

Dear Trustees,

The next scheduled Worcester State University Board of Trustees Meeting will take place on:

Tuesday, November 13, 2018
Multipurpose Room, Sheehan Hall
Worcester State University

Finance and Facilities Sub-Committee Meeting 3:30 p.m.
Multipurpose Room, Sheehan Hall

Academic and Student Development Sub-Committee Meeting 4:30 p.m.
Multipurpose Room, Sheehan Hall

Board of Trustees Dinner 5:30 p.m.
Pulse On Dining, Sheehan Hall

Board of Trustees Meeting 6:30 p.m.
Multipurpose Room, Sheehan Hall

As a reminder, we are committed to our paperless meeting format - so the materials have been posted to the website, here is the link to view those materials: <https://www.worcester.edu/Board-of-Trustees-Packets/>

Please RSVP to this email or call Judy St. Amand to RSVP.

We look forward to seeing you at the meeting.

Sincerely,

Barry M. Maloney
President

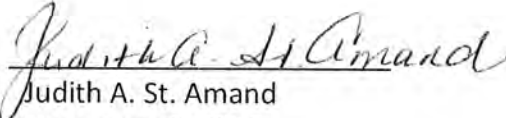
Finance and Facilities Sub-Committee Meeting 3:30 p.m.
Multipurpose Room, Sheehan Hall



NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES FINANCE & FACILITIES COMMITTEE WILL BE HELD ON TUESDAY, NOVEMBER 13, 2018 AT 3:30 P.M. IN THE MULTI-PURPOSE ROOM LOCATED IN SHEEHAN HALL.

1. CALL TO ORDER – Notice/Agenda
2. VOTES
3. APPROVAL OF MINUTES – October 16, 2018
4. APPROVAL OF FY19 BUDGET AMENDMENT #1 & RATE SETTING FOR FY 2020
5. APPROVAL OF WELLNESS CENTER TRUST FUND
6. OTHER BUSINESS
7. ADJOURNMENT


Judith A. St. Amand
November 6, 2018

Finance & Facilities Committee

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

VOTES

Upon a motion made and seconded, it was

VOTED: **to approve the minutes of October 16, 2018 as presented.**

Upon a motion made and seconded, it was

VOTED: **to recommend to the full Board the approval FY19 Budget Amendment #1 that reflects a \$1,210,431 increase in total revenue for the year and a transfer of the same amount to the Capital Improvement Trust Fund, and, the approval of the rate schedule for Worcester State University Tuition and Fees – Fall 2019-2020 Statement as presented.**

Upon a motion made and seconded, it was

VOTED: **to recommend to the full Board the establishment of the Wellness Center Trust Fund for FY 2019 with a beginning reserve balance of \$126,837.**

Upon a motion made and seconded, it was

VOTED: **to adjourn the meeting at**

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

FINANCE & FACILITIES COMMITTEE

October 16, 2018

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

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Finance & Facilities Committee was held on Tuesday, October 16, 2018 in room 326 Located in the Student Center. Trustee Madaus called the meeting to order at 4:07 p.m.

FY 2018 DRAFT AUDIT REPORT

- Trustee Madaus called upon VP Kathy Eichcelroth who introduced Jim Johnston from Bollus Lynch LLP to present a summary of the report
- Chairman Madaus reported that he had discussed the report in detail with both President Maloney and VP Eichelroth
- Bollus Lynch also audits the financial statements for the Worcester State Foundation and report is included with this WSU audit
- Management is responsible for preparing the financial statements and auditor's responsibility is to express opinions on the financial statements based on the audit
- In their opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Worcester State University and Worcester State Foundation, Inc., its discretely presented component unit, as of June 30, 2018 and 2017, and the charges in its net position, and its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America
- As noted to the financial statements, in 2017, the University adopted GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits other than Pensions*
- The financial statements and related footnotes are presented separately from Management Discussion and Analysis.

Financial Highlights

- The assets of Worcester State University exceeded its liabilities at the close of the most recent fiscal year by \$97,759,705, prior to posting of year end accruals related to the Commonwealth of Massachusetts Pension and Other Postemployment Benefits (OPEB) (net position). Subsequent to

the posting of the University's share of the Commonwealth's year end accruals related for these pension and other postemployment obligations, total net position is reduced to \$57,456,102

- Prior to posting of year ends accruals related to OPEB, the University's total net position decreased by \$(2,086,345). Pensions and insurance expense increased by \$2,907,012 as a result of recording the University's portion of the Commonwealth's OPEB, resulting in a larger decrease in net position of \$(4,933,357). Overall the revenues earned, when combined with non-operating revenues, exceeded operating expenses excluding depreciation expense (non-cash item) and the additional pension and other postemployment benefits accrual to reflect the University's portion of the Commonwealth's liability
- The implementation of Government Accounting Standard Board (GASB) Statement No. 75, OPEB, for the fiscal year ended June 30, 2018 requires the posting of a prior period adjustment as of July 1, 2017 to record the University's allocation of Commonwealth's net OPEB Liability. The prior period adjustment reduces the University net position at the beginning of the fiscal year by \$37,396,591. This prior period adjustment is similar in nature to the GASB No. 68 adjustment made to the University's financial statements in FY 2015, except the OPEB adjustment is significantly larger
- The University's net position as of July 1, 2017, prior to implementation of GASB No. 75 was \$99,846,050. The net position, subsequent to the adjustment to bring on the University's allocation of the Commonwealth net OPEB liability at the start of the fiscal year, is \$62,449,459. Unrestricted net assets from operations as of June 30, 2018 was \$35,831,022 with an offset related to the University's allocation of the Commonwealth's accumulated net retirement obligations of \$18,104,320 related to Pensions and \$39,627,832 related to OPEB, resulting in unrestricted net position of (\$21,811,130)
- Auxiliary Services, specifically Residence Life and Housing, closed the year with an operating surplus in excess of \$500,000, in contrast to a similar operating loss in FY 2017. The year closed in a favorable position, despite occupancy being below 100%, as the result of strict budget oversight that included budget adjustments to reduce spending as a result of a mid-year review.

Financial Analysis

- Net assets may serve over time as a useful indication of Worcester State University's financial position
- In the case of WSU, assets exceeded liabilities by \$57,456,102 at the close of FY 2018
- Largest portion of WSU's net assets reflects its investment in capital assets (e.g. land, buildings, machinery, and equipment), less any related debt, including capital leases, used to acquire those Assets that are still outstanding
- WSU uses these capital assets to provide services to students, faculty and administration, consequently, these assets are not available for future spending
- WSU's investment in its capital assets is reported net of related debt.

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

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

- Communication dated June 12, 2018 regarding the planned scope and timing of the audit was issued and discussion was held relative to the identification of and planned audit response to significant risks of material misstatement.

Significant Accounting Practices, Including Policies, Estimates and Disclosures

- The following is a list of matters, including significant estimates, which you may wish to monitor for your oversight responsibilities of the financial reporting process:
 - *Financial Statement Disclosures*
 - *Adoption or Change in Accounting Policies – during the year ended June 30, 2017, WSU adopted the provisions of GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits other than Pensions.*
 - *Significant or Unusual Transactions – did not identify any significant or unusual transactions of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus*
 - *Alternative Treatments Discussed with Management – did not discuss any alternative treatments*

Accounting Estimates

These are an integral part of the preparation of financial statements and are based on management's current judgement. Management reported that they used all relevant facts available to them to make the best judgments about accounting estimated. Significant examples of estimate to these financial statements include the allowance for uncollectible accounts receivable, valuation and amortization of deferred service concession arrangements, pension and other postemployment benefit liabilities required by GASB 68 and 75, and accumulated depreciation allowances for capital assets

Audit Adjustments

No adjustments identified

Uncorrected Misstatements

Not aware of any misstatements

Disagreement with Management

Encountered no disagreements

Consultation with Other Accountants

Not aware of any consultations management had with other accountants

Difficulties Encountered in Performing Audit

Encountered no difficulties

Other Information in Documents Containing Audited Financial Statements

Not aware of any other documents or information

Other Matters – New Accounting Pronouncements

GASB Statement No. 87, *Leases*, is required for periods beginning after December 15, 2019. Objective of Statement is to better meet the information needs of financial statement users by improving accounting and financial reporting for leases by governments. Statement establishes a single model for lease accounting based on foundational principle that leases are financings of the right to use and underlying asset. Management is in the process of reviewing this statement and potential effects on financial reporting.

Mr. Johnston stated he had no reason to meet with members of the Finance Committee privately.

Audit was thoroughly vetted by Committee, and upon a motion by Trustee Nichols and seconded by Trustee Taylor, it was unanimously

VOTED: to recommend to the full Board the approval of the FY 2018 Draft Audit Report as presented.

FY 2019 BUDGET UPDATE

- The FY 2019 Budget was approved by the trustees at the June 5, 2018 meeting, at which time the Commonwealth of Massachusetts had not approved a budget for FY 2019, resulting in level funding still not known
- During the week of July 9th WSU sent out bills to all registered students reflecting the two fee increases approved:
 - \$520 annual fee increase to fund FY 2019 collective bargaining and fringe benefits
 - \$109 annual fee increase to fund deferred maintenance gap and expired grant funds
- Governor signed FY 2019 Budget on July 26, 2018
- Approved budget included a performance based formula funding increase in addition to an increase to base operating appropriation to cover FY 2017 collective bargaining increases funded individually
- Campus did not receive funding for collective bargaining costs related to FY 2018 or FY 2019
- All labor union groups on campus (AFSCME, APA and MSCA) are working on closing new agreements that reach back to July 1, 2017 with a three year term ending on June 30, 2020
- Anticipated that the Commonwealth will file a supplemental bill to the FY 2018 2% collective bargaining increase
- University took action in FY 2019 to fund year two of the collective bargaining increases
- University expects to be responsible for funding year 3 of increases negotiated at an annual 2% increase
- Estimate of the cost of collective bargaining increases in FY 2020 will be approximately \$1,135,125
- New dollars received from the state in FY 2019 are as follows:
 - Performance based formula funding of \$278,076; increase to base to recover FY 2017 collective bargaining costs of \$932,355
 - Total new funds added to budget for FY 2019 equals \$1,210,431
 - In the past, increases of this nature were added to the base and carried forwards as annual minimal base funding
 - However, 9C cuts have reduced budgets and have occurred when the state is anticipating or experiencing a fiscal down turn

- That is not the case at this time – no expectation that a 9C budget reduction will be implemented over the next year
- Proposal for new dollars is as follows:
 - Approximately \$1,210,431 be transferred to Capital Improvement Trust Fund as a one-time deposit and will help to boost efforts to build reserves
 - University's ability to fund future large scale capital projects depends on the growth of unrestricted reserves
- Also propose that the \$1,210,431 of annual new spending capacity be redirected in FY2020 as permanent funding of the 2% collective bargaining increase estimated at a cost of \$1,135,125 – this ensures that contract increases are funded without an increase to student fees
- Administration would commit to managing remaining operation needs for FY 2020 within the confines of existing budget
- Will commit to freezing student fees for one year at FY 2019 levels
- As an emergency measure, if there were a decrease in enrollment or state budget cuts, would request access to the funds transferred to reserves during FY 2019 and would then look to the FY 2021 budget cycle to address any budget shortfall that would remain
- Information was provided to trustees so that they may review it in more depth
- Management will prepare a package for the Board recommending action to be taken at the November 13th meeting.

FY 2018 TRUST FUND REPORTS – Quarter 4

Trust Fund Report for the fourth quarter were shared for informational purposes. No action taken.

535 CHANDLER STREET PROPERTY IMPROVEMENTS

Finance Committee received a memo from Vice President Kathleen Eichelroth describing the proposed work at the President's home located at 535 Chandler Street:

- Proposal is to create an area for hosting University events on site for which additional costs such as tent rentals and set up of temporary utilities would not be incurred
- Pavilion will provide a permanent structure for events to held more frequently with significantly less costs and effort for setup
- Scope of work being recommended is the demolition of the barn (now considered to be unsafe), grading and leveling of the site, installation of a pavilion adjacent to the house and related utility work, paving and landscaping
- Work is identified in two phases:
 - **Phase I** will encompass the barn demolition and pavilion construction estimated at \$75,000
 - This phase to be funded by the Worcester State Foundation by allocating funds that were drawn on the excess equity of the property at 535 Chandler Street during refinancing in FY 2018
 - Foundation approved the funding and work to be accomplished in Phase I during their meeting on October 4, 2018
 - **Phase II** will encompass all the paving work,, updating the walkways in the area and refreshing landscaping including planting beds bordering the pavilion at a cost of \$60,519
 - University will fund Phase II with funds allocated for capital adaption and renewal in FY 2019

- Questions were raised as to the need for such a structure and felt the justification for such a project was not provided
- Looking for number of events, rental costs for previous events, etc.
- Chairman Blais reported to the Board for those members who were not part of the hiring of President Maloney, that it was agreed that he and his family would entertain students and other guests when appropriate at his home
- Many events are held and the cost for setting up tents, lack of parking and privacy for the president's family was discussed
- Originally it was proposed to have the barn renovated to use for entertaining and hosting certain events; but as the years passed the building continued to deteriorate
- A proposal for work to the barn and other updates was received several years ago but was not entertained by the administration and never brought to the Board due to the costs involved and no money available in the budget
- Without the funding of the Foundation and work being accomplished in two phases, it would probably not be proposed at this time
- Pavilion is a moveable structure and could be moved at a later date if needed

Following a thorough discussion, a motion was made by Trustee Taylor, seconded by Trustee Fazzone, it was

VOTED: to recommend approval to the full Board the property improvements at the President's House located at 535 Chandler Street. The improvements include the demolition of the barn, grading and leveling the site, installation of a pavilion adjacent to the house and related utility work, paving and landscaping. Project to be completed in two phases:

Phase I encompasses barn demolition and pavilion construction for an estimated cost of \$75,000 and will be funded by the Worcester State Foundation.

Phase II encompasses all paving work, in addition to updating the walkways in the area and refreshed landscaping including planting beds bordering the pavilion at an estimated cost of \$60,519 to be paid with funds allocated for capital adaptation and renewal in FY 2019.

<u>Voting in Favor</u>	<u>Abstained</u>
Trustee Fazzone	Trustee Steele
Trustee Nichols	
Trustee Taylor	
Trustee Blais	

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

VOTED: to adjourn the meeting at 6:08 p.m.

Respectfully submitted,


Judith A. St. Amand

Memorandum

DATE: October 25, 2018

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance *Kathy*

RE: **FY19 BUDGET AMENDMENT #1 & RATE SETTING FOR FY 2020**

Attached is budget amendment #1 for FY 2019. Page one provides the specific change that will be applied to the previously approved budget for FY 2019. The amendment reflects a \$1,210,431 increase in total revenue for the year and a transfer of the same amount to the Capital Improvement Trust Fund. Pages two through seven reflect the revised budget figures after the amendment is applied to the original approved budget. In general, the increase in State Appropriations (111) is allocated to the AA regular employee line with an offset by the same amount in the AA regular employee line in the General Purpose Trust Fund (400). The reduction in the AA line in the General Purpose Trust Fund (400) results in surplus spending capacity of \$1,210,431 that is budgeted as a transfer of funds to the Capital Improvement Trust Fund (405). The Capital Improvement Trust Fund (405) reflects the transfer in and an offsetting transfer out to the Capital Improvement Trust Fund Reserve.

Also included in this package is an update to the Reserve Stabilization Plan with the projected balance of Unrestricted Reserves from Operations through June 30, 2023. The updated projection includes the one time transfer to the Capital Improvement Trust Fund of \$1,210,431 as presented in FY 2019 Budget Amendment #1.

As discussed at the October Finance and Facilities sub-committee meeting Budget Amendment #1 is predicated on a commitment to not raise students rates for the coming 2019/2020 Academic Year. Attached is the proposed tuition and fee schedule for 2019/2020.

The Resident Hall room rates and the student health insurance rate are set by third parties. The administration is currently preparing the Resident Hall budget submission for FY 2020. The proposed budget will hold room charges at current year rates. The Massachusetts State College Building Authority is the rate setting agency for the Residence Halls and will consider our request to hold the current rates in FY 2020, though will not know their decision until later in the current calendar year. The student health insurance rate is set by a third party insurance carrier after negotiations with a committee representing the state universities. The student health insurance rate is usually not set until the spring.

We recommend a vote to approve the rate schedule as presented and we will update the board regarding the final approved room rates and student health insurance rate when they become available.

Worcester State University
General Operating Budget (111 & 400)
FY 2019 Budget Amendment #1

		FY2019 Approved Budget Amendment #1
<u>Sources of Funds:</u>		
Revenues		\$ 1,210,431
Total Sources		\$ 1,210,431
<u>Uses of Funds:</u>		
AA Regular Employees		\$ -
BB Employee Related Expenses		
CC Temporary Part-Time Employees		
DD Staff Benefit Expenses		
EE Administrative Expenses		
FF Facility Operation Supplies		
GG Energy/Space Rental		
HH Professional Services		
JJ Operational Services		
KK Equipment Purchase		
LL Equipment Lease, Maintenance, Repair		
NN Infrastructure & Building Improvements		
RR Educational Assistance		
SS Debt Service		
UU Technology Expenses		
Transfer to- Capital Improvement Trust Fund		1,210,431
Total Uses		\$ 1,210,431
Net Sources / (Uses)		\$ -

Worcester State University
Summary of Sources and Uses of Funds
FY 2019 - All Sources and Trust Funds - Amendment #1

Sources of Funds:

State Appropriation	\$ 27,842,803	25%
State Supported Fringe Benefits	\$ 9,891,263	9%
Other State Revenues	989,226	1%
Federal Student Aid	7,852,543	7%
Institutional Sources	65,927,349	59%
Total Sources	<u>\$ 112,503,184</u>	

Uses of Funds:

AA	Regular Employees	\$ 42,043,640	37%
BB	Employee Related Expenses	795,862	1%
CC	Temporary Part-Time Employees	8,418,922	7%
DD	Staff Benefit Expenses	15,724,854	14%
EE	Administrative Expenses	2,705,746	2%
FF	Facility Operation Supplies	1,991,726	2%
GG	Energy/Space Rental	12,083,598	11%
HH	Professional Services	1,526,625	1%
JJ	Operational Services	782,227	1%
KK	Equipment Purchase	155,748	0%
LL	Equipment Lease, Maintenance, Repair	1,427,706	1%
NN	Infrastructure & Building Improvements	5,889,198	5%
RR	Educational Assistance	12,020,698	11%
SS	Debt Service	1,097,063	1%
UU	Information Technology	2,181,427	2%
	Transfer Out	3,658,144	3%
	Transfer to Reserves	-	
	Total Uses	<u>\$ 112,503,184</u>	

Worcester State University
Summary of Sources
FY 2019 - All Sources and Trust Funds

State Sources

Annual State Maintenance Appropriation		\$ 27,842,803
State Supported Fringe Benefits	9,891,263	
Student Aid Program (Cash Grant & PT Student)	989,226	
Total Other State Sources		10,880,489
Total State Sources		38,723,292

Federal Sources

SEOG Program	225,853	
College Work Study Program	102,794	
Pell Grants	7,397,621	
Local match (Transfer from General Trust Fund Reserve)	126,275	
Total Federal Sources		7,852,543

Institutional Sources

Revenue		
General Fund	47,822,100	
Parking Fines Scholarship Fund	110,086	
Health Services Fund	445,623	
Residence Halls Fund	12,682,765	
Student Activities Fund	288,872	
Residence Hall Technology and Equip. Fund	346,940	
Capital Improvement Fund	3,232,677	
Transfers In		
*Transfer from Health Services Fund Reserve	121,299	
*Transfer from Student Activities Trust Fund Reserve	126,128	
*Transfer from Capital Improvement Trust Fund	750,859	
Total Institutional Sources		65,927,349
Total Sources		\$ 112,503,184

Worcester State University
General Operating Budget (111 & 400)
FY 2019 Budget Amendment #1

	FY2019 Approved Budget Amendment #1	FY2019 Final Budget	FY2018 Final Budget
<u>Sources of Funds:</u>			
Revenues	\$ 75,664,903	\$ 74,454,472	\$ 71,883,347
State Funded Fringe Benefits	\$ 9,891,263	\$ 9,891,263	\$ 9,289,371
Total Sources	\$ 85,556,166	\$ 84,345,735	\$ 81,172,718
<u>Uses of Funds:</u>			
AA Regular Employees	\$ 40,665,037	\$ 40,665,037	\$ 39,603,454
BB Employee Related Expenses	748,462	748,462	763,103
CC Temporary Part-Time Employees	8,135,822	8,135,822	8,198,116
DD Staff Benefit Expenses	15,219,553	15,219,553	13,612,705
EE Administrative Expenses	2,500,496	2,500,496	2,586,107
FF Facility Operation Supplies	1,499,726	1,499,726	1,615,714
GG Energy/Space Rental	2,389,498	2,389,498	2,389,498
HH Professional Services	1,068,325	1,068,325	1,089,533
JJ Operational Services	761,227	761,227	772,564
KK Equipment Purchase	120,748	120,748	94,748
LL Equipment Lease, Maintenance, Repair	1,256,681	1,256,681	1,262,104
NN Infrastructure & Building Improvements	5,064,969	5,064,969	4,348,744
RR Educational Assistance	2,510,961	2,510,961	2,517,439
SS Debt Service	307,013	307,013	307,013
UU Technology Expenses	2,097,217	2,097,217	2,011,876
Transfer to- Capital Improvement Trust Fund	1,210,431	-	-
Total Uses	\$ 85,556,166	\$ 84,345,735	\$ 81,172,718
Net Sources / (Uses)	\$ -	\$ -	\$ -

Worcester State University
State Maintenance Appropriation (111)
FY2019 Budget Amendment #1

		FY2019 Approved Budget Amendment #1	FY2019 Final Budget	FY2018 Final Budget
<u>Sources of Funds:</u>				
	State Appropriation	\$27,842,803	\$26,632,372	\$ 26,632,372
	State Funded Fringe Benefits	9,891,263	9,891,263	9,289,371
	Total Sources	\$37,734,066	\$36,523,635	\$ 35,921,743
<u>Uses of Funds:</u>				
AA	Regular Employees	\$27,842,803	\$26,632,372	\$ 26,632,372
BB	Employee Related Expenses	-	-	-
CC	Temporary Part-Time Employees	-	-	-
DD	Staff Benefit Expenses	9,891,263	9,891,263	9,289,371
EE	Administrative Expenses	-	-	-
FF	Facility Operation Supplies	-	-	-
GG	Energy/Space Rental	-	-	-
HH	Professional Services	-	-	-
JJ	Operational Services	-	-	-
KK	Equipment Purchase	-	-	-
NN	Infrastructure & Building Improvements	-	-	-
	Total Uses	\$37,734,066	\$36,523,635	\$ 35,921,743
	Net Sources / (Uses)	\$ -	\$ -	\$ -

Worcester State University
General Trust Fund (400)
FY2019 Budget Amendment #1

		FY2019 Approved Budget Amendment #1	FY2019 Final Budget	FY2018 Final Budget
Sources of Funds:				
Revenues		\$ 47,822,100	\$ 47,822,100	\$ 45,250,975
Total Sources		<u>\$ 47,822,100</u>	<u>\$ 47,822,100</u>	<u>\$ 45,250,975</u>
Uses of Funds:				
AA	Regular Employees	\$ 12,822,234	\$ 14,032,665	\$ 12,971,082
BB	Employee Related Expenses	748,462	748,462	763,103
CC	Temporary Part-Time Employees	8,135,822	8,135,822	8,198,116
DD	Staff Benefit Expenses	5,328,290	5,328,290	4,323,334
EE	Administrative Expenses	2,500,496	2,500,496	2,586,107
FF	Facility Operation Supplies	1,499,726	1,499,726	1,615,714
GG	Energy/Space Rental	2,389,498	2,389,498	2,389,498
HH	Professional Services	1,068,325	1,068,325	1,089,533
JJ	Operational Services	761,227	761,227	772,564
KK	Equipment Purchase	120,748	120,748	94,748
LL	Equipment Lease, Maintenance, Repair	1,256,681	1,256,681	1,262,104
NN	Infrastructure & Building Improvements	5,064,969	5,064,969	4,348,744
RR	Educational Assistance	2,510,961	2,510,961	2,517,439
SS	Debt Service	307,013	307,013	307,013
UU	Technology Expenses	2,097,217	2,097,217	2,011,876
Transfer Out- To Capital Improvement Trust Fund		1,210,431	-	-
Total Uses		<u>\$ 47,822,100</u>	<u>\$ 47,822,100</u>	<u>\$ 45,250,975</u>
Net Sources / (Uses)		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Capital Improvement Trust Fund (405)
FY2019 Budget Amendment #1

	FY2019 Approved Budget Amendment #1	FY2019 Final Budget	FY2018 Final Budget
<u>Sources of Funds:</u>			
Capital Improvement Fee	\$ 3,171,662	\$ 3,171,662	\$ 3,171,662
Parking Revenue	61,015	61,015	61,015
Transfer In - General Fund	1,210,431	-	-
Total Sources	<u>\$ 4,443,108</u>	<u>\$ 3,232,677</u>	<u>\$ 3,232,677</u>
<u>Uses of Funds:</u>			
SS - Debt Service	\$ 790,050	\$ 790,050	\$ 788,850
Transfer Out - Parking Garage Oper. Fund	750,859	750,859	860,000
Transfer Out - To Reserves	2,902,199	1,691,768	1,583,827
Total Uses	<u>\$ 4,443,108</u>	<u>\$ 3,232,677</u>	<u>\$ 3,232,677</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Reserve Stabilization Plan

	Total Unrestricted Reserves	Capital Improvement Trust Fund					General Fund Unrestricted	Capital Impr. Fund Unrestricted
		Parking Fee	Capital Improvement Fee	Dedicated revenue Combined	Expenditures/ Transfers	Annual Net		
630/2018 - Unrestricted from operations	35,831,022							O/S Debt 23,413,812
BUDGET								
FY 2019 results of operations	2,536,438	60,000	3,201,677	3,261,677	(1,075,650) (860,000) 1,210,431		17,839,673	17,991,349
Debt service								
Transfer to Pkg Gar TF								
Transfer from operations								
June 30, 2019	38,367,480	60,000	3,201,677	3,261,677	(725,219)	2,536,438 year 1	17,839,673	20,527,807
FY 2020 results of operations	2,119,377	60,000	3,201,677	3,261,677	(1,081,900) (860,000)			prime pmt (680,667) 22,733,145
Debt service								
Transfer to Pkg Gar TF								
Transfer for future projects								prime pmt (705,667)
June 30, 2020	40,487,257	60,000	3,201,677	3,261,677	(1,941,900)	1,319,777 year 2	18,639,673	21,847,584
FY 2021 results of operations	2,110,377	60,000	3,201,677	3,261,677	(1,091,300) (860,000)			
Debt service								
Transfer to Pkg Gar TF								prime pmt (730,667)
June 30, 2021	42,597,634	60,000	3,201,677	3,261,677	(1,951,300)	1,310,377 year 3	19,439,673	23,157,961
FY 2022 results of operations	2,100,627	60,000	3,201,677	3,261,677	(1,101,050) (860,000)			
Debt service								
Transfer to Pkg Gar TF								prime pmt (760,667)
June 30, 2022	44,698,261	60,000	3,201,677	3,261,677	(1,961,050)	1,300,627 year 4	20,239,673	24,458,588
FY 2023 results of operations	2,087,677	60,000	3,201,677	3,261,677	(1,114,000) (860,000)			
Debt service								
Transfer to Pkg Gar TF								prime pmt (790,667)
June 30, 2023	46,785,938	60,000	3,201,677	3,261,677	(1,974,000)	1,287,677 year 5	21,039,673	25,746,265

Projected Unrestricted Reserves from Operations June 30, 2023

46,785,938	15,000,000	31,785,938.00	1.61
Project Equity contribution	10,000,000	36,785,938.00	1.86
Project Equity contribution	8,000,000	38,785,938.00	1.96
Project Equity contribution	5,000,000	41,785,938.00	2.12

Worcester State University
Tuition and Fees - Fall 2019/2020

	Annual	Per Semester	Per Cr Hour
Undergraduate Day Division *			
Cost for Full-Time In-State Student	10,161.00	5,080.50	423.38
Tuition:			
MA Resident	970.00	485.00	40.42
Non-Resident	7,050.00	3,525.00	293.75
NE Regional	1,455.00	727.50	60.63
Fees:			
General Fee	8,373.00	4,186.50	348.88
Student Activity Fee	72.00	36.00	3.00
Student Health Svc Fee	110.00	55.00	4.58
Capital Improvement Fee	636.00	318.00	26.50
Total Fees	9,191.00	4,595.50	382.96
Residence Halls			
Residence Hall Rates			
Chandler Village I	8,078.00	4,039.00	
Dowden Hall	7,778.00	3,889.00	
Wasylean Hall	8,478.00	4,239.00	
Sheehan Hall	8,298.00	4,149.00	
Single (Additional charge)	400.00	200.00	
Residence Activity Fee	50.00	25.00	
Technology and equipment fee	220.00	110.00	
Resident Parking Fee - satellite lot	100.00	50.00	
Board	3,750.00	1,875.00	
Damage Deposit (1st Semester)		100.00	
Other			
Health Insurance	TBD	na	
Orientation Fee (New Students)	75.00	na	
Commuter Meal Plan	300.00	150.00	
Division of Graduate and Continuing Education			
Tuition:			
UnderGraduate **			130.00
Graduate			169.00
Fees:			
Administrative Fee			
UnderGraduate			125.00
Graduate			126.50
Capital Improvement Fee			26.50
Other University fees:			
Student Teaching	75.00	per course	
Lab Instruction	90.00	per course	
Art Model Fee	25.00	per course	
Applied Music Fee	260.00	per course	
Application Fee	50.00	per item	
Transcript Fee	5.00	per item	
Field Work Supervision			15.00
Internship			15.00

* Undergraduate Day division courses are offered M-F, 8 am - 4 pm

** Undergraduate courses in the Division of Continuing Education begin at 4 pm M - F, Sat/Sun, and on-line

Memorandum

DATE: October 25, 2018

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance *Kathy*

RE: WELLNESS CENTER TRUST FUND

The Wellness Center has been operating since September 2016 and has established a history of net earnings. As discussed during the FY 2017 budget deliberations, the net earnings from Wellness Center operations would be documented with the intent of determining if, and when, it would become viable to establish a new trust fund with net earnings being used to supplement programming and operations.

The first full year of operation for the Wellness Center was FY 2018. As we closed the year and completed the annual audit process we reconciled the Wellness Center activity and have identified net earnings during FY 2018 of \$126,837. Operations appear stable and we recommend that the Wellness Center Trust Fund be established for FY 2019 with a beginning reserve balance of \$126,837.

The attached materials describe the purpose of the trust fund and establish a guideline for allowable expenditures. The budget as presented for FY 2019 provides for an opportunity to increase the beginning reserve balance by \$81,528 at the close of the fiscal year. When the Wellness Center initial budget was established there was discussion about the opportunity of program revenue providing budget relief to University's operations. Budgeted cost associated with recreational sports equipment and athletic equipment of \$45,309 will be removed from the general operating budget and will be funded by the Wellness Center Trust Fund.

Going forward the Athletic Department will prepare and submit an annual budget for the Wellness Center Trust Fund as part of the comprehensive budget package that is approved by the Board of Trustees.

<u>Name of Trust Fund</u>	Wellness Center Trust Fund
<u>Date established</u>	July 1, 2019
<u>Purpose of Fund</u>	To record all activity related to the business unit type operations with regard to the Wellness Center and its use by external clientele.
<u>Source number</u>	429
<u>Source of revenue</u>	Sources of revenue includes fees from facility rentals, membership sales, fitness class registrations, virtual golf registrations, and other sales of miscellaneous items at the fitness desk.
<u>Appropriate expenditures</u>	Expenditures include the purchase of recreational sports supplies and equipment (example attached from initial inventory purchase), and athletic supplies and equipment (example attached from initial inventory purchase) including other miscellaneous program supplies and promotions materials and items. Part-time staffing (CC) necessary to run Wellness Center Programming. A reserve may be accumulated and budgeted to fund one time purchases to support the Wellness Center or athletic programs. Infrastructure, facility and information technology related costs may be allowed with prior budget approval.
<u>Inappropriate expenditures</u>	Payroll (AA) lines will not be charged. Employee travel (BB) and Benefit (DD) lines are not appropriate expenditures. Those in violation of the Worcester State College "Accounting Policy and Procedure Manual".
<u>Separate bank account</u>	No

**Wellness Center Budget
Recreational Sports Equipment
Draft**

	<u>EQUIPMENT</u>	<u>QTY</u>	<u>Price</u>	<u>TOTAL COST</u>	<u>MANUFACTURE/ MODEL #</u>
96003XXX	Border Floor Hockey	26	204.63	\$5,320.38	BSN
1273472	Futsal goals 6X9 (pairs)	2	1,159.28	\$2,318.56	BSN
1377098	Select Futsal Master 6 pack	1	254.10	\$254.10	BSN
1040814	12" Game/Boundary Cone - orange	24	4.99	\$119.76	BSN
1271560	Fixed Rung Agility Ladder	6	31.14	\$186.84	BSN
1063943	Pugg 4' Training Goal (pair)	8	69.87	\$558.96	BSN
1251838	Indoor/Outdoor spring loaded corner flags (set of 4)	4	56.84	\$227.36	BSN
1382858	Kwlgoal Practice Field Hockey Goals (pair)	2	\$2,136.98	\$4,273.96	BSN
MTMRAQ	Tennis Rackets	6	\$19.99	\$119.94	BSN
USOPEN	Tennis Balls (cases)	2	\$95.96	\$191.92	BSN
1393486	Pickel ball	4	\$12.54	\$50.16	BSN
1304213	Shield Indoor Floor Hockey Stick set	6	\$187.78	\$1,126.68	BSN
1058XXXX	Shield Orange Non Bounce Hotball (set of 3)	10	\$7.84	\$78.40	BSN
1197655	Multi purpose Equipment Cart	3	\$159.74	\$479.22	BSN
1064889	Socks for Floor Hockey sticks Foam Covers	48	\$8.41	\$403.68	BSN
1065936	Mylec Folding Goal	6	\$36.41	\$218.46	BSN
1363633	PickleBall Net	6	\$149.37	\$896.22	BSN
1025XXXX	PickleBall Diller set	6	\$224.71	\$1,348.26	BSN
1235593	volleyballs	8	\$29.84	\$238.72	BSN
1155389	volleyball carts	1	\$129.34	\$129.34	BSN
40870	Mesh bags	10	129.34	\$1,293.40	BSN
1276572	Men's Basketballs	8	\$34.99	\$279.92	BSN
1276589	Women's Basketball	4	\$34.99	\$139.96	BSN
V88MPEL1	Indoor Soccer Balls	4	\$19.89	\$79.56	BSN
1235593	Volleyballs	4	\$24.50	\$98.36	BSN
1371492	Men's Football	2	\$39.59	\$79.18	BSN
NKFT0233	Women's Football	2	\$19.99	\$39.98	BSN
1249804	Versa Cuff Light	2	\$8.99	\$17.98	BSN
1249811	Versa Cuff Medium	2	\$9.99	\$19.98	BSN
1249828	Versa Cuff Heavy	2	\$10.99	\$21.98	BSN
1342574	Versa Cuff Extra Heavy	2	\$11.99	\$23.98	BSN
1249804	Versa Cuff Long Light	2	\$8.99	\$17.98	BSN
1249811	Versa Cuff Long Medium	2	\$9.99	\$19.98	BSN
1249828	Versa Cuff Long Heavy	2	\$10.99	\$21.98	BSN
1342574	Versa Cuff Long Extra Heavy	2	\$11.99	\$23.98	BSN
1281842	Boxing Gloves (pair)	5	\$48.99	\$244.95	BSN
1051216	Target Mitts (pair)	5	\$49.99	\$249.95	BSN
1384302	Body Shield	1	\$79.99	\$79.99	BSN
200234411	Kick Shield	1	\$79.99	\$79.99	BSN
1126631	Class Round Timer	1	\$247.36	\$247.36	BSN
1236149	1236149 Volt 8.25" Special Tuff Ball (Set of 6)	1	\$101.41	\$101.41	BSN
1522	VPG 10HXX Volt Playground Ball 10" Red	12	\$5.99	\$71.88	BSN
1184761	X44RP ASA Yellow Poly Sft (Dozen)	4	\$49.99	\$199.96	BSN
TACSV5WS	Tachikera SV5WS Volleyball	4	\$33.89	\$135.56	BSN
NKFT0231	NKFT0231 Nike Spiral Tech Football (NFHS)	8	\$19.99	\$159.92	BSN
NKFT0232	NKFT0232 Nike Spiral Tech YTH Football	4	\$19.99	\$79.96	BSN
1276572	MAC X10 Elite NFHS Comp Ball - Official	8	\$34.99	\$279.92	BSN
1276572	MAC X10 Elite NFHS Comp Ball-Int	4	\$34.99	\$139.96	BSN
1376985	Nike Premier Team SZ5	8	\$29.99	\$239.92	BSN
1384309	Brine SBVIS95 Indoor Soccerball	4	\$24.59	\$98.36	BSN
MTMRAO	BIOTEC 500 Tennis Racquet	8	\$19.99	\$159.92	BSN
MTDUNCAN24	Dunlop Championship Tennis Balls (case)	2	89.99	\$179.98	BSN
1155006	Wiffle Baseball	12	1.09	\$13.08	BSN
3193XXXX	Wiffle Brand Bat 32"	4	3.99	\$15.96	BSN
1235623	Throw Down Bases - 5 piece orange (set)	1	14.99	\$14.99	BSN
BBSBBXXXY	Rubber Bases (set)	2	32.99	\$65.98	BSN
BBSBHPXXY	Rubber Home Plate	2	13.99	\$27.98	BSN
1385134	Worth Toxic Reload - Slowpitch Bat 34/27.5	4	79.99	\$319.96	BSN
1388394	Wilson A360 14" Slow Pitch Glove	8	39.99	\$319.92	BSN
1388394	14" Fielders Glove - LHT WTA-0362	4	39.99	\$159.96	BSN
BBUMPIND	Indicator Balls Strike Out-Inn	6	4.47	\$26.82	BSN
CUMPRO	Pro Umpire Placket Navy XLG	8	33.14	\$265.12	BSN

**Wellness Center Budget
Recreational Sports Equipment
Draft**

	<u>EQUIPMENT</u>	<u>QTY</u>	<u>Price</u>	<u>TOTAL COST</u>	<u>MANUFACTURE/ MODEL #</u>
1157673	V-Neck Referee Shirt AM	4	26.99	\$107.96	BSN
1157673	V-Neck Referee Shirt AL	4	26.99	\$107.96	BSN
1157673	V-Neck Referee Shirt AXL	6	26.99	\$161.94	BSN
1157673	100% Poly Officials Jersey MD	4	26.99	\$107.96	BSN
1157673	100% Poly Officials Jersey LG	4	26.99	\$107.96	BSN
1157673	100% Poly Officials Jersey XL	6	26.99	\$161.94	BSN
FBREFFLG	FBREFLG Umpire/Referee Flag	12	5.99	\$71.88	BSN
1040814	12" Game/Boundary Cone - orange	8	5.99	\$47.92	BSN
1240245	1240245 Flag Football Ball Spotter Orange	4	6.99	\$27.96	BSN
1240252	1240252 Flag Football Ball Spotter Yellow	4	6.99	\$27.96	BSN
MSWPYLOX	MSWPYLOX Weighted End Zone Pylon (set)	4	29.54	\$118.16	BSN
1245134	Poly Flag Football Sideline Markers (set)	4	289.14	\$1,156.56	BSN
1149562	1149562 Triple threat Belt w/ Blue- LG	12	2.99	\$35.88	BSN
1149562	1149562 Triple threat Belt w/ Blue XL	12	2.99	\$35.88	BSN
1149524	1149524 Triple Threat Belt w/ Yellow Flag - LG	12	2.99	\$35.88	BSN
1149524	1149524 Triple Threat Belt w/ Yellow Flag - XL	12	2.99	\$35.88	BSN
86703XXX	NIRSA Flag & Touch Football Rules Book	4	19.99	\$79.96	BSN
C47N	Numbered Scrimmage Vest Royal	12	5.75	\$69.00	BSN
C47N	Numbered Scrimmage Vest Gold	12	5.75	\$69.00	BSN
C47N	Numbered Scrimmage Vest Black	12	5.75	\$69.00	BSN
C47N	Numbered Scrimmage Vest Kelly	12	5.75	\$69.00	BSN
C47N	Numbered Scrimmage Vest Scarlet	12	5.75	\$69.00	BSN
C47N	Numbered Scrimmage Vest Orange	12	5.75	\$69.00	BSN
SK999	Indoor/Outdoor Tabletop Scoreboard	2	429.89	\$859.78	BSN
99064	Portable Manual Scorekeeper	2	29.99	\$59.98	BSN
1364614	Fox 40 Whistle (dozen)	3	59.41	\$178.23	BSN
1383898	Whistle Lanyard Black (Dozen)	3	9.99	\$29.97	BSN
MSR6FWAL	Referee Wallet w/ Cards	8	4.99	\$39.92	BSN
FBREFFLG	Linesman Flags (pair)	4	5.99	\$23.96	BSN
1162639	Budget Possession Indicator	2	99.84	\$199.68	BSN
1388016	Referee Bean Bags	8	4.99	\$39.92	BSN
1370767	Down Indicators	8	139.41	\$1,115.28	BSN
12440191	Jumbo Display Watch	4	23.99	\$95.96	BSN
SCGOAL50	Indoor Soccer Goal	2	299.99	\$599.98	BSN
MCB91XXX	MAC Home Plate Brush	4	5.99	\$23.96	BSN
40870	Mesh Ball Net - Gold	8	6.99	\$55.92	BSN
1385400	MAC Wheeled Deluxe EQ Bag - BK	2	56.87	\$113.74	BSN
4085	Mesh Duffle Bag - Scarlet	2	22.89	\$45.78	BSN
1268942	Ultimate Frisbee 175G	8	13.99	\$111.92	BSN

Request to fund through Building Initial Furniture, Fixture and
Equipment budget line

\$31,135.50

One third of the estimated cost will be placed in operating funds
to cycle out old items on an annual basis including existing
Inventory

\$10,378.50

**Wellness Center Budget
Athletic Equipment
DRAFT**

	<u>EQUIPMENT</u>	<u>QTY</u>	<u>Price</u>	<u>TOTAL COST</u>	<u>MANUFACTURE/MODEL #</u>
CRTRTCONVEBLK2	table cart	1	401.40	\$401.40	mitylite quote QUO-15812-R9G0Z5
LRT2472FUK11	6 foot folding tables	6	337.93	\$2,027.58	mitylite quote QUO-15812-R9G0Z5
1276664	Simpo SignII Stand	6	59.49	\$356.94	BSN
CP200D	Radios	12	450.00	\$5,400.00	Worad Quote Q88429
CP-150-200	6 unit rapid charger	2	435.00	\$870.00	Worad Quote Q88429
NK384407	Staff T-shirts colors Green	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Red	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Gold	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Blue	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Pink	100	13.99	\$1,399.00	BSN
NK384407	Staff T-shirts colors Orange	100	13.99	\$1,399.00	BSN
1202113	50 Person First Aid Kit	3	36.28	\$108.84	BSN
SNBBN288Y	Nylon Basketball Nets	12	3.99	\$47.88	BSN
1525	Master Locks	590	9.13	\$5,386.70	Caola Quote 400965
1525-key	Master Locks Override key	5	3.99	\$19.95	Caola Quote 400965
1240672	HD Inflator	2	138.41	\$276.82	BSN
3079RHXX	Golf Club Sets	4	159.84	\$639.36	BSN
NK0G0343	Nike Golf Club Bags	4	79.42	\$317.68	BSN
NK0L0880	Nike Golf Balls (dozen)	10	29.47	\$294.70	BSN
1162622	Monster Ball Locker	2	389.68	\$779.36	BSN
	The Gun 8000 (line \$215 shipping)	1	5,950.00	\$5,950.00	Quote
20YL46	Stanchions	50	236.25	\$11,812.50	Greninger.com
	Stanchions Storage Cart	3	1,251.00	\$3,753.00	Greninger.com
WHCH3300000001T	Game Chairs (black) add \$5 for blue	50	\$1.00	\$2,550.00	mitylite quote QUO-15812-R9G0Z5
CRTCH33FBLK2	Chair Rack	1	434.25	\$434.25	mitylite quote QUO-15812-R9G0Z5
1591	Royal Blue First Place Collegiate Hurdle (Royal Blue)	20	164.95	\$3,299.00	MF Quote
4065	Carlton Rocket Starting Block	6	139.95	\$839.70	MF Quote
4051	First Place Universal starting block cart	1	399.00	\$399.00	MF Quote
4794	First Place Int'l PV Pit	1	399.00	\$399.00	MF Quote
1596	First Place Premier College PV Standard	1	1,595.00	\$1,595.00	MF Quote
4825	First Place Prep PV Base Pads	1	1,150.00	\$1,150.00	MF Quote
4867	First Place Collegiate Pit HJ	1	6,295.00	\$6,295.00	MF Quote
1598	First Place Premier High Jump Standard	1	550.00	\$550.00	MF Quote
8625	UCS PV Box Collar	1	499.00	\$499.00	MF Quote
4514	5X10 All Aluminum Cart	2	1,975.00	\$3,950.00	MF Quote
3101	First Place Pole Vault Championship Xbar	3	59.00	\$177.00	MF Quote
3102	1st Place Championship HJ Cross Bar	3	57.00	\$171.00	MF Quote
3110		4	16.00	\$64.00	MF Quote
54	First Place hurdle Dolly with handle	2	250.00	\$500.00	MF Quote
4	First Place implement Cart	1	499.00	\$499.00	MF Quote
9613	Banana Steps 12"	6	8.95	\$53.70	MF Quote
9614	Banana Steps 18"	6	12.95	\$77.70	MF Quote
3124	SmartHurdle H5 adjusts	5	64.00	\$320.00	MF Quote
3190a	ABC Agility ladder hard rung	2	60.00	\$120.00	MF Quote
0575	First Place 100 Memory Stopwatch MF-100	14	19.95	\$279.30	MF Quote
4272	100' FIBERGLASS MEAS. TAPE	1	16.00	\$16.00	MF Quote
4273	200' FIBERGLASS MEAS. TAPE -	1	21.00	\$21.00	MF Quote
3170	400 GRAM NOCKENBALL Blue	1	16.00	\$16.00	MF Quote
3171	600 GRAM NOCKENBALL Red	1	19.00	\$19.00	MF Quote
3172	800 GRAM NOCKENBALL yellow	1	21.00	\$21.00	MF Quote
4850-8	800 gram Turbo Spler	1	55.00	\$55.00	MF Quote
2950-6	Turbo Jav Long Tom 6 - 600 gram	1	40.00	\$40.00	MF Quote
4918	Technique Ramp	1	299.00	\$299.00	MF Quote
7648	BULLET BELT DELUXE Pop & Rip 65.00	4	65.00	\$260.00	MF Quote
4178	SLID PLATE II FOR OLYMPIC WEIGHT PLATE 125.00	2	125.00	\$250.00	MF Quote
7623	INDOOR SHOT/WEIGHT CIRCLE	1	799.00	\$799.00	MF Quote
7623b	WOOD TORBOARD FOR INDOOR CIRCLE	1	399.00	\$399.00	MF Quote
5619	6" PLYOMETRIC BOX	1	99.00	\$99.00	MF Quote
740140061	6' TRAINING STEEPLECHASE BARRIER 1499.00	1	1,499.00	\$1,499.00	MF Quote
2670	Drive Sled II	1	199.95	\$199.95	MF Quote
10mmSuperX	High Jump and Runways 8 6'X40'&8 4'X60'	1	29,500.00	\$29,500.00	Athletic Surfaces Quote
BS47750	BSN Sports Protector Series Softball Screen	2	\$219.54	\$439.08	BSN
BS47710	BSN Sports Protector Series 7'x7' BaseMan Screen	2	\$219.54	\$439.08	BSN
BS47700	BSN Sports Protector Series 7'x7' Sock-Net Screen	2	\$249.87	\$499.74	BSN
1266016	3' X 9' CLAY SOFTBALL PITCHERS MOUND WITH POWER LANE PRO Product	2	\$179.69	\$359.38	BSN
1159172	Jugs Super Softball Pitching Machine	1	\$1,569.87	\$1,569.87	BSN
BBDSBALL	Jugs Sting-Free Dimpled Softballs (Dozen)	3	\$34.89	\$104.67	BSN
1155020	Ute Flite Jugs	1	\$27.89	\$27.89	BSN
1235890	BTM612C Trigon Pro Turf Baseball 6x12 Clay Mat Batters Box	2	\$399.87	\$799.74	BSN
BS47743	BSN Sports Protector Series L-Screen	2	\$219.54	\$439.08	BSN

**Wellness Center Budget
Athletic Equipment
DRAFT**

	<u>EQUIPMENT</u>	<u>QTY</u>	<u>Price</u>	<u>TOTAL COST</u>	<u>MANUFACTURE/MODEL #</u>
1237146	ProMounds Collegiate Portable Pitcher's Mound (Item: MP2001)	2	\$857.32	\$1,714.64	BSN
1159196	Jugs Lite-Flite machine Package (Baseball)	1	\$389.41	\$389.41	BSN
FEEDER	18 Ball Baseball Lite-Flite Feeder	1	\$199.00	\$199.00	BSN
K10844	Helmets - Air 8 Batter's Helmet (Item: K10844)	5	\$39.99	\$199.95	BSN
1344073	Portable Lacrosse Goal	2	239.54	\$479.08	BSN
1388426	Portable Lacrosse Crease	2	319.87	\$639.74	BSN
1388427	Portable Lacrosse Goal Crease (Women's)	2	119.87	\$239.74	BSN
1344097	Portable Barrier Net	2	419.87	\$839.74	BSN
40k195	Runners for floor in front of 4 bleachers (60 foot carpet)	6	625.00	\$3,750.00	Graininger.com
1159639	Game Ball racks	2	109.99	\$219.98	BSN
1881750	Laundry Carts	13	280.00	\$3,640.00	Graininger.com
208L2	Replacement backboards	1	1,250.00	\$1,250.00	porterathletic.com
	Scoretable	2	5,000.00	\$10,000.00	waiting for Lord exact quote
	Scoretable possession arrow	3	500.00	\$1,500.00	waiting for Lord exact quote

Request to fund through Building Initial Furniture, Fixture and Equipment budget line

\$134,291.12

less: highjumps - \$29,500.00

New Items to be addressed through a funded revolving replacement cycle

\$104,791.12

One third of this estimated cost will be placed in operating funds to cycle out old items including existing inventory

\$34,930.37

Worcester State University
Wellness Center Revenue
6/29/2018

Revenue Line	Description	Revenue /DATATEL	Expenses/Staff Related	Total
1-729-030-31300	Fitness -Membership fee	16,850	(2,524)	14,326
1-729-031-31300	Recreation Classes- Membership fee Pink Gloves	11,098 \$	(358) (5,362)	- 5,378
1-729-031-31302	Recreation Classes-Golf Simulator	4,191	(751)	- 3,440
1-729-032-39500	Fitness - Rental/Leases	103,693	-	- 103,693
		135,832	(8,995)	126,837

Student eligible for membership 3190/6,344
Non-Student paid membership 137
0.043
Total expenses charged to Fitness membership 49415
58,700 *0.043=2,52 Staff Allocated to Non- Student Membership
Pink Gloves
*No C line expense as of yet - Dean is only instructor
*\$2,962 equipment expense
*\$2,400 license fee
Group Exercise
*710 unique student users (Fall and Spring)
*15 unique staff users (Fall and Spring)
.021% allocation for expense
17,059 CCC Line expense

Worcester State University
Wellness Center Trust Fund 429
FY2019 Budget

		FY2019 Requested Budget
<u>Sources of Funds:</u>		
Revenues		\$ 135,832
Total Sources		<u>\$ 135,832</u>
<u>Uses of Funds:</u>		
AA	Regular Employees	\$ -
BB	Employee Related Expenses	-
CC	Temporary Part-Time Employees	8,995
DD	Staff Benefit Expenses	-
EE	Administrative Expenses	-
FF	Facility Operation Supplies	10,379
GG	Energy/Space Rental	-
HH	Professional Services	-
JJ	Operational Services	-
KK	Equipment Purchase	34,930
LL	Equipment Lease, Maintenance, Repair	-
NN	Infrastructure & Building Improvements	-
RR	Educational Assistance	-
UU	Technology Expenses	-
	Transfer to reserves	81,528
	Total Uses	<u>\$ 135,832</u>
	Net Sources / (Uses)	<u>\$ -</u>
	Reserves transferred to create fund	<u>\$ 126,837</u>

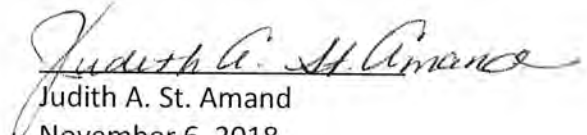
Academic and Student Development Sub-Committee Meeting 4:30 p.m.
Multipurpose Room, Sheehan Hall



NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY ACADEMIC AFFAIRS/STUDENT DEVELOPMENT COMMITTEE WILL BE HELD ON TUESDAY, NOVEMBER 13, 2018 AT 4:30 P.M. IN THE MULTI-PURPOSE ROOM LOCATED IN SHEEHAN HALL.

1. CALL TO ORDER (Notice & Agenda)
2. VOTES
3. APPROVAL OF AY 2019-2020 SABBATICAL LEAVES
 - 3A) Memo President to BOT
 - 3B) Memo Provost to President
 - 3C) Sabbatical Summary and Proposal Summaries
4. OTHER BUSINESS
5. ADJOURNMENT


Judith A. St. Amand
November 6, 2018

Academic/Student Development Committee

Trustee Shirley Steele, Chair
Trustee Lisa Colombo
Trustee Manasseh Konadu
Trustee Karen LaFond
Trustee Stephen Madaus
Trustee David Tuttle
Trustee Craig Blais, Ex-Officio Voting member
President Maloney, Ex-Officio Non-voting member

All trustees are welcome at any committee meeting

VOTES

Upon a motion made and seconded, it was

VOTED: to recommend to the full Board the approval of the following AY 2019-2020
Sabbatical Leaves:

Fall September 2019 at full salary

Dr. Robert Brooks	Criminal Justice
Dr. Francisco Lamelas	Earth, Environment & Physics
Dr. Joseph Quattrucci	Chemistry
Dr. Mary Fowler	Mathematics
Dr. Syamak Moattari	Health Sciences
Dr. Mary Lynn Saul	English

Spring Semester 2020 at full salary

Dr. Jeremy Andreatta	Chemistry
Dr. Daron Barnard	Biology
Dr. Daniel Hunt	Communication
Dr. Collen Sullivan	Psychology
Dr. Erika Briesacher	History
Dr. Michelle Corbin	Sociology
Dr. John Tahiliani	Criminal Justice
Prof. Stacey Parker	Visual & Performing Arts
Dr. Charlotte Haller	History
Dr. Najib Saliba	History
Dr. Sudha Swaminathan	Earth, Environment & Physics
Dr. Michael Winders	Mathematics

Upon a motion made and seconded, it was

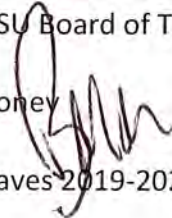
VOTED: to adjourn the meeting at



WORCESTER
S T A T E
UNIVERSITY

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

TO: Members, WSU Board of Trustees

FROM: Barry M. Maloney 

RE: Sabbatical Leaves 2019-2020

DATE: October 31, 2018

I am pleased to concur with the recommendation of Provost Wims and I am forwarding to you eighteen proposals for sabbatical leave. This year there were a total of twenty-one proposals submitted and six are recommended for fall of 2019 and twelve for spring of 2020. Three proposals were not recommended to me by Provost Wims.

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

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

Enclosure

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



MEMORANDUM

TO: President Barry M. Maloney
FROM: Lois A. Wins, Provost & Vice President
DATE: October 25, 2018
RE: Sabbatical Application

I recommend the following sabbatical applications to you for action by the Board of Trustees.

Dr. Robert Brooks	Criminal Justice Fall 2019
Dr. Francisco Lamelas	DEEP Fall 2019
Dr. Joseph Quattrucci	Chemistry Fall 2019
Dr. Mary Fowler	Mathematics Fall 2019
Dr. Syamak Moattari	Health Sciences Fall 2019
Dr. Mary Lynn Saul	English Fall 2019
Dr. Jeremy Andreatta	Chemistry Spring 2020
Dr. Daron Barnard	Biology Spring 2020
Dr. Daniel Hunt	Communication Spring 2020
Dr. Collen Sullivan	Psychology Spring 2020
Dr. Erika Briesacher	History Spring 2020
Dr. Michelle Corbin	Sociology Spring 2020
Dr. John Tahiliani	Criminal Justice Spring 2020
Professor. Stacey Parker	VPA Spring 2020
Dr. Charlotte Haller	History Spring 2020
Dr. Najib Saliba	History Spring 2020
Dr. Sudha Swaminathan	DEEP Spring 2020
Dr. Michael Winders	Mathematics Spring 2020

APPROVED
OCT 25 2018

BARRY M. MALONEY
PRESIDENT

Sabbatical Leave 2019-2020

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

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

Twenty-one proposals were received for 2019-2020. Eighteen of them are recommended by President Maloney to the Board for approval. Of these proposals, six are for Fall semester leaves, twelve are for Spring semester. Summaries of the proposals recommended for approval are attached and include the faculty member's name and academic department, the time period requested, the title of the proposal, and a summary of the proposed sabbatical activities to be accomplished.

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

Estimated cost for 2019-2020: Approximately 65 course sections will need to be covered by adjuncts for the sabbaticals. Sections are offered based on student demand, not on faculty availability, and the number of courses offered each spring are lower than fall semesters with approximately a 2 to 5% drop in the need for adjunct coverage in the spring. Given that more than half of the proposed sabbaticals are for the spring semester, the cost may be less than estimated. At an average cost of \$5,000 per section, this equals \$325,000. Funds to cover this expense will be included in the adjunct line of the 2020 budget.

Fall 2019

Dr. Robert Brooks, Criminal Justice: Dr. Brooks has focused on school bullying and media reports and will update a research archive to include articles through 2018 and will develop a series of manuscripts for publication in peer reviewed journals. He is concentrating on analytic themes of levels of explanation of bullying behavior and the development of the 'anti-bullying' industry.

Dr. Mary Fowler, Mathematics: Dr. Fowler proposes completion of a 10 course sequence in data sciences and R Statistical Programming Language and certification in Geographic Information Systems which will allow collaborative work with both the Computer Science and Earth, Environment, and Physics departments at WSU. Enhancing student outcomes in the fields of data analysis will be an asset to the developing work force.

Dr. Francisco Lamelas, Earth, Environment and Physics: Dr. Lamelas will conduct experiments using experimental techniques he has developed using optical measurements of fluids at high pressure. He will study water and propanol which exhibit anomalies in compressibility. He will develop potential publishable materials from this experimentation and incorporate his findings into his classes.

Dr. Syamak Moattari, Health Sciences: Dr. Moattari will work with the Institute for Health Metrics and Evaluation at the University of Washington to explore the relationship between obesity and sociodemographic development across 195 countries. A predictive model developed as a result could help countries benchmark this serious health problem.

Dr. Joseph Quattrucci, Chemistry: Dr. Quattrucci plans to work with the University of Massachusetts Amherst to expand knowledge in performing dynamics on chemical systems and to review current literature to develop a quantum dynamics code for the investigation of hydrogen storage on graphitic materials.

Dr. Mary Lynn Saul, English: Dr. Saul proposes two scholarly articles. One based on "Man of Two Faces: Hybridity and Liminality in The Sympathizer and Invisible Man." The second is "Questioning Gender in LeGuin and TV." Dr. Saul has contributed to topical issues in gender studies and modern literary criticism.

Spring 2020

Dr. Jeremy R. Andreatta, Chemistry: Dr. Andreatta will focus on synthesis and study of redox active complexes with Boston College faculty and/or cyclic voltammetry and its application for inorganic and organometallic chemistry with Ohio State University. Dr. Andreatta will pursue local research opportunities in electrochemistry and develop a proposal for new equipment for WSU faculty and student research.

Dr. Daron Barnard, Biology: Dr. Barnard proposes visiting research in the lab of Dr. Marko Horb at the Marine Biological Laboratory in the development of the African Clawed frog (*Xenopus*) and genome editing techniques. Dr. Barnard proposes a research project characterizing the function of the *igh1* gene

and gathering the data needed to support an NIH Academic Research Enhancement Award. Unique research experiences for students is the expected outcome.

Dr. Erika L. Briesacher, History: Dr. Briesacher will work on four scholarly articles with areas of emphasis in cultural anomie, pedagogy for teaching graduate students to write biography, reconstruction and rebuilding of archives in Lubeck, Germany, and the Women's World Exhibition in West Germany in 1950. Dr. Briesacher may expand one of the article areas into a book length project.

Dr. Michelle Corbin, Sociology: Dr. Corbin will develop a book manuscript from research and development on the topic of higher education in a time of austerity and inequality. She has completed preliminary research and presented at scholarly academic conferences in Sociology and Women's Studies on aspects of the research.

Dr. Charlotte Haller, History: Dr. Haller will develop a digital humanities site using the Marjorie Midgley Delan Christensen Wilson collection. She will create K-12 and college level lesson plans in connection with local K-12 teaches and engage with social media to publicize the site and engage with a broad audience. Submission to a scholarly peer reviewed journal and the transfer of the materials to an appropriate archive.

Dr. Daniel Hunt, Communication: Dr. Hunt will research the implications of modern technology on filmmaking and film viewing by examining the system, technology, adoption, audience, and social factors and their impact on the motion picture industry. He envisions a book based on the results of this research.

Professor Stacey Parker, Visual and Performing Arts: Dr. Parker's project will include research about endangered species and visits to conservationists at zoos, aquariums, and organizations in the field of conservation and will synthesize the research into a body of creative works for exhibition. Students will be included in open studio hours to have the opportunity to view a working artist through visioning, planning, and material selection.

Dr. Najib E. Saliba, History: Dr. Saliba plans to complete a book which is a comparative study of religious missions in Syria from multiple countries. He has researched the subject at the American University of Beirut and will expand students understanding of a region misunderstood by many in the West.

Dr. Colleen J. Sullivan, Psychology: Dr. Sullivan will develop a Peer Mentoring Program using community action techniques to meet the needs of first year students at WSU. She will evaluate national existing peer mentoring programs and also focus on aspects of Worcester State University's qualitative community action research project and development of a peer mentoring program to influence student retention and success and will disseminate the results at national conferences and publish in appropriate journals.

Dr. Sudha Swaminathan, Earth, Environment, and Physics: Dr. Swaminathan will conduct research on positronium-positronium collisions and antihydrogen production using methods that will involve Worcester State University students in undergraduate research opportunities and potential internships with collaborators.

Dr. John Tahiliani, Criminal Justice: Dr. Tahiliani will explore comparative criminal justice organizations across the globe and will emphasize police training activities in Scandinavian countries. Dr. Tahiliani will

build on his Fulbright experience in Spring of 2018 to review police colleges approach and contrast with police training in the United States.

Dr. Mike Winders, Mathematics: Dr. Winders will explore the "Singapore Math" pedagogical framework and its application to the teaching of K-8 students. He will work with King Elementary in Framingham MA as a resource to teachers there and to education students at WSU, particularly in MA 130 and MA 132 instruction.

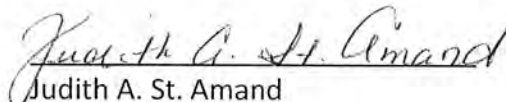
Board of Trustees Meeting 6:30 p.m.
Multipurpose Room, Sheehan Hall



NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL BE HELD ON TUESDAY, NOVEMBER 13, 2018 AT 6:30 P.M. IN THE MULTI-PURPOSE ROOM OF SHEEHAN

1. CALL TO ORDER (Notice & Agenda)
2. VOTES
3. WOMEN'S CROSS COUNTRY TEAM - MSCAC Champions
4. SABBATICAL PRESENTATION – Dr. Christine Bebas, Education Department
5. APPROVAL OF MINUTES – October 16, 2018
6. CHAIR OF THE BOARD UPDATE
7. PRESIDENT'S REPORT
Fall 2018 Enrollment Trends
<https://public.tableau.com/profile/sarah.mealey#!/vizhome/Fall2018EnrollmentTrends/Story?publish=yes>
8. REPORT OF FINANCE & FACILITIES COMMITTEE
9. REPORT OF ACADEMIC AFFAIRS/STUDENT DEVELOPMENT COMMITTEE
10. OTHER BUSINESS
11. ADJOURNMENT


Judith A. St. Amand
November 6, 2018

VOTES

Upon a motion made and seconded, it was

VOTED: to approve the minutes of October 16, 2018 as presented.

Upon a motion made and seconded, it was

VOTED: to accept the recommendation of the Finance & Facilities Committee and approve the FY19 Budget Amendment #1 that reflects a \$1,210,431 increase in total revenue for the year and a transfer of the same amount to the Capital Improvement Trust Fund, and, the approval of the rate schedule for Worcester State University Tuition and Fees – Fall 2019-2020 Statement as presented.

Upon a motion made and seconded, it was

VOTED: to accept the recommendation of the Finance & Facilities Committee to approve the establishment of the Wellness Center Trust Fund for FY 2019 with a beginning reserve balance of \$126,837.

Upon a motion made and seconded, it was

VOTED: to accept the recommendation of the Academic Affairs/Student Development Committee to approve the following AY 2019-2020 Sabbatical Leaves:

Fall September 2019 at full salary

Dr. Robert Brooks	Criminal Justice
Dr. Francisco Lamelas	Earth, Environment & Physics
Dr. Joseph Quattrucci	Chemistry
Dr. Mary Fowler	Mathematics
Dr. Syamak Moattari	Health Sciences
Dr. Mary Lynn Saul	English

Spring Semester 2020 at full salary

Dr. Jeremy Andreatta	Chemistry
Dr. Daron Barnard	Biology
Dr. Daniel Hunt	Communication
Dr. Collen Sullivan	Psychology

Dr. Erika Briesacher
Dr. Michelle Corbin
Dr. John Tahiliani
Prof. Stacey Parker
Dr. Charlotte Haller
Dr. Najib Saliba
Dr. Sudha Swaminathan
Dr. Michael Winders

History
Sociology
Criminal Justice
Visual & Performing Arts
History
History
Earth, Environment & Physics
Mathematics

Upon a motion made and seconded, it was

VOTED: to adjourn the meeting at

Dr. Christina Kaniu

Dr. Christina Kaniu has been an educator for twenty-one years and is currently an associate professor of education at Worcester State University. Before becoming a professor, Dr. Kaniu was an elementary school teacher for the Worcester Public Schools and served as a clinical professor, a position where she managed the school/university partnership between the Worcester State University and Worcester State's Professional Development Schools in collaboration with the Worcester Public Schools.

Dr. Kaniu earned a Bachelor's degree from Stonehill College, in North Easton, Massachusetts where she studied elementary education and psychology. After completing her degree at Stonehill, she soon earned two Master's degrees from Worcester State University in elementary education and educational leadership and administration. Dr. Kaniu also earned a doctoral degree in educational and curriculum leadership from Northeastern University in 2012. Her doctoral dissertation, *A Mixed Methods Study of a Teacher Preparation Program Using Professional Development Schools on Teacher Persistence*, which was awarded the Dean's Medal for Doctoral Excellence, focuses on the effectiveness of university/school partnerships and how such partnerships may affect the retention of beginning teachers. Dr. Kaniu's research interests are focused on improving teacher education by strengthening school/university partnerships as well as the impact of service learning. Dr. Kaniu is also focused on comparing school systems throughout the world and has travelled to many countries to explore their education systems including Japan as a recipient of the Japanese Fulbright Memorial Fund award in 2008. She has many publications related to her work on school/university partnerships and her research related to service learning. Additionally, as a curriculum specialist, she has also written curricula for numerous organizations.

4 Themes

1. Realizations about teaching and schools
2. Connections to course objectives
3. The emergence of college mentors/role models
4. Feelings of being appreciated and empowered

1. Realizations about Teaching and Schools

“Now that I did this project I understand how hard it is for schools to get any types of funds and how difficult it is for the school once they get the funds to distribute everything to what is most needed.”

“I also learned that teaching elementary school kids is much harder than it looks.”

“It helped me realize that teaching is not for me, and I’m glad I came to that realization early on in my time at Worcester State.”

“When assistant principal spoke with us, it really gave me an understanding of how systematic in planning and instruction for a teacher.”

“The lack of funding for certain aspects of the school curriculum, interrupts student’s equal learning opportunities and the chance to live up to their full potential.”



2. Connections to Course Objectives

“I can see a relationship between what we did at Tatnuck and what we learned about equity...and how it is important that all of the students go to a school with a welcoming environment and resources.”

“One of the connections that I noticed from this project is a connection to the teaching philosophies we studied. Walking in and out of the classes you can definitely notice each teacher’s beliefs about teaching and learning by how they run their classrooms.”

“I liked going to Tatnuck because it was a real-life experience that could be connected to what we were learning in class.”



3. The Emergence of Role Models

“The kids were so happy to see us and being able to teach them new things and be a role model was amazing. I also now have first hand experience with the issues that face schools.

“Having college students come assist the school in many different ways gave them some positive role models. They can see how we approached our goals in the service project, and then they can use it as a template for how to go about achieving their goals in the future as well.

“Most of the children most likely do not interact with college students on a regular basis so this provided a new experience for them, and I believe that we were able to expand their minds and hopefully make them realize that if they want to, they could go to college one day too.



4. Feeling Appreciated and Empowered

“The thing I enjoyed the most was the teacher’s reactions when we gave them some of the supplies. To see how happy and surprised some of the teachers were just made me feel really good about what we did.”

“Fortunately this experience, awakened me to the equity issues going on in many urban schools, and made me want to contribute more of what I can to my community.”

“Overall this project had been a wonderful journey and I enjoyed working with my fellow peers to better a school community.”

“The appreciation from the teachers while we were passing out supplies definitely validated the success of our project.”



Kenya Library Project

- Ol Kalou Public Library
- Central Kenya – 3 hours Northwest of Nairobi
- Rural area

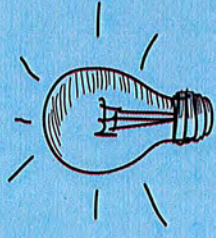


Library Visit

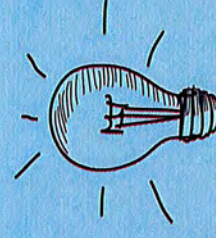
- Visit during school break
- Full of students
- Lack of activities
- Donated books



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Project Idea



- 3-5 day, ½ day literacy workshops at the library during school break in August
- WSU education grad students develop workshops
- Donate library books
- Create book packets for individual students
- WSU students visit Busara Primary School

Potential Benefits



WSU Grad Students	OI Kalou Community	Worcester State University
Practice developing and implementing curricula	Structured activities for children during break	Exposure across the world
Experience working with diverse students	Access to books in library and in homes	Expansion of faculty led trips to an additional continent
Opportunities to exchange ideas	Opportunities to advance literacy	Increased opportunities for students to expand worldview
Exposure to new culture and perspectives	Exposure to people from another culture	Addition of a program that could draw students to WSU

Moving Forward

- Continue to expand communication between the Education Dept. and the PDS
- Expand service projects with the PDS
- Finalize plans for faculty-led trip to Kenya



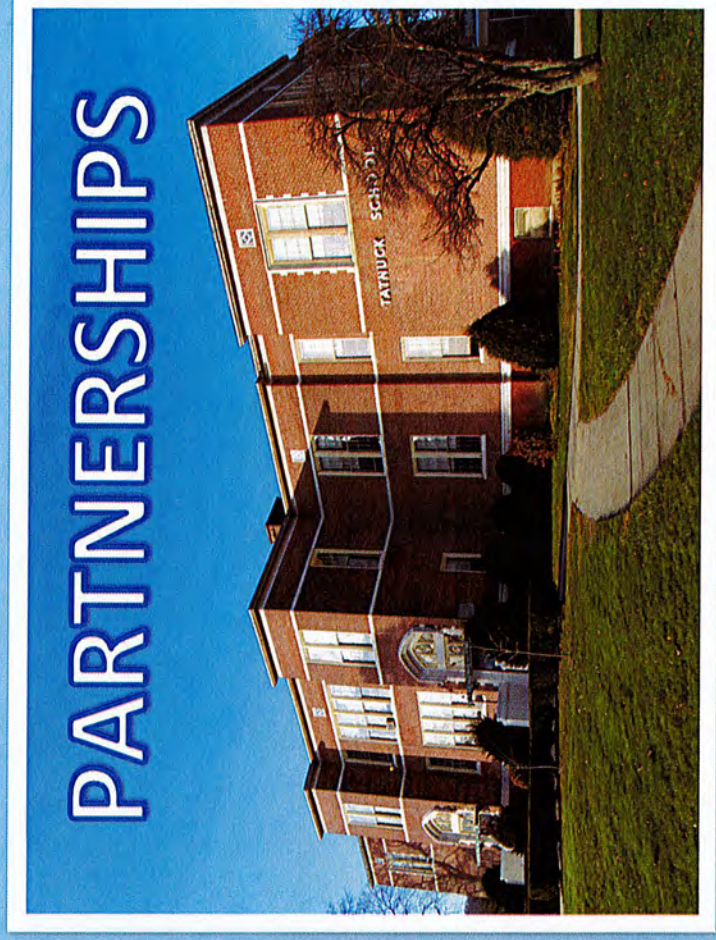
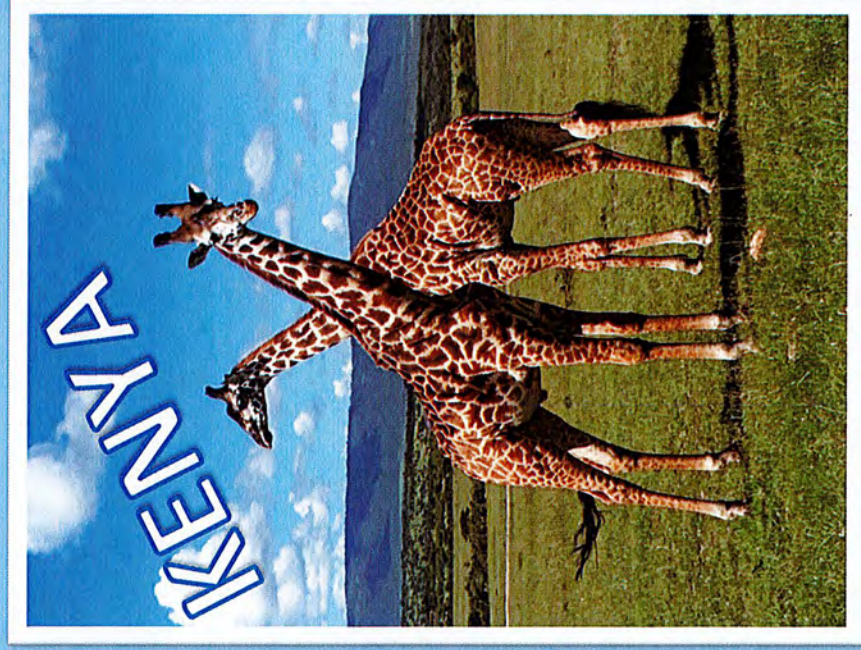
Sabbatical Proposals

Spring 2018

Dr. Christina Bebas (Education) will examine attrition of early-career teachers using a model exploring Professional Development Schools which rely on partnerships between universities and local schools such as we have here at Worcester State University. Dr. Bebas will explore the models in use at other universities to potentially impact the attrition rate here and to influence that rate more broadly. Her plan is to produce papers for publication and for presentation at national conferences.

Dr. Christina Kaniu

Sabbatical Projects



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Focuses

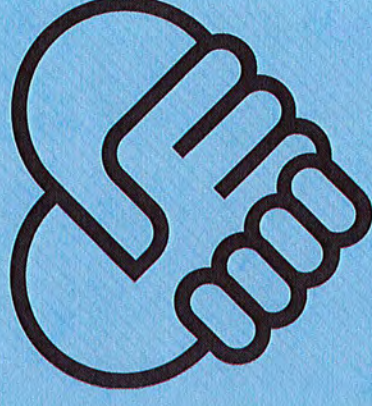
1. Improving School Partnerships
2. Development of Faculty Led Trip to Kenya



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Strengthening Partnerships

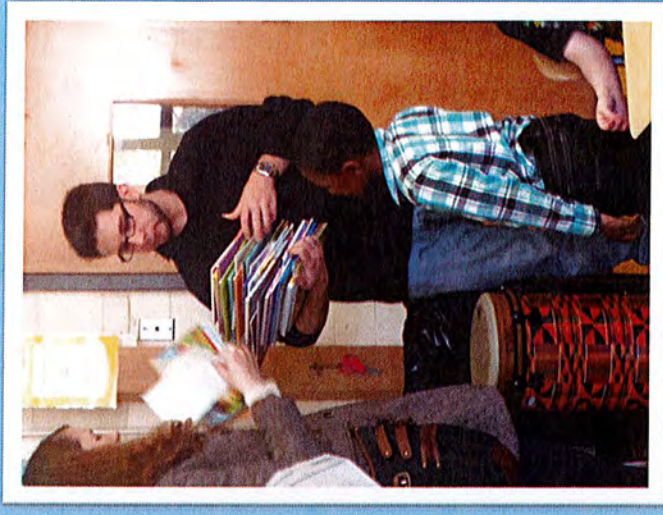
- Research on Service-Learning project with Professional Development School
- Development of PDS Handbook
- Creation of PDS Website



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Service Project Description

- Collaboration with PDS, Tatnuck Magnet School
- Focus on real world problem solving and exploration of current issues
- Mutual benefits for WSU and Tatnuck Magnet



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Project Steps

Structured Online Research

Meet with Principal and Tour School

Form Groups and Write Proposal

Implement Project

Reflect on Project

Assess Project and Objectives

Past Projects

- ✓ School Beautification
- ✓ Book Bags for Primary Students
- ✓ Donation of 300 Books
- ✓ Writing books with 3rd graders
- ✓ College mentors
- ✓ New recess games
- ✓ Career development with 6th graders
- ✓ Teacher Supply Drives



Service Project Research

RESEARCH QUESTION:

What is the impact of an inquiry-based service learning project at a professional development school on undergraduate learning and personal growth?



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Methodology

- Design: Qualitative Case Study
- Participants: Former students of ED155 & ED160
- Data Collection: Course feedback forms, Project reflections, Mixed methods survey, interviews and focus groups
- Data Analysis: Coding, Connecting Strategies, and analytical memos to develop themes



**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

October 16, 2018

PRESENT: Trustee Craig Blais, Chair
Trustee Maryanne Hammond, Vice Chair
Trustee Stephen Madaus, Vice Chair
Trustee Aleta Fazzone
Trustee Manasseh Konadu
Trustee Karen LaFond
Trustee Dina Nichols
Trustee Shirley Steele
Trustee Marina Taylor
Trustee David Tuttle
President Barry Maloney, Secretary
Ms. Judith St. Amand, Assistant Secretary

ABSENT: Trustee Lisa Colombo

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Worcester State University Board of Trustees was held on Tuesday, October 16, 2018 in room 326 of the Student Center. Chairman Blais called the meeting to order at 6:39 p.m. Chairman Blais immediately called a brief recess and the meeting was called back to order at 6:55 p.m.

APPROVAL OF MINUTES – September 11, 2018

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

VOTED: to approve the minutes of September 11, 2018 as submitted.

ACADEMIC PARTNERSHIPS PRESENTATION

Dr. Lois Wims, Provost and Vice President for Academic Affairs, welcomed representatives from Academic Partnerships and they proceeded with their presentation.

- Academic Partnerships (AP) has an integrated, comprehensive approach to supporting universities—primarily public institutions—in all aspects of online program management
- The AP HigherEdge is a fully integrated approach to online program management comprising six core services that are always delivered under the brand of our university partners
 - Partner Support** - collaborate with our university partners to prepare their systems, processes and teams for online enrollment growth and to assure the best student experience
 - Academic Services** - dedicated team supports partner university faculty and instructional design teams with best practices in the design, development and optimization of their online courses to deliver a rigorous, engaging and high-quality student experience
 - Marketing Services** - team develops and executes proprietary, data-driven targeting strategies to attract qualified students through a combination of integrated digital, traditional and field-based marketing activities

Enrollment Services - Our team guides prospective students from initial program inquiry through the application process to program enrollment on behalf of each university partner

Retention Services - As an extension of the university, our team supports enrolled students from course to course through graduation

Data Science & Analytics - data science and analytics team supports all AP services with critical evidence-based insights that drive strategies and daily tactics related to student experience, performance and efficiency

- Thousands of high-quality degree programs have become universally accessible through online
- AP is committed to maximizing the latest online learning technologies for the benefit of its partner universities and the millions of students these institutions can serve
- WSU signed an agreement with AP to offer selected master's programs in Nursing and Education fully online
- WSU currently offers 65 Day and 56 DGCE fully online undergraduate courses, 36 Day and 18 DGCE hybrid/blended undergraduate course, and 10 fully online and 24 hybrid/blended graduate courses
- WSU has become active with MASS Colleges Online and joined Quality Matters, an organization that provides support in measuring the quality of online courses
- Faculty have begun going through Quality Matters training in online and hybrid/blended course best practices
- Many questions were raised relative to the fully online programs for Education and Nursing, but following discussion all were in agreement that it will be interesting to see how this partnership works out and look forward to reports on the success of the programs
- Chairman Blais thanked the group for a very informative presentation.

CHAIR OF THE BOARD UPDATE

- Chairman Blais reported that he received correspondence from Commissioner Santiago relative to President Maloney's evaluation
- Chairman thanked Trustee Hammond and members of the Human Resources Committee for the outstanding job done in conducting the evaluation and the Commissioner applauded the thoroughness of the process
- The DHE has not received salary parameters for campus presidents, but when the guidelines are announced they will be shared with the universities
- Commissioner shared in his letter that based on President Maloney's evaluation, he is prepared to recommend the full percentage increase that corresponds with his portion of the evaluation
- President Maloney thanked Chairman Blais and members of the Board for their continued support.

PRESIDENT'S REPORT

- Congrats to residence life staff for their efforts in achieving a surplus in excess of \$500,000 as a result of strict budget oversight
- Great alumni and family weekend – thank you to the staff who worked to prepare for the various events
- Negotiations continue with APA and MSCA contracts - the AFSCME contract will hopefully be ratified today

FINANCE & FACILITIES COMMITTEE REPORT

- Trustee Madaus, Chair of the F&F Committee reported that the group convened today at 4:00 p.m. to receive the FY 2018 Audit Report, an FY 2019 Budget Update and a proposal for property improvements at 535 Chandler Street
- Trustee Madaus reported that the Audit Report was thoroughly vetted by the Committee and Mr. Jim Johnston from Bollus Lynch reported it was a clean audit with no findings
- Important to note that WSU adopted GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits other than Pensions* in 2017 and it was noted in the financial statements
- The assets of WSU exceeded its liabilities by \$97,759,705 at the close of the most recent fiscal year, prior to posting of year end accruals in relation to the Commonwealth of Massachusetts Pension and Other Postemployment Benefits (OPEB)
- Subsequent to the posting of the University's share of the Commonwealth's year end accruals related for these pension and other postemployment obligations, total net position is reduced to \$57,456,102
- Prior to posting of year ends accruals related to OPEB, the University's total net position decreased by \$(2,086,345)
- Pensions and insurance expense increased by \$2,907,012 as a result of recording the University's portion of the Commonwealth's OPEB, resulting in a larger decrease in net position of \$(4,933,357)
- Overall the revenues earned, when combined with non-operating revenues, exceeded operating expenses excluding depreciation expense (non-cash item) and the additional pension and other postemployment benefits accrual to reflect the University's portion of the Commonwealth's liability
- The implementation of Government Accounting Standard Board (GASB) Statement No. 75, OPEB, for the fiscal year ended June 30, 2018 requires the posting of a prior period adjustment as of July 1, 2017 to record the University's allocation of Commonwealth's net OPEB Liability
- The prior period adjustment reduces the University net position at the beginning of the fiscal year by \$37,396,591
- This prior period adjustment is similar in nature to the GASB No. 68 adjustment made to the University's financial statements in FY 2015, except the OPEB adjustment is significantly larger
- The University's net position as of July 1, 2017, prior to implementation of GASB No. 75 was \$99,846,050
- The net position, subsequent to the adjustment to bring on the University's allocation of the Commonwealth net OPEB liability at the start of the fiscal year, is \$62,449,459.
- Unrestricted net assets from operations as of June 30, 2018 was \$35,831,022 with an offset related to the University's allocation of the Commonwealth's accumulated net retirement obligations of \$18,104,320 related to Pensions and \$39,627,832 related to OPEB, resulting in unrestricted net position of (\$21,811,130)
- Trustees discussed the importance of marketing this information relative to the reason for the increase in liabilities due to GASB No. 75
- Auxiliary Services, specifically Residence Life and Housing, closed the year with an operating surplus in excess of \$500,000, in contrast to a similar operating loss in FY 2017

- The year closed in a favorable position, despite occupancy being below 100%, as the result of strict budget oversight that included budget adjustments to reduce spending as a result of a mid-year review

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

VOTED: to accept the report of the Finance & Facilities Committee and approve the FY 2018 Audit Report as presented.

FY 2019 UNIVERSITY BUDGET UPDATE

- Chairman Madaus invited Vice President Eichelroth to provide a summary of the proposed update and told the group action will not be taken on this matter until the November 13th meeting
- Vice President Eichelroth reviewed for the group what had transpired since the June meeting as follows:
- During the week of July 9th WSU sent out bills to all registered students reflecting the two fee increases approved:
 - \$520 annual fee increase to fund FY 2019 collective bargaining and fringe benefits
 - \$109 annual fee increase to fund deferred maintenance gap and expired grant funds
- Governor signed FY 2019 Budget on July 26, 2018
- Approved budget included a performance based formula funding increase in addition to an increase to base operating appropriation to cover FY 2017 collective bargaining increases funded individually
- Campus did not receive funding for collective bargaining costs related to FY 2018 or FY 2019
- All labor union groups on campus (AFSCME, APA and MSCA) are working on closing new agreements that reach back to July 1, 2017 with a three year term ending on June 30, 2020
- New dollars received from the state in FY 2019 are as follows:
 - Performance based formula funding of \$278,076; increase to base to recover FY 2017 collective bargaining costs of \$932,355
 - Total new funds added to budget for FY 2019 equals \$1,210,431
 - In the past, increases of this nature were added to the base and carried forwards as annual minimal base funding
 - However, 9C cuts have reduced budgets and have occurred when the state is anticipating or experiencing a fiscal down turn
 - That is not the case at this time – no expectation that a 9C budget reduction will be implemented over the next year
- Proposal for new dollars is as follows:
 - Approximately \$1,210,431 be transferred to Capital Improvement Trust Fund as a one-time deposit and will help to boost efforts to build reserves
 - University's ability to fund future large scale capital projects depends on the growth of unrestricted reserves
 - Also propose that the \$1,210,431 of annual new spending capacity be redirected in FY2020 as permanent funding of the 2% collective bargaining increase estimated at a cost of \$1,135,125 – this ensures that contract increases are funded without an increase to student fees

- Administration would commit to managing remaining operation needs for FY 2020 within the confines of existing budget
- Will commit to freezing student fees for one year at FY 2019 levels
- As an emergency measure, if there were a decrease in enrollment or state budget cuts, would request access to the funds transferred to reserves during FY 2019 and would then look to the
- FY 2021 budget cycle to address any budget shortfall that would remain
- Information was provided to trustees so that they may review it in more depth
- Management will prepare a package for the Board recommending action to be taken at the November 13th meeting.

4TH QUARTER TRUST FUND REPORTS

Vice President Eichelroth shared the 4th Quarter Trust Fund Reports for informational purposes only and they will be posted on Trustee website.

535 CHANDLER STREET PROPERTY IMPROVEMENTS

Finance Committee received a memo from Vice President Kathleen Eichelroth describing proposed work at the President's home located at 535 Chandler Street:

- Proposal is to create an area for hosting University events on site for which additional costs such as tent rentals and set up of temporary utilities would not be incurred
- Pavilion will provide a permanent structure for events to held more frequently with significantly less costs and effort for setup

Work is identified in two phases:

Phase I will encompass the barn demolition and pavilion construction estimated at \$75,000

- This phase to be funded by the Worcester State Foundation by allocating funds that were drawn on the excess equity of the property at 535 Chandler Street during refinancing in FY 2018

Phase II will encompass all the paving work, updating the walkways in the area and refreshing landscaping including planting beds bordering the pavilion at a cost of \$60,519

- University will fund Phase II with funds allocated for capital adaption and renewal in FY 2019

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

VOTED: **to accept the recommendation of the Finance & Facilities Committee and approve the property improvements at the President's House located at 535 Chandler Street as follows:**

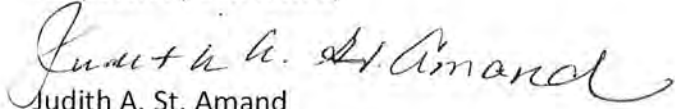
Phase I encompasses barn demolition and pavilion construction for an estimated cost of \$75,000 and will be funded by the Worcester State Foundation.

Phase II encompasses all paving work, in addition to updating the walkways in the area and refreshed landscaping including planting beds bordering the pavilion at an estimated cost of \$60,519 to be paid with funds allocated for capital adaptation and renewal in FY 2019.

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

VOTED: to adjourn the meeting at 8:15 p.m.

Respectfully submitted,

A handwritten signature in cursive script, reading "Judith A. St. Amand". The signature is written in dark ink and is positioned above the printed name and title.

Judith A. St. Amand

Assistant Secretary

President's Update

November 2018

President's Message



As the campus positioning study moves forward, there are many unknowns about Worcester State University's future strategic directions. There is no doubt, however, that keeping the campus well-maintained will be essential to retaining and attracting new students. There also is no doubt that state support for campus infrastructure aids

infrastructure aids us in pursuing that goal. This past summer, it was welcome news that \$12.4 million will be available, through state bonds, for Worcester State's infrastructure needs over the next five years. Adding to that a required campus match of \$9 million, we will be investing \$21.4 million to keep our campus infrastructure strong. You can read more about the Commonwealths bond package and Worcester State's award [here](#).

Of the 29 public campuses in Massachusetts, Worcester State received the second greatest infrastructure award. This is a testament to the strong planning and foresight of those in Administration and Finance, who work closely with state agencies in communicating on our capital improvement needs and who plan thoughtfully for them. This also is a testament to the excellent fiduciary oversight and guidance provided by the Board of Trustees for our capital plans.

The positioning study and the capital funding are tied in another way as well. While we had intended to spend campus funds on critical repairs to the roadway next to Lake Ellie, we instead deferred that spending to fund the positioning study. I am gratified to know that we will be able to move forward with that project using state funding.



WORCESTER
STATE
UNIVERSITY

Contents

President's Message

Learning Outcomes

Positioning Study

Leadership

Course Scheduling

Academic Advising

Orientation & Registration

Campus Climate

Program Support

Online Learning

Data and Information

PRESIDENT'S OFFICE

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

Learning Outcomes

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

Initiative: The university will develop its first institutional learning outcomes (ILO). These ILOs will provide a foundation for future strategic planning, accreditation self-studies, and integration of university operations and services with Worcester State's overall academic mission.

Initiative's Lead: Sarah Strout

Projected Completion: May 2019

November's Status

The first survey was sent out that asked participants to rank list institutional learning outcomes (ILO) in order of importance and suggest changes. A second survey incorporating this feedback was distributed on October 18, which asks faculty and staff to rate each ILO on a 1-5 scale of importance. This survey will close by November 2.

October's Status

The Learning Outcomes Survey was created and distributed students, faculty, staff and trustees during the last week of September. Additionally, alumni who are currently involved with programs also will be encouraged to respond to the survey. The survey will conclude on October 12, 2018.



Positioning Study

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

Initiative: The university will share the findings of the Art & Science Group's Positioning Study and consult with academic programs concerning any changes to the programs that might be suggested by the study's findings.

Initiative's Lead: Lois Wims

Projected Completion: 2019 - 2020

November's Status

The Positioning Study Steering Committee met with representatives from Arts and Sciences (the consultancy engaged to facilitate this project) to review timelines and initial findings.

October's Status

Because the Positioning Study has not yet been issued, no implementation activities have been scheduled to date. Academic Affairs has been addressing inquiries from faculty and other constituencies about the future process associated with the Positioning Study, indicating that they will be inclusive once the study has been issued.



Leadership

New Item (tracking will be presented in Updates going forward)

Goal #2: Leverage WSU's distinctive strengths, to enhance the University's reputation, and to prepare students to lead, serve, and make a difference in the world.

Initiative: The university will increase development and leadership opportunities for Worcester State students by bringing in alumni from different professional fields and graduate programs.

Initiative's Lead: Jillian Anderson

Action Items

1. Integrate technology modules (LancerLink, Big Interview, etc.) to improve student service delivery.
2. Enhance career exploration, internships, and professional opportunities by connecting students with employers, alumni networks, and academic departments.
3. Connect employers with students in meaningful, personalized ways throughout their Worcester State experiences.

Assessment

1. Establish baseline metrics for use of LancerLink software by both students and employers.
2. Establish a central database for academic and non-academic internships.
3. Expand academic department participation each semester that offers career networking opportunities.
4. Establish baseline metrics for the number of new employers added to LancerLink for full-time student employment opportunities across all disciplines.



Course Scheduling

Goal #2. Leverage WSU's distinctive strengths, both to enhance the University's reputation and to prepare students to lead, serve, and make a difference in the world.

Initiative: The university will leverage its course scheduling software to increase efficiency across departments and maximize student scheduling options.

Initiative's Lead: Ryan Forsythe

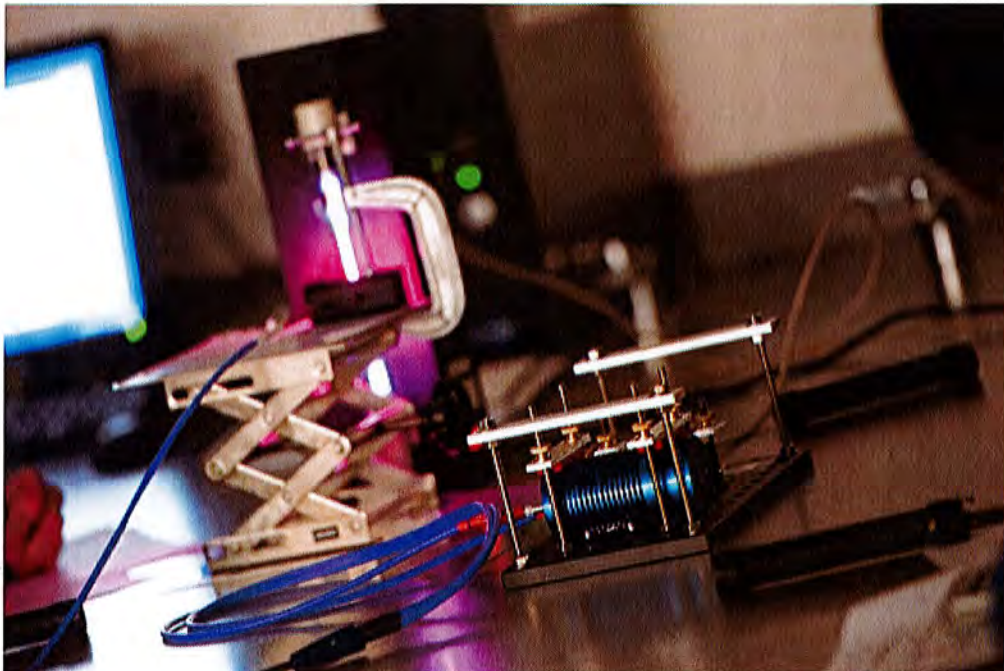
Projected Completion: March 2019

November's Status

During October 2018, the Registrar worked with the course scheduling software team to finalize system configuration and to install the software. Next, the university will train users and plan for the system to go live in Spring 2019 to produce the Spring 2020 course schedule.

October's Status

A representative group of university administrators met with the course scheduling software team to establish campus priorities and rules relative to the functionality of the software. The Registrar then met with the academic deans to share the progress and next steps in the project, discuss connecting data from the university's student information system, and garner feedback on the project's status to date. Next, the Registrar will work with the course scheduling software team to finalize system configurations and determine the remaining project schedule.



Academic Advising

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

Initiative: The university will strengthen academic advising through assessing current Worcester State practices and researching academic advising best practices.

Initiative's Lead: Henry Theriault

Projected Completion: June 2019

November's Status

The faculty advising landing page is available on the Academic Affairs website via the myWSU portal. This page includes suggested meeting agendas and timelines for advising, as well as various other resources for academic advisers. A parallel student landing webpage is being developed for spring implementation.

October's Status

Faculty advising webpage content has been developed that includes outcome objectives, general tips, a suggested meeting schedule, agendas for meetings keyed to student class status/semester, and a "Find It Fast" set of links. This content was presented to chairs and others in Academic Affairs for feedback, and suggestions have been incorporated. Final content, plus an advising landing page for faculty and students, has been submitted to Marketing for inclusion in the Worcester State website; the faculty advising materials will go live by the beginning of the Fall 2019 advising period. A similar advising site for students currently is under development.



Orientation & Registration

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

Initiative: The university will respond to the changing demographics and needs of incoming students by enhancing orientation and registration processes for families and new students.

Initiative's Lead: Ryan Forsythe

Projected Completion: July 2019

November's Status

The university has engaged key stakeholders, including the Director of the Office of Student Leadership and the Assistant Dean in the Academic Success Center. The Spring 2019 Student Outcome and Achievement (SOAR) proposal form was examined as part of a broader effort to develop a new strategic direction for registration and orientation. As part of this process, an evaluation of personnel and financial resources will be conducted.

October's Status

Recommendations from a cross-divisional group of faculty and staff have been reviewed and plans are in process to engage key stakeholders, including the Office of Student Involvement and Leadership Development and the Academic Success Center. Work has begun on developing a new strategic direction for future registration and orientation activities, including an evaluation of human and financial resources.



Campus Climate

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

Initiative: The university will continue implementing suggestions from the Campus Climate Report to determine inequalities that may exist in student academic experiences (e.g., changing majors or failing classes at higher than average rates).

Initiative's Lead: Stacey Luster

Projected Completion: July 2019

November's Status

The Campus Climate Committee is preparing to conduct focus group interviews with faculty and is updating recommendations centered on student success. The Bias Incident Response Team and the Executive Cabinet is engaging in dialogue and training facilitated by university counsel, Rubin and Rudman. The Advisory Committee for Equal Opportunity, Diversity, & Affirmative Action is: updating the diversity mini-grant application; enhancing University affirmative action reports; exploring the composition of national discipline-specific conferences; exploring free national discipline-specific job posting sites; identifying women and minority-focused affinity groups.

October's Status

During Opening Day breakout sessions, the university community received updates on the implementation of the Campus Climate Study and a review of the data collected from the Spring '18 Campus Climate survey. The Campus Climate Committee recommendations have been implemented and the committee is developing protocols for faculty focus groups, which will provide information for

additional recommendations. The Advisory Committee for Equal Opportunity, Diversity, and Affirmative Action and the Campus Climate Committee have been appointed and will launch in October.



Program Support

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

Initiative: The university will use the results of its analysis of Worcester State Foundation funds during the 2017-2018 academic year and work directly with the Deans of the two schools to identify alternative or supplemental resources to support various academic and programmatic activities for the year.

Initiative's Lead: Karen Sharpe

Projected Completion: June 2019

November's Status

A grants consultant worked with Academic Affairs to review the private grants process, strategies for supporting faculty research needs, and hosting joint grants research and writing workshops. STEM program planning and prioritizing was examined to support the expansion of the summer STEM Connections program for local high-school students and to continue the STEM Bridge to Excellence Retention program. Planning was held with members of the President's Gender Identity Campus Education working group to evaluate grant readiness for external support and to facilitate access to Foundation funds that would support workshops that promote a campus culture in which people of all genders are welcomed and respected.

October's Status

The FY2019 review of institutional priorities (research, scholarship, programs, and capital) was held in September to create stronger communication about private grants processes and ways to engage

faculty and staff. Additionally, cross-department meetings were held to review acceptance, processing, and expenditure of Foundation funds; protocols for student and faculty research and grant support expenditures also were reviewed.

During Summer 2018, conversations on project planning and goals were held with those who work within the School of Humanities and Social Sciences, Interdisciplinary Programs, the Worcester Center for Crafts, the School of Education, health, and Natural Sciences, Worcester State's teaching, research, and partnership centers, and the Latino Education Institute.

Online Learning

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

Initiative: The university will expand undergraduate and graduate online offerings that will reach underserved and non-traditional student populations.

Initiative's Lead: Lois Wims

Projected Completion: July 2019 (initial review); Spring 2020 (launch graduate programs)

November's Status

Academic Partnerships will conduct a three-day site visit to meet with different university constituencies, including Academic Affairs, Information Technologies, Admissions, Marketing, and faculty program leaders. The goal of the site visit is to formulate a plan to develop the processes needed to support the new online programs. In addition, a team has been formed to write Worcester State's application to join the State Authorization Reciprocity Agreements (SARA) program, which will support the new online programs and other online course offerings.

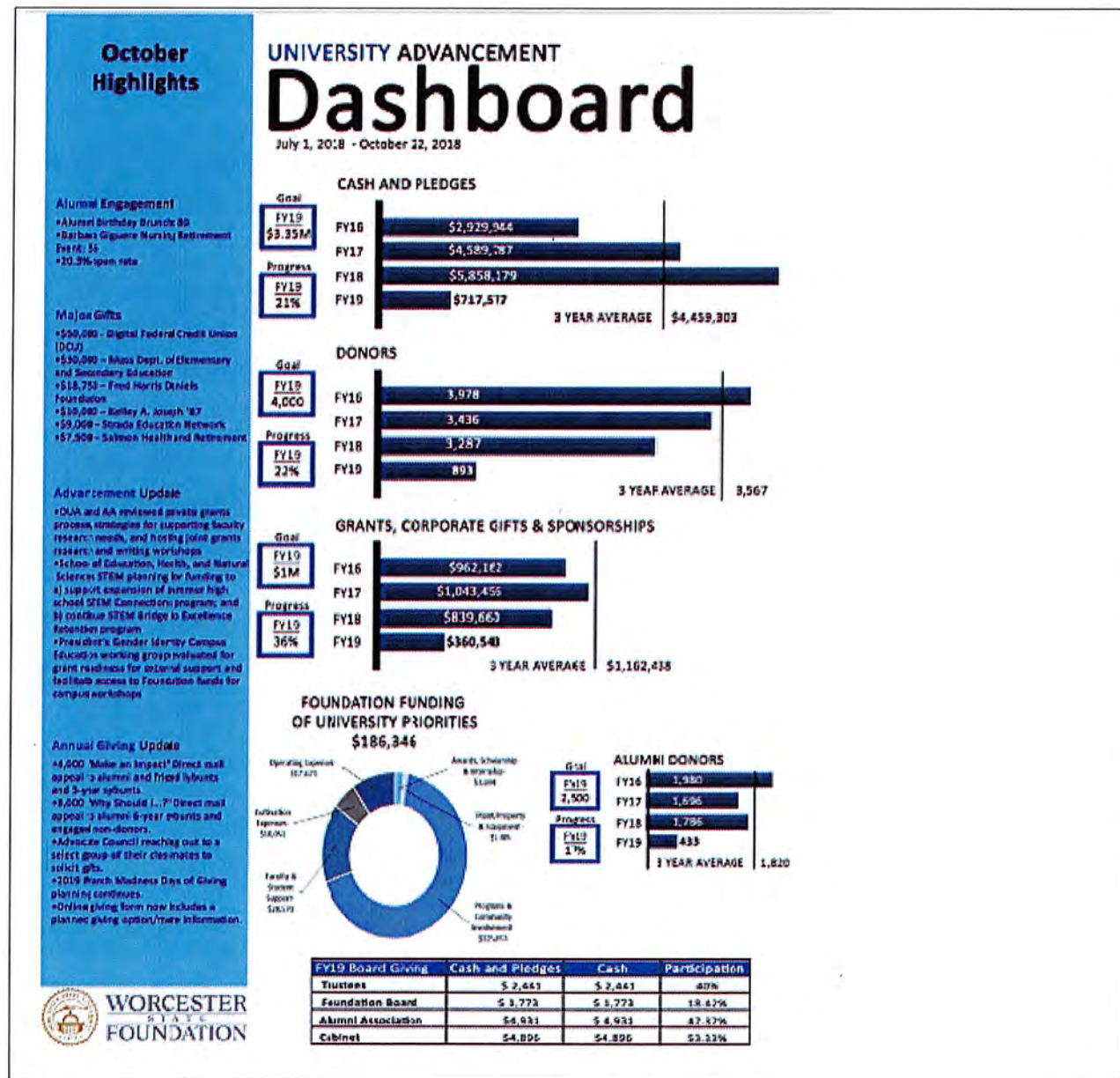
October's Status

Worcester State has signed an agreement with Academic Partnerships to offer selected master's programs in Nursing and Education fully online; project implementation is under way. In non-online degree programs, Worcester State currently offers 65 Day and 56 DGCE fully online undergraduate courses, 36 Day and 18 DGCE hybrid/blended undergraduate course, and 10 fully online and 24 hybrid/blended graduate courses. To support development of high-quality online and hybrid/blended offerings across its curriculum, Worcester State has become active with Mass Colleges Online, and has joined Quality Matters, an organization that provides support in measuring the quality of online courses. Faculty members have begun going through Quality Matters training in online and hybrid/blended course best practices, some of whom later will train their colleagues through programs organized by academic departments and the Center for Teaching and Learning (CTL).



University Advancement Dashboard

[View October's University Dashboard here.](#)



Academic Partners' Work Session Agenda

[View the full agenda here.](#)



Onsite Work Sessions Agenda

Meeting Description

Onsite session to bring Academic Partnerships (AP) and Worcester State University (WSU) team together to perform discovery and participate in work sessions.

Meeting Objectives

- To develop a clear understanding of the university-specific processes from the perspective of the university and the student
- To set expectations for cadence moving forward

Scheduled Agenda

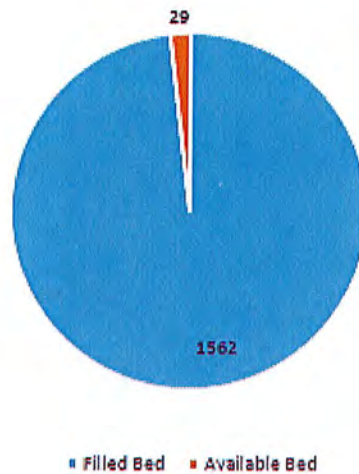
Timeframe	Topic	Activity
DAY 1		
8:30AM – 9:30AM (1 hr)	Executive Orientation / Overview	<ul style="list-style-type: none"> • Introduce Academic Partnerships (AP) and Kickoff the onsite portion of the project • Introduce WSU and AP Team Members • Discuss Roles & Responsibilities, Governance, and Timeline expectations • Align around the objectives of the various sessions • Identify constraints and scope potential issues
9:30AM – 12:30PM (3.0 hrs) (BREAK implied)	Application and Admissions, Advising, & Process Verification	<p>Discovery Topics</p> <ul style="list-style-type: none"> • Step-by-step application process • Internal interdepartmental workflow • Handling, articulation, and workflow of student credentials and transfer credit • Decision-making process for file complete applicants (one/two steps, batch/rolling, committee/delegate) • Program admission requirements • Program readiness for accelerated online: 6 starts, Financial Aid eligibility, orientation, and university resources (library, bookstore) online, etc. • Advising process and pre-requisite/foundation courses <p>Sample Questions</p> <ul style="list-style-type: none"> • Where and how often is this data updated? Batch/real-time? Application? Transcripts? Other required documents? Updates from application system to SIS? • Single application or multiple (university and program)? • Single admit decision? Who makes this? How often? • What additional document requirements not currently listed in your admission requirements? • Transcripts: How received? Who collects? How associated to applicant? How is articulation handled? • Are there steps in the process that should not apply to online students? • Where are opportunities to automate and remove manual steps? • Does department have separate application/admission from the university?
		<p>PARTICIPANTS: ALL</p>
		<p>PARTICIPANTS: Program / Dept Leads, including Deans, Chairs, Coordinators for Ed and Nursing; Admissions (Grad); Enrollment Management, including Registrar & Financial Aid; IT Admins of LMS and SIS; Exec. Sponsor (Provost), Project Manager, AP</p>

Fall 2018 Resident Data

[View Fall 2018 Resident Data Here](#)

Fall 2018 Resident Data

Current Residence Hall Occupancy



Residence Hall Space Audit

