to lower campus. Students enter the facility and use the undersized elevator in the eastern stair tower to get to either region of the campus. At the lower level one can exit the building or use the non-compliant structural ramps that traverse primary axis at the lowest level. These ramps navigate the 4' grade differentials of the first floor that has three finished floor levels. A project that would address all the issues present would very likely carry with it a cost very close to that of renovation.

II.1.c Space utilization (maximum 1700 characters (approximately 250 words))

Describe how this project will maximize utilization of the space. Given current campus wide and building utilization (as shared in the regional workshops), please articulate, if applicable, how the project will impact space utilization both in the building and across the campus.

DCAMM Space Guidelines for Academic Space Allocation (NASF):

Please note these are guidelines only; they represent a starting point, not a definitive requirement.

CLASSROOMS

Utilization: 67% of scheduling window

Occupancy: 67% of available seats, overall average of classes

LABORATORIES

Utilization: 50% of scheduling window (including set up & breakdown)

Occupancy: 80% of available seats; overall average of classes

Current Program of the Student Center includes

Student Affairs staff offices: Dean of Students, Student Counseling Services, Veteran's Affairs, Career Services, Judicial Officer, Health and Wellness and Student Activities staff. Offices for Conference and Events Services and our International Programs staff offices are also housed in this building.

The building also houses 2 food concepts, bookstore, multiple conference rooms, several student lounges/gaming areas. All student organizations and clubs have programming space in this building with most sharing a community area and 5 having shared office space. Due to the building's design, 37% of the GSF is unassignable. A study for the Student Center should result in a building which nets greater than 63% assignable square footage.

Rickes Associates conducted an instructional space analysis for our campus in 2016 where the following utilization rates were determined:

General Purpose classrooms:

Hour Utilization: 64%

Seat Occupancy: 68%

Specialized Instructional Space (Labs):

Hour Utilization: 46%

Seat Occupancy: 77%

We do not have excess space on campus into which we could migrate Student Center programs. Sightlines assesses our campus density at 680 users/100,000 sq. ft. as compared to our peer average of 370 users/100,000 sq. ft.

Priority 2

EXPAND AND DEEPEN PROGRAMMATIC COLLABORATIONS

II.2.a Please list up to 10 **PARTNERSHIPS / COLLABORATIONS** between and among other academic institutions and outside public/private partners that are directly related to this project.

Listed partners should be primary to the project and can include all types of partners (programmatic, funding or space sharing, etc...).

Partner Name	Partner Type	Role in Project	Type of Partnership (Check all that apply)
Worcester Public Schools	K-12 Institution	Campus collaborations for various events. Internships and positions offered to our students.	Funding Programmatic Space Sharing Other
Life Sciences Workforce - MASS Bio ED	Industry Partner	Major conference for Bio, Biotech and Chemistry students. We sent one staff and three faculty this year.	Funding Programmatic Space Sharing Other
UMASS Medical School/UMASS Memorial	Public HE Institution	Campus collaborations for various events. Internships and positions offered to our students.	Funding Programmatic Space Sharing Other
HMEA	Industry Partner	Campus collaborations for various events. Internships and positions offered to our students.	Funding Programmatic Space Sharing Other
The Hanover Insurance Group	Industry Partner	Campus collaborations for various events. Internships and positions offered to our students.	Funding Programmatic Space Sharing Other
UNUM	Industry Partner	Campus collaborations for various events. Internships and positions offered to our students.	Funding Programmatic Space Sharing Other
Worcester Regional Chamber of Commerce/HE Business	Industry Partner	Shared monthly meetings with area colleges. Host annual spring career fair.	Funding Programmatic Space Sharing Other
Chartwells	Industry Partner	Internships, positions and campus collaborations for Dining Etiquette event.	Funding Programmatic Space Sharing Other
Veterans Inc.	Other	Collaboration for service, housing, wellness and employment.	Funding Programmatic Space Sharing Other
100 Males to College	Other	Collaboration with QCC on an initiative that aims to increase males enrolling in post secondary education.	Funding Programmatic Space Sharing Other

Priority 3

ALIGN WITH STATE AND REGIONAL LABOR MARKET INFORMATION**II.3.a State and Regional Labor Market Information** (maximum 4000 characters (approximately 600 words))

Describe the extent to which the program aligns to and/or addresses training and employment gaps as defined by the Regional Planning groups convened by the Workforce Skills Cabinet for the applicant's area. For information see: <http://www.mass.gov/massworkforce/wioa/acls/local-plan/>

- Identify workforce / economic development needs specifically addressed by this project
- Identify the source(s) of information that documents the need
- Describe alignment to industry sectors and high demand occupations

The WSU academic undergraduate and graduate offerings directly align with the employment needs of the Central Region Sector as noted in the WIOA Local Plan Overview. Higher education institutions have been under nationwide scrutiny regarding the pathways between academic degree offerings and sector specific employment. Campus-wide strategic decisions and implementations are addressing the need for increased use of metrics regarding the percentage of recent graduates employed after four months or a year (Hanover Research, 2012). We continue to strategically support the direct link between academic alignment offerings and existing central region internships and employment opportunities, as well as projected areas of growth.

This proposal seeks to significantly enhance the knowledge of career and life planning for students, alumni, and faculty at WSU, and provide clearer and more well-articulated pathways for students to their careers of choice. We actively foster relations with some of the top WIOA noted business, health care and social assistance as well as education employers of the Central MA region, e.g., UMASS, ABBVIE, and Seven Hills Foundation. According to WSU's 2015 Post Graduate Outcomes Report, 43% of our graduates work in the Non-Profit sector.

In addition to the career services center, The Honorable John J. Binienda Center for Civic Engagement at Worcester State University, connects students with volunteer and other experiential learning opportunities offered by an assortment of community partners. The center is dedicated to facilitating collaboration among faculty, local organizations, and businesses to develop student projects and internships. The center places students from a variety of majors and minors in volunteer and paid positions that fulfill degree requirements, test career interests, and develop leadership and teamwork skills. Through these activities, we help Worcester State meet the challenge established by the Massachusetts Board of Higher Education to provide meaningful civic education and engagement to our students.

The implementation of a physical redesign and purposefully constructed state of the art student center and career center will allow us to create, communicate and deliver programs that have significant relevance for the campus-wide constituents, central region employers, and community partners. This proposal will support and highlight the importance of a student's development of career readiness throughout their four years and beyond. Striving to meet the needs of today's workplace through career assessments, counseling, events, and resources, we facilitate professional connections and volunteer opportunities between students and employers. The common critical goal of this proposal is to simultaneously elevate both student personal development and technical skills. All of this will contribute to making our students ideal candidates for our local employers and engaged citizens of the Commonwealth.

II.3.b Programs Impacted (maximum of 10 programs)

Identify the instructional and training program(s) (maximum 10 programs) most significantly impacted by this project, their associated target occupation(s), current program capacity and projected program capacity (following completion of the project. Please include Classification of Instructional Programs (CIP)* code (4 digit) for each program and the primary Standard Occupational Classification (SOC)** code(s) for each targeted occupation(s).

*CIP - provides a taxonomic scheme that supports the accurate tracking and reporting of fields of study and program completions activity. Please go to the following link to help determine CIP codes <https://nces.ed.gov/ipeds/cipcode/Default.aspx?v=55>.

**SOC - Information can be found at <http://www.onetonline.org/crosswalk/>

Program Name	CIP (4 digit) (###.###) (Max. 3 codes)	Associated Occupations (SOC) (If Applicable) (##-####) (Max. 6 codes)	Program Capacity (# of FTE spaces available/12 months)	
			2017-18	Projected
Big Interview	09, 13, 52	13-1199 21-1029 25-3099 25-9099 19-1029 31-9099		
What Can I Do With This Major?	05, 13, 45	11-9039 13-1199 19-1099 25-3099 31-9099 43-4199		
GradLeaders	05, 26, 26	11-9039 11-9199 19-3099 25-3099 31-9099 39-9099		
Worcester Public Schools	13	11-9039 21-1029 25-3099 25-9099		
Binienda Center for Civic Engagement	05, 13, 33	25-9099 25-3099 21-1029 11-9039		
Veterans Services	13, 28, 33	11-9199 13-1199 31-9099 21-1029 19-1029 31-9099		

II.3.c Student Access & Success (maximum 2000 characters (approximately 300 words))

Describe how the project will impact student success (this field is required if the project does not impact specific programs and if programs are not listed in the previous question)

The learning opportunities at the university level reach beyond the core academic facilities, the modalities of education are changing as are the spaces that are needed to support our students. The student university experience will be shaped by their time spent in three places; the academic buildings, the residence halls and the student center. The student center is where students gravitate to relax, socialize, study, work, attend meetings and events, and grab a bite to eat.

Our measures of success are changing and the ways in which we support our students are changing with it. We now understand education differently and value and encourage collaboration, socialization, inquiry based learning, and the many other ways in which we can interweave education through our buildings. With a new facility we can provide the modern spaces for our students to learn, collaborate, play, study, meet with advisors and socialize seamlessly without boundaries seizing the opportunities to every square foot of our facilities to support our students in a comprehensive way.

A new facility will also act as a bridge between the lower and upper campus. Commuters are the majority of the student population and would view a new building as more than a place to hang out, but a connection to campus.

A modern student center will enhance the student experience and increase student learning, and strive for quality and excellence in all aspects of our responsibilities as a higher education organization.

Priority 4

DEVELOP FLEXIBLE PROGRAM DELIVERY MODELS AND USE OF SPACE**II.4.a Alternative Delivery Models** (Maximum 3400 characters (approximately 500 words))

Please describe any efforts to maximize use of flexible or innovative program delivery models, including (but not limited to) shared space, online learning, hybrid program delivery, flipped classroom, etc....

If the proposal does not address alternative program delivery models, please explain why and whether or not alternatives were considered.

After 45 years of operations, major deferred maintenance projects are on the immediate horizon for the Student Center. Projects include replacing a radiant ceiling system which causes IAQ issues due to constant mold formation on panels. Replacement parts for this system are not available and the fiberglass ductwork is starting to become friable. Replacement of windows and all building storefronts is needed as water infiltration is evident as many window sills and surrounding casement is rusting/rotting. DCAMM environmental and our envelope consultants believe that all caulking related to the building's envelope components will test positive for PCB's. Several precast panels have shifted over time and need to be structurally realigned. The building's two hydraulic elevators lack PVC jackets and are not ADA compliant. The building does not have a sprinkler system. The design of the building has a 4' internal grade change on the first floor and its navigation paths exceed ADA slopes. No bathroom in the building meets ADA requirements. The building's passenger elevator is the only means for any campus user to navigate the 40' grade change from our residence hall and dining complex to the academic/student service buildings on campus. According to the Sightlines BPA for this building, the total cost to address the deferred maintenance projects is \$42.3M without including disposal costs for PCB's and swing space costs for displaced occupants. The current CAMIS value for the Student Center is \$21.3M. Sightlines has determined that the building's current NAV index is: -34%. The University is seeking to study the most prudent long term solution for the campus' Student Center and would like to engage in a study to review deferred maintenance v. replacement to provide us with the most reasonable, cost effective method for ensuring that we have a safe and operable building for our students.

SECTION III – PROJECT SCOPE

III.a Summary Project Gross Square Foot (GSF) information

Renovation GSF	0 GSF
New Construction GSF	108,000 GSF
Demolition GSF (input positive number)	74,000 GSF
Total Project GSF (calculated field)	34,000 GSF

III.b Summary Program

Please use space type definitions as indicated in the key data provided on CAMIS and summarize space types and program areas below:

Space Type	Specialized Program Type (if applicable)	Existing			Proposed		
		# rooms/ spaces	# seats	ASF*	# rooms/ spaces	# seats	ASF*
Classrooms							1,800
Laboratories	Learning Commons						30,000
Studios							
Offices	Counseling Services						7,000
Student Services	bookstore, Veteran's comm						58,200
Food Service							11,000
Full programming will							
be developed during							
study phase of project							
TOTAL (calculated field)		0	0		0	108,000	

*ASF = Assignable Square Footage

III.c Planning Diagrams

Planning Diagrams are a required submission, and should be attached as indicated when submitting the application online at: <https://webportalapp.com/appform/dcamm17>

III.d Project Phasing & Timeline

If applicable, please identify below major project phasing required to facilitate project completion (phases could include relocation, enabling projects, demolition, etc.) :

Major Project Phase	ASF of swing space required (if applicable)	Estimated Total Construction Cost of Phase (ECC)	Time to complete construction (months)
Demolition		\$ 2,851,000	6
Swing Space (concurrent with SD/DD/CD work)		\$ 840,000	12

III.e Estimated Project Timeline

Indicate a preliminary project schedule assuming funding in FY19 below, including designer selection (if applicable), design, bidding and construction.

Phase	Estimated Time (Months)	Remarks
DSB Ad / Designer Selection	6	
Study & Schematic Design	12	
Design	12	
Bidding	5	
Construction	24	

III.c Preliminary Project Schedule

A Preliminary Project Schedule may be submitted to clarify phase overlap (optional submission) and can be attached as indicated when submitting the application online at: <https://webportalapp.com/appform/dcomm17>

SECTION IV – PROJECT BUDGET & BUSINESS CASE

IV.a Total funding and estimated project costs:

Identify the \$ amount being requested from DCAMM and indicate what other sources of funding are being used for this project. Under “Timing and Constraints” describe whether these are matching funds, grants, loans or gifts and clarify timing and other constraints on the funding \$.

Please note that all \$ (including fundraising \$ that have not yet been committed) must be committed and confirmed prior to completion of Schematic Design. There will be an opportunity to attach commitment letters (required if applicable) at the time of submission.

We expect the DCAMM capital allocation to vary from \$5M-20M per project. If a Major Project Capital Request’s alignment with the Commonwealth Priorities is exceptional, the allocation may be higher.

Funding Source	Amount (\$)	Timing & Constraints
DCAMM		
TOTAL FUNDS (calculated field)	\$ 0	

Project Cost		
Total Estimated Construction Cost (ECC*)	\$ 48,195,908	
TOTAL PROJECT COST (TPC) (1.4 x ECC)** (calculated field)	\$ 67,474,271	<i>Must equal TOTAL FUNDS above</i>

* ECC to include escalation contingency to mid-point of construction assuming July 2018 start date

**The TPC includes planning and design fees, cost of furnishings and equipment, cost of any additional consultants required (access, environmental, envelope, commissioning, etc.), contingencies, and various management costs. A 40% markup is the standard markup used by DCAMM at this stage of a project.

IV.b Potential revenue from sale of state-owned property

If the project involves the potential sale of state-owned property, please include the name of the building or asset that will be sold, the estimated total amount of revenue that would be deposited to the Commonwealth's General Fund as a result of the sale, pursuant to current state law, and any constraints on the sale of the property.

While the revenue would not be used directly to fund the project, it could be considered as an offset to the overall cost to the Commonwealth.

Property/Building Name	Amount of Potential Revenue (\$)	Constraints
Not applicable		

IV.c Operational Budget Impact

Please provide a financial plan for operations of the renovated/new facility that describes ongoing operational impacts of this project following completion; please include any funding mechanism that may be a supplemental source of annual revenues.

	Current Annual \$	Projected Annual \$ (when project complete)	Narrative Comments on anticipated change
Costs			
Building Operational Costs			
Energy			Operating costs cannot be determined
Custodial Service			until building study/program complete and
Water & Sewer			MEP systems have been selected...these
Telecommunications			will determine staffing and all other
Security			operating costs
Refuse			
Other			
Institutional operating budget			
Programmed staff salary costs			
Equipment costs			
Lease payments			
Other			
Total Costs (calculated field)	\$ 0	\$ 0	
Revenue			
Total Revenue (calculated field)	\$ 0	\$ 0	
TOTAL INCOME / LOSS (calculated field)	\$ 0	\$ 0	

To submit this form (either to the Peer Review Committee or for final submission) and to attach other documents, please use the use the following link:

<https://webportalapp.com/appform/dcomm17>

TRUSTEE REPORT to the ALUMNI ADVISORY BOARD

December 5, 2017

Academic Affairs/Student Development

- Approval of Sabbatical leaves
 - 13 applications approved
 - During 2018 and 2019 academic years
 - (The above actions will be approved in the minutes of the January, 2018 Trustee meeting)
- Faculty may apply for sabbatical after every six years of service and is governed by the contract
 - For purpose of study and research
 - Courses covered by adjunct faculty and is reflected in Institutional Budget
- Dr. Stephen Morreale's presentation of his sabbatical leave, Department of Criminal Justice
- Dr. Matthew Johnsen in the Sociology Department was awarded the prestigious Rotary Peace Fellowship largely as the result of his sabbatical experience last year

Finance and Facilities

- Voted to accept the FY 2017 Audit Report as presented by Bollus Lynch
- Voted to accept and approve boiler replacement of the 535 Chandler Street with a cap on the cost (The above actions will be approved in the minutes of the January, 2018 Trustee meeting)
- Conference & Events Services has a net income of \$71,000 to date
- Wellness Center has a net income of \$11,500 to date

International Site Development Trip Summary

- Purpose is to build relations to engage WSU with the world, expand options for student and faculty, promote WSU, and connect with Alumni
- Delegate members from students, faculty, trustees, and administration
- Sites visited
 - Saint Germain-en-Laye, France: new partner, ideal for students interested in politics, history, economics, etc., outside of Paris
 - Czech University, Prague: existing partner for business and economics, English curriculum
 - Università Cattolica del Sacro Cuore, Milan: existing partner, English language instruction, northern Italy, faculty engagement possibility
 - University of Worcester, England: existing partner, longest standing overseas partner, similarities in history and student body, 2 hours north of London
 - University of Roehampton, London: potential partner, within London, history and traditions similarity
- Next steps: Promote opportunities for study abroad, build on Faculty collaborations, expand academic research

WSU's efforts to advance its Strategic Plan:

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

<u>ACTION ITEM</u>	<u>ACCOMPLISHMENTS</u>	<u>COLLABORATION RESPONSIBILITY</u>
Create new scholarships to support recruitment and retention	<ul style="list-style-type: none">• WSU has created 40 new Adopt a Scholar funds through the Tri-Board members• Students who receive scholarships have an 80-100% year to year retention rate	<ul style="list-style-type: none">• University Advancement• Enrollment Management
Create new programming to meet current and emerging demand	<ul style="list-style-type: none">• In process of establishing: graduate certificate in School Administration, minor/certificate in Substance Abuse Counseling, Masters of Public Administration and Policy• Visual and Performing Arts: new minor in Music Composition and Digital Technology, new major in Art and Theater	Submitted for BHE approval
Ensure effective and affordable Undergraduate and Graduate instruction	<ul style="list-style-type: none">• WSU hosted a workshop in Best Practices in Teaching Online and trained faculty in Quality Matters• 20 courses have been funded by Open Educational Resources grants	<ul style="list-style-type: none">• Academic Affairs• Center for Teaching and Learning
Promote opportunities for Global Education	<ul style="list-style-type: none">• WSU hosted its first WSU World Languages Undergraduate Conference. It was funded by a university mini-grant• WSU students presented their work on world languages and cultures	<ul style="list-style-type: none">• Academic Affairs
Support Civic Learning	<ul style="list-style-type: none">• WSU and Edward M. Kennedy Institute established an MOU to collaborate on student outreach ambassadors and faculty fellow positions• Success of pilot year to be measured on participation in EMK civics programs for both WSU and Worcester Public Scholl's students and faculty• WSU Civic Corps recruits students to participate in week long service and learning trips to Latin America and Caribbean	<ul style="list-style-type: none">• WSU and WPS collaboration

Improve processes to support quality education	<ul style="list-style-type: none"> • WSU has implemented a new governance and catalog management system • All course, program, and academic policy proposals are easily accessible by governance committees for consideration 	<ul style="list-style-type: none"> • Enrollment Management • Academic Affairs
Enhance marketing and recruiting	<ul style="list-style-type: none"> • WSU has invested in Graduate and Continuing Education's marketing and recruiting efforts • Special emphasis on the center for Business and Industry 	<ul style="list-style-type: none"> • Enrollment Management • Academic Affairs
Measure the impact of scholarship	<ul style="list-style-type: none"> • Process being developed to measure the impact of funding given by WSU for student and faculty scholarship and creative projects • Will determine number of those impacted by presentation 	<ul style="list-style-type: none"> • Academic Affairs • University Advancement

Respectfully submitted,

Maryanne Hammond



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

November 29, 2017

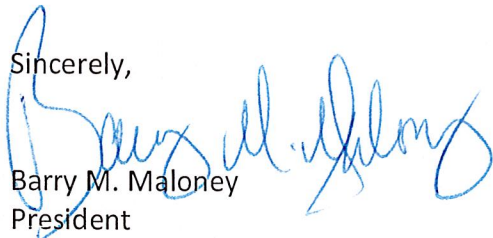
Dr. Randall Tracy
Department of Biology

Dear Dr. Tracy:

I am pleased to inform you that I concur with Provost Wims' recommendation to amend your original sabbatical proposal from Fall of 2018 to Spring of 2019. I understand from the Provost that this amendment has the approval of your department Chair. Therefore, I will be submitting your name to the Board of Trustees at their January 9, 2018 meeting for approval of a sabbatical leave for the Spring 2019 Semester at full pay.

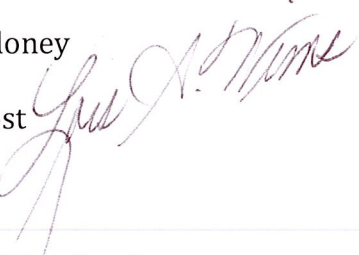
I will be in touch with you following their meeting to inform you of the action taken on this matter.

Sincerely,


Barry M. Maloney
President

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

MEMORANDUM

To: President Barry Maloney
FROM: Lois A. Wims, Provost 
DATE: November 28, 2017
SUBJECT: Amended Sabbatical Application

Dr. Randall Tracy has amended his sabbatical application and, with the Chair's permission, has requested sabbatical in the Spring of 2019 for which he is eligible. I recommend the granting of sabbatical by the Board of Trustees to you for Randall Tracy for the Spring of 2019

Respectfully submitted.

APPROVED
NOV 29 2017

BARRY M. MALONEY
PRESIDENT

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



To: Barry M. Maloney, President

From: Thomas M. McNamara '94, Vice President – Division of University Advancement

Re: Nomination Robert K. O'Brien '58 for Honorary Degree

Date: December 21, 2017

President Maloney:

I respectfully submit the name of Robert K. O'Brien Class of 1958 for consideration for an Honorary Degree.

Robert (Bob) '58 and his late wife Barbara (Hickey) '57 O'Brien came from humble beginnings. Working in their favor was an ethic of hard work instilled in them by their parents. That ethic led them to personal and professional success, enabling them to travel extensively and enjoy the fruits of their labors later in life. When the couple decided it was time to give back, they chose to support Worcester State, the institution where it all began—the place where they started their adventure together, where they got the education that let them leverage their hard work into success.

They wanted to help students, but there were already scholarships benefiting academic stars, and even some for students who shared their parents' ethnic groups. So they decided to uplift the next generation of strivers like themselves—hard workers who needed a little boost to achieve their dreams.

Eighteen years after they established the first of *seven* scholarships, over 100 Worcester State students have received that boost. All totaled, the couple have donated more than half a million dollars to WSU, through the seven scholarships, sponsorship of the Next Big Idea contest, and a major gift to the Education Department, which was renamed the Barbara (Hickey) O'Brien '57 Department of Education. There is no other family who have established as many scholarships at WSU and very few who have contributed so much of their time, talent and treasure to Worcester State University.

“When we had the opportunity, we knew it was time to recognize how hard our parents worked to raise us and give us an education,” says Bob.

Two scholarships, the James M. Hickey Memorial Scholarship and the Julia Moynihan Hickey Memorial Scholarship, were named for Barbara's parents. Two honor Bob's parents: the Robert Ivor O'Brien Memorial Scholarship and the Arline Lanois O'Brien/Knight Memorial Scholarship. And two scholarships were named after themselves: the Barbara (Hickey) O'Brien '57 Scholarship and the

Robert K. O'Brien '58 Scholarship. Most recently, after his son Kevin died tragically, Bob endowed the Kevin O'Brien Memorial Scholarship in his memory which was awarded for the first time in the fall of 2017.

Bob O'Brien also created the concept for and provides the monetary support for the annual Robert K. O'Brien '58 Next Big Idea Contest, which celebrates entrepreneurship and creative thinking at WSU. Now in its fifth year, the contest challenges students to take their business ideas from wishful thinking to actual plans. The winners receive their share of \$5,000 in prizes to support development of their plans.

In explaining why he was so passionate about starting the Next Big Idea Competition Bob said "That's how we succeeded. We invested and gambled on our own ideas and on a number of start-up companies. Some succeeded, some didn't, but that's how it works."

The contest is meant to get students thinking outside of the box, and reward them for their creative efforts. To date, two of the previous winners have gone on to successfully start their own businesses and many others have used the skills they honed for the competition. Bob stays in touch with many of the former competitors who have become mentees and friends.

After retiring as a vice president at State Mutual Life Assurance Company of America, now known as Hanover Insurance, Bob founded Health Reinsurance Management, Inc. This reinsurance management firm and some 10 spin-offs came to employ more than 300 people. But it all started at Worcester State.

"I graduated knowing how to think, and that led me to make good decisions throughout the rest of my life. Good decision making is the key to success," Bob says. "I have had to sacrifice in my life, and I've worked hard. But now I'm able to make a difference at a college that gave me my start."

Based on his incredible accomplishments as a business leader, philanthropist and advocate for WSU and its students I respectfully request that Robert K. O'Brien, '58 be presented as a candidate for an Honorary Degree at the Academic Achievement Awards Ceremony in April 2018.



Alumni Giving

100 Scholarships and Counting

*From Humble Beginning, Robert '58 and Barbara '57 O'Brien
Worked Hard to Succeed*

Robert '58 and the late Barbara (Hickey) '57 O'Brien came from humble beginnings. In fact, when Bob was a young child, his family lived in what was called a "cold-water apartment," where if they wanted hot water, they had to heat it on the stove. Money was always tight, so as a boy, Bob worked part-time to contribute to the household.

During college, Barbara also worked part time as a cashier and bookkeeper at Walgreen's. Even after the two graduated, married, and started their careers—she as an elementary school teacher and he in insurance—they struggled financially until career advances, disciplined saving, and careful investments started to pay off.

Working in the couple's favor was an ethic of hard work instilled in them by their parents. That ethic led them to personal and professional success, enabling them to travel extensively and enjoy the fruits of their labors later in life.


When the couple decided it was time to give back, they chose to support Worcester State, the institution where it all began—the place where they started their adventure together, where they got the education that let them leverage their hard work into success. They wanted to help students, but there were already scholarships benefiting academic stars, and even some for students who shared their parents' ethnic groups. So they decided to uplift the next generation of strivers like themselves—hard workers who needed a little boost to achieve their dreams.

Eighteen years after they established the first of six scholarships, 100 Worcester State students have received that boost. All totaled, the couple has donated half a million dollars to WSU, through the scholarships, sponsorship of the Next Big Idea contest, and a

major gift to the Education Department, which was recently renamed the Barbara (Hickey) O'Brien '57 Department of Education.

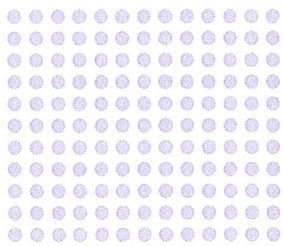
"When we had the opportunity, we knew it was time to recognize how hard our parents worked to raise us and give us an education," says Bob. Two scholarships, the James M. Hickey Memorial Scholarship and the Julia Moynihan Hickey Memorial Scholarship, are named for Barbara's parents. Two honor Bob's parents: the Robert Ivor O'Brien Memorial Scholarship and the Arline Lanois O'Brien/Knight Memorial Scholarship. And two scholarships are named after themselves: the Barbara (Hickey) O'Brien '57 Scholarship and the Robert K. O'Brien '58 Scholarship.

Bob still remains in contact with some of the recipients, including Bruno Costa '99, whom Bob hired the day after graduation.



From left, Brendan O'Brien with his father, Robert O'Brien '58, O'Brien scholarship winner Timothy Blood '18, and his brother Kevin O'Brien at the 2015 Distinguished Donor Reception, where the naming of the Barbara (Hickey) O'Brien '57 Department of Education was announced.





An adventurer ahead of her time

Barbara, who passed away in March 2015, was an adventurer, an avid reader, and a woman ahead of her time. She returned to work as a teacher right after having her first child—something not common for the day. When Bob learned to fly and bought a plane for business travel, Barbara learned how to fly, too, so she could zip between the family's homes in Westborough and Cape Cod, and eventually a home in Florida. She was a member of the Ninety-Nines, an international organization of women pilots.

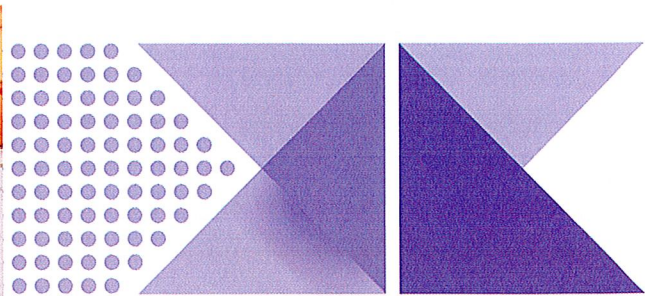
Even after Barbara gave up piloting, she served as Bob's copilot, handling the radio because they found air traffic controllers would respond more favorably to a woman's voice. "Any woman flying got more attention," says Bob, because there were so few female flyers in the sky then. "She would ask nicely for special clearance or a direct flight path down the coast. When the air traffic controllers heard her voice, they would usually grant the request."

She taught as a classroom and special education teacher for 34 years in the Worcester Public Schools before retiring in 1991. She concluded her career as Worcester's CORE chairperson, for which she was responsible for overseeing the city's special education program in various schools.



The late Barbara (Hickey) O'Brien '57 was a special education teacher in Worcester for many years and a member of the Ninety-Nines, an international organization for women pilots.





“She was always trying to help kids improve themselves, particularly kids with special needs,” says Bob, noting that she was at the very beginning of the special education movement, before landmark state and federal laws were passed. “My wife was a very special person.”

Barbara retired so she could accompany Bob on his longer business trips overseas. They visited all seven continents, including Antarctica on a cruise. She was a very well-read person (and proved it by winning \$480 as a one-day Jeopardy champion in 1966). Her love of books led them to own a couple of book stores for several years before they sold them to their employees.

“She was a great mother and very open and giving person,” says Bob.

A Renamed Education Department

When Barbara passed away, the O'Brien family made a significant donation to create a new endowment for the WSU Department of Education as a fitting tribute to the lifelong educator. The Barbara (Hickey) O'Brien '57 Department of Education offers more than 20 state-approved undergraduate programs for students interested in teaching early childhood, elementary, middle school, and secondary school students, and a dozen high-quality graduate programs.

“We are honored to name our education department after Barbara, an alumna who dedicated her life to students. With endowed scholarships, she and her husband, Bob, are ensuring to this day that Worcester State students have the opportunity to earn their degrees,” says President Barry M. Maloney.

“A hurdle for aspiring teachers is passing the multiple MTEL tests required for certification,” says Carol Donnelly, chair of the Education Department. “The O'Briens' generosity will enable Worcester State University's Education Department to provide no-cost programs to support our teacher candidates as they prepare for these challenging examinations.”

Encouraging Entrepreneurship

The O'Briens also support the annual Next Big Idea Contest, which celebrates entrepreneurship and creative thinking at WSU. Now in its fourth year, the contest challenges students to take their business ideas from wishful thinking to actual plans. The winners receive their share of \$5,000 in prizes to support development of their plans.

“That's how we succeeded,” says Bob. “We invested and gambled on our own ideas and on a number of start-up companies. Some succeeded, some didn't, but that's how it works.”

The contest is meant to get students thinking outside of the box, and reward them for their creative efforts.

“I think students going to Worcester State have the same potential and intelligence as students who go to more expensive and prestigious schools. What they lack is an environmental support system to help them take their ideas and succeed. This contest is a way to get them excited and help put some of those plans into place,” he says.

The panel of judges for the 2015 contest, which included Bob and Barbara's son Kevin, a partner in defense and aerospace firms, awarded the grand prize to one team that wants to start a food truck business and another team that wants to sell high-end, limited-edition sneakers in Worcester.

After retiring as a vice president at State Mutual Life Assurance Company of America, now known as Hanover Insurance, Bob founded Health Reinsurance Management, Inc. This reinsurance management firm and some 10 spin-offs came to employ more than 300 people. But it all started at Worcester State.

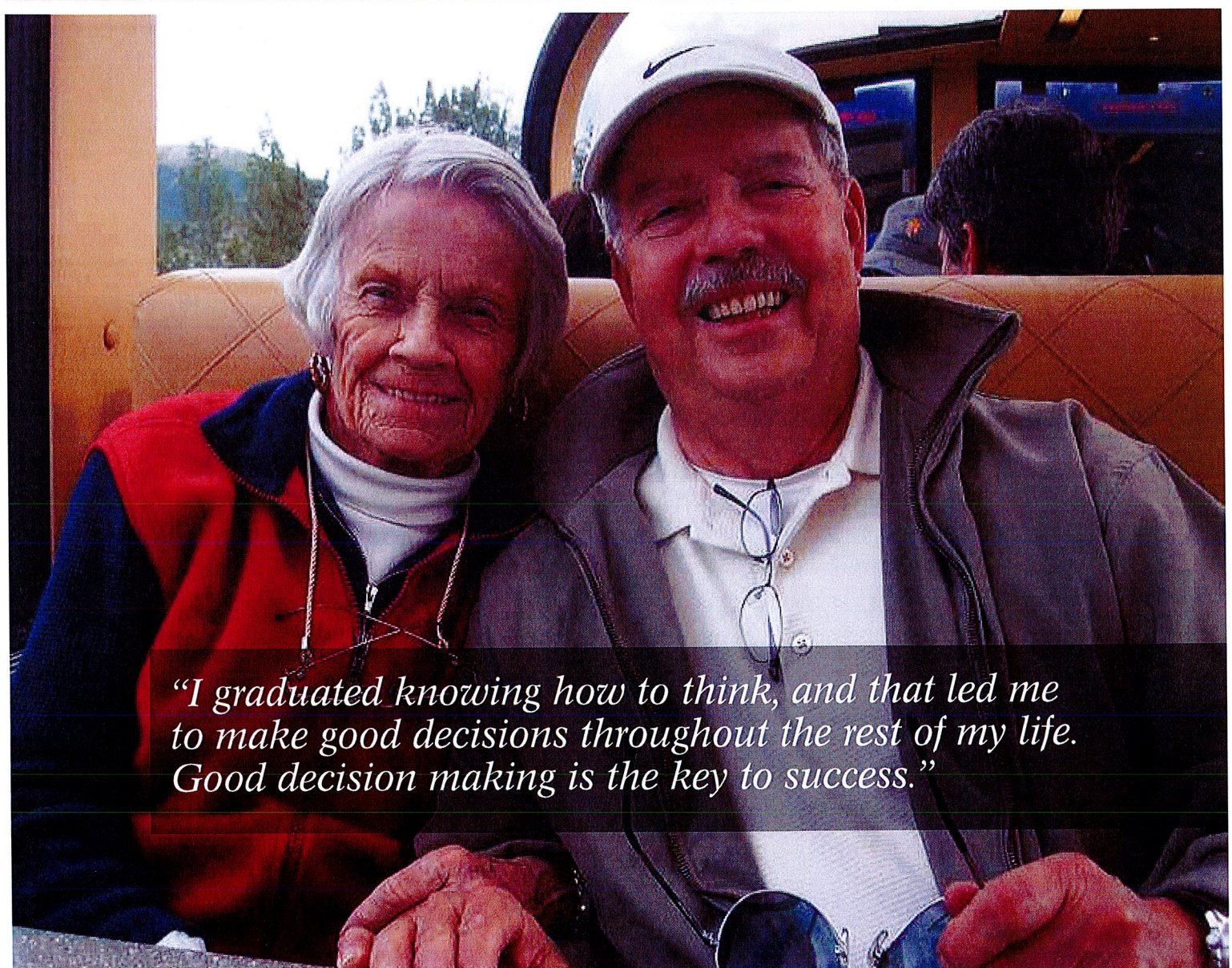
“I graduated knowing how to think, and that led me to make good decisions throughout the rest of my life. Good decision making is the key to success,” says Bob. “I have had to sacrifice in my life, and I've worked hard. But now I'm able to make a difference at a college that gave me my start.”



Bob and Barbara O'Brien visited all seven continents in their extensive travels, including South America, where these two pictures were taken.

Opposite page, Bob congratulates O'Brien scholarship winner Timothy Blood '18 at the 2015 Distinguished Donor Reception, held at Mechanic's Hall.

★★★★★
★★★★★
★★★★★
★★★★★



"I graduated knowing how to think, and that led me to make good decisions throughout the rest of my life. Good decision making is the key to success."



WORCESTER
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The James M. Hickey Memorial Scholarship



Robert and Barbara O'Brien are a successful husband and wife team who have been extraordinarily generous to their alma mater. They met while attending Worcester State Teachers College and shared a major in Education. Upon graduation, Bob pursued a career at State Mutual Life Assurance Corp. (now known as Hanover Insurance) and Barbara followed her dreams and entered the Worcester Public School system as an educator.

Both Bob and Barbara have given many years of dedicated service to their respective careers. Through their hard work, kindness, and commitment to education, they have chosen to help young people realize their dreams. To honor their parents and invest in the future of Worcester State University, they have established four scholarships in their parents' names: The Robert Ivor O'Brien Memorial Scholarship, The Arline Lanois O'Brien/Knight Memorial Scholarship, The Julia Moynihan Hickey Memorial Scholarship and the James M. Hickey Memorial Scholarship.

James Maurice Hickey, born November 22, 1903 in Ireland, immigrated to the United States in 1924. He worked for American Steel and Wire, then a subsidiary of U.S. Steel, starting as a wiredrawer in 1933 and retiring as Superintendent of Maintenance and Utilities in 1968. He was extremely clever in all forms of construction including cement work, and spent many happy days renovating his beach property in Kingston, MA. His indomitable spirit was demonstrated when after a leg amputation, he replaced the roof of his home, climbing ladders and using scaffolding.

The James M. Hickey Memorial Scholarship is designed by the donor to ensure that the recipient is guaranteed a tuition-free education toward a baccalaureate degree at Worcester State University. The donor, Barbara Hickey O'Brien, Class of 1957, awards this scholarship in memory of her father, James M. Hickey, who revered education.

(One \$1,000.00 award annually) **The James M. Hickey Memorial Scholarship** is awarded by the donor to a full-time senior who has demonstrated a high degree of industry, maturity, motivation and responsibility while attending Worcester State University. Students who apply must be employed either full- or part-time and should reference their employment in their application.



WORCESTER
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The Julia Moynihan Hickey Memorial Scholarship



Robert and Barbara O'Brien are a successful husband and wife team who have been extraordinarily generous to their alma mater. They met while attending Worcester State Teachers College and shared a major in Education. Upon graduation, Bob pursued a career at State Mutual Life Assurance Corp. (now known as Hanover Insurance) and Barbara followed her dreams and entered the Worcester Public School system as an educator.

Both Bob and Barbara have given many years of dedicated service to their respective careers. Through their hard work, kindness, and commitment to education, they have chosen to help young people realize their dreams. To honor their parents and invest in the future of Worcester State University, they have established four scholarships in their parents' names: The Robert Ivor O'Brien Memorial Scholarship, The Arline Lanois O'Brien/Knight Memorial Scholarship, The Julia Moynihan Hickey Memorial Scholarship and the James M. Hickey Memorial Scholarship.

Julia was the mother of Barbara Hickey O'Brien, a graduate of the class of 1957. Julia was born February 7, 1904 in Ireland, immigrated to the U.S. in 1923 and married James M. Hickey in 1933. A homemaker most of her life, Julia was loved by everyone who came in contact with her. She always had a smile and a song in her heart and on her lips. Her husband often said throughout the years, "When God made her, He broke the mold."

The Julia Moynihan Hickey Memorial Scholarship is designed by the donor to ensure that the recipient is guaranteed a tuition-free education toward a baccalaureate degree at Worcester State University. The donor, Barbara Hickey O'Brien, Class of 1957, awards this scholarship in memory of her mother, Julia Moynihan Hickey.

(One \$1,000.00 award annually) **The Julia Moynihan Hickey Memorial Scholarship** is awarded by the donor to a full-time freshman who has demonstrated a high degree of industry, maturity, motivation and responsibility while attending Worcester State University. Students who apply must be employed either full- or part-time and should reference their employment in their application.



WORCESTER
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The Arline Lanois O'Brien/Knight Memorial Scholarship

Robert and Barbara O'Brien are a successful husband and wife team who have been extraordinarily generous to their alma mater. They met while attending Worcester State Teachers College and shared a major in Education. Upon graduation, Bob pursued a career at State Mutual Life Assurance Corp. (now known as Hanover Insurance) and Barbara followed her dreams and entered the Worcester Public School system as an educator.



Arline was the mother of Robert K. O'Brien, Worcester State University class of 1958, and Janet O'Brien Martin of Leicester, MA. Arline was born in Northborough, MA on May 26, 1907, the youngest of 16 children. She married Robert Ivor O'Brien on August 4, 1929 and after his death in 1976; she married Harry Knight in 1980. She worked all her life, even in those years when it was not popular for a woman to work outside the home. Arline had a great sense of humor and found her joy in bringing happiness to others. She was very industrious, willing to take on any job regardless of difficulty. She retired in 1973.

Both Bob and Barbara have given many years of dedicated service to their respective careers. Through their hard work, kindness, and commitment to education, they have chosen to help young people realize their dreams. To honor their parents and invest in the future of Worcester State University, they have established four scholarships in their parents' names: The Robert Ivor O'Brien Memorial Scholarship, The Arline Lanois O'Brien/Knight Memorial Scholarship, The Julia Moynihan Hickey Memorial Scholarship and the James M. Hickey Memorial Scholarship.

The Arline Lanois O'Brien/Knight Memorial Scholarship is designed by the donor to ensure that the recipient is guaranteed a tuition-free education toward a baccalaureate degree at Worcester State University. The donor, Robert K. O'Brien, Class of 1958, awards this scholarship in memory of his mother, Arline Lanois O'Brien/Knight.

(One \$1,000.00 awards annually) **The Arline Lanois O'Brien/Knight Memorial Scholarship** is awarded by the donor to a full-time sophomore who has demonstrated a high degree of industry, maturity, motivation and responsibility while attending Worcester State University. Students who apply must be employed either full or part time and should reference their employment in their application.



WORCESTER
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The Robert Ivor O'Brien Memorial Scholarship

Robert and Barbara O'Brien are a successful husband and wife team who have been extraordinarily generous to their alma mater. They met while attending Worcester State Teachers College and shared a major in Education. Upon graduation, Bob pursued a career at State Mutual Life Assurance Corp. (now known as Hanover Insurance) and Barbara followed her dreams and entered the Worcester Public School system as an educator.

Both Bob and Barbara have given many years of dedicated service to their respective careers. Through their hard work, kindness, and commitment to education, they have chosen to help young people realize their dreams. To honor their parents and invest in the future of Worcester State University, they have established four scholarships in their parents' names: The Robert Ivor O'Brien Memorial Scholarship, The Arline Lanois O'Brien/Knight Memorial Scholarship, The Julia Moynihan Hickey Memorial Scholarship and the James M. Hickey Memorial Scholarship.



Ivor, as he was known to friends and family, was the father of Robert K. O'Brien, class of 1958. He was born on November 3, 1906, the youngest of 14 children of James O'Brien and Margaret Varley O'Brien. His father died when he was 8 months old, and Ivor, along with his brothers, sisters, and mother, began working at a very early age to help the family. He was a door-to-door salesman, who on the day he retired, had accumulated 27 years of work, 6 days per week, having missed 2 days in that entire time (vacation and sick days included). The two days were when his son and daughter were each married.

The Robert Ivor O'Brien Memorial Scholarship is designed by the donor to ensure that the recipient is guaranteed a tuition-free education toward a baccalaureate degree at Worcester State University. The donor, Robert K. O'Brien, Class of 1958, awards this scholarship in memory of his father, Robert Ivor O'Brien.

(One \$1,000.00 awards annually) **The Robert Ivor O'Brien Memorial Scholarship** is awarded by the donor to a full-time junior who has demonstrated a high degree of industry, maturity, motivation and responsibility while attending Worcester State University. Students who apply must be employed either full- or part-time and should reference their employment in their application.



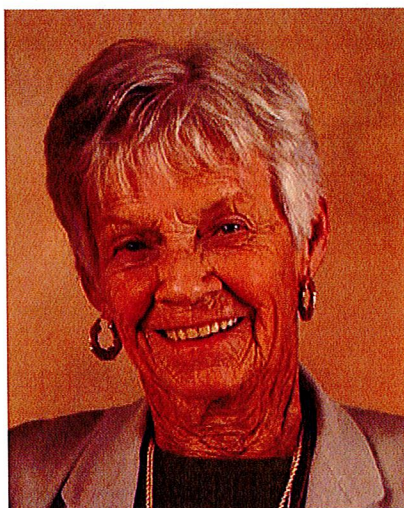
WORCESTER
STATE
UNIVERSITY

The Barbara (Hickey) '57 O'Brien Scholarship

Barbara (Hickey) '57 O'Brien has a distinguished record of generous support of Worcester State University. She and her husband, Robert O'Brien '58, previously established four memorial scholarships at the University in honor of their parents. With this current scholarship, Mrs. O'Brien has created yet another source of support for students at her alma mater.

During her college days, Mrs. O'Brien worked as a cashier and bookkeeper at Walgreen's on Main Street in Worcester, a job she remembers fondly because of the "wonderful people" with whom she came in contact. Following graduation, she embarked on a thirty-four-year career in the Worcester Public Schools. Mrs. O'Brien first taught at the elementary level and then went on to be a special education teacher. Before retiring in 1991, Mrs. O'Brien concluded her career as Worcester's CORE chairperson, where she was responsible for overseeing the city's special education program in various schools.

The mother of two children, Mrs. O'Brien says that she chose a career in education because she "always loved school." However, Mrs. O'Brien acknowledges that teaching is a challenging



profession. "It's one of the few careers where you become all things to the children you're with all the time," she says. "You become parent, counselor, and social worker as well as teacher."

Mrs. O'Brien, who earned a master's degree in education from Boston College in 1977, noted that Worcester State prepared her well for the classroom. "My education at Worcester State was excellent," she says. "It taught me how to stop and think. That is the greatest gift knowledge can give. The whole point of a college education is to learn how to think logically."

Mrs. O'Brien's scholarship is established to support Education majors who display "a degree of industry." "I value hard work and determination," she notes, "and I want to help students who share those values."

With the establishment of this scholarship, Mrs. O'Brien is also sharing another core value – generosity. "My mother always talked about reciprocating good will," she says. "I hope that today's students will continue that custom later in their own careers."

(One \$1,000.00 awards annually) **The Barbara (Hickey) '57 O'Brien Scholarship** will be awarded to a student majoring in Education who exemplifies the qualities of hard work and determination. Applicants must submit the following:

- Evidence that they maintain a full- or part-time job while pursuing a college degree;
- A letter of recommendation and a personal essay attesting to their high level of maturity, perseverance and industriousness.

It should be noted that this scholarship will not be automatically renewed and applicants are encouraged to reapply each academic year.



WORCESTER
STATE
UNIVERSITY

The Robert K. O'Brien '58 Scholarship

Robert K. O'Brien '58 has been a steadfast and generous supporter of Worcester State University for many years. He and his wife, Barbara (Hickey) '57 O'Brien, established four scholarships at the University in memory of their parents, and Mrs. O'Brien created a fifth scholarship in her own name to support students at her alma mater. **This sixth scholarship** is a striking testament to the remarkable commitment and loyalty that Mr. O'Brien feels towards Worcester State University students.

Mr. O'Brien, whose parents set an example of integrity and hard work, grew up in Worcester, Massachusetts. An industrious person, he started his business career as a newspaper boy at the age of nine. By the age of 11, he was handling three daily and one Sunday paper route. He worked full-time throughout high school and college, graduating from Worcester State Teachers College with a degree in Education on June 8, 1958. On the next day, Mr. O'Brien went to work as a trainee at the State Mutual Life Assurance Company of America, now known as Hanover Insurance. He rose steadily through the ranks, retiring from State Mutual as Vice President, Reinsurance, on December 31, 1989.

In 1990, Mr. O'Brien founded a reinsurance management company, Health Reinsurance Management, Inc., from which

he retired in 2003 at the age of 69. **This company, along with** some 10 other associated companies that Mr. O'Brien created, employed more than 300 people. Now "semiretired," Mr. O'Brien continues to provide leadership for several organizations. He is

Chief Financial Officer of O.G.R.E., a software developer for landlords, and President of **HRMI, a venture capital firm that also** handles mortgages. In addition, he serves on the Board of Directors of American Security Life Insurance Company, headquartered in Uruguay, and an administration company based in Miami.



Mr. O'Brien, who has two children and two delightful grandchildren, says of his Worcester State University education, "I graduated knowing how to think, and that led me to make good decisions throughout the rest of my life. Good decision making is the key to success."

Because Mr. O'Brien values hard work, **this scholarship is designed specifically to assist** students who are themselves industrious and hardworking. Mr. O'Brien further shares, **"I have had to sacrifice in my life, and I've worked hard. But now I'm able to make a difference at the college that gave me my start. I believe that everyone ought to do something to help others succeed."**

(Amount Equal to One Full Annual Tuition Award) **The Robert K. O'Brien '58 Scholarship** will be awarded in accordance with the following priorities: A full-time student who has demonstrated a high degree of industriousness and has declared a minor in secondary education. (In the event that there is more than one qualified candidate, the Scholarship Review Committee will give preference to an applicant who has plans to teach Math or Science.) Included with the scholarship application, candidates shall submit a short essay attesting to his/her qualifications for this scholarship. It should be noted that this scholarship is awarded on an annual basis and recipients are encouraged to apply each academic year.

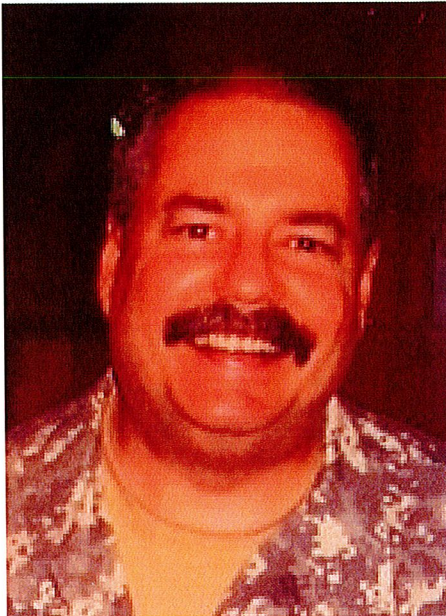


WORCESTER
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Kevin O'Brien Scholarship

The late Kevin O'Brien was a writer, a small business owner, a highly skilled U.S. Army Special Forces soldier, and a network engineer who passed away in April 2017.

While in the U.S. Army, he completed a B.S. with the Regents External Degree Program, now Excelsior University. He attended graduate school at Worcester State (for just one semester, studying education) and at Daniel Webster College, where he earned an M.B.A. He attended numerous military schools in a 30-year career, and earned a certificate in Conflict Analysis from the U.S. Institute of Peace.



He served numerous overseas tours, including a stint in Afghanistan in 2003.

Most recently, he was the creator and author of an acclaimed blog www.weaponsman.com, which is widely read by those interested in firearms and the military.

Kevin was fiercely loyal to his friends, family, and Army comrades. In addition, he treasured family time, stimulating conversations, and helping young people when possible. Above all, he valued hard work and industriousness.

The stories are legion of how Kevin helped others. One friend found herself, due to a flood, without a vehicle or working washer or dryer when Kevin was in Afghanistan. He somehow found out about the situation, and offered his truck and apartment for her use for as long as needed.

Kevin also never stopped learning. Whether it was specific Army-related courses or reading scores of books, he was always looking to add to his vast knowledge.

At Worcester State, Kevin served as a judge for the Robert K. O'Brien '58 Next Big Idea contest, an annual event founded by his father celebrating entrepreneurship and creativity. The contest challenges students to present their ideas for new businesses to a group of experienced professionals with a chance to earn cash prizes. In addition, the Barbara (Hickey) O'Brien '57 Education Department at Worcester State is named for his mother, a longtime educator and WSU benefactor. In addition to the Kevin O'Brien Scholarship, the O'Brien family has supported six other scholarships that have supported more than 100 students and counting.

(One \$1,000 Award) **The Kevin O'Brien Scholarship** will be awarded to a full-time undergraduate student who has demonstrated the ability to work hard to achieve goals.

POOL
SPEAKERS/AWARD RECIPIENTS
Approved as of 12/17

Adichie, Chimamanda Ngozi, CS, HD Chimamanda Ngozi Adichie is a Nigerian novelist, nonfiction writer and short story writer. She has been called “the most prominent” of a “procession of critically acclaimed young Anglophone authors that is succeeding in attracting a new generation of readers to African literature.” Adichie spoke on “the Danger of a Single Story” for TED in 2009. In 2012, she delivered the “Connecting Cultures” Commonwealth Lecture in London. Adichie also spoke on being a feminist for TEDxEuston in December 2012, with her speech entitled, “we should all be feminists”. This speech was sampled for the 2013 song “***Flawless” by Beyonce. She was awarded the Orange Broadband Prize for Fiction and a MacArthur Award Fellowship in 2007 and 2008, respectively.

Ardizzonne, Wendy and Rich, H The Joy of Music Program recently celebrated their 25th anniversary of providing music lessons, concerts and outreach work for the community of Worcester, and this couple, Director/founder and Associate Director (respectively) have worked tirelessly to build their non-profit school and spread the gospel of music with an energy and devotion that has changed the lives of multitudes of young and old alike.

Bah, Eugene – Commencement Speaker 2018

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.

Beah, Ishmael, CS Author of well-known book, A Long Way Gone; Memoirs of Boy Soldier. The book describes his journey in Sierra Leone throughout the war due to the blood diamond controversy. His childhood was taken away because of a completely unjust war and he was forced into combat.

Campbell, Kevin, CS Kevin Campbell, a WSU Alumnus and a 2010 recipient of a Worcester State College Honorary Doctoral Degree, is the current commander of the U.S. Army Space and Missile Defense Command. His military education includes the Air Defense Artillery Officer Basic and Advanced Courses, the Nike-Hercules Officer Course, Ranger and Airborne Schools, the Army Command and General Staff College, and the Naval War College. General Campbell's decorations and awards include the Legion of Merit, Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal, Army Commendation Medal, Army Achievement Medal, Southwest Asia Service Medal, Kuwait Liberation Medal (Saudi Arabia), Kuwait Liberation Medal (Kuwait) Ranger Tab, and Parachutist Badge.

Carberry, Dr. Gail, H

Recently retired from the Presidency of Quinsigamond Community College and holds a Certificate in Small Business Management from Springfield Technical Community College, a B.S. from Worcester State University and a 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.

Carrell, Steve, CS Comedian and actor from Concord, MA. Starred in movies, "Dan in Real Life" and "Evan Almighty." His television hit is "The Office."

Coakley, Martha CS, HD Martha Coakley is a former Attorney General of Massachusetts. Prior to serving as Attorney General, she was District Attorney of Middlesex County from 1999 to 2007. Coakley was the Democratic nominee in the 2010 special election to fill the United States Senate seat long held by Ted Kennedy. She won reelection as the Attorney General in the 2010 general election. Coakley was the Democratic nominee for Governor in 2014.

DeFeudis, Mary, CS , HD Mary DeFeudis was born in Worcester and lived in Worcester for most her life. She serves as the Chairman of the Board of Directors for the University of Massachusetts Memorial Foundation and serves on the Board of Directors of the American Red Cross of Central Massachusetts and the Board of Directors for Becker College. A Founding Member of the Hanover Theatre, she also serves on their Board of Directors. She was named the 2010 Isaiah Thomas Award recipient in recognition of the many and varied outstanding contributions she has made to the Central Massachusetts community. She funded the Mary C. DeFeudis Training Center for the Red Cross, located in Leominster, which offers training programs such as CPR, babysitting certifications and nurse assistant training.

Garvey, Daniel, CS Earned a BA from WSU majoring in Sociology. Twelfth President of Prescott College. He was a faculty member at the University of New Hampshire and had a 25-year career as an administrator and educator focused on education reform and improvement.

Giridharadas, Anand CS, HD

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 a keynote speaker. He inspired students, faculty, and administrators alike. He was described by one faculty member as an "articulate, engaging intellectual on the rise."

Green, Ronald Michael, CS Ronald Michael Green was Professor of Religion and the Eunice and Julian Cohen Professor for the Study of Ethics and Human Values at Dartmouth College. He is a member of the Department of Religion and the Department of Community and Family Medicine at Dartmouth's Geisel School of Medicine, and he served from 1992-2011 as Director of Dartmouth's Institute for the Study of Applied and Professional Ethics. A summa cum laude graduate of Brown University, he received his Ph.D. in religious ethics from Harvard University in 1972. In 1996 and 1997, Professor

Green was the founding director of the Office of Genome Ethics at the National Human Genome Research Institute of the National Institutes of Health. Professor Green's research interests are in genetic ethics, biomedical ethics, and ethics in organizations. Health. Professor Green's research interests are in genetic ethics, biomedical ethics, and ethics in organizations. He is the author of nine books, editor of four, and author of more than 170 articles in theoretical and applied ethics. His three most recent books are *Babies by Design: The Ethics of Genetic Choice* (Yale University Press in 2007),

Kant and Kierkegaard on Time and Eternity (Mercer University Press, 2011), and *Suffering and Bioethics* (co-edited with Nathan Palpant, Oxford University Press 2014).

Guinier, Lani, CS and HD Bennett Boskey Professor of Law at Harvard Law School. Research interests include access to higher education, critical perspectives on race, class, and gender, law and social change, responsibilities of public lawyers, etc. The focus of her work is in keeping with WSU's interest in broadening the diversity perspectives of our students. One of her areas of expertise is Access to Higher Education. Another area of expertise is voting Rights and Democratic Theory. Inspirational speaker.

Hall, Donald, CS and HD Poet Laureate for the Library of Congress. Besides numerous awards for his poetry, including nomination for the Pulitzer, he has received several fellowships. He is an engaging speaker, a highly honored artist and visited WSU in the 70s.

Halloran, Thomas W, CS President of Voya Financial Advisors, Inc. (VFA), a registered broker-dealer business. The Voya broker-dealer, offers retail financial products, services and support to clients through a network of over 2,200 affiliated representatives across the country. An industry veteran, he has over 28 years of experience with financial advisors in various marketing, product and sales leadership roles. Received a B.S. in business administration from Worcester State University in 1988 and an M.B.A. from Boston University in 2000. Tom was formerly a member of the Worcester State Foundation Board from 2000-2007.

Hickman, Homer, CS American author, Vietnam Veteran and former NASA engineer. His most famous book, *Rocket Boys*, is about his growing up in Coalwood, WV. The popular film, *October Sky* was based on the book and his life.

Krasinski, John, CS A 2001 graduate from Brown University. A native of Brighton, MA. A main character in the TV series, "The Office."

Leary, Dennis, CS or CSA Native son – started the Leary Firefighters Foundation to support the City of Worcester Fire Department (as well as others) with money and equipment. Graduate of Emerson College and taught at the college for five years. Has had several articles in magazine and worked at stand-up comedy. He has starred in several movies and is active in raising funds for various causes.

Ling, Laura, CS Laura Ling is an American journalist and writer. She worked for *Current TV* as a correspondent and vice president of its Vanguard Journalist Unit, which produced the Vanguard TV series. She was the host and reporter of *E! Investigates*, a documentary series on the E! Network. In November 2014, Ling joined Discovery Digital Networks as its Director of Development. Laura Ling is the sister of Lisa Ling, who is a special correspondent for *The Oprah Winfrey Show*, *National Geographic Explorer*, and CNN. Laura Ling, and fellow journalist Euna Lee were detained in North Korea after they illegally crossed into North Korea from the People's Republic of China without a visa. They were tried and convicted, then subsequently pardoned after former U.S. President Bill Clinton flew to North Korea to meet with Kim Jong-il.

Lundberg, Jan Christian, HD For more than 28 years, Jan has been an advocate for the adoption of a sustainable lifestyle. His earlier background as an oil industry analyst led him to an appreciation of the dangers of peak oil and the overuse of fossil fuels. Jan has also been a tireless opponent of the "plastic plague," and has attempted to heighten public awareness of the dangers posed to the ecosystem by overuse of plastics. Jan was an early proponent of alternative energy systems and has pioneered the Pedal Power Produce, the Alliance for a Paving Moratorium, and the Sail Transport Network. Jan also founded Culture Change, which maintains a website where articles and essays of interest are freely available to those concerned with the future of the ecosystem. He has published numerous articles and has been a featured speaker at conferences and has been interviewed by all forms of the media. Requested additional information.

Maddox '82, Dr. Debra CSA Alumna with a long record of community service, academic accomplishments, and is President of Multicultural Wellness Center. She is a licensed mental health counselor in the Commonwealth of Massachusetts and is also a licensed marriage and family therapist, a licensed rehabilitation counselor, a certified school psychologist and a nationally certified rehabilitation counselor. She received a B.A. in Psychology from WSU, a M.A. in Rehabilitation Counseling from Assumption College and a Psychology Doctorate from Antioch New England Graduate School. Dr.

Maddox has been employed in a wide range of mental health and human services settings. She has worked in social, judicial, education and mental health clinical settings. She worked for Department of Children and Families, conducting investigations of abuse and neglect, with an emphasis on children who were sexually abused. Within the judicial system, she worked as a probation officer and also worked as an independent court investigator for the Massachusetts Trial Court, Juvenile Division. Dr. Maddox has taught undergraduate and graduate level courses and supervised the clinical work of graduate students as a part-time faculty member at QCC and Assumption. She has clinical interest in race, and culture and the impact of culture on adjustment and acculturation.

McGovern, James, CS Congressman for the Third Congressional District representing people from Central and Southeastern Massachusetts. He has been a passionate advocate for human rights around the world and is a strong support of education at all levels.

Moylan, Robert, CSA Should be recognized for his leadership as the Commissioner of the Department of Public Works and Parks for the City of Worcester. He is considered, by his peers, to be one of the top 10 public works leaders in the nation. Although his accomplishments are numerous, it should be noted that he instituted the recycling program long before “sustainability” was popular. Recently, WSU benefitted from how quickly, and efficiently, the recent crisis involving the water main break was resolved. He is an excellent example of a leader who maintains high standards for his Department which benefits all residents of Worcester.

O'Brien, Conan, CS Conan O'Brien was born in Brookline, MA and is most famous for his late night show. He has won 2 primetime Emmy awards. Former writer for “Saturday Night Live” and worked on the “The Simpsons.” Graduate of Harvard.

Neal, Congressman Richard E., HD

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.

Palmer, Parker, CS Writer, teacher and activist known for his work in education, spirituality and social change in institutions including schools, community organizations, primary, secondary and higher education, and business and corporations. His writing earned him numerous awards and citations. His work, *The Courage to Teach*, has provided a touchstone of renewal for thousands of educators at all levels. He is a native of Chicago and a graduate of Carleton College and University of California at Berkeley.

Palermo, Steven Michael, CS, CSA Steven Michael Palermo, is a former umpire in Major League Baseball who worked in the American League from 1977 to 1991. Although he attended WSU, he did not finish, as he left to attend the Umpire Development Program. His career includes the 1982 World Series, three American League Championship Series, the 1981 American League Division Series and the 1986 All-Star Game. In 1991, *The Sporting News*, ranked him "Number 1" among American League umpires for overall performance. In 1978 he was serving as the third base umpire that signaled "fair Ball" for the game-winning home run of the Yankees-Red Sox Eastern Division final. His field career ended when he was shot in the back following his intervention in an altercation outside a Dallas Italian restaurant. He wore uniform number 14 when the American League began using uniform numbers for its umpires in 1980, and the number was never re-assigned to another AL umpire until after the AL and NL umpire staffs were unified by MLB in 2000. In 1994, he won the Arthur Ashe Courage Award. In 2003, he began serving as the Honorary Chairman of Assurant Employee Benefits' Will Return Council. The Council annually presents the Shining Star of Perseverance Award to individuals who overcome disabilities. He currently serves as a major league supervisor of umpires and works as a motivational speaker.

Patrick, Deval, CS The Honorable Deval Patrick was first elected Governor of Massachusetts in November of 2006. He came from Chicago at the age of 14 and attended Milton academy. He spent a postgraduate year working on a United Nations youth training project in the Darfur region of Sudan. He attended Harvard Law School in the fall of 1979 where he led the Legal Aid Bureau, the nation's' oldest student-run legal services organizations. He served as a law clerk to a federal appellate judge before joining the NAACP Legal Defense and Education Fund. He joined the Boston Law firm of Hill & Barlow and was named partner in 1990. In 1994, President Clinton appointed him Assistant Attorney General for Civil Rights, the nation's top civil rights

post. He returned to private practice in 1997 with the Boston firm of Day, Berry & Howard. In 2001, he joined the Coca-Cola Company as Executive Vice President and General Counsel. He was later elected to the role of Corporate Executive Vice President and General Counsel. He was later elected to the role of Corporate Secretary and served as part of the company's senior leadership team as a member of the Executive Committee. Governor Patrick has been the speaker at several of our sister institutions.

Poehler, Amy, CS Born and raised in Massachusetts, she graduated from Burlington High School where her mother was a teacher. She went on to Boston College and discovered the art of improvisation. She was part of a group known as the Upright Citizens Brigade which were four special agents and was a Monty Python type of sketch comedy. They started their own theater in New York City and taught classes as well covering both improv and sketch writing. She went on to star in several shows including Blades of Glory, On Broadway, Spring Break down and Shrek the Third.

Polito, James, CS An alum of WSU has gone far with his Communication degree. He covered stories such as the disappearance of Molly Bish and September 11. He currently works at WTAG where he is known for his wit and humor encouraging people to voice their opinions.

Porter, Alisan CS Born to Jewish parents in Worcester, Massachusetts, she is the great-granddaughter of prominent Worcester Rabbi Joseph Klein. Her grandmother ran the Charlotte Klein Dance Center and her father, Ric Porter, was co-founder, lead singer, and songwriter of the Worcester-based band Zonkaraz. She has been singing and performing since age three and at age five, she became the youngest Star Search participant ever to win the competition. She acted in several films as a child and became known for playing the title role in the 1991 movie Curly Sue opposite Jim Belushi. She has openly discussed her battles with alcoholism and drug addiction and has been sober since October of 2007. Alisan sang the National Anthem at the 2016 A Capitol Fourth special at the U.S. Capitol West Lawn and also sang the anthem prior to the nationally televised Sunday Night Football game in Oakland, California in November of 2016. On May 24, 2016 she was crowned the season 10 winner of The Voice.

Quick, Matthew, CS Acclaimed author of, "Silver Lining Playbook: as well as two other books currently in print and soon to be released, "Forgive me, Leonard Peacock." Award winning writer known for writing stories with a powerful message. Work has been translated into more than twenty languages. Native of Holden, Massachusetts.

Ricciardi, JP, HD A graduate of WSU and former baseball coach with the 1983 NCAA Baseball Team. Former general manager of the Toronto Blue Jays.

Shabazz, Ilyasah CS Third daughter of Malcom X and Betty Shabazz. She is an author, most notably of a memoir, *Growing Up X*, a community organizer, social activist and motivational speaker. She was two years old and present with her mother and sisters at the assassination of her father. She says she has no memory of the event and to learn about her father, she read his autobiography as a college student, and enrolled in a class to learn more. She is a graduate of the State University of New York at New Paltz and received a master's degree in Education and Human Resource Development from Fordham University.

Shipley '74, Sharon CSA Alumna with a career in industry and a record of charity work. Worked for Unilever for most of her career in the military section. She was instrumental in developing programs to enhance the quality of life for military families through promotions that funded scholarships for military children through the Fisher House Foundation and collaborated with Unilever's laundry team to build or refurbish 20 ball fields on military installations. She refers to WSU as the most amazing place and encouraged her two nieces to attend. She is an avid donor.

Solomon, Andrew, CS A writer on politics, culture and psychology who recently published the book, *Far From the Tree*, a study of the lives of parents whose children have differing abilities. He lives in New York and London. He has written for The New York Times, The New Yorker, Artforum, Travel and Leisure, and other publications on a range of subjects. His book, *The Noonday Demon: An Atlas of Depression* won the 2001 National Book Award, and was a finalist for the 2002 Pulitzer Prize. He is a brilliant speaker and inspiring individual.

Toney, Albert, CS, CSA Albert Toney III, an alumnus of WSU, is a civil rights activist who retired from the Worcester Massachusetts Police Department after being shot in the line of duty. He was born and raised in Worcester, as the son of a Massachusetts State Police Sergeant and an elementary school teacher. He joined the Worcester Massachusetts Police Department in 1987. In 1991, he was shot in the line of duty in an incident that killed his then life partner, Robert Domiano Jr. As a result of the shooting, Albert became the first openly gay police officer on the Worcester Police Department, and he publicly declared that he would focus his efforts on gay civil rights. Albert retired from the police force in 1995 as a result of his injuries from the shooting, but he continued on the path of educating people about the many myths and stereotypes people learn about those who are different than them, particularly the gay and lesbian community and communities of color.

Vega, Alexis, CS 2006 graduate of WSU majoring in Communication. Born and raised in Boston as the third child of five. Surrounded by drugs and violence becoming a part of the DSS system at the age of 7 and was bounced around from home to home for 10 years. As a junior in high school, 25 year old sister was able to get custody of him and he began to do better in school. He attended a Bottom Line information session at the Roxbury Public Library and they were there for him through his senior year. Because of his low GPA for the first 3 years of high school, his 3.8 GPA for his senior year could not make the grade to go to a four-year college. Attended Mass Bay Community College and finally transferred to WSU after 3 years. Bottom Line was there to help him all the way providing assistance with financial aid, loans, and scholarship and job opportunities. They informed him of a job at Acosta Sales and Marketing in the Leadership Development Program. He was selected and has been teaming since June 2006. Proud to now be a member of Bottom Line's Alumni Board.

Warren, Elizabeth, CS Elizabeth Warren is from Massachusetts and took office on January 3, 2013 as the Massachusetts US Senator. She has been assigned to three important committees: Health, Education, Labor – Pensions (HELP) and Banking and Aging. She was a former professor at Harvard Law School.

West, Cornell, CS One of America's most provocative public intellectuals. Has been a champion for racial justice since childhood. His writing, speaking and teaching weave together the traditions of the black Baptist Church. Class of 1943 Professor at Princeton University noted for his bestselling book, *Race Matters*, a searing analysis of racism in American democracy.

Williams, Darnell, HD, CSA, 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 also served as President of the Springfield Branch of the NAACP and served as President of the NAACP New England Area Conference from 1996 until 2001; he is a former director for the United Way of Pioneer Valley; and he has served as a trustee of educational institutions, including Bunker Hill Community College. He has served as the appointee of more than one governor and at least one congressman to numerous boards, including the Board of the MBTA.

In 2003, then-Boston Mayor Thomas Menino presented him with the city's Community Service Award. In 2007, Mr. Williams was inducted into the Human Resources Alliance for African Americans (HRAAA) Hall of Fame. Mr. Williams has also served as a trustee of the Dana Farber Cancer Institute and on the Federal Reserve Community Development Advisory Board.

Winfrey, Oprah, CS Creator of a multinational business. Known for her entrepreneurial skill and caring ear for those in need.

Yancey '00, Patricia CSA Chapter President of local NAACP with a service record in the religious community. Active in the Faith in Worcester Day of Prayer (September 2016) with leaders from diverse communities of faith to include all cultures because that is what Worcester looks like. Married to Dr. George Yancey, first vice president of the local chapter of the NAACP the response was overwhelming.

KEY TO POOL

CSA	COMMUNITY SERVICE AWARD
CS	COMMENCEMENT SPEAKER
HD	HONORARY DEGREE