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NOTICE

THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL MEET AT 5:30 P.M. ON TUESDAY, JUNE 4, 2019, IN ROOM 204 OF THE WELLNESS CENTER.

- 1. CALL TO ORDER
- 2. VOTES
- 3. ART AND SCIENCE GROUP PRESENTATION Study's Results
- 4. APPROVAL OF MINUTES
 - A) April 9, 2019 Academic Affairs
 - B) April 9, 2019
- 5. PRESIDENT'S REPORT
- 6. APPROVAL OF FACULTY PROMOTION
- 7. APPROVAL OF 2019-2020 MEETING SCHEDULE
- NOMINATING COMMITTEE REPORT
 Approval of Minutes May 15, 2019
 2019-2020 Proposed Slate of Officers
- FINANCE & FACILITIES COMMITTEE REPORT 9A) Approval of Minutes – May 21, 2019
- HUMAN RESOURCES COMMITTEE REPORT 10A) Approval of Minutes – May 28, 2019
- 11. OTHER BUSINESS
- 12. ADJOURNMENT

Judith St. Amand May 28, 2019 VOTES

Upon a motion made and seconded, it was

VOTED: to approve the minutes of the April 9, 2019 Academic/Affairs Student

Development Committee meeting as submitted.

Upon a motion made and seconded, it was

VOTED: to approve the minutes of April 9, 2019 as submitted.

Upon a motion made and seconded, it was

VOTED: to approve the promotion of Dr. Benjamin Jee of the Psychology Department

to Associate Professor, effective September 1, 2019.

Upon a motion made and seconded, it was

VOTED: to approve the 2019-2020 Meeting Schedule as presented.

Upon a motion made and seconded, it was

VOTED: to approve the May 15, 2019 minutes of the Nominating Committee as presented.

Upon a motion made and seconded, it was

VOTED: to accept the report of the Nominating Committee and approve the Slate of Officers for 2019-

2020 as presented:

Chair Executive Committee

(2) Vice Chairs Alternate

Secretary

Assistant Secretary MA State Colleges Presidents/Trustees Association

(2) Foundation Board Alternate (usually Vice Chairs)

WSU Board of Trustees June 4, 2019

VOTES

Upon a motion made and seconded, it was

VOTED: to approve the May 21, 2019 minutes of the Finance & Facilities Committee as presented.

Upon a motion made and seconded, it was

VOTED: to accept the recommendation of the Finance & Facilities Committee and approve

the FY 2019 Amendment #3 that allows the \$225,195 received in FY 2019 to cover APA and

AFSCME collective bargaining costs to fall to surplus for the year ending June 30, 2019.

Upon a motion made and seconded, it was

VOTED: to accept the recommendation of the Finance & Facilities to approve the Comprehensive

FY 2020 University Budget as presented.

Upon a motion made and seconded, it was

VOTED: to approve the May 28, 2019 meeting of the Human Resources Committee as presented.

VOTED: to accept the report of the Human Resources Committee and approve the 2019 Annual

Evaluation of President Maloney as presented and to forward to Commissioner Santiago,

as requested, with appropriate documents to meet the June 30th deadline.

Upon a motion made and seconded, it was

VOTED: to adjourn the meeting at

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES

ACADEMIC AFFAIRS/STUDENT DEVELOPMENT

April 9, 2019

PRESENT: Trustee Shirley Steele, Chair

Trustee Manasseh Konadu Trustee Karen LaFond Trustee Stephen Madaus Trustee David Tuttle

Trustee Craig Blais, Ex-Officio Voting Member

President Barry Maloney, Ex-Officio Non-Voting Member

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 Academic Affairs/Student Development Committee was held at 3:30 p.m. in the Student Affairs Conference Room located in the Student Center. Trustee Shirley Steele, Chair, called the meeting to order 3:35 p.m.

- Trustee Steele reported that before the group is a memo from President Maloney to the Trustees (Attachment 3A) and correspondence from Provost Wims to President Maloney (Attachment 3B) both presenting their recommendations for promotion and tenure
- As Chair, I had a very in depth telephone conversation with Provost Wims and feel comfortable with the recommendations being put forward to you for approval
- Also enclosed in our packet of material is a copy of the PowerPoint presentation that Provost Wims will present highlighting the process for promotion and tenure and also includes a brief summary of each candidate's educational background and scholarly activities
- Process for promotion and tenure is governed by the MSCA contract
- President Maloney and Provost Wims both assured the trustees that each applicant for promotion and/or tenure was given due and serious consideration as required under the provisions of the collective bargaining agreement
- The costs for promotions proposed will be an annual total of \$74,853 and are based on the rates
 effective September 1, 2017 as follows:

10 candidates to Associate Professor \$4,203 increase \$42,030 7 candidates to Professor \$4,689 increase \$74,853

- These rates are an increase in the base salary by academic rank or whichever is the greater amount equal to 5% of the current salary or to the corresponding rate listed above and dictated by the contract
- Administration plans for the annual cost to the best of their ability and budgets accordingly

BOT - Academic Affairs/Student Development

April 9, 2019

Following the very information presentation by Provost Wims, a motion was made by Trustee Tuttle, seconded by Trustee Madaus, and it was

to recommend to the full Board the approval of the awarding of tenure for the VOTED:

following faculty, effective September 1, 2019 as presented:

(8) AWARDING OF TENURE – Effective 09/01/19

Paula Bylaska-Davies Nursing

Aimee Delaney Criminal Justice

Kimberly Silver Dunker Nursing

Martin Fromm History/Political Science

Daniel Hunt Communication

Susan Mitroka Chemistry

Miriam Plavin-Masterman Business/Economics

Francisco Vivoni Sociology

Upon a motion by Tustee LaFond and seconded by Trustee Tuttle, it was

VOTED: to recommend to the full Board the approval of the following faculty

promotions to full Professor, effective September 1, 2019:

(7) PROMOTION TO FULL PROFESSOR - Effective 09/01/19

Meghna Dilip Chemistry Denise Foley Education

Aldo Garcia Guevara History/Political Science Michael Gesin History/Political Science

Elhab Jaber Chemistry John Tahiliani Criminal Justice Education

Sara Young

Upon a motion by Tustee LaFond and seconded by Trustee Tuttle, it was

VOTED: to recommend to the full Board the approval of the following faculty

promotions to Associate Professor, effective September 1, 2019:

(8) PROMOTION TO ASSOCIATE PROFESSOR – Effective 09/01/19

Aimee Delaney Criminal Justice

Martin Fromm History/Political Science

Roger Greenwell Biology

Daniel Hunt Communication Susan Mitroka Chemistry

BOT - Academic Affairs/Student Development

April 9, 2019

Note: Vote for Associate Professor amended at full Board to include the following faculty who were inadvertently left off the vote but were included in both the President's and Provost's recommendations: Dr. Syamak Moattari, Dr. Miriam Plavin-Masterman and Dr. Francisco Vivoni. (see BOT minutes of 4-9-2019)

Upon a motion by Tustee Tuttle and seconded by Trustee LaFond, it was

VOTED: to recommend to the full Board the approval of the following faculty

promotions to Associate Librarian, effective September 1, 2019:

(2) PROMOTION TO ASSOCIATE LIBRARIAN - effective 09/01/19

Vicki Gruzynskl Library Shu Qian Library

Following the action taken by the Academic Affairs/Student Development Committee, Chairman Blais commented on the excellent credentials of the faculty presented and how impressed he was with their outstanding scholarly experience. Shared that he did not feel that their impressive backgrounds are highlighted enough.

Upon a motion by Tustee Madaus and seconded by Trustee LaFond, it was

VOTED: to adjourn the meeting at 4:00 p.m.

Respectfully submitted,

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Judith A. St. Amand Assistant Secretary

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES

April 9, 2019

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 Board of Trustees was held on Tuesday, April 9, 2019 in the Student Affairs Conference room located in the Student Center. Trustee Blais called the meeting to order at 6:35 p.m.

MINUTES - March 12, 2019

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

VOTED: to approve the minutes of March 12, 2019 as submitted.

CHAIR OF THE BOARD UPDATE

- Chairman Blais reported that he and Trustee Madaus are working with representatives from the Foundation Board relative to future use of the May Street Property
- Architectural Resources Cambridge (ARC) selected by the Massachusetts State College Building Authority to lead the feasibility study to assist in options available for the property is the same firm that designed the Wellness Center
- Chairman Blais shared with the Board that today is our Student Trustee Manasseh Konadu's last
 official meeting. He expressed his gratitude for the many contributions he has made on behalf of
 his fellow students. I am also proud to again acknowledge that Manasseh will be leaving us and
 entering the 3 + 3 Agreement Program with WSU and the University of Dartmouth Law School.
 Sincerest best wishes were extended by all.

WSU Board of Trustees April 9, 2019

 Chairman Blais reminded the trustees that the Bylaws require the Chair to appoint the Nominating Committee and to charge them with meeting and presenting a slate of officers at the annual meeting in June

 Chairman Blais appointed Trustee Madaus, Trustee Fazzone and Trustee Taylor to serve and charged them with bringing forth a slate of officers for the following positions for election at the June 4, 2019 meeting:

Slate of Officers for 2019-2020

Chair Secretary

(2) Vice Chair Assistant Secretary

(2) Foundation Board Executive Committee and Alternate

MA State College Presidents/Trustees Association (President and 2 Vice Chairs)

PRESIDENT'S REPORT

 President Maloney also personally acknowledged Trustee Manasseh Konadu and thanked him for his service to the Board. President wished him well as he plans to commence his law studies.

Enrollment Management Update - VP Ryan Forsythe

- Numbers for fall 2019 are looking good
- "Congratulations Day" was held on Saturday, April 6th with the largest attendance in history
- 64 paid deposits received
- Returning students registering up by 71 students

University Advancement Update - VP Tom McNamara

Update on Dashboard numbers included in packet was provided

Cash and Pledges progress up to 76% --- FY19 \$2,560,508

Donors progress up to 84% --- FY19 3,355

Grants, Corporate Gifts and Sponsorships progress is at 114% --- \$1,142,500

Foundation Funding of University Priorities --- \$850,790

Rebranding of Day of Giving to March Madness Days of Giving was very successful with 1500 gifts received, \$72,000 raised from 48 teams and over 800 students participated

 August 5, 2019 will be the annual Golf Tournament at Kettlebrook and Wachusett Country Club and serves as a major fundraiser for the University

Ribbon Cutting – Thea's Pantry

- President Barry Maloney officially opened Thea's Pantry today in memory of Thea Aschkenase, a
 2007 alumna of Worcester State University who was a life-long advocate against hunger
- The pantry has been established to help address the plight of students who experience food
 insecurity so they can stay focused on their studies and successfully complete their education
- A special thanks was extended to Dean Kazarian for identifying a space for the pantry and also for providing staff for the area

WSU Board of Trustees April 9, 2019

Trustee Hammond was very impressed with the event and provided a copy of the "Hunger &
Homelessness at Worcester State University" report that was distributed highlighting that more
than one of every three of our students are hungry, fifteen percent of WSU students experience
housing insecurity, and 3% are homeless

- Report was written collaboratively by WSU students and faculty, and analyzes the prevalence of food and housing insecurity at Worcester State University and is based on a survey completed by a random sample of 682 undergraduate and graduate students in 2017
- Special meeting of Finance & Facilities will be held on April 23rd for a presentation of Capital Planning
- New Director of the Craft Center Elaine McKenna-Yeaw has been named and will join on April 21, 2019. Her appointment follows the retirement of Honee Hess who completed her over thirtyyear career in the arts and arts education in Worcester as the Center's director for the past six years.
- Representative from Art & Science Group will be present at the June Board meeting to provide Executive Summary and a Q & A session

ACADEMIC AFFAIRS/STUDENT DEVELOPMENT COMMITTEE REPORT

- Trustee Shirley Steele, Chair of the Academic Affairs and Student Development (AASD)
 Committee reported that a meeting was held today at 3:30 P.M.
- The Committee reviewed the recommendations for the awarding of tenure and promotion for faculty
- Provost Wims provided a very informative and in depth presentation of the process followed for all recommendations and both the President and Provost assured the members of the committee, that each applicant was given due and serious consideration as required under the provisions of the collective bargaining agreement

Awarding of Tenure

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

VOTED: to accept the report of the AASD Committee and approve the awarding of tenure for the following faculty, effective September 1, 2019:

Paula Bylaska-Davies Nursing

Aimee Delaney Criminal Justice

Kimberly Silver Dunker Nursing

Martin Fromm History/Political Science

Daniel Hunt Communication

Susan Mitroka Chemistry

Miriam Plavin-Masterman Business/Economics

Francisco Vivoni Sociology

WSU Board of Trustees April 19, 2019

Promotion to Full Professor

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

VOTED: to accept the recommendation of the AASD Committee to approve the promotion of faculty to full Professor, effective September 1, 2019 as follows:

Meghna Dilip Chemistry
Denise Foley Education

Aldo Garcia Guevara History/Political Science
Michael Gesin History/Political Science

Ehab Jaber Chemistry
John Tahliani Criminal Justice
Sara Young Education

Promotion to Associate Professor

Judith St. Amand, Assistant Secretary, reported that the following three faculty members were not listed on the promotion vote to Associate Professor approved by the AASD Committee – Syamak Moattari, Miriam Plavin-Masterman, and Francisco Vivoni. However, it was pointed out that they were included in both the President's and Provost's recommendations to the Board. Names were inadvertently left off the page of votes.

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

VOTED: to accept the amendment as proposed and recommendation of the AASD Committee to

approve the following faculty promotions to Associate Professor, effective September

1, 2019:

Aimee Delaney Criminal Justice

Martin Fromm History/Political Science

Roger Greenwell Biology

Daniel Hunt Communication
Susan Mitroka Chemistry
Syamak Moattari Health Science
Miriam Plavin-Masterman Business/Economics

Francisco Vivoni Sociology

WSU Board of Trustees April 19, 2019

Promotion to Associate Librarian

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

VOTED: to accept the recommendation of the AASD Committee to promote the following two

faculty to Associate Librarian, effective September 1, 2019:

Vicki Gruzynskl Library Shu Qian Library

FINANCE & FACILITIES COMMITTEE REPORT

 Trustee Stephen Madaus, Chair of the F&F Committee, reported that they convened today for a meeting and reviewed thoroughly the information provided on both the FY2019 Budget Amendment #2 and the Grants Policy recommendation

 With ten members of the Board present, the full Board received the report as well as members of the F&F Committee

Budget Amendment #2

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

VOTED: to accept the recommendation of the F&F Committee and approve the FY2019 Budget

Amendment #2 that reflects an additional \$562,582 increase in total revenue for the

year and a transfer of the same amount to the Strategic Plan Trust Fund.

Grants Policy

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

VOTED:

to recommend approval to the full Board the requirement that the Board of Trustees shall approve the submission of all grants that include an obligation to reduce or waive any university fee in excess of \$500, or with cumulative value of more than \$25,000 in fee revenue; and further that the Board of Trustees shall receive quarterly a report of all grant awards to the University.

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

VOTED: to adjourn the meeting at 7:25 p.m.

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Respectfully submitted,

Judith A. St. Amand Assistant Secretary

President's Update

June 2019

President's Message



As the 2018-2019 academic year comes to a close, we reflect on what was achieved and what lies ahead. Our successes include:

- Maintaining stable enrollment through robust retention efforts and recruitment practices that keep the applicant pool strong and diverse, such as implementing a "test-optional" choice; for applicants;
- Sound fiscal management that enabled us to freeze tuition/fee costs for Fall 2019;
- Readying to launch in the fall our first two new master's programs in ten years (in Public Management and Public Administration and Policy) and our first two fully online master's programs, in Education (launching 2019) and Nursing (launching 2020);
- Finalizing new undergraduate academic programs: concentrations in digital media production (launched 2018); environmental and sustainability (launching 2019); and a minor and certificate in alcohol and drug counseling (launching 2019);
- Planning for critical repair work, for which WSU received \$12.5
 million from the state (the second largest amount awarded),
 and hiring an architect and project manager for design of May
 Street Building; and
- · Completion of a year-long positioning study.

It will be a busy summer for many faculty and staff, as working groups will be meeting at least three times a month in order to make recommendations to the administration by September 1 on how to move forward with the positioning study's findings.

Significant changes to the following areas are expected, with a working group established for each: Student Life; Liberal Arts and Sciences Curriculum (LASC); First-Year Experience; Advising; and Majors/Minors. Those reports are expected to form the basis of our next strategic planning process, which will kick off in Fall 2019 and culminate with a new five-year plan to bring before the Board of Trustees in 2020.



Contents

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Positioning Study
Leadership
Course Scheduling
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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

June's Status

This initiative has been successfully complete and the Institutional Learning Outcomes (ILOs) have been sent to the Board of Trustees. This fall semester, offices will be asked to develop plans to support and assess the ILOs; by the end of the upcoming academic year, offices will be asked to report on the implementation and assessment of the ILOs. The process for choosing ILOs enabled all university stakeholders to have a voice and reach consensus.

April's Status

Institutional Learning Outcomes have been finalized and voted to move forward by the President's Cabinet. The President will bring the Outcomes to the Board of Trustees for approval.

March's Status

The Institutional Learning Outcomes were presented to the President's Cabinet for discussion. They will be voted on at the February 27, 2019 Cabinet meeting.

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 to 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

June's Status

The university currently is working on initiatives based on the recommendations from the positioning study. A two-day Academic Affairs retreat has been scheduled for the last week of May, with additional work taking place over the summer. Consultants from Art and Science will return to Worcester State on June 4 to provide the campus community an additional opportunity to review the study's recommendations.

April's Status

Faculty, staff, and trustee feedback on the Positioning Study's findings is being reviewed, as next steps for assessment and implementation are being developed. Board of Trustees input on implementation will be sought at an upcoming meeting. Some work on the Positioning Study's recommendations is expected to begin this summer, and some is expected to be integrated as part of the university's upcoming strategic planning process.

March's Status

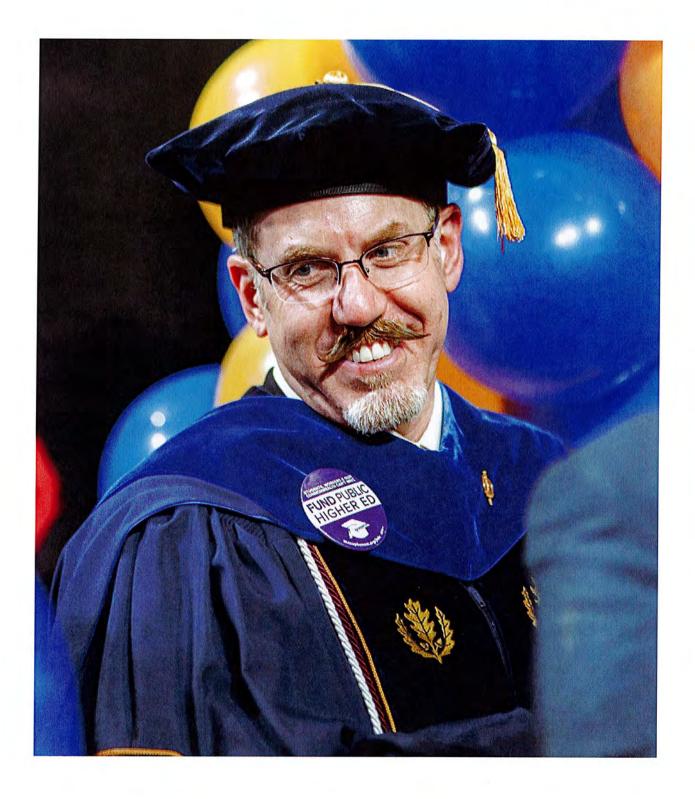
Representatives of Art & Science Group presented their data and recommendations for Worcester State's Positioning Study. Members of the Positioning Study's working group had reviewed these materials during December 2018. During February 2019, Art and Science Group presented their findings in five open sessions for faculty, staff, and students, and one more focused session for academic chairs. The university is collecting feedback (https://www.worcester.edu/FP-Positioning-Study/, requires login credentials to access), which will be used in determining the initiative's next steps.

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

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.
- 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.
- Establish baseline metrics for the number of new employers added to LancerLink for full-time student employment opportunities across all disciplines.

June's Status

Worcester State is In the process of converting its employer matching application from GradLeaders software to Handshake, which will enable easier on-boarding of new employer partners. Metrics used to measure the success of the university's leadership development opportunities include the number of new employer partnerships and student use of employment matching resources. In the past two months 48 new employers have been added to the university's databases, with a total of 130 companies posting 208 internships/jobs. Student use of these resources is up 12% over this time last year.

April's Status

To increase leadership offerings through academic departments, Career Service's faculty webpage has been updated. In partnership with community organizations **Work Without Limits** and the **National Organization on Disability**, the university hosted an employer "meet and greet" networking event for students from Worcester State and fellow New England colleges and universities. This program focused on supporting students and recent graduates with disabilities to connect and explore professional opportunities offered by 18 distinguished employers with inclusive hiring strategic plans.

President's Update

March's Status

LancerLink is a database that enables Career Services to connect intern/job seeking students and alumni with potential employers. It is in the final stages of campus wide integration and currently lists 2,919 employers and 11,334 undergraduate and graduate students. Supplemental career development programing was developed for students pursuing Biology, Business, Computer Science and Criminal Justice, featuring targeted collaborations with UMASS (IT & Business Division), ArcBest, U.S. Secret Service, Bristol Myers Squibb, Hanscom Air Force Base and The National Organization on Disability.

By the end of the Spring 2019 semester, the goal is to increase student use of LancerLink by 20% and add approximately 15 new employers each month.



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

June's Status

The new course scheduling software is fully installed and is being used by the campus community as intended. The effectiveness of the software to increase efficiency across departments and maximize student scheduling options will be determined upon start of the Fall 2019 and Spring 2020 semesters. This initiative has been completed and has demonstrated early measures of success, including roll out of the software's availability and its adoption by most academic departments for course scheduling.

April's Status

The new course scheduling software is fully installed and continues to be used by the campus community as intended.

March's Status

In January 2019, Worcester State implemented the university's new course scheduling software. The software is fully installed, training has been conducted with appropriate users, and it is being used to develop the Spring 2020 course schedule. The software features functionality that gives faculty chairs information about other departments' course schedules, which will improve overall scheduling efficiency. The Registrar's Office will utilize the data collected by the new software to produce the first draft of the Spring 2020 semester.

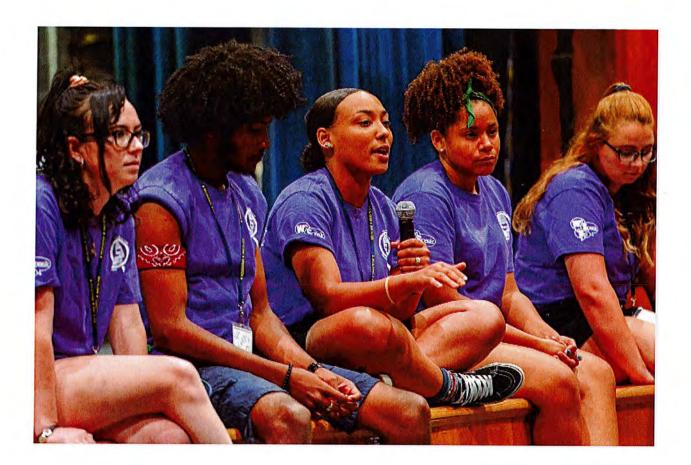
November's Status

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.

President's Update

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

June's Status

Worcester State's academic advising processes and approaches are being looked at in light of the positioning study. Development of faculty online advising resources is ongoing, as is the rollout of a student advising site. Faculty and students will be surveyed on the efficacy of these online advising resources, and the results will be used for revision and further development. Based on preliminary feedback, the faculty advising webpage has become more nuanced and comprehensive, including new approaches for advising and suggested strategies for the integration of career discussions into advising.

April's Status

The full faculty advising website, with updates and additions, will be available for the Spring 2019 preregistration advising period. Feedback from faculty members will be collected as part of continuing efforts to improve the available resources. Work is progressing on the student advising website, with the next phase focusing on an updated overarching academic advising approach.

March's Status

The "Information for Faculty Advisors" webpage has been completed in anticipation of the Spring 2019 preregistration period. Based on feedback, a section on "Holds, Probation, and Other Special Circumstances" was added. The webpage is accessible to faculty members through their "MyWSU" login, at https://www.worcester.edu/FP-Faculty-Advisors. Content for the "Information on Advising for Students" webpage is under construction.

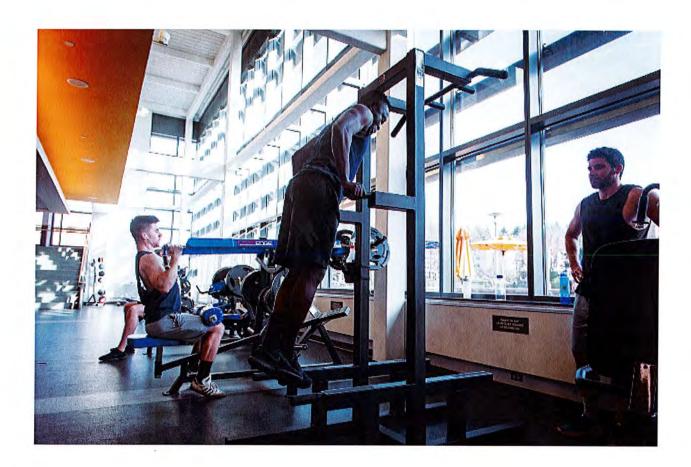
November's Status

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.

President's Update

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

June's Status

During the summer of 2019, multiple work groups will meet to further the work of the university's positioning study. One of the major recommendations from the study is to create a critical mass of student activity and engagement on campus. Enhancing orientation and registration processes for families and new students will be considered in this broader context.

April's Status

As the university reviews data relative to the Positioning Study, student registration and orientation initiatives look to complement one of its major recommendations: creating a critical mass of student activity and engagement on campus. As the university community considers implementation of the positioning study, orientation and registration process enhancements will play a critical role.

March's Status

In January 2019, an evaluation of personnel and financial resources associated with new student orientation and registration processes was conducted. It was determined that significant financial resources, which currently have not been identified, would be necessary to implement the Spring 2019 Student Outcome and Achievement (SOAR) proposal. Consideration will be given to other options to respond to the changing demographics and needs of incoming students.

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

June's Status

The Campus Climate Committee will complete its first full cycle of qualitative and quantitative data collection and analysis by the end of the 2019-2020 academic year. Once this first full cycle is completed, campus climate surveys will be administered and analyzed for all members of the campus community each year. Campus Climate Committee membership will be made available to university employees through human resources and through each collective bargaining unit; student members will be sought through the Office of Student Involvement and Leadership Development. The New Director of Affirmative Action and Equal Opportunity will begin on May 28, 2019. Worcester State will continue to utilize campus climate data to develop, implement, monitor, and update action plans, which will continuously move the University toward a more inclusive campus climate.

April's Status

The Campus Climate Committee is developing a strategic implementation document that will identify the action necessary to address recommendations based on the student, faculty and staff surveys, and the focus groups. An employee wellness survey was distributed as part of a strategy to promote employee well-being, morale, and retention. This survey's results will inform future professional development and wellness programming opportunities. The Employee Service Recognition & Retirement Celebration will be held on May 8, 2019 at 3 P.M., in the May Street auditorium. Last year, this event was expanded to honor faculty who earned tenure; this year, it will be expanded further to honor the faculty recipients of the George I. Alden Excellence in Teaching Awards.

March's Status

Mary Jo Marion will serve as interim co-chair of the Campus Climate Committee as the university searches for a new Equal Opportunity Officer. This spring's faculty focus group and staff climate surveys are in final design, and diversity mini-grants are available to the Worcester State community. Worcester State's 2017-2018 Affirmative Action Report reveals that women continue to exceed the 48.8% labor market goal, while minorities continue to lag behind the 20.7% labor market goal. The Affirmative Action Advisory Committee has been re-established and is preparing recommendations to improve outcomes for minority hiring; the Bias incident Response Team will host two educational forums each semester, beginning with a March 7 session on anti-Semitism and hate symbols, facilitated by the Anti-Defamation League (ADL).

November's Status

President's Update

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: Louise Taylor

Projected Completion: June 2019

June's Status

Notification to departments regarding the amount of donor funds to be transferred to their budgets for FY2020 will take place by May 30. The process for transmitting and monitoring the transfer of funds has been created and will be vetted and approved early June. Departments will be responsible for providing University Advancement three interim reports during the fiscal year on the use of funds. By April 30 of each year, a final report with detailed, itemized receipts for funds spent and a written narrative indicating use of funds and impact will be due to University Advancement. Since the initiative is being implemented for the first time during the upcoming fiscal year, specific metrics will be developed to assess the success of these new processes.

April's Status

By April 15, Administration and Finance, members of Academic Affairs, and appropriate division heads will be informed on the process for accessing and reporting on the available FY2020 funding held by the Worcester State Foundation. There is approximately \$418,000 available to the university to support Presidential Scholarships (\$215,000); Study Abroad Scholarships (\$25,000); and various academic departments and centers, student activities and athletic teams (\$178,000, across 55 individual funds). In addition, approximately \$953,000 in private grants and major gifts raised by University Advancement in FY2019 will support academic programs and centers, scholarships, the Worcester Center for Crafts, and community-based programs aligned with the University's strategic goals.

At the conclusion of FY2019, the Worcester State Foundation, through the fundraising efforts of the Division of University Advancement, will provide more than \$1,372,327 to support the University in FY2020.

March's Status

University Advancement will inform departments, centers, teams and university organizations which receive donor funds the approximate dollar amount available to them in any given fiscal year by late March, which is well before the budgeting process begins. As of the end of February 2019, a minimum of 41 individual funds, representing a minimum of \$140,000, have been identified as being available to various departments.

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)

June's Status

The first fully online graduate programs are scheduled for launch during the Spring 2020 semester. A request for substantive change was filed in April to the New England Commission of Higher Education (NECHE), and the university is awaiting its decision. This project remains in progress, with curriculum design and infrastructure changes ongoing.

April's Status

The Academic Partnerships team from Dallas met with the leadership of the Worcester State accelerated online programs to review policy action steps and to conduct course conversion workshops for Education graduate courses over two days in March. Designated administrators are moving forward on these two action items.

March's Status

A team of Education and Nursing faculty attended two days of training with Academic Partnerships to facilitate the development of their respective curriculums. Worcester State's administration team has continued to develop the necessary infrastructure for online graduate student admission and support.

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.

President's Update

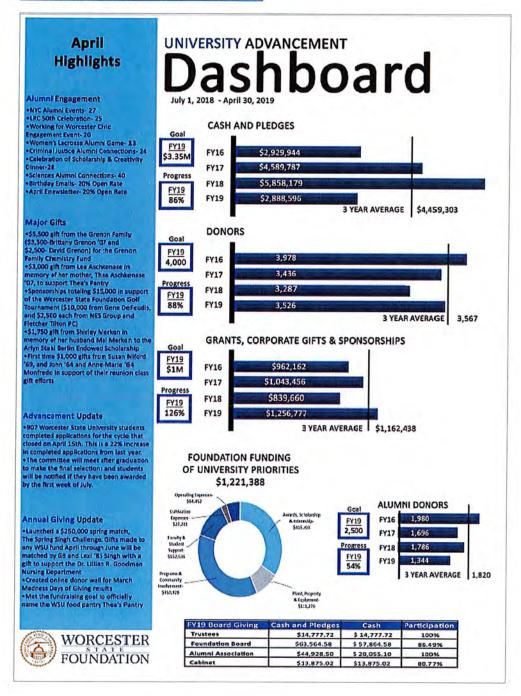
October's Status

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 courses, 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 April's University Dashboard here.



Institutional Learning Outcomes

View Institutional Learning Outcomes here.

Final WSU Institutional Learning Outcomes

What are Institutional Learning Outcomes (ILOs)?

Institutional Learning Outcomes (ILOs) encompass the whole student experience and apply to the whole institution. The outcomes include the knowledge, skills, abilities and attitudes that students are expected to develop as a result of their overall experiences with any aspect of the University, including programs, support, and service areas. ILOs do not encompass all the learning that occurs at the University, nor are the ILOs permanent. The ILOs identified are meant to focus the universities efforts for a specific period of time, between 5-10 years.

How are ILOs different from Program Learning Outcomes?

They are inter-related. ILOs are the collective expression of the learning environment the university offers to any student. Student learning outcomes focus on the more specific skills, knowledge, and attitudes that students learn in courses and programs.

How are ILOs different from General Education (LASC) Outcomes?

There may seem to be overlap between the ILOs and LASC outcomes. However, LASC outcomes apply only to students who graduate from the University with a BA/BS degree who must meet the LASC requirements. In contrast, ILOs apply many of the same educational values to all students, whether undergraduate or graduate, first-year or transfer student, matriculating or non-matriculating.

I don't work directly with students, why should I care about ILOs?

Until now most of the emphasis in the area of learning outcomes has focused on the role of faculty in the learning environment. However, institutions are becoming increasingly aware that student services and other operational departments of the institution have an equally important impact on student learning. Research consistently identifies an environment that signals support for learning at all levels of the institution as one of the core components of student success. Facilities and operations, student services, research and planning, administration, information technology, as well as instruction—all aspects of college operations—help shape the educational environment and thus contribute to the learning experiences of our students.



President's Office Phone: 508-929-8020 Fax: 508-929-8191

Email: bmaloney@worcester.edu

April 1, 2019

Dr. Dr. Benjamin Jee Psychology Department

Dear Dr. Jee:

I wish to inform you that I concur with the recommendation of Provost Wims and I will be submitting your name to the Board of Trustees on June 4, 2019 for promotion to Associate Professor, effective September 1, 2019.

Shortly after the June 4th meeting, you will receive official correspondence from me notifying you of the action taken by the trustees.

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President

Cc: Dr. Wims

Prof. Bullens

Dr. Kanner

Ms. Luster

PRESIDENT'S OFFICE MAY 1 0 2019

WORCESTER STATE UNIVERSITY

May 10, 2019

To: President Barry Maloney

From: Lois A. Wims, Provost

RE: Recommendation for Promotion to Associate Professor

Due to a clerical error in my office, Dr. Benjamin Jee's recommendation for promotion to Associate Professor was not sent to you with the other recommendations for promotion/

Dr. Jee's portfolio and process was followed at each customary step of the personnel calendar and the error occurred after the Dean and Promotions Committee had made their recommendations in the appropriate sequence.

I regret the error.

Respectfully submitted.

Cc: Don Bullens

Benjamin Jee

Russ Pottle

APPROVED

PRESIDENT

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES MEETING SCHEDULE 2019–2020

SEPTEMBER 10, 2019 (Tuesday) Tri-Board Dinner – Meeting at 7:00 p.m.

> OCTOBER 15, 2019 (Tuesday)

NOVEMBER 12, 2019 (Tuesday)

JANUARY 7, 2020 (Tuesday)

March 10, 2020 (Tuesday)

APRIL 7, 2020 (Tuesday)

JUNE 2, 2020 (Tuesday)

Dinners are held at 5:30 P.M. followed by Board Meetings at 6:30 P.M.

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES

NOMINATING COMMITTEE

May 15, 2019

PRESENT: Trustee Aleta Fazzone

Trustee Stephen Madaus Trustee Marina Taylor

Trustee Craig Blais, Chair of BOT

Trustee Maryann Hammond, Non-Voting Ms. Judith St. Amand, Assistant Secretary

Ms. Nikki Kapurch, Special Assistant to the President

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Nominating Committee was held on Wednesday, May 15, 2019, in the Lougee Conference Room at Mirick O'Connell, 100 Front Street, Worcester, Massachusetts.

The Nominating Committee was appointed by Chairman Blais at the April meeting and was charged with bringing forth a slate of officers for election at the full Board meeting in June. Chairman Blais appointed Trustees Fazzone, Madaus and Taylor to serve.

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

VOTED: to elect Trustee Madaus to serve as Chair of the Nominating Committee.

Trustee Madaus called the meeting to order at 10:10 a.m. He acknowledged receipt of the following information provided for the meeting:

- 2018-2019 Elected Officers of the Board
- List of Trustees with Expiration of Terms

Chairman Blais shared with those present that of the three trustees eligible for reappointment next year, two have expressed a definite interest and one is not sure.

Secretary of the Board

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

VOTED: to recommend to the Board the approval of President Maloney for nomination

and election to serve as Secretary of the Board for 2019-2020.

Nominating Committee

Assistant Secretary

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

VOTED:

to recommend to the full Board the approval of Nikki Kapurch for nomination and election as Assistant Secretary of the Board for 2019-2020.

Foundation Board

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

VOTED:

to recommend to the full Board the approval Trustee Maryanne Hammond and Trustee Dina Nichols for nomination and election to serve on the Foundation Board for 2019-2020.

Executive Committee/Alternate

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

VOTED:

to recommend to the full Board the approval of Trustee Aleta Fazzone for nomination and election to serve on the Executive Committee for 2019-2020, and Trustee Marina Taylor to serve as the alternate.

- Trustee Blais expressed his interest in continuing as Chair during his final year on the Board.
- He continued a conversation relative to the need for a succession plan to identify trustees who may replace officers of the Board when they are vacated.
- Succession planning increases the availability of experienced and capable individuals
 that are prepared to assume these roles as they become available and to provide
 continuity in the leadership of the Board.
- Chairman Blais inquired of the two present Vice Chairs if there was an interest to continue in their present role, and looking forward to the next year, do they have an interest in the position of Chair.
- Trustee Hammond expressed her interest in both, re-election as Vice Chair and possible succession to Chair the following year. She noted that she has the time for the various commitments required of the Chair and would be happy to serve.
- Trustee Madaus expressed his interest in re-election to Vice Chair, but did share concerns about time commitment required as Chair and would like to take the next year to consider his interest.
- Trustee Taylor expressed an interest in possibly serving as a Vice Chair and would definitely be interested next year.
- Succession plan will prove to be helpful to the Nominating Committee in the future.

May 15, 2019

Nominating Committee

Chair of the Board

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

VOTED: to recommend to the full Board the approval of Trustee Craig Blais for

nomination and election serve as Chair of the Board for 2019-2020.

Vice Chairs of the Board

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

VOTED: to recommend to the full Board the approval of Trustee Maryanne Hammond

and Trustee Stephen Madaus for nomination and election to serve

as Vice Chairs of the Board for 2019-2020.

MA State Colleges President/Trustees Association and Alternates

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

VOTED: to recommend to the full Board the approval of the nomination and election

of Trustee Craig Blais to serve on the MA State Colleges Presidents/Trustees Association and Trustees Stephen Madaus and Maryanne Hammond to serve

as alternates.

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

VOTED: to adjourn the meeting at 11:25 a.m.

Respectfully submitted,

Judith A. St. Amand

Assistant Secretary

PROPOSED NOMINEES

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES

2019-2020 OFFICERS

Chair Trustee Craig Blais

Vice Chair (2) Trustee Maryanne Hammond

Trustees Stephen Madaus

Secretary President Barry Maloney

Assistant Secretary Ms. Nikki Kapurch

Foundation Board (2) Trustee Maryanne Hammond

Trustee Dina Nichols

Executive Committee Trustee Aleta Fazzone

Alternate Trustee Marina Taylor

MA State Colleges Trustee Craig Blais

Presidents/Trustees Association

Alternate (2) Trustee Maryanne Hammond

Trustee Stephen Madaus

WORCESTER STATE UNIVERSITY **BOARD OF TRUSTEES**

FINANCE/FACILITIES COMMITTEE

May 21, 2019

PRESENT: Trustee Stephen Madaus, Chair

Trustee Aleta Fazzone

Trustee Maryanne Hammond, Non-Voting Member

Trustee Dina Nichols

Trustee Shirley Steele, via conference call

Trustee Marina Taylor

ABSENT: Trustee Craig Blais, Ex-Officio Voting Member

The provision of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Finance and Facilities Committee was held on Tuesday, May 21, 2019 in the President's Conference Room of the Helen G. Shaughnessy Administration Building. Trustee Madaus reported that in the absence of Chairman Blais he was requested to Chair the meeting. As Chair, he approved the request of Trustee Steele to participate by remote access and announced that all votes will be by recorded roll call. Trustee Madaus called the meeting to order at 5:04 p.m.

APPROVAL OF MINUTES

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

VOTED: by recorded roll call to approve the April 9, 2019 minutes of the Finance/Facilities

Committee meeting as presented.

Voting in Favor Opposed 0 5

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

by recorded roll call to approve the April 23, 2019 minutes of the Finance/Facilities VOTED:

0

Committee meeting as presented.

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Voting in Favor Opposed

WSU Board of Trustees May 21, 2019

Finance & Facilities

FY 2019 BUDGET AMENDMENT #3

- Vice President Kathy Eichelroth reviewed the memo relative to the proposed Amendment #3
- Amendment records a partial allocation of \$225,195 in collective bargaining funds for AFSCME and APA members
- The \$225,195 combined with Amendment #2 of \$562,582 completes the transfer of funds (\$804,058) authorized to pay retroactive increases FY 2018 and FY 2019 for AFSCME and APA members
- Timing of the receipt of the \$225,195 funds during the annual closing of all fiscal year activity
 does not allow the funds to be allocated to address operational priorities that were identified
 throughout the year
- Administration is requesting authority to surplus the \$225,295 in FY 2019 and then include an
 appropriation from reserves in that same amount in the FY 2020 budget to fund one time
 priorities identified by university leadership

Upon a motion by Trustee Taylor the following proposed vote was amended as follows:

To recommend to the full Board the approval of FY 2019 Amendment #3 that allows the \$225,195 received in FY 2019 to cover APA and AFSCME collective bargaining costs to fall to surplus for the year ended June 30, 2019. and to include it in the FY 2020 Budget as a one-time appropriation from the unrestricted reserve balance as of July 1, 2019 to address divisional priorities in FY 2020.

Trustee Fazzone seconded the amended motion, and it was unanimously

VOTED:

by recorded roll call to recommend to the full Board the approval of FY 2019 Amendment #3 that allows the \$225,195 received in FY 2019 to cover APA and AFSCME collective bargaining costs to fall to surplus for the year ended June 30, 2019.

Voting in Favor Opposed 5 0

COMPREHENSIVE FY 2020 BUDGET

- Vice President Kathy Eichelroth provided an overview of the proposed University budget
- The \$117,537,863 budget includes state appropriations and state funded fringe benefits in addition to ten trust funds
- Annual payroll budget of \$43,166,618 provides for 603 full-time employees
- Campus is further supported by an \$8,712,226 budget to fund part-time non-benefitted faculty and staff

Finance & Facilities

- Trust Fund revenue generated represents 57% of total budget, student financial aid is 8%, state
 operating appropriation is 25% of the budget, and state funded fringe benefits make up
 remaining 10%
- FY 2020 budget cycle began with a freeze to the General Fee Rate at the 2019 rate
- Throughout the current fiscal year supplemental funds were received from the Commonwealth to alleviate collective bargaining costs
- Administration aligned those resources through budget amendments with the intent of optimizing their use to address broader strategic priorities
- Several budget amendments approved in FY 2019 will be sustained into FY 2020
- FY 2020 budget includes carry forward of FY 2019 Amendment #1 which funded a contribution to the Capital Improvement Trust Fund of \$1,210,431 – a one-time investment in FY 2019
- This contribution has become an annual investment to the Capital Improvement Trust Fund in FY 2020
- This annual investment supports Strategic Plan 2015-2020 strategy under goal number five
- FY 2019 Amendment #2 provided one-time resources of \$562,582 to fund the dormant Strategic Plan Trust Fund
- Amendment #2 was approved with intent to revisit the SPTF guidelines and defer any commitment of funds until new plan is brought forward to Board
- FY 2020 Budget includes the Strategic Plan Trust Fund referencing the available resources
- As the Strategic Plan 2015-2010 closes out, leadership will evaluate how best to administer funds and a revised trust fund guideline will be brought to the Board for approval in the fall
- FY 2019 Amendment #3 allows the funds (\$225,195) to cover collective bargaining costs for APA and AFSCME to fall to surplus in FY 2019 and include as a one-time appropriation of \$225,195 from unrestricted reserve balance to July 1, 2019 to address divisional priorities in FY 2020
- Budget reflects formula funding of \$261,795 providing an increase to base funding on an ongoing basis – set aside in FY 2020 to address prioritized initiatives
- · Still waiting to the Commonwealth's budget process to conclude
- Proposed FY2020 Budget holds all tuition and fees, and base level room and board charges at FY 2019 rates
- Document showing State Universities Tuition Increase Estimates was shared with the group –
 Average fee increase is 3%
- Cost for in-state commuter student remains at \$10,161, in-state resident student remains at \$21,959 and cost for out-of-state remains at \$28,039 per year
- FY 2020 Budget was thoroughly vetted

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

VOTED: by recorded roll call to recommend approval to the full Board the Comprehensive FY 2020 University Budget as presented.

Voting in Favor

Opposed

May 21, 2019

Finance & Facilities

- Trustee Steele requested further information relative to the \$8,712,226 budgeted for part-time non-benefitted faculty and staff
- VP Eichelroth referred to the most recent audit report that reported the following part-time breakdown:

Total of 660 employees
230 are instructional
436 non-instructional (majority are students)

FY 2019 TRUST FUND REPORT - 3RD QUARTER

Provided for information only

FY 2019 GRANT REPORT - 3RD QUARTER

Provided for information only

OTHER BUSINESS - June 4th BOT Meeting

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Discussion was held relative to the upcoming June 4, 2019 meeting – no committee meetings are scheduled and the following options were presented:

Option #1 Hold dinner at 5:30 p.m. and BOT meeting at 6:30 p.m. as scheduled

Option #2 Hold BOT meeting at 5:30 p.m. with working dinner

Majority agreed on Option #2 – therefore, June 4, 2019 meeting of the Board of Trustees will be held at 5:30 p.m. in room 204 of the WellIness Center.

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

VOTED: by recorded roll call to adjourn the meeting at 6:45 p.m.

Voting in Favor Opposed

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Respectfully submitted,

Judith A. St. Amand Assistant Secretary

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES

Human Resources Committee

May 28, 2019

PRESENT: Trustee Maryanne Hammond, Chair

Trustee Karen LaFond Trustee Dina Nichols President Barry Maloney

Ms. Judith St. Amand, Assistant Secretary

ABSENT: Trustee Marina Taylor

Trustee Craig Blais, Ex-Officio Voting Member

The provisions of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Human Resources Committee was held at 4:30 p.m. in the President's Conference Room located in the Helen G. Shaughnessy Administration Building. Trustee Hammond called the meeting to order at 4:33 p.m.

- Trustee Hammond thanked everyone for joining to conduct the 2018-2019 annual evaluation of President Maloney
- Chairman Blais charged the HR Committee with conducting the evaluation and preparing all documents for the Board's approval at the June 4th meeting
- This will allow the Board to meet the June 30th deadline for submission of presidential evaluations
- · The following documents were provided for us in conducting the evaluation:
 - Correspondence from Commissioner Santiago
 - BHE Compensation and Evaluation Guidelines/Procedures
 - President's Goals
 - Self-Evaluation
 - SPRC Report
 - Performance Assessment Form
- The evaluation will follow criteria required by the BHE as well as criteria requested by the Board of Trustees:
 - Graduate Rate and Retention
 - Academic Management/Leadership
 - Assessment
 - Infrastructure
 - Fiscal Management/Budgeting
 - Communication

- Administrative Management/Leadership
- Decision Making and Problem Solving
- Fundraising
- Internal Relations w/Campus Climate
- External Relations w/Campus Climate

May 28, 2019

Human Resources Committee

• Evaluation will conducted using an assessment form to rate and provide comments on areas listed. A numeric rating (whole number only) is to be used as follows:

5 = A 4 = B 3 = C 2 = D 1 = F

Graduation Rate/Retention

Average Rating: 5

- University continues to move forward towards its commitment of increasing six year graduation rate with an expectation that the six-year graduation rate will exceed 60% in the fall
- WSU is one of five of the state universities that has seen enrollment growth for the past 10 years
- Retention efforts have been successful as evidenced by the increase in student retention for the Spring 2019 semester, when we historically lose students
- Both increased enrollment and retention have resulted in 100% occupancy in residence halls
- Celebrated first WSU student to enter into the 3+3 Program between WSU and UMass Dartmouth Law School
- Successfully completed second year of "100 Males to College" program designed to bring underrepresented male students to college
- All three Boards Foundation, Alumni and Trustees, joined together to create "Tri-Board" Adopt-A-Scholar participation, that provides a tuition guarantee for four years for thirty students
- Worcester State Foundation donates \$15,000 to Enrollment Management to award scholarships to 15 incoming transfer students
- Historically, WSU students receiving scholarships have a 31% better chance of graduating
- WSU has seen early successes in the SAT optional admission program with over 900 applications, and an increase in acceptances and enrollment of students from diverse backgrounds since its inception in 2018
- In order to improve diversity of prospective teachers, the Worcester Public Schools and Quinsigamond Community College for the fourth year has offered through the Admissions Office, Education Department and Office of Multicultural Affairs a "Call to Teaching" half-day program to encourage under-represented students to consider the profession of teaching – one session was offered entirely in Spanish

May 28, 2019

Human Resources Committee

Academic Management and Leadership

Average Rating: 5

Comments:

- New initiatives such as the Classroom Technology Master Plan, the Early College Pilot initiative, the continued growth and success of the Latino Education Institute, online new graduate programs in Education and Nursing and the two new masters programs in Public Management and Public Policy speak to the strong leadership and management of not only President Maloney, but his leadership team as well
- Several new concentrations have been developed environmental sustainability and a certificate in alcohol and drug counseling
- Strong leadership was demonstrated during a very difficult year with contract negotiations and focus continued to keep the goal on students first
- Entered into an agreement with Academic Partnerships to offer WSU's first two fully online master's programs (Education 2019 and Nursing launching in 2020
- WSU entered into a 3+1+1 in Urban Studies with Springfield Community College

Assessment Average Rating: 5

Comments:

- WSU has embarked on the ambitious WSU Positioning Study with the Art & Science Group and a great deal of work has been done by the administration and the campus community as a whole
- Results of the study will have a major impact on the Strategic Plan and continued success of WSU
- Work of SPARC Committee (Strategic Planning Assessment and Review Committee) has
 provided updated processes for the institution keeping in line with both institutional goals and
 those of the DHE which will prove to be beneficial to the continued work of the Strategic Plan

Infrastructure Average Rating: 4.3

- Infrastructure needs are many and widespread with most originating years ago
- Funding is always the issue and remains a challenge for WSU and ALL public institutions of higher education
- WSU received the second largest state award for critical repair work on campus \$12.5 million to be spent over the next five years

May 28, 2019

Human Resources Committee

- Capital Adaptation and Renewal projects seem well thought thru and present summer projects shows a commitment to addressing long standing infrastructure issues
- Some of the summer projects include new elevators being installed in the Dowden Residence
 Halls, floor replacements in the Learning Resources Center, reconstruction and paving of
 interior roadways, parking lots and sidewalks, and electrical utility relocation
- President continues to effectively shepherd the repurposing of the May Street Building which
 presents an exciting opportunity to expand WSU in a somewhat landlocked area and its
 repurposing will be beneficial in terms of enrollment and retention
- With the assistance of the MSCBA (Massachusetts State College Building Authority), WSU hired the Architectural Resources Cambridge (ARC) to help redesign the May Street Building
- To improve campus security, cameras have been installed throughout internal and external sections of the Sullivan Academic Center
- Study has been initiated and funded by DCAM, to examine the long-term viability of both the Learning Resource Center and the Student Center looking for funding for a combined facility

Fiscal Management and Budgeting

Average Rating: 5

- WSU continues to be a financially health organization with strong reserves, solid leadership and fiscal management along with solid enrollment and a good market position, WSU remains a viable, thriving institution
- President has put together a very talented, skilled and knowledgeable financial team
- WSU was successful in freezing fees for the upcoming academic year which was a result of careful and conservative budgeting while also maintaining healthy reserves
- · President annually presents to the Board a clear picture of all budgetary challenges
- 2018 Auxiliary Services and Residential Life closed with a surplus due to strict budget oversight which was an impressive achievement
- Able to reserve \$1.2 million dollars to support future capital investment
 - · Maintained the University's "A" bond rating with Moody's and Standard & Poor's
- Saw another balanced University budget and had another successful, clean audit for both the University and the Foundation

May 28, 2019

Human Resources Committee

Communication Average Rating: 4

Comments:

- President continues his very successful Campus Conversation forums with students, faculty and staff
- Re-organization of public relations and marketing departments to streamline effectiveness and efficiency of communication
- President has an open and transparent communication style and has proven to be a good listener
- Neighborhood Council has been a great asset in building stronger relationships with neighbors
- A monthly radio show has been developed to highlight WSU activities and showcase expertise
- Always areas to improve since communication is an ongoing challenge always work to be done

Administrative Management and Leadership

Average Rating: 4.6

Comments:

- President navigated well the departures, reorganizations and hires in several major divisions and departments
- Several professional development trainings were held for campus leadership, including annual campus retreats for Cabinet and Vice Presidents groups, and a Trustee retreat
- Cabinet which is comprised of 30 key administrators and the faculty Chair of Chairs was revamped and assigned into three new functional subcommittees - Budget Development and Review, Non-Academic Policy, and Innovation
- An Active Shooter Training was conducted in March 2019 that was coordinated by WSU Campus Police and included officers from the Worcester Police Department and the Massachusetts State Police

Decision Making and Problem Solving

Average Rating: 4.6

- President excels in making decisions in the best interest of the university and the students, no matter how difficult
- President and his team have handled many issues and policy changes during the year including campus emergencies, Title IX changes and futures space development
- He continues to demonstrate great skill in navigating vital and sensitive issues facing WSU impossible to please all the people, all the time
- Decisions are always made with the students' best interests in mind
- · He has empowered many colleagues to make the right decision at the proper levels

Human Resources Committee

- President is definitely a role model in decision making and problem solving, while building a sense of trust, collegiality and accountability
- · Completed a personnel salary study for all non-unit employees
- Held a full day retreat with Executive Cabinet and, separately, with Board of Trustees that greatly improved understanding of important campus issues for all

Fundraising

Average Rating: 5

- During a significant staffing turnover, fundraising efforts did not fall off
- Division of University Advancement will provide more than \$1,372,327 to support the University in FY 2020
- · Numbers are impressive, as is the \$31 million endowment
- Scholarships to offset student financial needs are a crucial element in the enrollment, as well as a key metric in retention and graduation rates
- President and his team have done an excellent job in increasing the availability of funds for students in need
- Number of scholarships through the Foundation increased 20% in the past two years from 337 to 404
- Foundation has exceeded its first year goal for Grant and Corporate giving by 26% as of 4/30/19, raising over \$1.25M
- President's travel took him to North Carolina, Florida, Washington, D.C., and New York for alumni chapter events
- Foundation and its entities are on pace to reaching 4,000 donors for FY19 second time ever reaching this milestone
- Founders Society donor (Total FY giving: \$25,000+) increased by 39%
- Donors giving \$1,000 or more is up 15.8%
- Need for added staff to improve grant seeking efforts and capture added funding is a real need and one president intends to address

May 28, 2019

Human Resources Committee

Internal Relationships/Campus Climate

Average Rating: 4.3

Comments:

- Difficult year dealing with employee morale due to the impact of collective bargaining deliberations for APA, AFSCME and MSCA unions who were displeased with the status of new agreements
- President performed very well under circumstances beyond his control and worked diligently to insure that students were not affected
- Through the President's leadership WSU is participating in the Governor's pilot program to address homelessness of students
- He also worked with students and staff to open Thea's Food Pantry to address the hunger issue facing our students
- Inclusivity embraced with just over 30% for undergraduates coming from underrepresented groups
- The Five Points of Action Towards a More Inclusive Climate launched in 2016 brought an increase in minority faculty
- WSU's Latino Education Institute is known across the state as a model
- BIRT (Bias Incident Response Team) is an advisory group trained to assist the University's formal response during an incident of incivility, hate or discrimination

External Relationships/Leadership in the Community

Average Rating: 5

- WSU has become a 24/7 hub of activity with a new residence hall added in 2014 and the new Wellness Center in 2016
- Carnegie Foundation classified University as a community-engaged campus, 35-40 percent of students volunteer every year and over a hundred run more than 45 organizations
- Civic Engagement continues to be a major thread across the University
- In keeping with DHE's assessment of Civic Learning and Engagement, WSU in its second year of tracking courses as CL (civic learning) 425 course sections were coded as CL, with 7981 seats filled for a total of 24,329 credit hours
- Approximately 28% of classes in this academic year are coded as Civic Learning
- 314 students were enrolled in formal internships registering 919 credit hours and contributing approximately 40,824 hours of engagement
- 40 projects involving 595 students and 20,729 hours of civic engagement grew because of student organizations such as Jumpstart, Enactus, and Woo Service, who are devoted to community engagement
- 270 Nursing undergraduates completed a total of 40,180 clinical hours

Human Resources Committee

- 210 students in 175 placements resulting in 46,435 practicum hours for Communication Sciences and Disorders, Health Science, Education Practicum
- 200 students participated in Study Away during the 2018-2019 academic year
- President Maloney continues to be the face of WSU in the community at all levels including within the neighborhood community, the local community, the higher education community and with local and state legislators
- WSU was once again voted the Best College in Worcester by Worcester Magazine and the only state university to be listed as a "Best in the Northeast" by the Princeton Review for a 15th year in a row
- President Maloney continues to make developing external relationships a significant part of his job – very time consuming and is a 24/7 responsibility

Following the comments and rating for each area shared by the trustees, it was quite evident that President Maloney continues to be strong supporter of WSU and a very visible leader in the community of Worcester. He continues to serve in a very positive manner and is continuously planning and strategizing with his leadership team to keep WSU moving forward.

His overall average rating for all areas used as part of his evaluation was 4.7 out of a total of 5.

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

VOTED:

to recommend approval to the full Board the 2019 Annual Evaluation of President Maloney as presented and to forward it to Commissioner Santiago as requested with appropriate documents to meet the June 30th deadline.

It was further voted, that since there are no guidelines for presidential compensation at this time, the HR Committee is not making any recommendation for a monetary adjustment. The Committee feels strongly that President Maloney is deserving of any merit/salary adjustment that may be recommended by the Commissioner and requests the Board revisit this matter at the appropriate time.

Trustee Hammond will provide a copy of the minutes of this meeting along with a draft "Executive Summary" of the evaluation for Chairman Blais to review. Once approved by Chairman Blais, the Executive Summary will be shared with the Board. Goal is to have minutes and Executive Summary approved at the June 4th meeting to meet the June 30th deadline of Commissioner to submit materials.

Human Resources Committee

OTHER BUSINESS

- Conversation was held relative to when a more comprehensive evaluation is due for President Maloney
- Information from the comprehensive evaluation conducted in 2013-2014 will be shared with the Committee
- · More discussion to follow

warth a. St. amard

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

VOTED: to adjourn the meeting at 5:55 p.m.

Respectfully submitted,

Judith A. St. Amand Assistant Secretary

PRESIDENT'S PERFORMANCE ASSESSMENT FORM SUMMARY

2018 - 2019

	HAMMOND	LaFOND	NICHOLS	TAYLOR	Total	Average
Retention	5	5	5		15	2
Academic						
Management	Ŋ	2	2		15	Ŋ
and						
Leadership						
Assessment	5	5	2		15	2
Infrastructure	2	4	4		13	4.3
Fiscal Management						
and Budgeting	5	5	5		15	5
Communication	4	4	4		12	4
Administrative						
Management	4	2	Ŋ		14	4.6
and Leadership						
Decision Making and	5	4	2		14	4.6
Problem Solving						
Fundraising	5	5	2		15	2
Internal						
Relations/Campus	4	2	4		13	4.3
Climate						
External						
Relationships/Leadership	2	2	2		15	2
in the Community						

Average: 4.7



President's Office Phone: 508-929-8020 Fax: 508-929-8191

Email: bmaloney@worcester.edu

NOTICE

A MEETING OF THE HUMAN RESOURCES COMMITTEE OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL BE HELD ON TUESDAY, MAY 28, 2019 AT 4:30 P.M. IN THE PRESIDENT'S CONFERENCE ROOM LOCATED IN THE HELEN G. SHAUGHNESSY ADMINISTRATION BUILDING.

- 1. CALL TO ORDER
- 2. VOTES
- 3. ANNUAL EVALUATION OF PRESIDENT MALONEY
 - Memo from Trustee Hammond 3A.
 - 3B. Correspondence from Commissioner Santiago
 - 3C. BHE Compensation and Evaluation Guidelines/Procedures
 - 3D. President's Goals
 - 3E. Self-Evaluation
 - 3F. SPRC (Strategic Plan Review Committee) Report
 - o Appendix A 2018-2019 Strategic Plan Progress Report
 - Appendix B Master Action Grid
 - Appendix C Divisional Reports
 - C1) Academic Affairs
 - C2) Administration & Finance
 - **Enrollment Management** C3)
 - C4) Student Affairs
 - C5) University Advancement
 - 3G. Performance Assessment Form
- 4. OTHER BUSINESS
- 5. ADJOURNMENT

Ledeth G. St. Cimand Judith A. St. Amand

May 21, 2019

HR COMMITTEE MEMBERS

Trustee Maryanne Hammond, Chair Trustee Karen LaFond Trustee Dina Nichols Trustee Marina Taylor

Human Resources Committee

VOTES

Upon a motion made and seconded, it was

VOTED:

to recommend approval to the full Board the 2019 Annual Evaluation of President Maloney as presented and to forward to Commissioner Santiago as requested with appropriate documents to meet the June 30th deadline.

It was further voted, that since there are no guidelines for presidential compensation at this time, the HR Committee is not making any recommendation for a monetary adjustment. The Committee feels strongly that President Maloney is deserving of any merit/salary adjustment that may be recommended by the Commissioner and requests the Board revisit this matter at the appropriate time.

Upon a motion made and seconded, it was

VOTED: to adjourn the meeting at

MEMORANDUM

TO: Members, HR Committee

FROM: Maryanne Hammond, Chair, HR Committee

RE: President's Annual Evaluation

DATE: May 21, 2019

The HR Committee was charged with conducting the annual evaluation of President Maloney as called for in his appointment contract and also in accordance with the guidelines distributed by Commissioner Santiago. The evaluation is to be completed and reported to the full Board at their June 4th meeting. Once approved by the BOT, an *Executive Summary* will be prepared and forwarded to the Commissioner with appropriate materials by the June 30th deadline.

Therefore, the HR Committee is scheduled to meet on Tuesday, May 28, 2019 at 4:30 p.m. in the President's Conference room. The following documents are being provided for use in conducting the evaluation:

Correspondence from Commissioner Santiago
BHE Compensation and Evaluation Guidelines/Procedures
President's Goals
Self-Evaluation
SPRC Report
Performance Assessment Form

The evaluation will follow criteria required by the BHE as well as criteria requested by the Board of Trustees:

Graduate Rate and Retention
Academic Management and Leadership
Assessment
Infrastructure
Fiscal Management and Budgeting
Communication

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

As we have done in the past, we will be using an assessment form to rate and provide comments on each area listed. A numeric rating (whole number only) is to be used as follows:

5 = A 4 = B 3 = C 2 = D 1 = F

Thank you for taking the time to review all materials and to come prepared to our meeting on May 28th with your assessment forms completed and ready for discussion.



FW: FY2019 Presidential Evaluations— Timeline and Statewide Priorities

1 message

Noyes, Matt (DHE) <MNoyes@dhe.mass.edu>
To: "Worcester Liaison - Judy St. Amand" <judy.stamand@worcester.edu>

Tue, May 7, 2019 at 12:01 PM

Hi Judy -

President Maloney also spoke with me at the BHE meeting this morning. Below is the memo that Commissioner Santiago circulated at the end of March. Let me know if this didn't arrive and I'll look into it on our end.

Matt Noyes

Director of Trustee and Government Relations

Massachusetts Department of Higher Education

One Ashburton Place, Room 1401

Boston, MA 02108

Office: (617) 994-6934 Cell: (781) 605-4434

From: Commissioner Santiago < Commissioner@dhe.mass.edu>

Sent: Friday, March 22, 2019 12:53 PM

To: DHE-DL - Community College BOT Chairs <ccbotchairs@dhe.mass.edu>; DHE-DL - State College BOT Chairs <statecollegechairs@dhe.mass.

edu>

Cc: DHE-DL - Community College Presidents < CCPresidents@dhe.mass.edu>; DHE-DL - State University Presidents

<SCPresident@dhe.mass.edu>

Subject: FY2019 Presidential Evaluations— Timeline and Statewide Priorities



Massachusetts Department of Higher Education

One Ashburton Place, Room 1401 Boston, MA 02108-1696 TEL (617) 994-6950 FAX (617) 727-0955 WEB WWW.mass.edu Carlos E. Santiago, Commissioner Chris Gabrieli, Chairman Massachusetts Board of Higher Education

MEMORANDUM

TO: Community College and State University Board Chairs

FROM: Carlos E. Santiago, Commissioner

CC: Community College and State University Presidents

DATE: March 22, 2019

SUBJECT: FY2019 Presidential Evaluations— Timeline and Statewide Priorities

The purpose of this memorandum is to outline the process and timeline for conducting presidential evaluations this year, and to provide you with a summary of the Board of Higher Education's (BHE) statewide and system priorities for academic year 2018-2019 (FY2019).

FY2019 has proven to be a very busy and exciting time here at the Department as we prepare to launch a new Performance Measurement Reporting System, and as we shift our strategic thinking to a new "equity lens." Both of these initiatives are described in greater detail below, and both will be the main topics of discussion at next week's Statewide Trustee Conference. If you have not already done so, I urge you to register for the conference and to encourage your fellow board members to do so as well. The conference webpage is accessible through the following link: https://www.eventbrite.com/e/2019-statewide-trustees-conference-registration-56187613665.

2018–2019 BHE Statewide Priority Objectives—The Equity Agenda: Under the BHE's Presidential Evaluation Guidelines, one of my responsibilities as Commissioner is to inform presidents and trustees of the system-level (i.e., statewide) objectives of the BHE for each academic year. (The full text of the BHE guidelines on presidential evaluations and compensation may be accessed here: https://www.mass.edu/bhe/lib/documents/PresidentialCompensationandEva luationGuidelinesandProcedures-FormattedforPublicDistributionF.pdf)

For academic year 2018-2019, as in prior years, I ask each local Board of Trustees to continue to consider and address in their written presidential evaluations the three main system-level objectives that have come to be known as the "Big Three" priorities: 1) making college more accessible and affordable for all Massachusetts residents; 2) closing gaps in student opportunity and achievement; and 3) improving college completion rates. In that regard, your written submissions should include examples of specific programs and initiatives that promote these three system-level priorities, as well as an assessment of your respective presidents' participation and leadership in this regard.

However, what differs from prior years is that this year I am asking that each of you report on the "Big Three" priorities through what we are calling an "equity" lens. To put this in context, earlier this year the BHE advanced efforts to build a statewide, strategic framework for public higher education with an emphasis on equity. To that end, during its December 11, 2019 Board meeting, the BHE adopted the following vision statement for public higher education:

The Massachusetts Board of Higher Education aims to sustain and expand on Massachusetts' unique leadership position in higher education as defined by the strength and reputation of our private and public postsecondary institutions and our nation-leading level of attainment among our adult citizens. To further realize those goals and to ensure that public higher education opens doors of opportunity and fulfilment for traditionally underserved populations, we elect to make our top statewide policy and performance priority — Significantly raise the enrollment, attainment and long-term success outcomes among underrepresented student populations. We intend this equity lens priority to guide campus and system performance measurement and promote initiatives and policies that collectively expand success for residents and for our economy and society.

The vision statement is intended to drive the work of the Board and Department in calendar year 2019 in developing a systemwide strategic framework, and to provide context for your work as you set institutional goals and objectives, evaluate and implement your strategic plans, and conduct presidential evaluations. The ultimate goals are to significantly

raise the enrollment, attainment and long-term success outcomes among under-represented student populations, particularly students of color.

Accordingly, for this year's evaluations, therefore, I ask that you report on campus initiatives and/or new or revised polices that seek to increase access and success rates for students from traditionally underserved backgrounds.

To help you in this regard we will be providing you with Performance Measurement Reports and Data Dashboards, referenced below.

Performance Measurement Reports (Data Dashboards): The BHE Presidential Evaluation guidelines require that evaluations of presidential work will consider and include institutional data linked to system-level goals and metrics. (See Section III.B). To assist you in meeting this requirement, each year we provide you with "Data Dashboards" for the purpose of informing your presidential evaluation process, including your strategic planning and annual goal-setting process. These dashboards include campus- and segment-level data summarizing institutional performance with respect to the various statewide metrics. In FY2017, we shifted the format of these dashboards from printed booklets to an online, interactive tool built with Tableau software. In the same year, we began the process, in collaboration with all community colleges and state universities, of reviewing and revamping the Performance Measurement System mandated by M.G.L. Chapter 15A, § 7A. This process concluded in December 2018 when the BHE approved the new key indicators that will be used to report on institutional performance in this context (see BHE19-02 https://www.mass.edu/bhe/lib/documents/BHE/03_BHE%2019-02%20Performance%20Measurement_FINAL.pdf).

We look forward to rolling out the new, public-facing Performance Measurement Reporting System, also built with Tableau, which will replace the Data Dashboards that have been provided for presidential evaluation purposes in recent years. We will be vetting the new system with campus staff and administrators during the first two weeks of April, and we anticipate that the final product will be live and available to view by Presidents and Trustees during the third week of April. In addition to a refreshed set of metrics, the system will feature the ability to compare performance with that of national peers where available, and will offer insight into gaps between different racial/ethnic, gender and income groups on many of the metrics. Editorial content will accompany the dashboards to summarize the findings, provide contextual information, and offer examples of campus best practices and innovations that are driving improvements in performance.

Presidential Evaluations Timeline: Consistent with the process we have used in prior years, the deadline for the completion and submission of presidential evaluations is June. However, we recognize that the timing of your presidential evaluation committee meetings, local board meeting schedules and other competing priorities may make it challenging to complete this important work within this timeframe. We, therefore, do allow for exceptions on a case-by-case basis. I have found this timetable and exception process to be effective, and am not aware of any significant problems. Accordingly, I ask that you and your boards complete this year's evaluations <a href="https://example.com/by-superiorit

If this is not realistic given your board meeting schedule, or if you have any other questions or concerns about this timeline, please work with Director of Trustee and Government Relations Matt Noyes (MNoyes@dhe.mass.edu or 617-994-6934).

Presidential Evaluations Process: I believe that the process of presidential evaluations used in prior years was useful. Having an opportunity to review the campus documentation and dashboards as part of one-on-one, in-person discussions with presidents proved, from my perspective, to be very helpful in understanding each institution's performance and presidential leadership over the previous year. Therefore, I would like to continue the process this year.

In addition, in order to help streamline the submission process and to provide consistency among trustee submissions, I am requesting that boards of trustees continue to submit a one to two-page executive summary of the Board's evaluation of the president. The Board's summary should include the following:

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

Supporting materials and documents should be sent only to the extent that they relate to particular points addressed in the executive summary. I found presidential self-evaluations to be useful documents as well.

New and Retiring Presidents: This year, as with prior years, we have had a couple of new presidents join the public higher education system. Since the BHE guidelines were issued, it has been the practice of the DHE not to expect presidential evaluations from institutions where: 1) a president has been in office for less than one full year, or 2) a president has left office during the past year. While a presidential evaluation is not required in these two circumstances, it is a sound practice to periodically conduct institutional assessments regardless of the status of the president. If your board has already conducted an evaluation for a new or retired president or, alternatively, if you have instead conducted an institutional evaluation or assessment (for example, in preparation for a presidential search or transition), I would appreciate receiving copies of the same. Regarding interim or acting presidents, presidential evaluations are only required in those rare circumstances where the interim or acting president has served for one year or more.

Periodic Comprehensive Reviews: The BHE Presidential Evaluation Guidelines ask trustees to conduct comprehensive reviews of presidential performance, no less than three years from the appointment of new presidents, and no less than every five years thereafter. (See Section III). A comprehensive review is intended to be broader than an annual review, both in terms of scope and process. While an annual review is reflective and tends to focus on the accomplishment of past objectives, a comprehensive review is intended to be more forward-thinking, focusing on a President's ability to lead going forward. Through this memorandum, I am asking each of you to review whether you have conducted a comprehensive review of the president of your respective institutions in the past three to five years. If you have not, I ask that you begin thinking about whether and how to conduct such a review in FY2020 or FY2021. An information session, led by a consultant from the Association of Governing Boards of Universities and Colleges (AGB), on how to conduct such comprehensive reviews will be offered during the Statewide Trustee Conference next week. In addition, after the conference but before the beginning of the 2019-2020 academic year, the Department will follow up by issuing written guidance outlining expectations and timelines for these comprehensive reviews. Our intention is to initiate a staggered process and timetable, pursuant to which each institution has completed at least one comprehensive presidential review by the end of FY2022.

Thank you for your attention to these matters and for all your good work on behalf of Massachusetts public higher education.



Massachusetts Board of Higher Education

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

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I. Introduction

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

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

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

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

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

II. Presidential Compensation

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

A. Establishing an Initial Salary for Newly Appointed Presidents

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

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

B. Establishing Annual Compensation Adjustments for Sitting Presidents

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

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

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

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

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

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

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

C. Other Considerations in Setting Initial Salaries and Compensation Adjustments

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

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

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

III. Annual Evaluations

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

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

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

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

A. Annual Goal Setting Process: Institutional Goals and Objectives

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

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

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

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

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

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

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

C. Conducting and Documenting the Annual Evaluation

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

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

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

IV. Annual Evaluation and Compensation Adjustment Procedure

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

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

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

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

V. Continuing Assessment of the Compensation Environment

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

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

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

BOARD OF HIGHER EDUCATION

REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Fiscal Affairs and Administrative Policy NO.: FAAP 13-40

COMMITTEE DATE: June 11, 2013

BOARD DATE: June 18, 2013

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

MOVED: The Board of Higher Education approves the attached Compensation

and Evaluation Guidelines and Procedures for State University and Community College Presidents, and delegates to the Commissioner the authority to act on behalf of the Board of Higher Education as

specified therein.

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

2012

Contact: Constantia T. Papanikolaou, General Counsel

Background

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Presidential Goals for Barry M. Maloney - 2017 - 2019

I write to present my goals for approval for the period beginning September 1, 2017 and ending June 30, 2019. The goals are in alignment with both the recently approved Worcester State University Strategic Plan and the Department of Higher Education's Vision Report.

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

Academic Program and Excellence

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

METRICS:

- Key Staffing needs
 - Successfully hire a new Director of Academic Administrative Support and continue to review the structure of academic affairs division
- Student Learning
 - o Increase 6-year graduation rate, moving toward Vision benchmark of 62% by 2020
 - o Improve acceptance rate to graduate programs
 - Create a structure to encourage/facilitate team-taught courses, cross-listed courses, and interdisciplinary work.
 - o Change class scheduling to better accommodate working and commuting students; embrace expanded-hour/more flexible teaching schedule
 - o Continue to improve two-year developmental math success rate
 - o Establish criteria to evaluate new academic program proposals
- Workforce alignment
 - o Number of degrees conferred overall
 - Review and begin implementation of the recommendations provided by upcoming academic positioning study
 - o Expand the scope and number of internships offered at WSU
 - Strengthen articulation agreements Early College and 100 Males to College with area community colleges
- Civic engagement
 - Increase participation in community service and/or civic engagement activities and integrate such activates into the campus academic culture
 - o Expand student research
 - o Launch two online graduate programs by September 2018
 - Improve internal communication; convene cross-divisional committee to address communications issues

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

METRICS:

- o Pilot ways to promote student leadership, preparing them to make a difference in the world
- o Strengthen existing advisory boards and develop new ones
- Encourage and facilitate a greater alumni presence on campus; introduce/strengthen/expand alumni mentorship programs
- Working off our successful alumni giving rate, focus our energies solely on the expansion of scholarship
- o Grow the endowment to \$30 million by 2019
- o Increase study away and study abroad participation and develop a staffing plan
- o Increase internship opportunities

Enrollment, Retention, and Student Success

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

METRICS:

- College participation
 - o Outperform demographic trends in order to maintain stable enrollment
 - o Increase annual graduate enrollment
- College completion (Show improvement in key statistical categories)
 - o Two-year developmental math success rate
 - o Degrees conferred
 - o Fall-fall retention of first-time freshmen
 - o Persistence rates
 - o 6-year graduation rate first-time freshmen
 - o 6-year graduation rate transfers in and out
- Achievement gap
 - o Improve 6-year graduation rates of African-American and Latino vs White students, Male vs Female, Pell-eligible vs non-Pell eligible
 - o Pilot (perhaps in the CJ department) a program to augment advising in our largest/most popular (in terms of enrollment) majors
 - o Develop 2nd-year programming to help with retention goals
- Student learning
 - o Pass rates on licensure exams (Nursing, OT, Speech, MTEL & CPA)
 - Acceptance to graduate programs
- Innovative curriculum
 - o Develop campus-wide definition of (and standards for) academic internships
 - o Start to explore integrating civic engagement/civic learning into LASC
 - o Institutionalize opportunities for dialogue about high impact teaching and learning practices

 Review and begin implementation of the recommendations provided by upcoming academic positioning study

Community and Campus Life

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

METRICS:

- College participation
 - o Analyze Wellness Center usage, group fitness participation, and recreational programming to meet the needs of the campus community
 - Foster an environment of new and innovative student leadership that offers engagement and programming opportunities throughout the semester including late night and weekends.
- · Achievement gap
 - o Improve college participation rates among growing sub-populations
 - 6-year graduation rates of African-American and Latino vs White students, Male vs Female, Pell-eligible vs non-Pell eligible
- Communication
 - Promote our success stories (e.g., website, PR pitches to media, etc.) in order to reach and inspire external audiences
 - Develop mechanisms to coordinate community outreach and create an integrated, Universitywide community outreach plan (for expanded visibility, connections, student opportunities, etc.)
- Cultural awareness and respect
 - o Implement a solution-oriented customer service mindset and commitment; include a statement in every job description
 - o Implement the findings and recommendations from the recent New England Resource Center for Higher Education (NERCHE) study
 - o Implement new state-wide Title IX policy and help facilitate mandatory reporter trainings

Resources, Revenues, and Organizational Sustainability

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

METRICS:

- Revenue retention/cost containment
 - Continue to plan for, and realize, surplus contributions to the University's unrestricted reserve balance providing financial stability and flexibility as we plan for large-scale infrastructure improvements
 - Review of past practices and procedures across all departments in an effort to create increased efficiencies and achieve cost avoidance allowing for the distribution of budget capacity to areas of high priority

Revenue enhancement

- Prepare and support a financing strategy designed to raise revenue for Temple Emanuel project
- o Develop and implement a multi-year transparent budget process
- o Develop a plan for implementation of the space utilization findings and recommendations
- Engage with DCAMM to develop a plan to meet our deferred maintenance needs within the new strategic framework for Higher Education Capital Funding
- Expand interaction with community constituents, including: City of Worcester, Chamber of Commerce, Worcester Consortium, alumni and prospective new students and faculty
- Evaluate and implement strategies to re-align tuition rates among day courses and continuing education, inclusive of waiver policies not regulated by the state/DHE/collective bargaining agreements
- o Increase out-of-state enrollment and put support systems in place to enable this growth
- Put systems in place to record and benchmark enterprise-based programs in DGCE and grow net revenue by 3% annually
- o Review existing administrative policies and set in place the process by which new policies are created, approved and archived
- Assess adequacy of the classroom technology infrastructure and furnishings, creating a plan for replacement
- o Implement an Enterprise Risk Management approach to address risk exposures across the institution

Barry M. Maloney
Self-Evaluation
Evaluation period July 2018 – June 2019

I write for the purpose of submitting my 2018 – 2019 Self-Evaluation. The information below is presented in the agreed upon format, is directly tied to my 2017- 2019 Presidential goals and represents a summary of my performance since my last review June 2018. Additionally, to help the Board with its review, I have attached the 2019 Strategic Planning Advisory Review Committee (SPARC) report pertaining to every division. This is included to provide greater detail for my many accomplishments over the past academic year.

1. Retention and Enrollment (Numeric rating 5)

Since my arrival I have been clear that improving the University's retention is the most important issue facing Worcester State University. By Fall 2017, the University's six-year graduation rate achieved the prescribed segmental goal of 56% set by the Department of Higher Education. This year's average demonstrates no change from last year and represents a nine-point improvement since I arrived in 2011. Furthermore, preliminary data indicate that we will be able to announce in September of 2019 that our six-year graduation rate has exceeded 60%.

Highlights:

- In Fall 2018, WSU was one of **5 of the 9 state universities** in Massachusetts to see enrollment growth over a ten-year period, according to DHE data. Our increase of 744 students **outpaced all state universities.** (Rounding out the top three were Mass Maritime with 514 additional students, and Westfield State with 426.)
- Started the Spring 2019 semester 62 students ahead of where we were at the same time in 2018, based solely on our efforts to retain returning students.
- Successfully facilitated a second year of the **100 Males to College** program designed to bring underrepresented male students, predominately African-Americans and Latino, to college.
- Beginning in the Fall 2018 admission cycle, Worcester State used the SAT as an optional criteria
 for admissions (https://news.worcester.edu/worcester-state-goes-test-optional-for-fall-2018-applicants/). This was expected to enhance the number of accepted applicants from diverse backgrounds. The goal continues to be achieved!

➤ Test Optional: Apps Accepts Paid deposit 980 758 224

➤ Test Optional Average Accepted GPA: 3.26
➤ Test Optional Average Deposited GPA: 3.24
➤ Test Optional Average Deposited GPA: 3.24

> Test Optional Applicants with GPA over 3.0: 51.3%

The following represents the admissions impact for test-optional students of color since the change was implemented:

Fall 2019

Accepted = 416

Enrolled = 98

Fall 2018

Accepted = 318

Enrolled = 82

- For the fourth year in a row, WSU along with the Worcester Public Schools and Quinsigamond Community College sought to improve diversity of prospective teachers and to strengthen our Education program. Since the November 2016 Admission Open House, the Admissions Office has partnered with the Education Department and Office of Multicultural Affairs to offer a Call to Teaching half-day program, which is designed to encourage under-represented students to consider the profession of teaching. One of the Admissions information sessions was offered entirely in Spanish.
- Addressing the gap in residence student occupancy impacts retention as well as our bottom line.
 For the first time since the completion of Sheehan Hall in 2014, the residence halls opened the year at 100% occupancy.

Challenges/Opportunities:

- While the campus celebrated achieving the 56% graduation rate milestone, we must be dedicated towards our new goal a 62% six-year graduation rate by 2020. The biggest challenge has always been, and will continue to be, getting the entire campus engaged and focused on this objective.
- Our recently formulated out-of-state scholarship incentive and international MOUs represent an
 opportunity for enrollment growth and tapping new markets. Our goal of 200 new out-of-state,
 including international, students enrolled at WSU by 2022 is ambitious.
- Continue to see improvement in recruitment, retention and graduation rate efforts of underrepresented groups. Industry-wide, this has proven to be a complex issue to address.

2. Academic Management and Leadership (Numeric rating 4)

Academic Affairs was under the leadership of Dr. Lois Wims during the past year. Now in her fourth year, I continued to work with the Provost and her leadership team to further realize the potential of our Dean structure, increase academic advising to students and assess the resource needs for each academic department.

Highlights:

Worcester State's faculty climate remained largely positive, during a year that threw a
previously negotiated contract into limbo. While other State University campuses saw votes of
no confidence directed at Provosts and Presidents, our faculty put student concerns first. I credit
the strong relationship Provost Wims and I have built with WSU's faculty union leadership. The
Provost represented our campus through the arduous negotiation and re-negotiation processes.

- We have successfully implemented our Early College (EC) pilot initiative. With the help of
 Quinsigamond Community College, the Worcester Public Schools and a Department of Higher
 Education grant, we completed our first year of an EC initiative aimed at giving high school
 students direct exposure to college-level courses and the college environment. We secured a
 second \$40,000 Commonwealth Dual Enrollment Program (CDEP) grant to continue the
 dual/concurrent/early enrollment efforts.
- Due to increased enrollment and overall scope of the Latino Education Institute (LEI) and its programs, we added an additional staff member and promoted Hilda Ramirez to Director.
- We have signed an agreement with Academic Partnerships to offer WSU's first two fully online master's programs (Education 2019 & Nursing launching 2020).
- Provost Wims' senior team has been reconfigured and her staff are playing leadership roles on campus. A key retirement led to a restructuring that replaced an administrative services position with a Ph.D.-qualified director, and allowed for a faculty fellow position to oversee development of fully online programs and international program growth.
- The university's "study away" participation has increased 54 percent since 2014. Twenty institutional exchange and partner programs; 80+ affiliate-run study abroad programs whereby students fulfill degree requirements; and short-term, faculty-led, curriculum-related international trips (6-10 each year) offer a range of opportunities.
- On April 5th, WSU announced a 3+1 +1 with Springfield Technical Community College in Urban Studies.
- We have launched 3+3 agreement with two area law schools (UMass & WNEU) and have first student heading off to UMass Fall 2019 under these programs.
- We received Board of Higher Education approval for two new master's programs (Public Policy & Public Management). The programs represent the first two new Master's programs for WSU in the last ten years
- We have successfully developed concentrations in environmental and sustainability (launching 2019) and digital media production (2018) and a minor and certificate in alcohol and drug counseling, launching in 2019. Proposals under development include new majors in political science, art and theatre, as well as a minor in public history and a translation track within Spanish.
- New leadership is ensuring that the newly renamed Lt. Col. Sheehan Honors College grows and thrives, with the infusion of funding from the Sheehan donation, which was first realized this past year.
- We have implemented the University's new course scheduling software. The software is fully
 installed, training has been conducted with appropriate users, and it is being used to develop
 the Spring 2020 course schedule.

Challenges/Opportunities:

- Due to the impending retirement of Dr. Kristin Waters, I will be searching for a replacement for the Presidential Arts Fellow in order to continue our strong relationship with the Worcester Art Museum. New leadership could better infuse arts appreciation throughout our curriculum.
- Submitted a letter of intent to the Department of Higher Education in 2108 proposing that WSU offer its first clinical doctorate degree in Occupational Therapy. To date, the process has not moved significantly. The WSU BOT will review the proposal in September of 2019 and then we will pursue a formal program submission to BHE Fall of 2019.

- On the horizon are new majors in political science, art, and theatre, as well as a minor in public history and a translation track within Spanish.
- Training has begun so we can begin implementation of two fully online graduate programs to increase the flexibility of course offerings and increase revenue to the University.
- To better realize new revenue streams, as well augment our faculty and student research opportunities, we will develop a cohesive campus-wide strategy to support faculty and student research.
- We seek to fund the International Education program coordinator jointly with other MA State Universities. This should result in more student participation.

3. Assessment (Numeric rating 4)

The largest, and most significant, assessment work this past year was focused on, what the University has dubbed, the WSU Positioning Study. The findings are being reviewed, incorporating campus feedback obtained this past spring, and next steps for assessment and implementation are being developed. Representatives of Art & Science Group presented its data and recommendations for Worcester State's Positioning Study, as follows: 1) to the Positioning Study's working group, which reviewed these materials in December 2018; and 2) to the campus via five open sessions for faculty, staff and students, and one session specifically for academic chairs, in February 2019. The university has collected feedback from those sessions, and next steps are underway. The findings are to be integrated as part of the university's upcoming strategic planning process.

We continued the assessment work of our Strategic Plan with the assistance of a committee called the Strategic Planning Assessment and Review Committee (SPARC) to help me review divisional goals. The group, made up of faculty, staff and students, meets with divisional and department heads throughout the year to assess progress towards divisional action steps and university goals. The group's final report is included with this packet.

Highlights:

- We developed a new process for assessment of newly formed the current strategic plan and tied the assessment to overall University and DHE Vision Project goals.
- Institutional Learning Outcomes have been finalized and voted to move forward by the President's Cabinet. I will bring the outcomes to the Board of Trustees for approval.
- We continue to support the positive work done by SPARC group.
- As part of the Classroom Technology project, we also assessed the Information Technology
 Department's organizational structure to make sure we would appropriately support the new
 technology.

Challenges/Opportunities include:

- Conducting wide-spread departmental assessment costs and implementations;
- Continuing to assess customer service across all departments;
- Conducting a risk management assessment and campus planning exercise.

4. Infrastructure (Numeric rating 4)

During the evaluation period, and for several years to come, I continue to focus my attention on the May Street Building site (former Temple Emanuel property). The former synagogue, located on May Street and contiguous to the rest of the campus, was a strategic real estate opportunity for Worcester State University that the Worcester State Foundation was able to purchase at a reasonable price. We are developing usage plans with a funding strategy to follow in FY19. Additionally, I worked with state officials – in Administration and Finance and DCAMM – to develop the state's new funding strategies for capital planning and deferred maintenance.

Highlights:

- Worcester State received the second largest state award for critical repair work on campus -\$12.5 million – to be spent over the next five years. Combined with WSU's required match - \$6 million and maintenance of annual spending levels on deferred maintenance projects – this funding stream will provide WSU \$30 million dollars' worth of infrastructure investment over the same period.
- With the help of the MA State College Building Authority, we hired Architectural Resources Cambridge (ARC) to help redesign the May Street academic building. The project, which began in March of 2019, engaged campus focus groups comprised of representatives of the Foundation Board's Real Estate Committee, the WSU Board of Trustees and academic stakeholders on how to proceed with the development of the May Street property, with the initial goal of creating new academic and multipurpose spaces by 2023.
- We hired a project manager for May Street architectural study.
- We completed the study phase on a classroom technology and furnishing master plan. The
 project will address the long-term financing and maintenance of the university's classroom
 technology infrastructure.
- We initiated a study, funded by DCAMM, to examine the long-term viability of both the Learning Resource Center (LRC) and the Student Center, and sought funding for a combined facility.
- We completed phase two of a parking garage study. The study focused on three locations and examined the viability of each site of supporting a 500- to 750-vehicle structure.

Challenges/Opportunities include:

- Incorporating the need for specialized science space for Nursing, Speech-Language/CSD,
 Chemistry, Biology and Occupational Therapy programs into May Street Building plans and/or retrofitting of other spaces;
- Creation of a comprehensive Sustainability Plan; and
- Finalizing development of funding strategies to implement May Street renovations and campus classroom technology work.

5. Fiscal Management and Budgeting (Numeric rating 5)

The University continues to be a financially healthy organization. With strong reserves, solid leadership from Vice President Kathleen Eichelroth, solid enrollment and a good market position, Worcester State continues to be a viable, thriving institution. We continue to revamp our budget processes to provide greater transparency for the campus community. As academic needs continue to grow, the relationship

with the Worcester Center for the Crafts continues to develop and the implementation of a new business plan for DGCE are both priorities in the year to come.

Highlights:

- We successfully proposed and executed a fee freeze for academic year 2019 2020.
- We were able to reserve \$1.2 million dollars to support future capital investment.
- We balanced the University budget and had another successful, clean audit for both the University and the Foundation.
- We maintained the University's "A" bond rating with Moody's and Standard & Poor's.
- We profited from a sizable increase in realized revenues generated through Conference and Events Services (CESO). In FY18 CESO grossed \$548,666 and netted \$188,807 or a 21% increase over FY17, and we expect similar numbers when calculated for FY19. It should be noted that much of the difference between gross and net is a result of paying back other WSU departments for their support of conference activity.

Challenges/Opportunities include:

- Continuing to execute the BOT approved plan to replenish University reserves;
- Developing a cost/benefit grid to assess the true cost of all academic programs;
- Establishing cost-cutting measures in non-academic areas, such as travel, equipment purchases, food and memberships;
- Working with the newly hired director, developing a new business plan for the Worcester Center for Crafts; and
- Developing a financing plan for the renovations of the May Street building.

6. Communication (Numeric rating 4)

It was clear, starting in my first year and continuing well into year six, that open communications from the President would continue to be a huge expectation from the campus community. The climate on campus continues to demand such transparency. While improvements have been made – new expanded PR/Marketing department, for example – the campus feels that there are still too many top-down directives causing morale to improve only slightly. Therefore, I have continued to focus on students' success as the most important goal in everything we do as an institution.

Highlights:

- I continued a monthly forum **Campus Conversations** for faculty, staff and students to discuss pertinent internal and external topics directly with the president.
- We continued to use the President's home for University gatherings and related business activities; this year we held five such events.
- I led twelve meetings with divisions, departments, chairs, Leadership Council and students in residence halls.
- This was the fifth year of our neighborhood council, through which we discuss neighborhood issues and civic engagement opportunities.
- With information gathered from alumni, donors, faculty, vendors and foundation members, and help from SOS Consulting, we implemented the new PR/Marketing organizational structure and

- modified job descriptions for all those who now work within the new department of Communications and Marketing.
- We developed a monthly radio show on WUTY 102.9 to highlight WSU activities and showcase expertise.
- I met regularly with federal, state and local officials.

Challenges/Opportunities:

- Informing community officials and neighbors regarding activities in and around the campus, especially as construction/renovation activity increases, will become more important.
 Hopefully, strong communication will lessen any negative impact the University may have on the neighbors.
- We need to continue to build trust among all key constituent groups especially students from underrepresented groups.
- We seek more exposure in all forms of media social, web, print, etc.

7. Administrative Management and Leadership (Numeric rating 4)

The past year was one marked by significant changes in personnel. Retirements and other staff departures in Advancement presented an opportunity to develop a new organizational strategy. Working with Vice President Tom McNamara, we reworked the job descriptions and are now actively working to fill all four positions.

Following the retirement of the former assistant to the president for campus communications at the end of last fiscal year, we successfully implemented the centralization of communications and marketing functions under the Enrollment Management division, as was recommended by an outside review conducted last spring. The new structure brought together staff from four different divisions, who now all report to the new Assistant Vice President for Communications and Marketing.

Structural changes approved last year to the Division of Student Affairs were implemented, and we successfully filled two new positions and implemented new programs carried out by the student leadership and career services offices.

The Cabinet group also saw a substantive change this past year. The group, comprised of 30 key administrators and the faculty Chair of Chairs, was assigned into three new functional subcommittee groups (Budget Development and Review, Non-Academic Policy and Innovation). While the work was new, the group responded well and outcomes were noticeable. Some of the outcomes included: a significant reduction in the backlog of policies that required update and review, a proposal for cost savings in the part-time employee budget and a proposal on ways the University can better serve its data needs by creating a new data warehouse.

Highlights:

- We provided several professional development trainings for campus leadership, including annual campus retreats for Cabinet and Vice Presidents groups and a Board of Trustee retreat.
- More than 20 faculty searches and additional administrative and staff searches were completed.
- Key hires included an Assistant Dean for Student Affairs, Dr. Dawn Eades, and an Assistant Vice President for Communications and Marketing, Maureen Stokes.

Challenges/Opportunities include:

- Continuing to orientate Board of Trustees especially, newly appointed members.
- Continuing to develop a team that is supportive of each other and the mission of the institution.

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

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

Highlights:

- We developed a new space usage plan for the campus that includes the May Street Building, Learning Resource Center, and parking needs.
- We completed a personnel salary study for all non-unit employees.
- We dealt with numerous campus emergencies, with as little campus disruption as possible
- We engaged in appropriate implementation and training of the new Title IX sexual assault reporting requirement.
- We initiated a new University Risk Assessment review process.
- We held a full-day retreat with Executive Cabinet and, separately, with Board of Trustees that greatly improved our understanding of important campus issues and, for Executive Cabinet, of each other.

Challenges/Opportunities:

- We must continue to develop strategies to orient and facilitate goals-setting for members of all of our boards and advisory committees.
- All three unions will soon begin the next collective bargaining process and we must appropriately deal with the byproducts of those discussions.
- Building a collaborative team across all divisions is necessary if we are meet to the demographic and other challenges we are now facing. A retreat planned for summer 2019 will focus on the entire Cabinet team – a group that is critical to our success.

9. Fundraising (Numeric rating 4)

University Advancement continues to be an area at which I have stayed closely connected to the division's success. While there was significant staffing turnover, our fundraising efforts did not fall off. Growth of scholarship dollars continues to be a significant factor in our retention efforts as students who receive, even one, scholarship award graduate at a significantly higher percentage.

Highlights:

- Division of University Advancement, will provide more than \$1,372,327 to support the University in FY2020.
 - ➤ There is approximately (\$418,000) available to the university to support Presidential Scholarships (\$215,000); Study Abroad Scholarships (\$25,000); and various academic departments and centers, student activities and athletic teams (\$178,000, across 55 individual funds). In addition, approximately (\$953,000) in private grants and major gifts raised by University Advancement in FY2019 will support academic programs and centers, scholarships, the Worcester Center for Crafts, and community-based programs aligned with the University's strategic goals. At the conclusion of FY2019, the Worcester State Foundation, through the fundraising efforts.
- Traveled to North Carolina, Florida, Washington, D.C., and New York for alumni chapter events.
- Investment Return of 9% during FY18
- WSF and its entities are on pace to reach 4,000 donors for FY19. This would be the second time ever reaching this milestone.
- Founders Society donors (Total FY giving: \$25,000+) have increased 39%
- Donors giving \$1,000 or more is up 15.8%
- WSF projects to spend \$600,000 in direct-student financial support through WSF scholarships, awards, and internship funding by the end of FY19, our highest total ever.
- The number of scholarship awards has increased 20% in the past two years from 337 to 404.
- Increased undergraduate retention and graduation success through donor-funded scholarships. Data show those who have received donor-funded scholarships have about a 25 percent greater six-year graduation rate than those who do not receive such support. Additionally, data shows that students who receive scholarship have an 80-100% year to year retention rate.
- Conducted a review of institutional priorities (research, scholarship, programs, and capital) in September to create stronger communication about private grants processes and ways to engage faculty and staff.
- 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.
- Over \$350,000 was raised in cash and pledges this fiscal year towards newly created scholarships alone. This amounts to 46.5% of total scholarship giving for the fiscal year.
- WSF has exceeded its fiscal year goal for Grant and Corporate giving by 26% as of 4/30/19, raising over \$1.25M

Challenges:

- Plans to bring in an outsider consultant to assist the University review and develop strategies to improve all aspects of Grant work at WSU.
- On board four new staff members in Advancement due to departure and retirement
- Continue to increase funds raised for student scholarship to offset costs of attendance.
- Develop new pockets of alumni support both out of state and with young alumni.
- Raise money for new initiatives such as faculty research, acquisition of Temple Emanuel, international education and scholarship.

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

This past year was probably the most difficult year I have encountered since arriving at Worcester State, when it comes to employee morale. Due largely to the impact of collective bargaining deliberations, APA, AFSCME and MSCA unions were predictably displeased throughout the year with the status of their new agreements.

The MSCA (faculty) contract, fully negotiated last year, was sent back to the bargaining table at the last step in the process, holding up raises that had previously been agreed to. Officially the unit decided to enact the "Work to Rule" clause in their contract to formalize their displeasure, and some initiatives suffered as a result. Nevertheless, Worcester State's faculty held students harmless and supported them as if it were a typical year.

Inclusivity is embraced. Just over 30 percent of undergraduates hail from underrepresented groups, enriching classroom discussion. The Five Points of Action Towards a More Inclusive Climate, launched in 2016, resulted in an increase in minority faculty, while the university's Latino Education Institute is known across the state as a model for helping at-risk youth and English-learning families achieve.

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.

Our work toward a more inclusive campus climate must be a campus-wide effort, and I have been pleased to see strong support and a genuine commitment from all divisions, as we seek to become one of the most open and inclusive campuses in Massachusetts.

Highlights:

- We established the Bias Incident Response Team (BIRT) as an advisory group and its members were trained to assist the University's formal response during an incident of incivility, hate or discrimination.
- We continued to support employee recognition efforts through events such as Employee Fun Day and our annual Employee Recognition Awards ceremony.
- We have implemented a talent management plan to ensure that all employees receive training and support in university operations, regulatory requirements and career development.
 Examples of progress: anti-discrimination and cultural competency trainings were provided to campus leadership, University Police and other units, and the on-boarding process for new employees was revamped.
- We increased leadership offerings through academic departments.
- We successfully launched a campus "inclusion" murals competition and posted banners on poles throughout campus with an inclusion theme. Four new murals were created by students, with faculty advising, and are displayed in the Student Center.
- We participated in the Governor's Homelessness Pilot, helping students who are housing insecure, which is helping to foster a more welcoming and supportive campus environment.

- Five students are currently supported (2 WSU & 3 QCC students) and have their room and board costs subsidized by a state grant.
- We opened the Worcester State University food pantry. This essential resource for food insecure members of the Worcester State community is named Thea's Pantry to recognize the late Thea Aschkenase '07, whose lifelong dedication to feeding the hungry helped students on our campus for many years.

Challenges/Opportunities:

- We seek to formally conduct and report out on a climate survey for staff.
- We must continue to make strides in the area of cross-divisional collaboration a best example has been the Enrollment Management Committee.
- Fostering a climate of civility among all members of the campus community remains a goal.

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

The campus has become a 24/7 hub of activity since a new residence hall added capacity in 2014, and a new Wellness Center opened in 2016. Worcester State's college experience is characterized by an ethic of service and an inclusive environment that helps leaders emerge. Classified by the Carnegie Foundation as a community-engaged campus, 35-40 percent of students volunteer every year, and well over a hundred run more than 45 organizations. Leadership training is provided for them.

Civic Engagement continues to be a major thread across the University. Whether service learning, internships, community-based research or volunteerism, these projects bring great value to the community and to the learning experience of our students. This number is considerably higher than last year.

Tracking WSU's Civic Engagement: 2018 – 19

Worcester State University is the only state university in Massachusetts with the Carnegie Classification in Community Engagement. As such, for the academic year 2018-19, we continue to track 7 areas of civic and community engagement. These areas can be grouped – in general – around the educational concept (pedagogy) of **experiential learning.** This is a growing trend in American higher education, project-based learning meaningful to professors, students and community partners.

<u>Civic Learning</u>: In keeping with the DHE's assessment of Civic Learning and Engagement, WSU is in its second year tracking courses as CL (civic learning). 425 course sections were coded as CL, with 7981 seats filled for a total of 24,329 credit hours that foster a civic ethos across the campus and educational culture, making civic literacy a core expectation for students. Approximately 28% of our classes in this academic year are coded as Civic Learning. (Source: IR)

<u>Internships:</u> The Office of Career Services reports 324 students were enrolled in formal, internship, registering 919 credit hours and contributing approximately 40,824 hours of engagement. Students enrolled in internships, who are Massachusetts residents in good academic standing, are eligible for the State Internship Incentive Fund. 95 students qualified for State Internship Incentive Fund this year,

receiving on average \$675 per credit. Internship projects are registered in 16 of our 21 departments. (Source: Career Services.)

<u>Service Learning:</u> As we continue to develop methods for coding and institutionalizing Service Learning and Civic Engagement, various departments continue to run courses where service is the central student outcome. This academic year 29 SL projects involving 706 Students contributed 26,079 service hours to various community partners. In addition, our Jumpstart team had 46 members, doing service with 6 area pre-schools. New this year is: Community Media course recorded our TV program, *The Beat*, in the studio each week during the fall and spring semesters. We bring outside guests to campus and interview WSU faculty and staff. Our program broadcasts on WCCA-TV on Sunday evenings. In addition, students recorded podcasts and created videos for different community partners on and off campus. This semester we also helped record *Welcome to Worcester State* in the TV studio for the Retention Office.

<u>Volunteerism</u>: BCCE reports 40 Projects involving 595 students and 20,729 hours of civic engagement. Volunteerism continues to grow because of Jumpstart, Enactus, and Woo Serve, a student organization devoted to community engagement, which has earned Major organization status for the 2017-18 year. Notable are: Enactus and WSU Alumni participated in the Working for Worcester Event on April 13, installing Buddy Benches in 3 elementary schools. Jumpstart this year had 46 Jumpstart members log 10,030 volunteer hours this year.

<u>Nursing Clinical Placements:</u> 270 undergrads completed a total of 40,180 clinical hours in 32 different facilities. (Source: Nursing Department)

<u>Communication Sciences and Disorders, Health Science, and Education Practicums</u>: 210 students in 175 placements 46,435 practicum hours. (Source: CSD, Health Science, and Education Licensure Office.)

Study Away: 200 students participated in Study Away during the 2018-2019 academic years.

Totals: For the academic year 2018-2019, WSU reports: 2013 students engaged at 270 sites completing +/- 172,255 hours of engaged learning. This number indicates, as in years past, +/- 30% of our undergraduate students are engaged in various forms of civic or experiential learning.

During my eighth year on the job, I continue to make developing external relationships a significant portion of my job. Over nights and weekends, during breakfasts, lunches or dinners, I attended countless community events meeting leaders, listening to stakeholders and trumpeting Worcester State's stories.

Highlights:

For the fifteenth year in a row, we have been recognized by The Princeton Review as a "Best in the Northeast" college, based on student surveys – an accolade that was noted in the Telegram & Gazette's "College Town." We are the only one of the nine state universities to make the list. Worcester magazine voted WSU as the Best College in Worcester.

- Money magazine has recognized Worcester State as one of the country's best colleges for educational quality, affordability, and alumni success.
- Traveled to Washington DC and presented to entire MA Congressional delegation re: State University federal agenda. Topics included: Early College, Higher Education Reauthorization Act, proposed Title 9 changes and extension of SNAP benefits to college students.
- Held regular meetings with civic and community leaders regarding keys issues such as PILOT, parking, improving Worcester as a college town, cost savings and internship development.
- Continue to serve on the NCAA's Division III President's Advisory Board.
- Board Member selected to serve on the following boards: St. Vincent's Hospital, Greater Worcester Foundation, Worcester Regional Research Bureau, WBDC, Worcester Chamber of Commerce, Wilbraham and Monson Academy and Spectrum Health Systems.

Challenges:

- Continue to grow WSU CBI's scope, hired a new Assistant Director to help grow revenue collections.
- Get WSU leadership team more involved in local community boards to help increase visibility.
- Raise visibility of WSU outside of the Central Massachusetts market.
- Develop and maintain Latino Education Institute presence in other markets in MA (Springfield, Lawrence or Boston).
- Balance community needs against limited resources of WSU.



2018-2019 Strategic Plan Progress Report

Prepared by: The Strategic Plan Review Committee

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Kevin Fenlon – Assistant Director of Counseling Services
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Sara Grady – Associate Dean of Graduate Studies & Professional Development
Benjamin Jee – Assistant Professor of Psychology
Thomas Kelley – Director of Retention
Kelly Laviolette – Associate Director of Information Technology
Robin Quill – Associate Vice President of Administration and Finance
Sarah Strout – Assistant Vice President of Assessment and Planning, Chair

INTRODUCTION

During the 2014-2015 academic year, a steering committee of faculty, staff, administrators, students, alumni, and trustees was convened to develop a new strategic plan. Worcester State University's mission and core values were reviewed, a new vision emerged from the campus dialogues, and the plan was unveiled to the community at the fall opening day ceremony - The Strategic Plan 2015-2020: Scholarship, Partnership, and Leadership for a Changing World. It was approved by the Board of Trustees in October 2015 (see Appendix A).

SUMMARY OF THE REVIEW PROCESS

The 2018-2019 Strategic Plan Review Committee (SPRC) was comprised of 10 members representing all divisions of the University, appointed by the President's Office. The committee was chaired by the Assistant Vice President for Assessment and Planning.

The SPRC assigned at least two committee members to each division to be responsible for communicating with that division, answering any questions, and choosing excerpts from that division to be highlighted in the final report. To avoid a conflict of interest, committee members were assigned to divisions other than their own.

For the academic year 2018-2019, the University focused on Goals 3 and 5 of the Strategic Plan. The leadership of each division updated their action plans for all goals (see Appendix B) and wrote a narrative report for the goals focused on this year (see Appendix C). Each division presented their report orally to the SPRC committee and answered questions regarding the report and action grids.

STRATEGIC PLAN PROGRESS REPORT

Worcester State University has made great strides over the past year in fulfilling the strategies for Goals 3 and 5. For each of the goal's strategies, we have highlighted accomplishments for this year.

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

A. Strategically align programmatic offerings with student interest and employment trends

The University is launching approved graduate programs in Public Management and Public Administration and Policy, having received approval from the Department of Higher Education. These are the first two new master's degrees in ten years at WSU. At the undergraduate level, faculty have proposed new majors in political science, art, and theater. Cognizant of the changing needs of careers in the Commonwealth, concentrations in Addictions Counseling, Digital Media Production, Environmental Sustainability, and Public History have been advanced this year.

B. Implement a sustainable approach to online programming that meets market demands and is attractive to students, supported by faculty, and consistent with government requirements

The University signed an agreement with Academic Partnerships of Dallas, TX to support the delivery of our first entirely online programs in Education and Nursing at the graduate level. Teams of faculty from the academic departments and administrators across the campus worked tirelessly to develop course materials of the highest quality and the infrastructure to support an accelerated delivery model with the goal of a spring 2020 launch, upon approval from NECHE. It is anticipated that the infrastructure and procedural improvements gained will help all graduate and undergraduate students, regardless of delivery pattern.

C. Implement a comprehensive marketing strategy and effectively position WSU as a first-choice option through clear messaging and by articulating a compelling value proposition

The Enrollment Management Division and Academic Affairs was proud to have led the University's first positioning study during this Strategic Plan review period. Beginning in Fall 2017 and concluding in Spring 2019, this study was intended to identify and develop a position in the marketplace to encourage continued robust enrollment. With this study complete, the University now must move from study and recommendation phases to implementation in 2019-2020.

D. Implement recruitment strategies designed to increase diversity within the student body

In 2018, the University first used of SAT optional admission for applied students, which opened access to additional and more diverse student populations, allowed for the enrollment of a robust Fall 2018 class, resulted in a very similar academic profile of the incoming Fall 2019 class, and began a continued pilot for optional-test admissions.

E. More effectively engage faculty, students and alumni as active participants in the recruitment and admissions process

This year, the Classroom Visit Program for prospective students, which is run by the Admissions Office, was expanded to include all majors who were able to offer classes. Nineteen students signed up and 17 attended. In addition, Department Chairs were further engaged in yield activities with admitted students. Department Chairs were provided with reports of accepted students to outreach. Many departments either made phone calls or sent emails. Lastly, Admissions added a faculty panel at Congratulations Day titled "The Intersection of Sciences and the Liberal Arts: Aspirations in an Interdisciplinary World" which aimed to showcase our faculty and academic programs.

F. Increase financial support to make enrollment and the overall WSU experience more affordable

In 2015, Admissions awarded a total of 12 students with an Adopt-a-Scholar scholarship. This year, on May 18th, 9 of these students will cross the stage receiving their bachelor's degrees. This is a 75% four-year graduation rate. In comparison, based on the 2016 Fact Book, the 2014 cohort entering class had a 41.1% four-year graduation rate.

G. Leverage WSU's current K-12 initiatives to create a pipeline of applicants from urban areas

The Enrollment Management Division has been working to secure funding to continue the dual/concurrent/early college enrollment efforts that are considered vital to the university continued promotion in high schools. Partners on these projects have included the Administration and Finance Division's grant staff, the Academic Affairs Division's Latino Education Institute, Multicultural Affairs staff, and others. Successful efforts have included, but are not limited to: \$40,000 2018-2019 Commonwealth Dual Enrollment Program (CDEP) grant for the subsidizing of dual enrollment courses for Worcester Public Schools (WPS) students; \$80,000 for the 100 Males to College grant, and the \$50,000 CDEP additional grant for continuation of the Early College Program and designation from the Department of Higher Education and the Department of Elementary and Secondary Education (DESE), in conjunction with Quinsigamond Community College (QCC) and the Worcester Public Schools.

H. Establish stronger articulation agreements with community colleges to attract more transfer students

This year, Academic Affairs leadership moved forward multiple opportunities for our students to complete degrees in a timely and cost-effective manner through partnerships with area colleges including a 2+2 with Springfield Technical Community College and Quinsigamond Community College.

Ensure availability of courses to allow students to stay on track toward degree completion

Enrollment Management and Information Technology Services completed the acquisition, installation, and use of the university's first Course Scheduling system, called CLSS. CLSS is built on a software from the same vendor as our governance and catalog software, Leepfrog Technologies. This system is designed to improve the experience of and outcomes of the production of the university's course schedule. With greater data available to inform the production of the schedule, the schedule can better utilize campus resources, better inform academic leaders, and better serve WSU students.

J. Strengthen academic advising across the University

A focus on the assessment and improvement of Academic Advising continued throughout this academic year, with a well-received Center for Teaching and Learning effort to showcase creative advising activities and use of technology for programs with large numbers of advisees. The Dean of Education, Health, and Natural Sciences and the Associate Vice President for Academic Affairs created, tested, and revised a resource website for faculty engaged in advising. In addition, Ethnic Studies, Liberal Arts, Honors, and Women's Studies participated in enhanced advising approaches with their students this year.

K. Expand services in the evening for all students

Several offices such Career Services, Residence Life, Health Services, Counseling Services and Student Involvement maintained or expanded office hours for students this year. The main goals were to make sure services are available during the week for evening students and to meet the different scheduling demands of our students.

L. Provide excellent customer service to students in all divisions and offices

Counseling Services has implemented daily counselor triage hours. This process was implemented as a means to continue to meet the demand for services while simultaneously identifying and treating significantly at-risk students in a timely manner. The walk-in triage appointments are same day brief support sessions to enhance short term coping skills and develop a plan for future sessions. This process allows counselors an opportunity to provide potentially 15 additional students per week with same day appointments.

A self-serve kiosk was established for students in the Academic Mall of the Administration Building. The kiosk allows students to access multiple services including payment plan options, student exit forms, and other digital university resources.

Student Accessibility Services has expanded services. In 2018-2019 there were 4,006 student visits to SAS, 898 exams administered (not including exams after March), and 50 students received ongoing one-on-one individual 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

A. Align programs and allocate academic resources in response to student interest and strategic priorities that support the academic vision of the University

Administration and Finances has continued to prepare the annual operating budget with a focus on prioritizing funding requests by ranking the alignment of the request with the plan's strategic priorities. In addition, the University has received additional one-time resources from the Commonwealth in FY 19 that will be used to restore funding to the Strategic Plan Trust fund (SPTF). \$562,582 will be placed in the SPTF prior to June 30, 2019, subject to Board of Trustee approval. The administration will review the previous guidelines for managing the SPTF, update the guidelines to reflect the current needs of the University, and seek approval of the board in June with regard to the method of administering the funds.

B. Mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue

In November, the WSU Board of Trustees approved the establishment of the Wellness Center Trust Fund for FY 2019. After two years of stable earnings from Wellness Center program revenue (rentals, memberships, etc.) the net earnings in the trust may be used to supplement student programming, equipment, and operations per established guidelines. Equipment expenses from the initial Wellness Center budget will be removed from the university's general operating budget and funded by the trust.

C. Implement the campus master plan based on evolving strategic priorities and consistent with the principles of green building and environmental sustainability Many projects are in various stages of progress including May St. Building feasibility study, Chandler Village Study, bids for Coughlin Field turf and track refurbishing, and the Division of Capital Asset Management and Maintenance (DCAMM) study of the Learning Resource Center and Student Center Buildings. In addition, WSU was awarded a spot on the 2018 Princeton Review's Green Schools List (5th year in a row).

D. Secure funding for deferred maintenance work on campus

Secured the largest allocation of five-year critical repair funds for State Universities in the Commonwealth; funding will used for large scale building renovations focusing on the LRC and Student Center. The allocation includes \$12.4M of state funds that requires a match of campus funds of \$9.0M to accomplish \$21.4M + of work over five years.

E. Explore options for expanding the campus footprint in creative, cost-effective ways

The Worcester State Foundation continues to support efforts to expand the campus footprint in creative, cost effective ways. Major real estate acquisitions including the purchase of the May Street Building, the donation of the property at the 537 Chandler Street location which currently houses the Latino Education Institute (LEI) and the purchase of 531 May Street which now houses the WSU Teaching Garden, run by the Urban Action Institute.

F. Bolster WSU's technology capacity and infrastructure through investment in administrative and instructional technology and through collaborations that maximize savings and efficiencies

The instructional technology infrastructure, governance, and classroom technology plan was furthered this year by a major engagement with Vantage Technologies and every aspect of the University constituency. Three 'sandbox' classrooms were outfitted for use by faculty this academic year and feedback evaluated to inform each standard and enhanced classroom plan for the next years. Simultaneously, the technology governance structure, inventory of software and hardware and their support, and information security were analyzed to inform budgeting, planning, and decision-making going forward.

G. Strengthen and sustain efforts to inspire financial support from WSU alumni

The Young Alumni President's Circle continues to grow, with a more than 10% increase in event attendees this year. This dynamic group of young alumni commit to sharing their time, talent and financial resources with Worcester State University and our students. Over 90% of the Young Alumni President's Circle were previously involved with our office as students, showing the importance of engaging our students. The current membership reflects our current student body with over 30% being from underrepresented populations. This year we celebrated a milestone with a member of the Young Alumni President's Circle becoming the youngest alumna to contribute to the Adopt-a-Scholar Program, making a \$4,000 commitment to the program.

H. Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through enhanced operational efficiencies and fundraising

Working cross divisionally with Academic Affairs and Administration & Finance the University Advancement team is developing a process whereby funds will be transferred to the University at the beginning of the fiscal year and will reside as a line within the individual department or organization's budget to be used during the fiscal year in the manner designated by the donor. This way the department will have clarity and knowledge of the availability of the funds and can procure goods and services (within the parameters of use set by the donor) to enhance and supplement funding available. Beginning in July 2019 departments will have a clear sense of how much these funds will provide annually (assuming they are coming from an endowed fund) and will be able to – should they so choose- "save up" to make major purchases by allowing each year's allocation to accumulate.

HALLMARK ACHIEVEMENTS

While Goals 3 and 5 were the focus of this year's assessment, activities related to the other goals continue. Below are some highlights for Goals 1, 2, and 4 for this year. For a full list of activities since the start of the strategic plan, see Appendix B.

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

- Increased the number and diversity of students studying abroad.
- University Advancement provides up to \$40,000 per year the WSF Student & Faculty Research & Scholarship Activity Grants.
- 3rd annual Global Action Fair, which is a collaboration between multiple academic, faculty
 and student groups, connects WSU community members with global issues, resources, and
 social justice opportunities on campus, in Worcester, and around the world.
- Student and Faculty Research Grants from University Advancement were expanded to
 include faculty research grant opportunities in FY2018. For FY19 a total of 16 Faculty were
 awarded a combined total of \$15,664 and 16 students were awarded a total of \$11,320 in
 grants through the established process.
- Provided intensive academic supports to 314 First-Year students who were identified as
 developmental level in reading, math or English based on their Accuplacer Placement Test
 scores. 208 students from this cohort increased their scores on the Accuplacer Placement
 Test.
- The Binienda Center was successful in establishing a Memorandum of Understanding (MOU) with the Kennedy Institute for the Senate. We have both a faculty fellow and a student ambassador and completed two programs at the Kennedy Institute this year. The Binienda Center provided \$1,500 in funding for the first year. The President has dedicated \$5,000 for next year's programming.

- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction).
- Awarded a \$150,000 grant to advance the adoption of open educational resources within
 public higher education institutions across the Commonwealth. The grant from the
 Massachusetts Department of Higher Education, Performance Incentive Fund enabled the
 development of five regional workshops, one held at Worcester State, and a course
 development day to create general education courses within the Mass Transfer block using
 open educational resources. Leaders of the project include faculty and staff from the
 University of Massachusetts, Amherst (PI), Worcester State University, Holyoke Community
 College, and Northern Essex Community College.

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

- Graduation rates continue to increase. 56.8% 6-year graduation rate. This is the 3rd highest graduation rate of MA state universities.
- WSU, in partnership with the Edward M. Kennedy Institute for the US Senate, Leicester High, and UMass Boston, celebrated Constitution Day on September 14th by leading a day long series of learning activities in civic education to better understand democratic processes and debate.
- WSU hosted the Model UN on March 30th, 2019. We have created an internship in History Political Science and have 10 students signed up to play critical roles in the Model UN here. We will also visit the actual UN, March 1.
- Initiated Jumpstart AmeriCorps Program. In the first 3 years, 95 students completed the Jumpstart program. In 2018, the coordinator trained 41 corps, including 2 Clark students, 3 Holy Cross students, 8 Assumption students, and 32 WSU students.
- Created ALANA Preview Day, at which over 150 Worcester Public School Students attended an open campus day, with lecture speaker and faculty network.
- Aisiku STEM center launched, 4 lectures held and 2 student externships placed in 2017-2018.
 The Aisiku interdisciplinary Research grant provided a team of 3 faculty members and 3 students to lead innovative research. A new team of 3 faculty were awarded the second interdisciplinary grant in early 2019. In addition, the 2019 Aisiku summer research program will support 16 faculty & students. The infrastructure for tracking expenses and ordering lab materials continues to be improved.
- Health Resources and Services Administration (HRSA) Grant with QCC (Nursing department) started: a federal grant to support underrepresented individuals to succeed in BSN Nursing program.
- Success Coach Pílot, included 900+ invitations to students based on non-cognitive risk factors. PT success coaches reaching out to additional students at-risk. In Spring 19 piloted Success Coaching for transfer students and students in need of Academic Progress Improvement.
- Improved non-matriculated student advising and access for non-traditional student populations.
- Career Services created and introduced to the campus our "Career Services a la Carte"
 Through the cart close to 3,000 handouts about what you could do with your major and 5,000 resume and cover letter booklets were distributed.

Goal 4: Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value

- An increase of 40% of the number of faculty supported to present research at conferences.
- Supported approximately 45 faculty members at approximately \$1,000 each in presenting their research at conferences and other venues through the Provost's Travel Fund.
- Expanded and enhanced Employee Service Recognition and Retirement Celebration by honoring tenure and including teaching excellence, and adjunct awards. Expanded the gift options for service awards with an emphasis on WSU branding.
- Civic Corps secured funding for \$1,000 stipends for sophomore ALANA students to participate in community engagement and faculty-led study abroad. 14 Sophomore ALANA students have engaged in civic learning and engagement and over 41 students have been supported.
- Backpack to Briefcases: Series of events geared to workplace readiness for current students.
 Includes dinner with Strangers, Dress for Success, interviewing skills, resume critique, and more. 135 Unique students participated in 2019.
- A proposal to allow faculty, students, and staff to use a chosen name and indicate pronouns
 has been submitted to the Non-academic Policy Committee for a start date of Fall 2019.
- Quarterly, new employee orientations, which include anti-discrimination trainings, were
 instituted to faculty and staff, within 3 months of hire, on the University's core values, which
 includes cultural awareness and sensitivity. In addition, all search committees and hiring
 managers attend bi-annual orientations, which instill expectations regarding equal
 opportunity and their social responsibility to the University and the Commonwealth.
- The University has re-established its Affirmative Action Advisory Committee in order to
 enhance its efforts to close the gap between the racial diversity of WSU's workforce and the
 racial diversity of the Massachusetts labor market. Currently, most departments have
 achieved gender diversity goals, while the Executive Cabinet has achieved both gender and
 racial diversity goals.

RECOMMENDATIONS

As all five Strategic Planning goals have been assessed, the committee recommends the following regarding the next strategic plan:

- Benchmarks for goals should be identified so that the progress of the goals can be assessed. For example, should the committee compare the progress with the state of the goal at the beginning of the plan, with a pre-determined metric, or some other measure.
- Related to the first recommendation, baseline metrics and metric goals should be determined for each strategy at the beginning of the plan. Strategies should be tracked yearly in relation to the benchmarks and goals.

- Strategies should include measurable action items that are determined at the beginning
 of the plan. The action items should be general enough that they will be relevant
 throughout the plan, and should be created by the strategic planning committee, with
 input from leadership in the area involved.
- Creating fewer more general strategies for each goal would lead to more focused and impactful strategies and allow more constituents to contribute to the strategic plan.
- Acronyms should be avoided in the strategic planning and assessment process.
- All faculty and staff at all levels should be involved in the strategic planning process, from
 planning, to implementation and evaluation. New faculty and staff should be provided
 with an orientation to the strategic plan, the process, and how they can contribute to the
 strategic plan.
- The new strategic plan should have its own webpage, with information continuously updated from the beginning of the planning process, during implementation, and throughout the assessment of the plan.
- Funding for strategic planning initiatives should be set aside for multiple years, not just the first year of the plan. This allows initiatives created in the second or third year to be funded by the strategic plan fund.

APPENDICES

- A Strategic Plan
- B Master Action Grid
- C Divisional Reports



2018-2019 Strategic Plan Progress Report

The Strategic Plan 2015-2020: Scholarship, Partnership, and Leadership for a Changing World

MISSION

Worcester State University champions academic excellence in a diverse, student-centered environment that fosters scholarship, creativity, and global awareness. A Worcester State education equips students with knowledge and skills necessary for lives of professional accomplishment, engaged citizenship, and intellectual growth.

CORE VALUES

As a public institution, Worcester State University embraces the belief that widespread access to high-quality educational opportunities is the cornerstone of a democratic society. Members of the Worcester State community share the following core values:

- Academic Excellence: We are committed to providing opportunities to excel in a close-knit learning environment characterized by distinguished faculty, excellent teaching, and creative linkages between classroom learning and real-world experiences.
- Engaged Citizenship: We are committed to promoting community service, social justice, the
 democratic process, environmental sustainability, and global awareness to prepare students to
 be active and informed citizens.
- Open Exchange of Ideas: We are committed to inviting and considering the most expansive range of perspectives in teaching and learning, in scholarly and creative work, and in the governance of a complex, diverse institution.
- Diversity and Inclusiveness: We are committed to being an inclusive community in which our
 diversity enhances learning for all and in which people from all cultures and backgrounds have
 the opportunity to participate fully and succeed.
- Civility and Integrity: We are committed to respecting the dignity of all members of our community and to demonstrating this commitment in our interactions, decisions, and structures.

VISION FOR 2020: Our Destination

The WSU we envision in 2020 will be more widely recognized as an educational innovator. Its faculty and staff will be unified behind a model of transformative change in students. Its academic program, which creatively integrates classroom learning with experiential learning that takes place beyond the classroom, will be responsive to the identified priorities of the Commonwealth of Massachusetts and the evolving needs of a complex global community. As a public university grounded in the liberal arts tradition, WSU will be preparing well-rounded, culturally sensitive and socially conscious critical thinkers and problem solvers who are well prepared for chosen professions or advanced study.

By the year 2020, WSU will have solidified a reputation for student-centered educational best practices. The university will continue to be known for the value of the education it provides while also building its reputation for the quality of its academic program, faculty, staff, students, and facilities. In an environment that prizes academic excellence, nurtures creativity, and expects civic engagement, students will be pushed and supported by a faculty and staff committed to helping them succeed – in their studies and in life. The impressive success of WSU alumni, who are leaders in their professions and caring citizens of the world, will be a source of inspiration for students and a testament to the value of a WSU education.

By 2020 – 10 years after WSU attained university status – graduate school offerings will have expanded strategically to meet growing demand. WSU's commitment to supporting the scholarly pursuits of its faculty will be deeper than ever, thereby fortifying the university's reputation for thought leadership.

WSU's unique place within the Massachusetts state university system and among regional institutions of higher learning will be clearly established as a result of well respected programs that serve as beacons and also as a result of strategic marketing that draws attention to WSU's distinctive strengths. WSU's already strong offerings in the liberal arts and sciences will be further distinguished and enriched through interdisciplinary connections and foundational support from WSU's innovative and integrative general education program. The university also be viewed increasingly as a destination school; its growing appeal as a first-choice option will be attributable in part to distinctive offerings such as a new Honors College, highly regarded pre-professional degree programs in traditional and emerging fields, and a number of centers and institutes designed to serve both the campus community and the greater community of central Massachusetts.

WSU's urban location will represent a competitive advantage for WSU because of how it is leveraged as a valuable educational asset for those who study, teach, and conduct research here. Reflecting its longstanding and deep commitment to community engagement, WSU will be more tightly and broadly connected with its surrounding neighborhoods, the City of Worcester, and the wider world in ways that enrich students' academic experiences and expand their worldviews. The university will be perceived and appreciated in Worcester and the region as a committed community partner, a vibrant cultural resource, and a welcoming place for those seeking lifelong learning opportunities.

The sense of community, sense of belonging, and sense of pride on campus will be stronger than ever. WSU's faculty, staff, and students – traditional and non-traditional, undergraduate and graduate, part-time and full-time – will all feel embraced, equipped, and empowered to do and be their best. A collaborative work environment based on mutual respect and mutual accountability will foster commitment, teamwork, and excellence. Effective leadership and transparent communication will encourage the open sharing of information and ensure alignment around shared goals for WSU.

Alumni, particularly young alumni, will be more engaged with and better supported by their *alma mater* than ever. WSU's enhanced reputation and higher profile will be resulting in a growing number of applications for admission and an expanding pool of donors eager to support the university's mission, faculty, and students. These and other strategies to generate revenues, together with ongoing efforts to contain costs, will create a financially sustainable business model while yielding resources that can be invested strategically in WSU's future. The university's physical plant and infrastructure will be well maintained, up-to-date, and supportive of WSU's paramount objectives: to promote academic excellence and to build community among diverse constituents who have at least one thing in common: their decision to choose Worcester State University.

STRATEGIC IMPERATIVES: Scholarship, Partnership, and Leadership

- WSU will channel scholarly creativity in new, exciting, and potentially important directions.
- WSU will be a dynamic, valued partner with and resource to Worcester, the region and the world.
- WSU will be a model of best practices in promoting retention across the student body and in empowering students to attain both academic and career goals.
- All members of the WSU community will feel included and valued, and they will hold themselves and each other accountable for upholding shared values and achieving common objectives.
- WSU's plans and priorities will support the public agenda for higher education in Massachusetts as reflected in the Vision Project's goals and seven key outcomes.¹

¹ The key outcomes relate to college participation, college completion, student learning, workforce alignment, preparing citizens, elimination of disparities, and research.

OVERARCHING GOALS AND STRATEGIES: Our Roadmap

Academic Program and Excellence

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

STRATEGIES:

- Develop and offer innovative, integrative academic programming that supports and advances a model of transformative change in students
- Encourage more interdisciplinary and cross-departmental collaboration in teaching and research
- More clearly articulate the purpose of WSU's general education program and promote greater cohesiveness within the Liberal Arts and Sciences Curriculum/LASC
- Strengthen intellectual life on campus and foster an environment that promotes discourse, discovery, and practice in the liberal arts of learning and expression
- Develop and offer distinctive programs that emphasize community impact, service learning, creativity, and environmental stewardship
- Make stronger connections between students' classroom learning and experiential learning achieved through extra- and co-curricular programming
- Place greater emphasis on research and strengthen the research infrastructure to support the creative and scholarly pursuits of WSU faculty
- Build the infrastructure to support growth in graduate offerings and enrollments
- Expand high-quality online (hybrid) classes and develop new online programs
- Strengthen the process of collecting, sharing, and using data to create a culture of assessment and learn from assessment feedback in order to improve the student experience
- · Grow institutional commitment to information literacy and instructional technologies
- Ensure that WSU's library is a 21st-century learning resource center that supports the evolving needs
 of students and faculty

Differentiation and Impact in the Wider World

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

STRATEGIES:

- Capitalize on WSU's urban location as a programmatic strength and educational asset
- Expand efforts to integrate arts and sciences in innovative ways that enhance learning and distinguish WSU
- Better articulate the relationship between academics and workforce alignment, particularly in the arts and humanities
- Promote and stress curricular inter-disciplinarity and programmatic connectedness to enrich learning and create multiple potential paths for WSU students to pursue upon graduation
- Cultivate and enhance local, regional, and global connections to benefit students and strengthen WSU's contributions in the wider world
- Nurture student interest in and appreciation for diversity, global awareness, environmental literacy, and engaged citizenship
- Expand opportunities that encourage development of leadership potential within the student body
- · Strive to have the top degree-completion rate among the state universities in Massachusetts
- Improve career-related services and expand professional networking opportunities for WSU students and graduates

Enrollment, Retention, and Student Success

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

STRATEGIES:

- · Strategically align programmatic offerings with student interest and employment trends
- Implement a sustainable approach to online programming that meets market demands and is attractive to students, supported by faculty, and consistent with government requirements
- Implement a comprehensive marketing strategy and effectively position WSU as a first-choice option through clear messaging and by articulating a compelling value proposition
- Implement recruitment strategies designed to increase diversity within the student body
- More effectively engage faculty, students and alumni as active participants in the recruitment and admissions process
- · Increase financial support to make enrollment and the overall WSU experience more affordable
- Leverage WSU's current K-12 initiatives to create a pipeline of applicants from urban areas
- Establish stronger articulation agreements with community colleges to attract more transfer students
- Ensure availability of courses to allow students to stay on track toward degree completion
- · Strengthen academic advising across the University
- · Expand services in the evening for all students
- · Provide excellent customer service to students in all divisions and offices

Community and Campus Life

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

STRATEGIES:

- Foster a culture of engagement, pride and gratitude among all WSU constituencies
- Promote greater collaboration across divisions in support of shared, university-wide goals and mutual accountability for progress
- · Increase options for all students to participate in campus life outside the classroom
- Establish living-learning communities in the residence halls and more student gathering spots throughout campus
- Create more opportunities for informal interaction among students, faculty, and alumni and between senior administrators and the rest of the campus community
- Nurture a campus culture that promotes cultural awareness and sensitivity as well as commitment to social responsibility and environmental stewardship
- Significantly improve internal communication and ensure faculty and staff feel they have a voice in setting strategic direction and priorities for the University
- Celebrate contributions to campus and community by faculty, staff, students, and alumni who embody WSU's core values
- · Ensure opportunities to succeed at WSU are equally available to all members of the faculty and staff
- Promote a pluralistic student experience and ensure that students of diverse backgrounds see themselves reflected in the adult population and leadership ranks on campus
- Seek ways to increase alumni presence on campus and engagement with WSU through events and lifelong learning opportunities that correspond with their interests

Resources, Revenues, and Organizational Sustainability

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

STRATEGIES:

- Align programs and allocate academic resources in response to student interest and strategic priorities that support the academic vision of the University
- Mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue
- Implement the campus master plan based on evolving strategic priorities and consistent with the principles of green building and environmental sustainability
- · Secure funding for deferred maintenance work on campus
- · Explore options for expanding the campus footprint in creative, cost-effective ways
- Bolster WSU's technology capacity and infrastructure through investment in administrative and instructional technology and through collaborations that maximize savings and efficiencies
- · Strengthen and sustain efforts to inspire financial support from WSU alumni
- Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through enhanced operational efficiencies and fundraising

Appendix B



2018-2019 Strategic Plan Progress Report

Master Action Grid

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

Strategy A Develop and offer innovative, integrative academic programming that supports and advances a model of transformative change in students

- 100% pass rates for Nursing, Occupational Therapy, and Speech Language Pathology program national examinations
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- Master of Public Administration and Policy and Master of Public Management approved by BHE for launch in Fall 2019
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- Intensive English Language Institute curriculum revised
- The Math and Writing Centers increased availability of tutors
- PAL-STEM supplemental program reached over 1,000 students
- Aisiko STEM center launched
- · New programs in India, South Korea, Cuba developed
- Multiple new international university partners created Increase in number and diversity of students studying abroad
- Life Skills workshops provided for all freshman student-athletes
 Piloted student-athlete section of FYS
- · New majors in Political Science, Art and Theatre in development
- · 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College
- · Math Co-req program for MA 130 sequence launched: Students whose Accuplacer was below that needed for placement in MA 130 received remedial concurrent with MA 130 (instead of consecutively)
- Certificate and minor in Substance Abuse Counseling in development
- Science Education 4+1 with MEd proposed
 4+1 BS in History to MS in Counterterrorism program with Nichols College in development
- · New concentration in Digital Media Production launched
- 4+2 BS in Criminal Justice to MS in Criminal Justice program with Bridgewater State University, with guaranteed admissions seats
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
- Interdisciplinary minor in Public History in governance approval process
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs.
- Establishment of "Full Summer" term which will allow departments to offer classes for a full 12 weeks in the summer
- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices
- District-based apprenticeship program for school principals and assistant principals
 Environmental and Sustainability Studies interdisciplinary concentration launched
- Name change from Women's Studies to Women's, Gender, and Sexuality Studies submitted to governance. This better reflects the scholarship in the field and the inclusivity of the discipline.
- · Implemented new Forensic Science minor program.
- · Currently have total of approximately 100 students majoring in Liberal Studies. Each student designs a unique, interdisciplinary plan of study with support through intensive advising. Thus, the major offers continually opportunities for student-driven curricular innovations
- Establishment of new administrative position to support faculty development in online and global education (Interim Associate Dean).

Strategy B Encourage more interdisciplinary and cross-departmental collaboration in teaching and research

- Liberal Studies major created
- · Ethnic Studies concentration launched; first 50 students took initial courses
- · CHIP Research and Education Grants submitted
- Workshops on interdisciplinary teaching offered by CTL (Center for Teaching and Learning)
- University Advancement provided funds to mini-grants focusing on interdisciplinary research
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
 Multiple events offered for faculty and students at Worcester Area Cultural Centers
- . Training for President's direct reports at WAM
- · Launched Center for Interdisciplinary Health Research and Practice
- University Advancement providing up to \$40,000 per year the WSF Student & Faculty Research & Scholarship Activity Grants
- Psychobiology minor launched
- Graduate Certificate in Instructional Coaching proposed
- CityLab, a research collaboration between Earth, Environment & Physics, Urban Studies and Education publishing studies on Worcester Public Schools and metropolitan voting patterns. LEI and Urban Studies publishing research on WPS
- CitySpeak, a collaboration between Visual and Performing Arts and Urban Studies, uses theatre to analyze and propose solutions to urban problems
 Aisiko Interdisciplinary Research Program gave first award
- Funding efforts, coordination and implementation of Short Faculty led Study Abroad Trip to Cuba Multicultural Affairs and Sociology Dept.
 University Advancement provides \$50,000 over 5 years to support Honors Program
 Built prototypes of interactive learning spaces in rooms \$105, \$108 & \$209 for faculty and/or students' teaching and learning collaborations

- . Team-taught course transforms historical research on Worcester's into theatre vignettes presented publicly at The Oaks historical home
- Environmental and Sustainability Studies interdisciplinary concentration launched
- · 3rd annual Global Action Fair, a collaboration between multiple academic, faculty and students groups to connect WSU community members with global issues, resources, and social justice opportunities on campus, in Worcester, and around the world
- · Awarded three Provost's Series Grants that provide funding for 2-3 faculty members in different departments to link their courses and students in joint activities and curriculum
- Created a team dedicated to teaching a new "Introduction to Women's, Gender, and Sexuality Studies" that includes History, Philosophy, Psychology
- Student and Faculty Research Grants from University Advancement was expanded to include faculty research grant opportunities in FY2018; For FY19 a total of 16 Faculty were awarded a combined total of \$15,664 and 16 students were awarded a total of 11,320 in grants through the established process

Strategy C More clearly articulate the purpose of WSU's general education program and promote greater cohesiveness within the Liberal Arts and Sciences Curriculum (LASC)

- Improved the catalog and website presentation of LASC

- Improved the catalog and website presentation of LASC
 Created a new recruitment brochure and freshman advising materials for LASC
 Implemented 5 linked LASC courses by 2015-2016, 10 linked courses by 2016-2017
 LASC Program Review Fall 2016
 Math Pathway developed
 LASC Program Outcomes developed
 New LASC courses continue to be developed and offered
 Associate VP of Academic Affairs hired; oversees LASC program area chair
 Alternate to Accuplacer exam for math placement in development. Pilot begins in Summer 2018
 Academic Success Center provided intensive academic supports to 314 First-Year student who were identified as developmental level in Math
 Provided LASC Workshops to all First-Year students (925) by presenting in each First-Year Seminar (Fall 2018)
 New, formal procedures are being developed to streamline and better document LASC waivers, study abroad credit, petitions, and other student requests
- requests

 The LASC board has been increased to insure representation of ALL relevant constituents e.g., faculty, writing center, math center, student retention,
- center for student success.

 Continue implementation of Admitted Student Questionnaire (ASQ).



Strengthen intellectual life on campus and foster an environment that promotes discourse, discovery, and practice in the liberal arts of learning and expression

- Water Theme semester implemented; Winona Duke Keynote lecture

- Water Theme sentester implemented, which a Duke Reynote fecture
 Democracy Cafes delivered
 Liberal Arts events and dialogues created
 The Math and Writing Centers increased availability of tutors
 PAL-STEM (Peer Assisted Learning) supplemental program reached over 1,000 students
 Annual Scholarship Tea engages WSU Chorale
- Alumni Connections Series

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 Alumni Connections Series
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 Alumni Art Show allows for collaboration between Alumni Office and the Mary Cosgrove Dolphin Gallery
 Provided financial support for the Honor's Program
 Provorded financial support for the Honor's Program
 Numerous outside speakers, film screenings, and events related to liberal arts subjects and concerns offered
 Multicultural Programming- Lecture Speakers, Latin Heritage, Black History Month, Courage's Conversation, Asian American, Woman's month and various co-sponsor lecture across campus.
 The Binienda Center was successful in establishing an MOU with the Kennedy institute for the Senate. We have both a faculty fellow and a student ambassador and completed two programs at EMK this year. The President has dedicated \$5000 for next year's programming.
 Northeast Popular Culture/American Culture Association Annual Conference hosted on campus
 Annual World Languages Undergraduate Conference inaugurated and hosted on campus
 Annual World Languages Undergraduate Conference inaugurated and hosted on campus
 Annual World Languages Undergraduate Conference inaugurated and hosted on campus
 Massachusetts Council for International Education (MaCIE) Fall workshop hosted on campus
 Sam Kean: This best-selling popular science author delivered a lecture on his books and the relevance of science communication.
 Peter Balakian: This Pulitzer-prize winning writer and scholar delivered a lecture on the relationship between literature and human rights
 Ethic Studies organized teach-in on "Birthright Citizenship"
 Introduced common reading of Beverly Tatum's Why Are All the Black Kids Sitting Together in the C
- debate.

Strategy E Develop and offer distinctive programs that emphasize community impact, service learning, creativity, and environmental stewardship

- Environmental Science minor approved Forensic Science concentration approved Substance Abuse Certificate Ethnic Studies concentration launched

- EMINIC Studies concentration launched Increase in number of students pursuing the Global Studies concentration ME d Leadership and Principal Licensure Program new cohorts in Fall 2015 MPAP graduate programs submitted to DHE MPM graduate program submitted to DHE Substance Abuse Counseling Certificate developed IELI curriculum revised

- Substance Abuse Counseling Certificate developed

 IELI curriculum revised

 Engaged in programmatic opportunities with greater Worcester Community to provide students with work and volunteer experiences

 Woo Serve offered Alternative Spring Break opportunity with Growing Hope Initiative

 More than 55 courses designated as Service Learning

 Provided \$100,000 in support of the Center for Service Learning and Civic Engagement

 Created the Binenda Student Award

 Service Learning courses offered for students

 Community service opportunities available through the Binenda Center

 Theatre productions intentionally integrate musical scores composed and performed by Visual and Performing Arts majors and applied music students

 Celebration of Scholarship and Creativity expanded to include interactive display of student research projects

 Annual Sustainability Fair continues

 Work-based learning opportunities throughout non-profit community and WPS

 Grant Funded, develop, launched and coordinates the Worcester "100 Males to College" A cross-campus effort Multicultural Affairs, LEI, and Enrollment Management and long with city partners Worcester Public Schools and QCC.

 Edward M. Kennedy Institute Faculty Fellow leads students in crivic engagement projects utilizing Institute resources

 Environmental and Sustainability Studies interdisciplinary concentration launched

 In Spring 2019 students took part in UR 440 on work on English Language Learning and Hunger Outreach/ Food Pantry initiatives

 Tibetan Scholars on Campus as a collaboration with the Binienda Center.

 WSU will host the Model UN on March 30th, 2019. We have created an internship in History Political Science and have 10 students signed up to play critical roles in the Model UN here. We will also visit the actual UN, March 1.

Strategy F. Make stronger connections between student's classroom learning and experiential learning achieved through extra- and co-curricular programming

- Revision of DGCE student evaluation process led to an increase in students participating
- 30 students employed on diversity initiatives with NERCHE project and the LEI
- IELI (Intensive English Language Institute) students have volunteered through the Center for Civic Engagement
- Funding increased to support jobs for ALANA students working in after school programs

 Initiated Jumpstart AmeriCorps Program. In our first 3 years, 95 students completed the Jumpstart program. 15 of these have graduated. The average GPA of the cohort is: 3.14. 10 have transferred or withdrawn. This year, 2018, coordinator, Lynn Thompson, has trained 41 corps, including 2 Clark students, 3 Holy Cross students, 8 Assumption students, and 32 WSU student

 Funded, coordinated, implemented – WSU student trip to Washington DC visit to the opening of the African- American Museum-Multicultural Affair,
- Teaching Garden provides students with opportunity to expand and protect collective resources for the benefit of larger communities
- Next Big Idea Contest centered in Business Administration coursework and improved in partnership with University Advancement
- ENACTUS Group presents student service projects at ENACTUS meeting in the US and abroad
- New internships developed
- Department formalizes student participation in regional Moot Court competition held annually at Fitchburg State University
- Internship at the American Antiquarian Society expanded to three slots
- · Continued participation in Model U.N.
- Funded, coordinated, implemented WSU student trip to Washington DC visit to the opening of the African-American Museum-Multicultural Affairs. Ethnic Studies
- Jumpstart AmeriCorps Program on campus to create bridges between Academic Affairs (curricular) and Student Affairs (co-curricular). Jumpstart has increased to 46 corps members this year, though struggles with transportation issues.
- Woo Serve Student Club committed to Civic Engagement. Woo Serve was recognized as a major org. and continues to expand offerings, including a spring break service trip. We have recently launched an informal series called pizza and Politics, where students can get together and discuss issues of
- Raised voting rate to 63.2% 2016 (+7.0 change from 2012)
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- · Annual Sustainability Fair continues
- Facilitated and placed 20 WSU students in work-based learning settings as part of co-curricular experience
- · Grant proposal submitted to the State Department to develop short-term experiential courses abroad in professional/STEM fields
- Northeast Popular Culture/American Culture Association Annual Conference hosted on campus, undergraduate panels featured
- Advancement provides S20K a year through Academic Affairs for 5 years for student-faculty research

Strategy G Place greater emphasis on research and strengthen the research infrastructure to support the creative and scholarly pursuits of WSU Faculty

- 40% increase in the number of faculty supported to present research at conferences
- Provided financial support through the Center for Teaching and Learning for student-faculty research
- Research landing page on WSU website created
- · WSU Foundation Faculty Scholarship, Research and Creative Activity Grant program launched
- · Increased number of graduate assistantships offered
- Secured inflationary adjustment funding to prevent continued erosion of library resources, in particular research databases.
- Raised \$25,000 to seed WSU faculty community-engaged research
- 50% of all honors students complete a research project. Research and Travel funding is provided through honors due to the Sheehan bequest
- . Supported approximately 45 faculty members at approximately \$1000 each in presenting their research at conferences and other venues through the Provost's Travel Fund.
- Supported approximately 7 faculty members; research activities with a maximum of \$4000 to tenured and \$6000 to untenured through Faculty Scholarship, Research, and Creative Activity grant
- . Supported 4 faculty research projects with a total of 5 undergraduate researchers with grants of \$1500 to each faculty member and \$3000 to each student through Summer Research Grants
- . During Fall 2018, ran 4 one-hour sessions to help faculty members to identify public and private grant opportunities fitting their research During Spring 2019, running 7 two-three-hour sessions to help faculty members to identify public and private grant opportunities fitting their research interests and to write grants.
- Developed and began circulating a table with all recurring research and teaching grant opportunities from WSU sources with grant details, application deadlines, and contacts. In process of setting this up as part of a research webpage that will include links to applications.
- Coordinated CITI training in legal and ethical requirements for research involving human subjects for 499 faculty members, graduate students, and undergraduate students.

Strategy H Build the infrastructure to support growth in graduate offerings and enrollments

- · Added full-time position of Assistant Dean for graduate studies and online programs
- · Added full-time clerical position for the graduate school
- · Increased funding for graduate assistantships by 50%
- Enlisted Eduventures (an external research and advisory service) to increase DGCE enrollment
- · Developed new marketing materials for all graduate programs
- · Streamlined governance through Courseleaf software
- · Graduate School Catalog moved to Courseleaf for automatic production
- · Masters in Public Administration & Policy and Masters in Public Management approved through governance and BOT
- Completed graduate course inventory study
- Offered new graduate school scholarship for diverse students
- · Offered orientation in FA17 for graduate students
- · Gender neutral language now included on graduate marketing and admissions information
- · 49 graduate assistantships offered this year with 16% given to diverse students
- · Establishing better policies and procedure to serve 100% online students which will assist in growth and efficacy of all graduation programs
- · Completed a Program of Study Audit to update all Program of Study Forms for Graduate Programs
- Information Technology Services worked collaboratively with the Distance Learning group to support the MCO (Mass Colleges Online) website
- Information Technology Services implemented a process for accepting ACH payments, providing students who pay online with another payment option
 Developing an audit process to review and expand graduate offerings to international students

Strategy I Expand high-quality online (hybrid) classes and develop new online programs

- · 10 online courses re-designed
- 5 faculty members trained in Quality Matters
- NEASC approval for initial programs granted
- · Providing Quality Matters training to improve online course development and instruction for faculty
- . Develop course codes to identify hybrid courses offered during the day
- · Joined Mass Colleges Online
- · Best Practices in Online Teaching workshop offered
- · Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs.
- Development and governance approval of an accelerated academic calendar (six 7-week terms per year)

Strategy J Strengthen data collection, sharing and usage related to student learning and experience

- Implemented Admitted Student Questionnaire (ASQ)
- Utilized information about WSU graduates to inform recruitment for new students.
- Shared data on scholarships with appropriate divisions
 Filled Assistant Vice President for Assessment and Planning position
- Developed student learning outcomes for all programs that will be posted on WSU website
- Data Quality Committee reinstated. Includes staff from all areas of the university
- Data Quality Committee creating best practices for data storage
- Improving process for dissemination and collection of DGCE course student evaluations
- · Centralized survey distribution through Assessment and Planning so that students will not be overwhelmed by survey requests
- Developing data codes for experiential learning courses to better analyze course type offerings
- Newly hired Director of Retention has begun creating reports for year to year comparisons
- Improved tracking and outreach to our Military and Veteran population to insure their success, 2016 Data shows trending towards better retention rates. and steady graduation rates for the cohort. Using several Social Media and Listserv to inform meet and counsel students.
- · Participation in the VALUE Institute to assess critical thinking across the institution
- Increased the amount and type of data given to programs undergoing program review
 The number of data requests from faculty tripled from 11 requests in AY 2017-2018 to 35 in AY 2018-2019 (as of March)
- Developed comprehensive survey of students in first-year seminars and faculty teaching them for Fall 2018. Analyzed results to identify areas for improvement for 2019.
- Collected information about WSU graduates to affect recruitment and yield activities for new students.
- Veteran's Affairs Improved tracking and outreach to our Military and Veteran population to insure their success. Continued Efforts: Data trending towards
 better retention rates and steady graduation rates for the cohort. Veteran's Affairs also continues using several Social Media Platforms and Listservs to. inform meet and counsel students

Strategy K Grow institutional commitment to information literacy and instructional technologies

- Fake news' training events sponsored by Library Faculty
- Mac Lab added for Communications courses
- · Upgrades and replacements to laboratories
- . Open Educational Resources Initiative (OERI) offers grants for faculty to replace traditional text books with free OER. The third cohort began SP 18. The Library secured \$10k of outside funding for Fall 18 mini-grants.
- DGCE providing two \$1,000 for OER grants for graduate courses
- In FY 18, librarians taught 96 instruction sessions (17 academic departments, 6,315 minutes, and 1,651 attendees)
- · Since Jan. 2016 hired five librarians who have since been designated as department liaisons offering information literacy and instructional services.
- Image Now upgrade to improve online document management and approval processes
- Implement instructional technology (room s117) for faculty collaboration and professional development

- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices
 Built prototypes of interactive learning spaces in rooms in s105, s108 & s209 for faculty and/or students' teaching and learning collaborations
 Librarians taught 146 instruction sessions reaching 2,571 students (some are duplicates). Partnered with 82 individual instructors from 19 separate academic departments. Classroom teaching time was 9,535 minutes, or 159 hours.
- . Library supported 2 interdisciplinary programs (Liberal Studies and First Year Seminar), the Intensive English Language Institute, the Office of Multicultural Affairs, and students within the International Baccalaureate program at Abby Kelley Foster Charter Public School
- Answered 3,329 questions at Library service areas (Circulation, Research Help, and Archives) and staff offices. Nearly 750 questions answered were Research inquiries.
- Created research tutorial content to assist remote and campus-based users.
- . Sponsored 24 faculty members to attend the 2018 Mass Colleges Online Conference. Two were given Course of Distinct Awards and presented on their courses.
- . CTL (Center for Teaching and Learning) Organized a number of workshops on different aspects of online teaching and the use of technology in

The strategy L Ensure that WSU's library is a 21st century learning resource center that supports the evolving needs of students and faculty

- · New Library Director hired
- · Library strategic planning completed
- Increased funding for information access budget by 10%
- Created WSU archive
- · Liaison program for librarians and faculty created
- Open Educational Resources Initiative (OERI) offers grants for faculty to replace traditional text books with free OER. The third cohort began SP 18. The Library secured \$10k of outside funding for Fall 18 mini-grants.
- DGCE providing two \$1,000 for OER grants for graduate courses
- Establishing proactive for physical and digital archiving of graduate school culminating projects (theses, etc.)
 Creating two adaptive and collaborative work spaces for presentations, as well as independent and group study
 Since June 2015, hired 8 (of 15) full-time library staff (6 MSCA librarians and 2 AFSCME library assistants)
 Created a dedicated space for WSU Archives and Special Collections in Jan. 2017.

- Implemented off-campus access for all library electronic resources.
- Fully implemented link resolver software enabling full-text discovery from non-full-text listings (citations) in databases
- Developed reporting mechanism and workflow to report electronic resource access problems
- Increased engagement activities by sponsoring events, and hosting tables.
- Awarded a \$150,000 grant to advance the adoption of open educational resources within public higher education institutions across the Commonwealth. The grant from the Massachusetts Department of Higher Education, Performance Incentive Fund enabled the development of five regional workshops. one held at Worcester State, and a course development day to create general education courses within the Mass Transfer block using open educational resources. Leaders of the project include faculty and staff from the University of Massachusetts, Amherst (PI), Worcester State University, Holyoke Community College, and Northern Essex Community College. Avoided cutting Library subscriptions by negotiating lower pricing and instituting multiyear contracts.
- Acquired \$10,000 from the Reach Out for Schools organization, to fund \$1,000 mini-grants awarded to WSU faculty who redesigned their courses using
- Served on the Massachusetts Department of Higher Education, Open Educational Resources Working Group established "to convene, study, evaluate, and identify ways that the DHE can respond to the growing legislative interest to identify lower cost educational resources for Massachusetts students, more effectively address public higher education "Big Three" goals, address the issue of equity of access and participation in higher education, and foster instructional effectiveness while lowering costs for students.
- Completed the reprogramming of Room L236, an active and collaborative teaching and learning space that is the Library's main instructional space. The enhanced room features 24 two-person tables, 48 chairs, 3 whiteboard room dividers, a large interactive flat panel display, a video conference camera, and wireless projection. Acquired \$20,000 from the WSU Foundation to purchase furniture and equipment.
- . Hosted two video-conference enabled classes in Room L236 with WSU students from the Nursing, and Criminal Justice programs with students in Ireland.
- · Participated in a design study of the Learning Resource Center and the Student Center in conjunction with WSU Administration & Finance, the Division of Capital Asset Management and Maintenance (DCAMM) and the campus and facility programming firm Dober Lidsky Mathey.
- Joined the Fenway Library Organization which led to reduced costs for Library subscriptions, and expanded access to professional development opportunities for Library staff.
- · Acquired and implemented the CORAL electronic resource management system leading to more effective and efficient management of electronic resources.
- . Hosted the LRC @ 50 Celebration in April in honor of the 50th anniversary of the groundbreaking of the Learning Resource Center.
- Provided Active Attacker training offered by University Police for Library and IT staff.
- Offered a series of concerts in the LRC Café with musicians from VPA.
- Developed the Library Special Initiatives Campaign for the March Madness crowdfunding initiative sponsored by the WSU Foundation.
- Obtained a retrospective collection of theses published by WSU students from the WSU Graduate School.
- Made improvements to the 2nd floor LRC Facilities including the replacement of the laminate flooring, and replacement of the main
- Developed and published the Library Emergency Guide, a supplement to the Worcester State University Emergency Guide, for Library Staff.
 Revised and dramatically improved text about the Library in the WSU Undergraduate and Graduate Catalogs, as well as the WSU Factbook.
- Published the FY18 Library Annual Report setting a template for the publication of subsequent Annual Reports.
- Enhanced the Center for Teaching and Learning (CTL) Library by completing an inventory of pre-existing CTL collections, and integrating materials from the library of materials located within the Office of Assessment and Planning.
- Completed OCLC Reclamation project and synchronized local holdings records with records in the OCLC WorldCat database. As a result of the project, Library catalog records were enhanced and Worcester records within WorldCat were updated and made more accurate
- · Reallocated money from the cancellation of low-use journals and subscribed to: 1) journals with evidence of high turnaways/demals, and 2) the HeinOnline database improving our government, politics, and law collections.
- Partnered with Writing Center to offer Writing Center Satellite location in the LRC Café four hours per week, on Tuesdays from 4-6 PM, and Thursdays from 3-5 PM.

Strategy A Capitalize on WSU's urban location as a programmatic strength and educational asset

- · Developed 5 new community partnerships
- Increased number of advisory boards by 50%
- Assisted in the founding of Academic Health Collaborative
- Created Urban Networks: Community Action Research Projects
- Created new recruitment materials promoting urban location
- Capitalized on HECCMA opportunities
- Developed relationships with 133 new employees for internship and job opportunities
- . CityLab, a research collaboration between Earth, Environment & Physics, Urban Studies and Education publishing studies on Worcester Public Schools and metropolitan voting patterns
- . CitySpeak, a collaboration between Visual and Performing Arts and Urban Studies, uses theatre to analyze and propose solutions to urban problems
- · Collaboration with Girls Inc, including Math, Urban Studies, and Visual and Performing Arts departments
- Center for Social Innovation sponsored New Economic Summit-location chosen specifically for centrality
- Collaborations with Worcester Public School system
- · Collaborations with local hospitals
- Translation Center launched
- Offered workshops for local speech language pathologists
 Founding member of the Academic Health Collaborative in conjunction with Worcester Department of Public Health
- VITA program provides free tax preparation for local community members
- New community advisory boards created for Health Sciences and Computer ScienceALANA Preview Day, Over 150 WPS Students attended an open campus day, with lecture speaker and faculty network
- A.I.D. program, Upward Bound Program and 100 Males to College provide outreach and recruitment for WSU and College access program
 Collaborated with WPS for the third year for World Languages Week by sending students to area middle schools to discuss study abroad opportunities
- Included information promoting urban location/opportunities in recruitment materials and website.
- Highlight students' local successes (job placement, internships, etc.) in Worcester.

Strategy B Expand efforts to integrate arts and sciences in innovative ways that enhance learning and distinguish WSU

- · Liberal Studies major created
- · Workshops on interdisciplinary teaching offered by CTL (Center for Teaching and Learning)
- Funds added to mini-grants focusing on interdisciplinary research
- Developed Watershed Science and Education Co-Laboratory
- Aisiku STEM center launched, 4 lectures held- and 2 student externships placed in 2017-2018. The Aisiku interdisciplinary Research grant provided a team of 3 faculty members and 3 students to lead innovative research. A new team of 3 faculty were awarded the second interdisciplinary grant in early 2019. In addition, the 2019 Alsiku summer research program will support 16 faculty & students. The infrastructure for tracking expenses and ordering lab materials continues to be improved.
- Interdisciplinary minor in Public History in governance approval process
- · Environmental and Sustainability Studies interdisciplinary concentration launched
- · Fostered multiple major programs of study for Liberal Studies students that joined humanities, social sciences, physical sciences, and/or other areas.

[mm] Strategy C Better articulate the relationship between academics and workforce alignment, particularly in the arts and humanities

- · Academic program-specific workforce options identified and included in recruitment materials
- · Internship Committee identified internships for awarding of Strategic Internship Fund
- Provided Mock Interview sessions
- Presented Career information in academic classrooms
- Developed Filling the Gap in Undergraduate Career and Life-Planning Services and Support
- · Career Services Liaison position funded to help develop relationships with faculty
- . Increased the number of workforce trainings offered by the Center for Business and Center for Effective Instruction
- Created new codes for experiential learning courses, including internships, to be able to better track student experiences
- New Translation track for Spanish major in development
- Master of Public Administration and Policy and Master of Public Management approved by BHE for launch in fall 2019
- 4+1 BS in History to MS in Counterterrorism program with Nichols College in development
- · Informational sessions and individual advising for foreign-trained professionals to seek credentials in the United States
- Updated workforce options on website related to each program
- Capitalized on better coordination of internships for tracking, promotion, and internship incentive fund purposes. Codes to track internship courses have been created
- Career Services found that 43 employers took advantage of On Campus Recruitment opportunities; 88 Employers were involved with the Part Time Job and Internship Fair by changing it into a 2 day event; 16 employers were involved with the Fall Mock Interview and 50+ employers have presently signed up for the Spring 2019 Mock Interview; NSHHLA: An event was created for NSHHLA students to learn about types of positions undergraduates can expect in field-2 employers/3 representatives will present with Criminal Justice professor for students to learn about internships/jobs-4 employers presented; Homeland Security: Coordinating efforts have begun with Criminal Justice professors for students to learn about internship/jobs; Green Fair Coordinated with Earth Science Department for students to learn about internship/jobs; National Organization for Disabilities: 16 attending organizations were advised regarding LancerLink status



Strategy D

Promote and stress curricular inter-disciplinarily and programmatic connectedness to enrich learning and create multiple potential paths for WSU students to pursue upon graduation

- · Liberal Studies major created
- · Ethnic Studies concentration launched; first 50 students took initial courses
- · Substance Abuse Counseling Certificate developed
- · Forensic Science concentration sent to governance
- · Environmental Science minor sent to governance
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College in development
- 3+3 BA/BS to JD program with UMASS Dartmouth School of Law and West New England University Law School
- Psychobiology minor launched
- Interdisciplinary minor in Public History in governance approval process
 Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- · New concentration in Digital Media Production launched
- Environmental and Sustainability Studies interdisciplinary concentration launched
- · Approximately 50 Liberal Studies students developed or enhanced ePortfolios of their interdisciplinary major courses of study and, in some case, culminating projects that can be presented to potential employers and graduate schools.
- In the 6th year of the Robert K. O'Brien '58 Next Big Idea Competition challenges remain in getting students prepared to participate. More work needs to be done with Business Ad min and Dean of HHS to facilitate a more integrated approach. Celebration of Mr. O'Brien's contributions are planned for June 2019 and all previous winners will be invited back to celebrate
- Residence Life offers 6 FYRE tracks (First Year Residential Experience): Academic success, Career Exploration, Community Engagement, Global Citizenry. Personal Growth and Social Chang. 2019 is the second year of the program

Strategy E. Cultivate and enhance local, regional, and global connections to benefit students and strengthen WSU's contributions in the wider world

- Increased the number and diversity of students in study abroad and the number of locations
- Increase in number of students pursuing the Global Studies concentration
- · Faculty-led study abroad opportunities were offered, including a trip to Cuba (for the first time)
- Visited 349 alumni face-to-face in 2015-2016
- Launched Lancers Across the Nation tour
- HRSA (Health Resources and Services Administration) Grant with OCC (Nursing department) started: a federal grant to support underrepresented
- individuals to succeed in BSN Nursing program.

 Worcester State University, Worcester Public School and Gear-Up Program offers the Annual African American Read-In/ ALANA Preview Days Fourth Annual Celebration
- Increased the number and diversity of students in study abroad and the number of locations
- · Increase in number of students pursuing the Global Studies concentration
- Faculty-led study abroad opportunities were offered, including a trip to Cuba (for the first time)
- Visited 349 alumni face-to-face in 2015-2016
- Collaboration with Girls Inc, including Math, Urban Studies, and Visual and Performing Arts departments
- · Expanding alumni and local, regional, global network of philanthropic, in-kind and mentoning supporters by holding regular, annual events during the late winter into to spring
- Latin Heritage program- panel discussion with student At WSU from the University of Puerto Rico (Post Hurricane)
- Student collaboration with the Center for Civic Engagement as well as private volunteering in local schools
- In FY 19 Advancement has engaged more than 115 alumni spanning 65 class years at our regional alumni events

Strategy F

Nurture student interest in and appreciation for diversity, global awareness, environmental literacy, and engaged citizenship

- Increased the number of students in study abroad and the number of locations
- Increase in number of students pursuing the Global Studies concentration
- · Ethnic Studies concentration launched; first 50 students took initial courses
- · Environmental Science minor sent to governance
- 30 students employed on diversity initiatives with NERCHE project and the LEI
- · Created Urban Networks: Community Action Research Projects
- Provided financial support through the CTL (Center for Teaching and Learning) for student-faculty research
- · Annual Sustainability Fair continues
- · Campus Climate Committee created and launched research project examining campus culture
- Herman Boone spoke in September about race and his experience coaching for Annual Lecture Series CLEWS (Community Leadership Experience at Worcester State) continues to thrive. This year's graduating cohort is looking to outpace the control by 65% graduating on time, as compared to 25 % for the control group
- Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Center for the Study of Human Rights hosted day and evening programs featuring Impunity, a film on repression of and violence against LBGTQ+ members of Ugandan society, which will feature the filmmaker.

Strategy G Expand opportunities that encourage development of leadership potential within the student body

- Host Captain's Leadership Breakfast for team Captains
- Developed Community and Leadership Experience at Worcester State (CLEWS) living-learning community
 Launched the Lifetime Lancer Student-Alumni Council
- Provided \$100,000 in support of the Center for Service Learning and Civic Engagement
- Provided financial support through the CTL (Center for Teaching and Learning) for student-faculty research
- Offered Student Leaders Orientation keynote speaker on diversity and inclusion
- Gamma Chi WSU Chapter of DAPi Honor Society:, the international honor society for students with disabilities held Information Technology Services fifth induction in 2019.
- · Partnered with FYS for Peer Mentoring Program
- ENACTUS Group presents student service projects at ENACTUS meeting in the US and abroad
- Center for Entrepreneurship and Business Administration and Economics Department partners in programming with Worcester's IDEA Lab
 Collaboration with Education, Occupational Therapy and Communication Sciences & Disorders on peer mentoring programs
- WSU's chapter of Delta Alpha Pi, the international honor society for students with disabilities continues to induct new members. In 2018, 39 new members were inducted. 8 members received training as Peer Mentors (PAL - Peer Advisory Leadership)
- Provide ongoing training regarding WSU student leadership for ALANA Students. Implement Young Mans. Group and Women Circle
- Honors Program provided \$ 1200 in total funding for six students to travel to Washington D.C. to participate in a spring break leadership conference (\$300 each).
- Honors Program provided \$800 total in funding for three students to attend the Enactus United States National Exposition, May 20-22, 2018. (5200 each). Nathan Childs (\$200) Lindsey Hoggins (\$200) Owen Wetherell (\$200) Zoe Bates (\$200) Continued support for this program in 2019.

 Selected and supported participation of student leader in the USC Shoah Foundation's Fall 2018 Intercollegiate Diversity Congress Summit. Student
- Affairs updated previous leadership programs to Emerge and Engage Leadership Circles. We are on track to have 11 more students complete Emerge and 8 more complete Engage by the end of the year. Student affairs also developed a Leadership Summit. 29 students attended the Leadership Summit. in February and completed a curriculum focused on the Student Leadership
- · Challenge.

Strategy H

Strive to have the top degree-completion rate among the state universities in Massachusetts

- Graduation rate continues to increase. 56.8% 6 year graduation rate. 3rd highest graduation rate of MA state universities.

- The Math, Writing, and Spanish Centers increased availability of tutors
 PAL-STEM supplemental program reached over 1,000 students
 Identified students at-risk for attrition resulting in numerous students eligible for graduation
- Added new flags to Starfish for FAFSA completion, not yet registered etc
- Registrar's Office streamlined graduation process by doubling the communications to students and advisors before pre-registration, and by working with IT to create an online Intent to Graduate form.
- Success Coach Pilot, included 90 invitations to students based on non-cognitive risk factors. PT success coaches reaching out to additional at-ris students
- Expanded Success Coaching pilot for 19/SP for Transfer Students and students in need of Academic Progress Improvement.
- Increased advising participation by requiring advising for pre-registration
- Continued increase in Starfish usage, improved back-end managements and expansion of Progress Surveys during the mid-point of a semester. The additional Progress Survey has led to increase faculty usage.

 With the hiring of a new Retention Director in Fall 2017, a full audit of Starfish is being completed in SP18. An improved usage experience, improved
- back-end management, and further use of the system's functionality is expected by FA18.
- Retention worked with AVPAA and Registrar's office to review 2010F & 2011F cohorts to encourage degree completion. 36 first-year students were offered one of 19 success coaches. One paid part-time coach has offered non-academic advising assistance to approximately 200 first-year students with two identified risk factors
- Increase in number of office hours scheduled using Alert

- Implemented the 4,3,2,1 program in Residence Life (4 years to graduate, 3.0 G.P.A, 2 hours study each class, 1 extra-curricular activity)
- Strengthen advising on campus through workshops and developing an advising manual
- Improved non-matriculated student advising and access for non-traditional student populations Spring 2018 and Fall 2018 Tutoring Services include roughly 35 courses offered tutoring services for 40 hours per semester. This impacts approximately 540 each semester.
- Academic Success Center hosted Registration Workshops (Fall 2018) for all new students. Among the 13 workshops, 771 students attended (763 Firstears and 8 Transfers).
- By New Student Orientation, 796 (87.8%) of the First-Year class was registered for Fall 2017. By 7/1/17, 859 (94.8%) of the First-Year class All freshmen student-athletes still participate in Life Skills Workshops almost every month covering all the various areas of concentration such as Alcohol Awareness, Time Management Skills, Study Skills, Nutrition, etc.
- Specific sections of First Year Seminar have been created for student-athletes
- More detailed guidelines were implemented in order for coaches to recruit student-athletes that are "WSU caliber" who have the skill set to succeed academically at WSU. As of 3-22-19 we have edited our exemption form again to hold coaches more accountable in communicating what the expectations and requirements are for SA's that are admitted as exemptions. This year we have had some admitted exempts that have said they were not aware of the academic requirements as it pertains to study hall time.
- Liberal Studies developed degree completion programs of study for numerous students leaving majors or transferring to WSU.

Strategy | Improve career-related services and expand professional networking opportunities for WSU students and graduates

- Created a WSU internship/job bulletin board near Career Services offices, 667 internships/jobs were posted.
- Created a Career Services LinkedIn account
- Presented Career information in academic classrooms. Fall 2017 and Spring 2018 (as of 1/25) have surpassed our expectations. We have seen an estimated 1150 students in 47 classroom presentations. In 2018-2019 a total of 83 classrooms were visited.
- Career Services pursued new internship creations with Devereux-progressive internship; UMass Memorial Community Healthlink: Project Manager; Chartwells: 2 new on campus internships: Marketing/Freight Farm; HMEA
- Created instructional marketing flyer for employers to join CSO
- · Partnered with Chamber of Commerce for Spring Career Fair
- · Launched the Alumni Connections series
- Center for Business and Industry building networking opportunities for students
- Career Services provides Mock Interview sessions. October's event had 44 registered students. 12 employers (many from the City of Worcester) volunteered their time to assist our students. We partnered with the Psychology and Urban Studies capstone/internship professors. March's event is the largest we have ever had with the partnership of Health Education, Psychology, and Biology we are planning for 80+ students.
- Center for Entrepreneurship and Business Administration and Economics Department partners in programming with Worcester's IDEA Lab
- · Career Services collaborated with Athletics to increase junior and senior student athlete knowledge of professional dining etiquette and job interview skills
- · Career Services presents to all undeclared students at Orientation
- · Career Services created and introduced to the campus our "Career Services A la Carte" This is a cart used across campus to advertise our resources and engage students. Through the cart we have distributed close to 3,000 handouts about what you could do with your major, we have also given out over 5,000 resume and cover letter booklets among other handouts and marketing materials. We have also presented to res life, PSA's, Upward Bound and NSHLA.
- Fall 2017 Career Services migrated to Grad Leaders a new database for "LancerLink". Over 150 employers have been personally assisted in recruiting our students. 44 employers attended our Part time job fair. 568 jobs/internships were posted.
- · September 2017 Career Services kicked off a google form assessment that goes out to every first time one on one appointment. We offer a monthly drawing as an incentive for completion. As of 1/23/18 we have 38 responses out of 154 surveys sent.
- · Continue to increase student participation in The Washington Center Internship program
- PAL mentors worked with 6 first year and transfer students during Fall semester 2018.
- 2017-2018 thus far has brought in 31 employers for recruiting tables. We also introduced Wednesdays at Worcester which brought in 10 employers
- Information Technology Services collaborated with Career Services to implement new Grad Leaders software
- Hosted successful young alumni panel at the 2019 Celebration of Scholarship and Creativity scholars reception
- Veteran's Affairs created a partnership and info sharing with our career services people utilizing Lancer Link Continue to increase career training / networking/placement of our military population
- Career Services collaborated with numerous student/academic/administration programming so as to gain access to on campus visiting organizations and to invite to LancerLink: History/Political Science Career Fair, Criminal Justice Career Fair, Psych Day, Green Fair, NSSHLA

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

Strategy A Strategically align programmatic offerings with student interest and employment trends

- Liberal Studies major created
- Ethnic Studies concentration launched; first 50 students took initial courses
- Forensic Science concentration sent to governance
- · Environmental Science minor sent to governance
- Substance Abuse Counseling Certificate developed
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- Master of Public Policy/Administration approved by governance and BOT, going to DHE for approval Spring 2018
- Substance Abuse Counseling Certificate developed
- IELI curriculum revised
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College in development
- · New majors in Political Science, Art and Theatre in development
- Psychobiology minor launched
- · Graduate Certificate in Instructional Coaching proposed
- Science Education 4+1 MEd in development
- · New majors in Political Science, Art and Theatre in development
- New Translation track for Spanish major in development
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- New concentration in Digital Media Production launched
- Development of interdisciplinary minor and certificate in Addictions Counseling
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Interdisciplinary minor in Public History in governance approval process
- Marketing has implemented a successful department-level internship program in concert w/ Career Services,
- . Health Educators were trained under NASPA/BACCHUS as Certified Peer Health Educators in Spring 2018 Which allows them to provide better programming and to meet the needs of the students.



Strategy B Implement a sustainable approach to online programming that meets market demands and is attractive to students, supported by faculty, and consistent with government requirements

- 10 online courses re-designed
- 5 faculty members trained in Quality Matters
- · NEASC approval for initial programs granted
- · Financial Aid updated the WSU Application for Approval to Participate in Federal Student Aid Programs and was approved by the Department of Education
- · Best Practices in Online Teaching workshop offered
- Providing Quality Matters training to improve online course development and instruction for faculty
- · Develop course codes to identify hybrid courses offered during the day
- · Joined Mass Colleges Online
- . In talks with online teaching vendors
- Purchased Scantron ClassClimate- an online course evaluation software for DGCE
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs
- Implementing Ellucian Student Financial Aid to allow for online processing of students' financial aid functions in Summer 2019

Strategy C Implement a comprehensive marketing strategy and effectively position WSU as a first-choice option through clear messaging and by articulating a compelling value proposition

- New media plan and analytic tools have been developed
- Google Analytics has been used to measure website success
- A product called Site Improve has been added to the WSU website. This product assures that the site has limited broken links, website architecture. errors, etc.
- Marketing is currently working on a project with Eduventures to research best practices for additional analytics efforts.
- Marketing is moving to use of audience personas for FA18, while leveraging additional information from the new CRM.
- Focused on new marketing approach and materials for DGCE including the first marketing piece for Continuing Education
- Promoting Celebration of Scholarship and Creativity to and arranging attendance of area high school students.
 Marketing has begun using audience personas in FA18, while leveraging additional information from the new CRM.
- Student Affairs is updating resources for student organizations to match marketing materials.

Strategy D Implement recruitment strategies designed to increase diversity within the student body

- SAT optional admission approved
- 100 Males to College funded
- Purchased prospective student names for desired demographic groups and out-of-state names
- Began hosting bilingual admissions information sessions at open houses
- Created new marketing materials for the Latino Education Institute
- · ALANA preview day for diverse prospective students
- · Create a personalized schedule and implemented online registration form for Transfer Orientation
- Collaborated with International and IELI Office regarding the needs of international students
- Established new graduate scholarship for diverse studentsAwarded 49 graduate assistantships for 2017/2018, 16.3% awarded to diverse students Grant Funded, developed, launched and coordinate the Worcester "100 Males to College" A cross-campus effort Multicultural Affairs, LEI, and Enrollment Management and long with city partners Worcester Public Schools and QCC
- Worcester State University, Worcester Public School and Gear-Up Program offers the Annual African American Read-In/ ALANA Preview Day- Fourth Annual Celebration
- Worcester State University, Worcester Public School and Friendly House offers the Annual MLK Youth Breakfast 24th year Celebration.
- Worcester State University- Worcester Public Schools continues educational pipeline efforts to enough educational attainment and post-secondary enrollment via the Upward Bound program for Worcester Public School student's enrollment of 65 students yearly.
- Purchased out-of-state names (upstate NY, northern NJ, NC). Purchased names from new and old sources, such as Carnegie and Princeton.
- · Recruited in Albany and all other 5 NE states. Offering Excellence Scholarship, WSU's first out-of-state merit scholarship.
- Marketing has created a new "Fit and Feel" brochure to target, in part, out-of-state students.
- 90 new out-of-state students enrolled in FA 17
- Holistic approach to outreach and recruitment via (A.I.D.) Program including retention services for first gen, low income and ALANA students via WSU Bridge Program(A.I.D) Summer program.
- Outreach, promote and support student who commit to WSU from pipeline programs such Upward Bound and 100 Males to College Multicultural Affairs/Admissions Implemented and coordinated Open campus events for underrepresented groups and other communities pipeline program including ALANA Preview Day.
- Full-time enrolment for graduate programs moved from 9 credinformation Technology Services to 6 credinformation Technology Services which will allow students to qualify for more financial aid
- The Latino Education Institute served over 2,000 students and families in K-12 through academic enrichment and college/career readiness Launched promotional campaign for Ethnic Studies Program via social media (Facebook, Instagram), email, posters on campus, and class visInformation Technology Services
- Student Accessibility Services provides individualized services for students. Results: 50 students received individual support, Several students improved academic achievements. Total Number Unduplicated Students Registered: 572; Total Number Student VisInformation Technology Services to SAS. 4,006; Total Number of Exams Administered: as of 3/26/19 - 898; Total number of students receiving ongoing one-on-one individual support: 50; Number of intakes: 175

Strategy E More effectively engage faculty, students and alumni as active participants in the recruitment and admissions process

- Open house and yield programs heavily feature students (in-person and in profiles)
- Included student Speaker at Congrats Day
- · Implemented Lancer Home for the Holidays
- Marketing collected video stories from multiple faculty to use in recruitment videos
- · Invited alumni to open house and college fairs
- · Launched Lancers Across the Nation tour
- Developed Lancer's Admissions Ambassadors program
- New student communications (story telling) to accepted students have been increased. Held 2 alumni career events.
- Department chairs invited to participate in phone-a-thon coordinated by Admissions. Lists of new prospects and recrulaformation Technology Services. are sent to all department chairs to aid in recruitment and yield activities.
- Alumni at open house. Invited to participate in travel (attended some college fairs). A new alumni postcard has been developed for yield purposes. Admissions is working with Advancement now to possibly host recruitment efforts at alumni homes in FA18.
- Legacy programs such as Upward Bound serve as organic alum referrals to WSU-including a third generation WSU current students to several programs.
- Development of "Meet & Greet" programming for non-matriculated/adult students
- New student communications (story telling) to accepted students have been increased.
- Marketing has collected video stories from multiple faculty who will be showcased in future recruitment videos.
- Alumni invited to open house. Invited to participate in travel (attended some college fairs). A new alumni postcard for yield purposes is now in year 2. Admissions is working with Advancement now to possibly host recruitment efforts at alumni homes in FA18.

Strategy F Increase financial support to make enrollment and the overall WSU experience more affordable

- · Increased financial literacy with SAP, Pell grant, and loan limit trainings
- Implemented Changing Lives Campaign for scholarship support over 6 Million raised by March 2017
 Launched the Adopt a Scholar program
- Developed Thank a Donor Day
- . Sin Qua Non Faculty and Staff giving society event for donors created
- Change Lives Campaign Goal Completed on June 30, 2017 Successfully raised nearly \$17 million.
- Encouraging all Military / veterans to fill out FASFA has led to a higher rate of FAFSA usage, scholarships and emergency funding to meet student needs. In 2019, increase in two NROTC Scholarships Establishment of an additional NROTC Scholarship. University has secured another Army ROTC scholarship.
- Full-time enrollment for graduate programs moved from 9 credits to 6 credits which will allow students to qualify for more financial aid
- Implemented the Colonel Sheehan Study Abroad Scholarship application process
 Provided \$3000 each to 5 students in the Summer of 2018 for research activities.
- · Strategically position new state dollars in a manner that we avoid raising student fees in FY 2020
- · Expansion of the Adopt a Scholar program. 30 students were admitted into program. All assessments indicate success
- Advancement implemented a Transfer Scholarship. For Fall 2018, our budget was \$15,000 for fifteen \$1,000 transfer scholarships
- As of April 2018 Admissions is currently awarding 30 new Adopt a scholar scholarships. Event is planned for Fall where all new students will be invited to participate in the Tri-Board Dinner to meet their new donors

Strategy G Leverage WSU's current K-12 initiatives to create a pipeline of applicants from urban areas

- New WPS/WSU data sharing agreement created for student recruitment
- Purchased school counselor mailing list
- · Guidance counselor piece developed with viewbooks
- · Worked with MassEdCo Collegiate Success Institute CSI students in the Worcester Public Schools
- . Guidance Counselor Breakfast at WSU. GC & Athletic Director event coordinated with Athletics.
- WSU Alum poster for teachers to post in class
- · Dual Enrollment efforts continue at WSU with existing CDEP grant, 100 Males PIF grant, Early College award, etc.
- · Currently serving over 85 WPS students in the Upward Bound pipeline program
- Currently coordinating and serving over 115 student from the WPS in the 100 Males to College

Strategy H Establish stronger articulation agreements with community colleges to attract more transfer students

- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Quinsigamond Community College
- New articulation agreements created with MWCC, QCC, STCC
- Transfer Pathways created for 16 programs
 Transfer Center established for the collection, storage, updating, and coordinating of campus articulation agreements.

Ensure availability of courses to allow students to stay on track toward degree completion

- Implemented an academic due diligence process including 3 year course offering plans for all degree programs
- Deans and chairs continue to assess course offerings and adjust based on student needs
- . The Registrars' Office sends out reports with each course submission request with course and majors info. Year out production is still active. Retention and Admission Office both send chairs reports of new and cont. students.
- . Information Technology Services collaborated with Registrar to implement new CLSS software to streamline the course section scheduling Retention Office offered persistence reporting by major to Chairs following the registration period and prior to the start of the next semester.

Strategy J Strengthen academic advising across the University

- Increased advising participation by requiring advising for pre-registration
- · Number of departments using Starfish increased to 38
- · Increase in number of office hours scheduled using Alert
- . Surveys of faculty and students on advising is complete and results are being reviewed for possible advising changes by the EMC Academic Subcommittee. The Sub-Committee also created the Advising Toolkit, which is live and available now. EM also installed a new waitlist functionality last year
- · Created the Academic Toolkit
- Installed a new waitlist functionality
- · Clarified Academic Appeal process and documentation needed for student appeals
- · SAS staff serves as Academic Advisors for undeclared SAS students
- · PAL mentors provide guidance during priority registration for SAS students
- · LASC advising has been formalized allowing for both face-to-face and virtual advising
- Created, tested, and revised comprehensive advising website for faculty members.

Strategy K Expand services in the evening for all students

- Offices open until 6:00 pm, some offices open later than 6:00 pm when need anses (registration, beginning of semester etc.)
- Student Accessibility Services open until 6:00 pm on Mon, Tues, Wed. Number of intakes increased by 100% over a one year period.
- Increased hours of Student Center to accommodate late night food
- Student Affairs Increased number of evening events
- · Hired new Non-Matriculated/ Adult Student Advisor to assist non-traditional student populations (works 3 evenings a week)
- · First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society
- LASC virtual advising provides increased access to the LASC director for evening student
- Health Services has expanded evening hours for students. Evening hours now available Mondays and Wednesdays

Strategy L. Provide excellent customer service to students in all divisions and offices

- · Difficult Conversations workshop delivered to all department chairs
- 29% decrease in overdue bill notices mailed for student accounts in arrears
- 53% decrease in deleted registrations due to unresolved account balances
- Number of accounts in arrears that were subject to Blackboard holds was down 9%
- Student Accessibility Services collects data from surveys and focus groups.
- . Two full-time staff have been assigned to the procurement function
- Two full-time staff have been assigned to the accounts payable function.
- · Part-time staff person has been assigned to processing all travel

- · Edited the Recruitment Exemption Guideline Forms so that AD can review potential recruinformation Technology Services in more detail
- Quality Customer Care and Services lecture and Transgender Students 2015 webinar attended by Nurses
- · Provided individually based services for SAS students
- Administration and Finance has developed a survey for each department. 4 years of data show a consistent increase in customer service.
- Professional trainer was contracted for service training with all EM staff
- Developed Patient Satisfaction Survey for Health Services. 100% of the respondents rated the education provided during his/her visit to Health Services, regarding healthy behaviors as, good, very good or excellent.
 96% of the respondents stated that they were able to identify at least 1 personal, healthy behavior, due to his/her visit to Health Services
- Internet bandwidth upgrade from 1 gig to 5 gig high speed internet upgrade to expand the overall education experience of students Enrollment
 Management customer service training plans have been developed and completed. Included specific training related to veterans and students in distress.
- · University Advancement continues best practices (No phone goes to voice mail, thank you letters within 48 hours, courteous
- Produced a new Student Services video for First Year Orientation to include updated information and/or new staff.
- Developed a First Year 101 session for the First Year Orientation program.
- Assessment and Planning provided one on one training for students in the use of our new survey software: ClassClimate
- Established the DGCE "Pop Up" Food Pantry to feed student success
- · Established a self serve kiosk for students in the student service hallway of the Administration Building
- · Student Affairs held Commuter Fair with three vendors during Welcome Week
- Student Accessibility Services routinely follows-up/intervenes with students registered with the SAS
- · Commuter Services created a new handbook for commuter students

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



Strategy A Foster a culture of engagement, pride and gratitude among all WSU constituencies

- Deans provide information on institutional matters and faculty achievements through Dean's Notes (EHNS) and Faculty Notes/Faculty Digest (HSS)
- Mary Cosgrove Dolphin Gallery mounts four exhibinformation Technology Services annually, including two student shows
- Department of Visual and Performing Arts mounts three theatrical productions annually, including one student-directed production
- Implemented Student Employee Appreciation Program
- Celebrated the National Student Employee Appreciation Week
- · Expanded annual celebration of service of recognize community partners, faculty, students, staff and alumni engaged with the community
- Creation of new stewardship events
- Presentation of annual DAA awards
- Presentation of bi-annual HOF awards
- Launched new Lancer Mascot
- Graduate School offered new graduate student orientation to welcome students for Fall 2017
- A new high-top chair purchased for the Fin. Aid Office will allow for some improved service.
- Improve accessibility on campus--Walkway between SC and Health Services completed; Improvements at Garage underway: Accessibility Map underway
- · Annual World Languages Undergraduate Conference inaugurated and hosted on campus
- Multicultural Affairs celebrates Latin Heritage Month, Black History Month, Asian Heritage Month and more
- First annual Adult Student Appreciation Event planned for May 2019 (in conjunction with Alpha Sigma Lambda honor society induction) Celebration of Scholarship and Creativity will celebrate the innovative work of more than 200 WSU students. The event is preceded by a reception and will produce a video to be featured in WSU public relations and marketing activities.
- Academic Achievement Award Ceremony will recognize and celebrate the remarkable achievements of approximately 80 excellent WSU students. Event will be attended by BOT members, WSU leadership, faculty members, and students' friends and families.
- Award for superior customer service has been developed by Enrollment Management and was first awarded in Fall 2018 Expanded and enhanced Employee Service Recognition and Retirement Celebration by honoring tenure and including teaching excellence, and adjunct awards. Expanded the gift options for service awards with an emphasis an WSU branding.

Strategy B Promote greater collaboration across divisions in support of shared, university-wide goals and mutual accountability for progress

- Co-sponsored events with Student Affairs
- Chart of accounts by department code has been cleaned up and coding for Academic Affairs changed to make pulling data easier
- · Developed electronic workflows with Image Now software
- · Created a full-time benefits coordinator position. Resulted in 21% increase in employee discount programs and 20% increase in flexible spending programs
- · Contracted with Ellucian to purchase Elevate program for DGCE
- · Improved website, employee handbooks, and benefit information packets
- · Offered quarterly new employee orientation
- Improved utilization of FacStaff to remind employees of benefinformation Technology Services and deadlines
- · Targeted communication through employee listservs
- · Increased internal and external collaborations to support employee needs (WSU Speech and Language services, Chamber of Commerce Leadership and networking programs)
- · Promoted information through EM Info Sharing Sessions
- · Data Quality Committee addresses proper use and storage of data
- Enrollment Management Committee includes members from across divisions
- Implemented Faculty Fellow program
- Faculty trained to sit on conduct boards
- . University Advancement with Deans upon completion of Academic Program Reviews to raise money for programming. As of March 2017 more than SS.
- · Collaborative oversight of classroom technology and furniture study
- Diversity Office oversight of Campus Climate Study and Five Point Plan of Action including committee work, cultural competency training, diverse hiring. and cross racial interaction
- · Human Resources offering increased opportunities for customer service training, title IX training
- Multiple co-sponsored events and professional development opportunities
- Conducted FERPA training in collaboration with counsel from Rubin and Rudman. Outcomes include 43 registrants from various divisions on campus (January 2017)
- · Discussion on Institutional Learning Outcomes at Leadership Council
- Successfully offered professional development workshop Assessment & Intervention Principles with Dual Language Learners (for WSU students and
- Multicultural Programming committee is comprised of 24 member from WSU community, laculty, administrators and students. The group provides vision, coordinates and supports funding for most Multicultural Programming at WSU

- · Created Institutional Learning Outcomes with input from all constituents including faculty, staff, and students. Information Technology Services collaborated with Career Services, Student Accounts, Academic Affairs, Academic Success, Advancement, CESO, Registrar, Gender Identity Committee, Financial Aid, Athletics, DGCE on various initiatives (25Live migration to SaaS, GradLeaders implementation, Fusion software implementation, ACH payments, transition to Colleague-generated 1098Ts, MCO course postings, Academic Partnership initiative, new method of math placement testing, Blackbaud migration to SaaS, CLSS software implementation)
- . Leading contributors to budget and innovation committees, addressing such issues as adjunct faculty budgets and the financial impact of the minimum wage increases on student and contractor payrolls; website accessibility for students with disabilities and non-English language speakers.

strategy C Increase options for all students to participate in campus life outside the classroom

- · Supported students in attending national events such as Presidential Inauguration, the Women's March on Washington
- · Offered Dining Etiquette Event (table manners and interviewing techniques)
- . Successfully implemented the STARS program to aid in the strengthening of student organizations
- · Increased number of weekend events
- Commuter Appreciation Week
- · UPASS available for purchase on campus and through student loan funding/scholarships
- · Bulletin boards, forms, signage were added to the organizational wing of student center
- · Numerous academic clubs and honor societies provide opportunities for participation outside of classroom
- · Academic Departments sponsor informal gatherings and open houses for students and faculty Civic Corps secured funding for \$1000 stipends for sophomore ALANA students to participate in community engagement and faculty-led study abroad. 14 Sophomore ALANA students have engaged in civic learning and engagement and over 41 students have been supported.
- · Leadership opportunities provided to students on Campus Climate Committees, Bias Response Team and Affirmative Action Committee Student Affairs held an Open House event to Re-launch the OSILD as a center of campus involvement and increase the office footprint across campus, visibility. Over 100 students, staff, and faculty attended the Open House event.

Strategy D Establish living-learning communities in the residence halls and more student gathering spots throughout campus

- · Residence Life offers FYRE: First Year Residential Experience; other LLCs have been retired
- · Developed 3rd floor of student center as programming space
- · Library is creating two adaptive and collaborative work spaces for presentations, as well as independent and group study
- · The Honors Program has a dedicated living community.
- · Student Affairs has created a Resource Room for student organization members to utilize.

Strategy E Create more opportunities for informal interaction among students, faculty, and alumni and between senior administrators and the rest of the campus community

- Democracy Café's offered
- · Co-sponsored Career Days with Alumni
- Presentation by Dr. Kristen Lee Costa '96 on navigating academic stress
- · First Employee Fun Day was held summer of 2017
- Academic departments offer multiple gathering opportunities between faculty, students, and alumni
- Establishment of regular Meet & Greet events for non-matriculated and adult students
- · Women's Studies offers a Feminist Book Club

Research advisory board ran numerous sessions for faculty members devoted to various aspects of research funding as well as for faculty and students for the Celebration of Scholarship and Creativity.

Backpack to Briefcases: Series of events geared to workplace readiness for current students. Includes dinner with Strangers, Dress for Success, Interviewing skills, resume critique, and more. 135 Unique students participated in 2019.



Nurture a campus culture that promotes cultural awareness and sensitivity as well as commitment to social responsibility and environmental stewardship

- · Offered training for campus leaders in Cultural Competency
- The Latino Education Institute produced a GradNation Summit
- . The Center for Human Rights sponsored multiple roundtable and advisory sessions on immigration issues
- 100% of new hires received anti-discrimination training
- Reestablished Office of Inclusion and Diversity within A&F division
- . Over 700 students completed the Culturally Engaging Campus Environments (CeCe) survey
- . Contracted with New England Resource Center for Higher Education (NERCHE) to develop institutionalized approach to improve campus climate
- Improved tracking and outreach to Military and Veteran population
- · Offered 2 day retreat on diversity and inclusion for the division
- Sent members of Athletic Department to the NCAA Inclusion Seminar
- Sent member of division to NCORE
- Sent member of division to the National Active Minds Conference on Diversity and Inclusion
- Offered Student Leaders Orientation keynote speaker on diversity and inclusion
 Student-Athlete Orientation included session on diversity and inclusion
- Offered Accessible Housing Selection Process
- Online mental health screenings now available in 3 languages (English, Spanish, Portuguese
- Diversity Lecture Series offered
- Student led group Active Minds offered Talk to Someone campus event and video
- Counseling Center staff facilitated 2 sections of Student Support Network (SSN) to train students in recognizing, responding and referring peers struggling with mental health
- Addiction trainings were offered campus-wide in concert with talk by Chris Herrin (former Boston Celtic)
- · Offered presentation on Opioid Crisis
- · One Love Foundation programming offered to bring awareness around dating violence
- Assisted Student led groups with diversity activities such as Ally week, Transgender day, Accessibility Awareness week, Coming out Day
 Student Accessibility Services offered workshop on Universal Design
- Changed the name of Disability Office to Student Accessibility Services. Positively received on campus
- Improved accessibility on campus through accessible walkway between Student Center and Health Services
- Fuller Foundation support for WSU students involved in the Latino Education Institute or who are Latino/Latina
- Raised over \$500,000 for the Latino Education Institute
- Diversity Office oversight of Campus Climate Study and Five Point Plan of Action including committee work, cultural competency training, diverse hiring and cross racial interaction
- · African American Teach-In

- Faculty- and student-directed theatre productions in spring 2018 intentionally provided expanded opportunities for actors of color
 Campus Climate Committee formed and conducted first research project relating to campus culture
- Fall 2017 Department Chairs' retreat focused specifically on Department Chairs as promoters of diversity
- Over 10 Multicultural Nationally Renowned Speakers topic include cultural awareness, environmental issues (upcoming Dr. Bullard Father of Social
- Justice) a total of 1,200 student participation.

 Intensive English Language Institute offered International Food Tasting Festival to promote cultural awareness and exposure through food
- Ethnic Studies organized a teach-in on "Birthright Citizenship"
- Quarterly, new employee orientations, which include anti-discrimination trainings, were instituted to indoctrinate faculty and staff, within 3 months of hire, on the University's core values, which include cultural awareness and sensitivity; All search committees and hiring managers attend bi-annual orientations, which instill expectations regarding equal opportunity and their social responsibility to the University and the Commonwealth.
- Advancement provides \$50,000 DCU Special Initiatives Grant Allocation to Academic Affairs. School of Education:
 SLHC community screenings for low-income student in WPS: \$10,000; Aisiku STEM Center: \$15,000 for two summer STEM programs, School of Humanities: Urban Studies Urban Action Institute hunger initiatives \$5,000; Centers: LEI Club E: Hurricane Maria initiative \$10,000; Office of
- Student Accessibility \$10,000

 Lori Williams, ANP, has viewed online clinical vignettes as learning tools that demonstrated both good and bad clinical interactions with LGBTQ patients, so as to better help them feel welcomed and not excluded from care at a health center. This online education will be helpful in framing the way to approach all students so as to not sound discriminatory or unaccepting in any way. At the ACHA annual conference in 5/2017, she participated in an all day workshop on Holistic Trans Health Care. This provided valuable suggestions on developing an inclusive and welcoming college health center. Incorporating these practices into our health center will be an ongoing goal.
- · Lori Williams updated the Health Services gynecological history and physical form, the Health and Immunization form, and the Office Encounter form, in
- order to be inclusive of students of various sexual identities and orientation.

 An LGBTQ+ webpage is being created and will be available in the summer.

 A proposal to allow faculty, students, and staff to use a chosen name and indicate pronouns has been submitted to the Non-academic policy committee for a start date of Fall 2019.
- Supported students in attending national events such as Presidential Inauguration, the Women's March on Washington
 Offered Dining Etiquette Event (table manners and interviewing techniques)
- Successfully implemented the STARS program to aid in the strengthening of student organizations
- · Increased number of weekend events
- Commuter Appreciation Week
- UPASS available for purchase on campus and through student loan funding/scholarships
- Bulletin boards, forms, signage were added to the organizational wing of student center
- Numerous academic clubs and honor societies provide opportunities for participation outside of classroom

Strategy G Significantly improve internal communication and ensure faculty and staff feel they have a voice in setting strategic direction and priorities for the

- Memo of understanding with MSCA
- Held multiple meetings between faculty leadership and staff
- New civility webinars offered for supervisors
- Deans and Department Chairs participate in monthly meetings to discuss institutional matters and aid in setting priorities
- Provost holds direct report meetings once a month for communication.
- The strategic plan steering committee and strategic plan review committee are made of up faculty and staff from all divisions of the university
- Leadership Council is made up of directors, chairs, deans, and vice presidents from all divisions. Information Technology Services Organized focus groups, interviews, survey of faculty, students and staff during academic technology assessment process last year, with the goal of including all campus sectors in the process
 Staff and Faculty occupy leadership roles on Campus Climate Committees, Bias Incident Response Team, and Affirmative Action Committee

Strategy H Celebrate contributions to campus and community by faculty, staff, students, and alumni who embody WSU's core values

- Community Service Award offered
- Increased presentations for the Celebration of Scholarship and Creativity by 43%
- Added 3 new academic achievement awards
- Student success story collection used in new media and recruitment materials
- Marketing staff added functionality to update faculty online profiles, faculty photos, and e-news stories about faculty
- · A new award for adjunct faculty has been created
- Academic achievement awards are given to students each year and celebrated at Academic Achievement Awards Ceremony
- 2x year publication of Worcester State magazine, the Annual Report of gifts, monthly e-newsletter to alumni and scheduled events.
- · Binlenda Center holds Annual Celebration of Service to recognize community partners, faculty, students, and staff and alumni engaged with the community.
- Added annual award for superior customer service in Enrollment Management
- Expanded and enhanced Employee Service Recognition and Retirement Celebration by honoring tenure and including teaching excellence and adjunct
- Diversity Awards are now integrated into celebration; Expanded gift options for service awards with an Ongoing as part of the fiscal year operations of the Advancement office. 2x year publication of Worcester State magazine, the Annual Report of gifts, monthly e-newsletter to alumni and scheduled events.

Strategy I Ensure opportunities to succeed at WSU are equally available to all members of the faculty and staff

- Adjunct Teaching Award in its second year.
- New faculty are provided a semester-long orientation with workshops on various topics to help them succeed
- Revamped Faculty Scholarship/Creative Activity Grant program (formerly called the Mini-Grant program) to support more untenured faculty research
- Assessment and Planning provides funding for full-time and adjunct faculty to attend assessment workshops university
- The process for determining vacancies and promotions is standardized, utilizing consistent protocols for approval, posting, hiring, and for determining

Strategy J

Promote a pluralistic student experience and ensure that students of diverse backgrounds see themselves reflected in the adult population and leadership ranks on campus

- Increased diversity in Humanities and Social Sciences by 43%
- Diversified the Academic Affairs office staff
- Diversity has been a hiring priority for Athletics, Counseling Center, Residence Life, Student Accessibility Services, and University Police.
 Diversified Counseling Center staff as a result of multiple vacancies
- Host Annual AccessAbility Week (4th year 2018)
- Women's Studies same change to Women's, Gender, and Sexuality Studies
- The University has re-established the Affirmative Action Advisory Committee in order to close the gap between the racial diversity of WSU's workforce and the racial diversity of the Massachusetts labor market. Currently, most department have achieved gender diversity goals, while the Executive Cabinet has achieved both gender and racial diversity goals.
- . Student Accessibility Services facilitated a Winter Institute 2019 through Center for Teaching & Learning on Universal Design for Learning; 24 faculty in attendance



Seek ways to increase alumni presence on campus and engagement with WSU through events and lifelong learning opportunities that correspond with

- Held 2 alumni career events
- Increased focus on the part of coaches to engage alumni
- · Alumni Connections Series
- Alumni Art show allows for collaboration between Alumni Office and the Mary Cosgrove Dolphin Gallery
- Increased alumni engagement in participation of events
- Presentation by Dr. Kristen Lee Costa '96 on navigating academic stress
- Redesign and Launch of new Worcester Statement magazine
- New template for Alumni Enews
- Academic Departments invited alumni to join advisory boards
- Academic Departments invited alumni to return to campus for career-focused events
- Academic Departments placed students in internships with WSU alumn WSU's Annual Day of Giving - In 2018 was re-named and updated to I love WSU day. Over 500 donors of which approx. 170 were students. Over \$70,000 raised in one 24 hour period
- Best Foot Forward Campaign—Goal is to raise \$13,000 by 6/30/18 for a fund to support students who take unpaid internships so that they have funding while getting valuable experience
- Backpacks to Briefcases: A weeklong series of events geared to workplace readiness for current students. Includes dinner with Strangers, Dress for Success Interviewing skills resume critique and more Goal is to engage alumni to assist students with life after graduation
- The Psychology department has established an Alumni Engagement Committee. There initial work has produced an alumni oriented Video & we are developing a mailing list & experience survey for our alumni.
- WSU's Annual Day of Giving- In 2019 was completely reformatted to a March Madness theme. 48 hours of crowd funding by various constituencies on campus. 48 Teams made up of a variety of groups from across campus (academic departments, athletic teams, student clubs and organizations) competed to move through the brackets for a chance to advance to the "final four" Teams had the opportunity to win prizes (additional \$ for their team) by having the most donors in a particular hour. Over 1500 donations (3x the number for 2018). Over \$72,000 raised in 48 hours. More than 800 students participated an increase of 370% over 2018

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

Strategy A

Align programs and allocate academic resources in response to student interest and strategic priorities that support the academic vision of the University

- · Liberal Studies major created
- ME d Leadership and Principal Licensure Program new cohorts in Fall 2015
- Ethnic Studies concentration launched; first 50 students took initial courses
- Forensic Science concentration sent to governance
- Environmental Science minor sent to governance
- 4+1 BS in Criminal Justice to MS in Counterterrorism program with Nichols College
- Math Co-req program for MA 130 sequence launched
- Approval of an interdisciplinary minor and certificate in Addictions Counseling for Fall 2019 launch
- · IELI curriculum revised
- Installed customer relations management software to identify and track student interest information
- Expanded the role of the Non-Matriculated Student Advisor to serve as an ombudsperson to assist non-traditional student populations (reallocation of resources)
- Unused funds from the previous budget year were reallocated to support the Center for Business & Industry, which is a targeted growth area for DGCE
- · Working cross-divisionally to streamline the registration process for non-matriculated and adult student populations with the goal of increasing student
- Image Now upgrade to expand document sharing, storage and approval
- · Psychobiology minor launched
- 3+3 BA/BS to JD program with UMASS Dartmouth School of Law and West New England University Law School
- New majors in Political Science, Art and Theatre in development
- Master of Public Administration and Policy and Master of Public Management approved by BHE for launch in fall 2019
- Science Education 4+1 MEd in development
- 2+2 AA in Liberal Studies/General Studies to BA in Urban Studies with Springfield Technical and Community College
- New Translation track for Spanish major in development
- Consortium (with universities in Mexico and Brazil) online MA in Translation in exploration phase
- 4+2 BS in Criminal Justice to MS in Criminal Justice program with Bridgewater State University, with guaranteed admissions seats
- New concentration in Digital Media Production launched
- Interdisciplinary minor in Public History in governance approval process
- Environmental and Sustainability Studies interdisciplinary concentration launched
- Installed customer relations management (CRM) software to better identify and track student interest information.

Strategy B Mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue

- Center for Business and Industry increase in training delivered and revenue obtained
- MAIA Collaboration
- Wellness Center is on pace to generate about \$100,000 in net revenue for rentals, group exercise, etc. We are almost to a point where we are maxed out in the amount of space we can rent.
- Implemented Changing Lives Campaign for scholarship support over 6 Million raised by March 2017
- Expansion of the district-based cohorts for the Masters in School Leadership & Administration
- Collaboration with Academic Partnerships on launching 100% degree programs. 2019/2020 implementation and launch phase for 6 graduate programs.
- Counseling Services secured grant monies for JED campus initiative and Healthy Minds Study. JED campus is designed to guide schools through a collaborative process of comprehensive systems, program and policy development with customized support to build upon existing student mental health, substance abuse and suicide prevention efforts.
- Advancement will continue development of unrestricted giving, strategic planning of grants and major gifts. Transferred to the University after the transfer at the April 9, 2019 Foundation Board meeting the amount will be over \$1,000,000

Strategy C Implement the campus master plan based on evolving strategic priorities and consistent with the principles of green building and environmental sustainability

- Sheehan Hall and the Wellness Center have been LEED Gold Certified
- . The Binenda Green was created in the center of the campus
- The Administration Building's entrance was rotated to open to the center of campus
- Princeton Review Most Environmentally Responsible College

Strategy D Secure funding for deferred maintenance work on campus

- . The Commonwealth implemented a new process to evaluate higher education funding requests for capital projects. VPAF and Director of Facilities participated in the regional workshops where the state sought input on the process.
- Submitted a \$40M plus funding request in Dec 2017 seeking funds to resolve the infrastructure issues at the Student Center
- . Heating/AC/Ventilation system in the Ghosh Building needs to be replaced. We have applied for \$6M in deferred maintenance funds to be accomplished in summer of 2018.

Strategy E Explore options for expanding the campus footprint in creative, cost-effective ways

- Meetings with WSF facilities and Real Estate committee to discuss strategies for financing major capital infrastructure needs at May St.
- Latino Education Institute operating office in Springfield serving 300 students a year through college readiness (grant-based).
- Latino Education Institute serving 200 students in Southbridge Public Schools (grant-based)
- Engaged a consultant (Rickes Associates) to examine academic space planning and the May St building opportunity
 Acquisition of Temple Emmanuel Property (May St. Building) and Parking. 71,300 square feet of additional programmable space for WSU and 126 parking spaces.
- . WSF Real Estate Committee working with Admin and Finance and BOT to develop creative funding options for the renovation of "May Street Building" for use by University

Strategy F

Bolster WSU's technology capacity and infrastructure through investment in administrative and instructional technology and through collaborations that maximize savings and efficiencies

- Assessment and Planning saved approximately \$40,000 a year by utilizing existing software for survey creation and dissemination
 Implement Ellucian Student Financial Aid to allow for online processing of students' financial aid functions
- Classroom Technology assessment to determine how technology is used to promote innovative pedagogical practices
 Implement instructional technology (room s117) for faculty collaboration and professional development
- Built prototypes of interactive learning spaces in rooms s105, s108 & s209 for faculty and/or students' teaching and learning collaborations
- Image Now upgrade to improve online document management and approval processes
- Academic Affairs has implemented online faculty workload forms
- · Information Technology Services collaborated with Registrar to implement new CLSS software to streamline the course section scheduling process
- The university outsourced website hosting to AWS, which provides consistency and disaster recovery options.
- · Engaged Vantage Technology Consulting group to perform a Classroom Technology Visioning, Assessment, and Masterplan. DGCE working with A&F to clarify the reporting of the \$7million dollars in revenue generated by renaming revenue streams to map to budget
- Career Services is utilizing the software Maxient (purchased for online conduct records) for other areas including the Bias Incident Response Team, the Student Intervention Team, Title IX, and academic dishonesty cases.

Strategy G Strengthen and sustain efforts to inspire financial support from WSU alumni

- Change Lives Campaign completed in June 2017. Total raised \$17 million
- · Developed new young alumni giving society
- . Launched Lancers Across the Nation tour
- . Young Alumni President's Circle is an exclusive giving society for our graduates of the past ten years, offering these recent alumni a way to give back to their alma mater through incremental levels of support each year. 32% of current members are minorities - they are active and engaged alumni and this program is keeping them connected to the University in a meaningful way
- · Attempting to connect with ALANA alumni by reviving the Minority Alumni Committee

Strategy H Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through enhanced operational efficiencies and fundraising

- · Established and launched new Faculty Research grant with the Worcester State Foundation
- Provost's Faculty Scholarship Travel Fund increased by \$30,000. Implemented twice a year in response to faculty concerns. All qualified applications supported.
- · Awarded student research grants to offset costs
- . Allocated money in Assessment and Planning budget to support professional development opportunities for full-time and adjunct faculty
- Urban Affairs raised \$740,000 from external sources used to support expanding WSU footprint and community standing
- Research Advisory Board ran 11 sessions devoted to research funding for faculty members.

Appendix C



2018-2019 Strategic Plan Progress Report Divisional Reports



Academic Affairs Strategic Plan Report 2018-2019

2018-2019 Strategic Plan: Academic Affairs Summary

The Academic Affairs Division was integral to multiple strategic initiatives of the University which moved forward in this year while maintaining momentum and propelling more divisional initiatives which feed the goals of the strategic plan. The new major strategic initiatives of the University delineated herein include A) Academic Technology and Infrastructure, B) The Positioning Study, and C)Online Programs. The Division continued its efforts to support Campus Climate recommendations and implementation, to delineate the Institutional Learning Outcomes, and to launch and propose innovative educational programming.

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

This year, Academic Affairs leadership moved forward multiple opportunities for our students to complete degrees in a timely and cost-effective manner through partnerships with area colleges and universities: 3+1 programs with Nichols College and Bridgewater State University; 2+2 with Springfield Technical Community College and Quinsigamond Community College; 3+3 with law schools through U Mass Dartmouth and Western New England School of Law.

The University signed with Academic Partnerships of Dallas, TX to support the delivery of our first wholly online programs in Education and Nursing at the graduate level. Teams of faculty from the academic departments and administrators across the campus worked tirelessly to develop course materials of the highest quality and the infrastructure to support an accelerated delivery model with the goal of a spring 2020 launch, upon approval from NECHE. It is anticipated that the infrastructure and procedural improvements gained will help all graduate and undergraduate students, regardless of delivery pattern.

The University is launching approved graduate programs in Public Management and Public Administration and Policy, having received approval from the DHE. These are the first two new master's degrees in ten years at WSU. At the undergraduate level, faculty have proposed new majors in political science, art, and theater. Cognizant of the changing needs of careers in the Commonwealth, concentrations in Addictions Counseling, Digital Media Production, Environmental Sustainability, and Public History have been advanced this year.

Grant based community engagement continued to be a hallmark of the LEI and Urban Studies Department which expanded to service to students in Springfield and Southbridge.

The instructional technology infrastructure, governance, and classroom technology plan was furthered this year by a major engagement with Vantage Technologies and every aspect of the University constituency. Three 'sandbox' classrooms were outfitted for use by faculty this academic year and feedback evaluated to inform each standard and enhanced classroom plan for the next years. Simultaneously, the technology governance structure, inventory of software

and hardware and their support, and information security were analyzed to inform budget, plan, and decision making going forward.

Financial support for students expanded through the Colonel Sheehan Scholarship for Study Abroad, the availability of financial aid for students in graduate programs, and competitive summer research grant activities. Overall financial support for academic programming was analyzed this year with a budget alignment effort, an analysis of adjunct faculty and part time employee impact. Cross divisional collaboration in the budget study is expected to yield new insights about the investment in resources to maintain excellence and value in challenging demographic times.

Academic Affairs shared the lead with Enrollment Management around a series of activities with Art and Science consultants to study prospective students and admitted students in our traditional aged recent high school student cohort on various aspects of the WSU experience and their importance to student decisions to attend. The recommendations were shared with campus constituencies and will be the foundation for strategic planning efforts going forward.

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

A highlight of our academic excellence focus would be the 100% pass rate results for our Nursing, Occupational Therapy, and Speech Language Pathology Graduate Program in national examinations. Our Chemistry Department received full initial accreditation by the American Chemical Society. New Master's Degrees were approved by the Department of Higher Education for Administration and Public Policy and Public Management. Our efforts in the use of Open Educational Resources culminated in a successful grant collaboration with the University of Massachusetts and a series of workshops to introduce faculty across the Commonwealth to these enhancements of course materials. Feedback from students and faculty from the OER engagements indicates not just an appreciation for the cost savings of significance to our students, but an appreciation for the depth of engagement with the course material evidenced by faculty and student use of contemporary materials in multiple media.

A focus on the assessment and improvement of Academic Advising continued throughout this academic year; with a well-received Center for Teaching and Learning effort to showcase creative advising activities and use of technology for programs with large numbers of advisees. The Dean of EHNS and the Associate Vice President for Academic Affairs created, tested, and revised a helpful website for faculty engaged in advising. Ethnic Studies, Liberal Arts, Honors, and Women's Studies participated in enhanced advising approaches with their students this year. The Aisiku STEM Center continued to support peer assisted learning in eighteen different courses impacting over 1,000 students, and providing students with research opportunities alongside faculty. Students participate throughout the year in Commonwealth Honors programming and with the opportunity to produce their own scholarly and creative activity

which culminates in a Celebration: this year adding a panel of recent alumni to a pre-event on campus celebrating their achievements.

Early college and 100 Males to College activities expanded this year and efforts to enhance the experience of students from the Worcester Public Schools attending WSU continued with the Office of Multicultural Affairs and the Latino Education Institute. Over 2,000 students and families in the area were served through Latino Education Institute programming and more than 200 students will graduate from high school with college level credits from our programs.



Administration and Finance Strategic Plan Report 2018-2019

The following is a report on Strategic Plan accomplishments by the Division of Administration and Finance for FY 2019.

Under Goal number 3 "Enrollment, Retention, and Student Success: Attract and enroll a diverse pool of highly motivated students and attach institution-wide priority to promoting their retention and success" we have worked this past year to make enrollment and the overall WSU experience more affordable by implementing a plan for FY2020 budget that includes the use of new state resources in a strategic fashion to avoid increases in student fees. In addition, during the fall of 2018 a budget work group (cross campus) was convened to look at the budget to evaluate opportunities for efficiencies, cost savings, improvements to operating processes and reporting. The work group is currently focusing on two high cost categories within the operating budget, part-time non benefitted salaries and adjunct salaries. The work of the group in FY 2019 is to discuss and document the factors that influence hiring in these areas in an effort to gain a greater understanding of specific cost drivers. In addition, with the forthcoming increases in minimum wage regulations, the group is evaluating the pay rate structure of part-time employees to ensure we are applying a reasonable and affordable methodology. Budget alignment matters are also being reviewed to ensure we are efficiently and effectively addressing programmatic needs and revenue and expenditure categories are appropriate for internal and external reporting purposes.

In the area of customer service, we continue to seek annual feedback from the campus community. Each department issues an annual survey and evaluates the results. Survey results are used to inform priorities for the coming year. If ratings decline in a particular area the department comes together to brain storm as to what caused the decline and consider a plan of action for the coming year to address identified issues and continue to provide optimal service in the most consumer friendly method possible. In most departments we have collected 5 years of survey results. We are finding that it is difficult to move the needle to a higher satisfaction rating in some areas, such as student accounts. There appears to be a significant disparity between students' perception/expectation of quality customer service in comparison with operational deadlines, policy and regulation necessary to operate a viable university. We are considering skipping customer survey's in the coming year and instead discuss the 5 year results internally, and perhaps with focus groups, to determine if there are any practical suggestions that can be rolled out in the future.

In an effort to address the needs of students the Office of Student Accounts led the effort to install a self-serve kiosk on the first floor of the Administration Building. Student no longer need to wait in line at the Bursar Office to waive their student health insurance, enroll in health insurance, enroll in payment plans, make payments or complete Leave of Absence/Withdrawal requests.

Under Goal number 5 "Resources, Revenues, and Organizational Sustainability: Promote financial strength and organizational sustainability while continuing to secure and invest the resources required maintaining WSU's reputation for excellence and value" the Division of Administration and Finance has accomplished many tasks towards achieving this goal in FY 2019.

In the area of aligning programs and allocating [academic] resources in response to student interest and strategic priorities that support the academic vision of the University we have continued to prepare the annual operating budget with a focus on prioritizing funding requests by ranking the alignment of the request with the plans strategic priorities. In addition, the University has received additional one-time resources from the Commonwealth in FY 19 that will be used to restore funding to the Strategic Plan Trust fund (SPTF). \$562,582 will be placed in the SPTF prior to June 30, 2019, subject to Board of Trustee approval. The administration will review the previous guidelines for managing the SPTF, update the guidelines to reflect the current needs of the University, and seek approval of the board in June with regard to the method of administering the funds.

Another priority under goal number 5 is to mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue. As part of the overall strategy of the university to generate new revenue A&F has been working with Athletics and Conferencing and Events on processes to record and report on the net return of new revenue streams. A new Wellness Center Trust Fund was created this year to serve as an opportunity for the wellness center to generate net income to grow and re-invest in programming without being dependent on the operating budget. Conferencing and Events also continues to expand offerings to the community with a system in place that provides for clear reporting and matching of revenues and expenditures in order that growth and profitability can be measured. Other areas of the University continue to work on this strategic priority and A&F assists with reporting whenever possible.

Implementing the campus master plan based on evolving strategic priorities and consistent with the principles of green building and environmental sustainability continues to be a primary focus of A&F. During the past year the University was successful in securing the largest allocation of five year critical repair funds within the State University segment from the Commonwealth. We participated in the competitive proposal process established by the Commonwealth to secure resources for large scale building renovations. We were successful in securing funds in a newly identified project category. The category provides funds for preliminary investigation and scope development to determine the scope of a more specific building planning study. The DCAMM has begun the "imagining" study that will develop the priorities of a project intended to address the significant infrastructure needs of the LRC and Student Center by visioning the future needs of existing programming in each building and assembling the re-imagined functions and services in to one structure.

Planning has begun for development on the May Street Property owned by Worcester State Foundation. A Board advisory group has been formed with representation from the Worcester State Foundation Board and the Worcester State University Board. The University has secured the services of the MSCBA to serve as project manager for the initial feasibility study. An Architect has been selected and study activities have begun with the completed study due to the university in September.

Additional work accomplished towards this priority includes the following:

- o Parking garage study to alleviate parking and green inner campus
- o Continued investment in Capital Improvement Trust Fund and updates to long term Capital Financing Plan
- Evaluation of Chandler Village renovation/replacement in light of critical deferred maintenance demands

As mentioned previously we have received one of the largest 5 year critical repair allotments from the Commonwealth to address extensive deferred maintenance needs across campus. Specific projects accomplished over the past 12 months are as follows:

- S&T Roof Top Unit Replacement Phase I; Remove and install two of the seven RTU's which provide conditioned air for both heating and cooling in the Ghosh Science and Technology Center (\$1,330,000)
- Renovate S&T 102: Replace seating, lighting and carpeting. Repaint venue. \$130,200
- IT Classroom Assessment- Prototype Classrooms: Create 3 prototype classrooms which utilize new FF&E, lighting and IT/AV equipment. \$248,100
- RF call box installation: Install radio frequency call boxes for all buildings on campus per order of conditions from WFD: \$56,000
- Refurbished S&T public bathrooms: Replaced fixtures, counters, partitions, lighting addressed accessibility issues: \$170,000
- Refurbished S&T terrazzo flooring: refurbished flooring and repaired damage to floor and cove base: \$49,600
- · Completed bid documents/bid Coughlin Field turf replacement project: Replacing turf, refurbishing track: TPC: \$2,600,000
- Ghosh Lighting: Replace all lighting in the Ghosh Science and Technology Center. Project funding through DCAMM's Energy Initiative Programs. TPC \$1,000,000
- Updated controls in Sullivan Academic Center: \$100,000

Another strategic priority receiving much needed attention during the year focuses on bolstering WSU's technology capacity and infrastructure through investment in administrative and instructional technology and through collaborations that maximize savings and efficiencies.

A&F has spent the past year collaborating with IT on the Classroom Technology Visioning, Assessment and Master Plan process. The University contracted with Vantage Technology Consulting Group to direct this process in February 2018. Three prototype classrooms were built in the summer of 2018 and offer upgraded technology and furnishings. The three prototype classroom we constructed after soliciting the faculty through open forums and survey tools. Project team meetings include the CIO and his staff, the Director of the Center for Teaching and Learning, along with the Deans of the undergraduate schools, the Director of Facilities, the CFO, the Provost and Vantage staff. Feedback was received from faculty and students at the completion of the fall semester. A decision was made to extend the feedback period through the spring semester allowing for additional class time in the prototype rooms. Currently a "classroom standard" is being developed which will then be used to develop the master plan.

In addition to the Classroom Technology Project, A&F is also collaborating with AA and IT with regard to an Information Technology Assessment. Vantage Technology Consulting Group is conducting this assessment project with executive sponsorship from the Provost and CFO. The scope of the project includes a set of phased projects to deliver a strategic portfolio of planning documents to be used as a roadmap for IT. The following areas will be reviewed and further developed as a part of this process: Technology Service Catalog; IT Governance; Financial/Organizational IT Assessment; and Information Security Assessment. The engagement is expected to conclude in late spring 2019.



Enrollment Management Strategic Plan Report 2018-2019

Introduction

The Enrollment Management Division (EM) is pleased to provide this report on the division's progress on the 2015-2020 Strategic Plan. This report is presented to the Strategic Plan Review Committee (SPRC) on April 1, 2019, along with a verbal discussion on April 12, 2019 of institutional goals and documentation of divisional Strategic Plan priorities and metric outcomes, during the 2018-2019 academic year. After the April 12, 2019 discussion with the SPRC, this report was slightly revised.

As directed by the SPRC, this report includes a report on two of the five major goals of the 2015-2020 WSU Strategic Plan: Goals #3 and #5. A great deal more information is likely to be shared with the SPRC in verbal discussions.

The Division of Enrollment Management is glad to provide this report and proud of the efforts made during this period to support and meet the goals of the Worcester State University 2015-2020 Strategic Plan. Questions can be directed to Vice President Ryan Forsythe at 508-929-8498 or rforsythe@worcester.edu.

Goal 3: Enrollment, Retention, and Student Success

As the recruitment, enrollment, and success of students is the mission of the Enrollment Management Division at Worcester State University, this Strategic Plan Goal is where much of the division's energy and efforts are focused. Some of the initiatives in EM during this review period have included:

- The Enrollment Management Division was proud to have helped lead the university's
 first positioning study, during this review period. This study, intended to identify and
 develop a position in the marketplace to encourage continued robust enrollment, began
 in Fall 2017 and concluded in Spring 2019. With this study complete, the university now
 must move from study and recommendation phases to implementation in 2019-2020.
- Completion of the acquisition, installation, and use of the university's first Course
 Scheduling system, called CLSS. CLSS is built on a software from the same vendor as our
 governance and catalog software, Leepfrog Technologies. This system is designed to
 improve the experience of and outcomes of the production of the university's course
 schedule. With greater data available to inform the production of the schedule, the
 schedule can better utilize campus resources, better inform academic leaders, and
 better serve WSU students.
- Completion of the university's first use of SAT optional admission for applied students,
 which opened access to additional and more diverse student populations, allowed for
 the enrollment of a robust Fall 2018 class, resulted in a very similar academic profile of
 the incoming class, and began the likelihood of a continued pilot for optional-test
 admissions.
- After a study of internal and external communications concluded that opportunities
 existed within the university to improve communication efforts and effectiveness, a
 small reorganization of communications-related areas of the university was conducted.
 The result is the new Communications and Marketing area within the Division of
 Enrollment Management, including the new Assistant Vice President for
 Communications, the Marketing Office, Publications and Printing Services, and
 Advancement Communications.
- In the absence of a data warehouse, the Division of Enrollment Management has enhanced our data usage within the confines of existing systems and abilities. During this review period, the offices of Admissions and Retention have greatly enhanced their real-time data storage for weekly enrollment persistence comparisons. It is the hope of this division (and other divisions) that a data warehouse can be realized in the near future, as these efforts are only scratching the surface when it comes to use of data.

 Strived to have the top-degree completion rate among the state universities in Massachusetts and beyond. In 2018, the university achieved its highest four and six year graduation rates ever for the respective first-time, full-time student cohorts. The rates were 41.1% and 56.8% respectively.

Worcester State University Retention and Graduation Data - 2010 to 2017

Entering Class	Initial Cohort	% Retained			% Graduating				
		After 1st Year	After 2nd Year	After 3rd Year	Within 4 Years	Within 5 Years	Within 6 Years	Within 7 Years	Within 8 Years
2010	809	79.81	67.3 ²	63.2	36.1	50.93	55.8	57.7	58.94
2011	790	78.1	67.0	61.9	35.7	50.9	55.4	57.0 ⁵	
2012	781	80.36	68.6	61.3	38.8	52.1	56.87		
2013	775	81.9 ⁸	70.0	64.9	41.19	54.0 ¹⁰	9		
2014	785	77.411	67.612	64.913	41.114				
2015	808	77.915	69.0	66.216					
2016	782	80.017	67.0 ¹⁸						
2017	906	78.919							

Note: Calculations based on adjusted cohorts, excluding deceased students & military reasons: ¹805, ²804, ³803, ⁴800, ⁵789, ⁶780, ⁷777, ⁸773, ⁹772, ¹⁰769, ¹¹783, ¹²781, ¹²780, ¹⁴778, ¹⁵804, ¹⁶801, ¹⁷781, ¹⁶778, ¹⁵900

Source: WSU Live Colleague Enterprise Data System and IPEDS Graduation Rates Surveys.

Institutional Research

Though retention and graduation successes can rarely be attributed to any one effort, a few notable retention and graduation efforts that occurred during this year included:

- O Use of the university's most sophisticated, timely, and useful retention and persistence reports ever, with greater information about real-time student registration and persistence than the university has ever experienced. This data has allowed faculty, staff, and the Director of Retention to act more immediately to improve persistence and retention rates.
- The enhanced Success Coach program, which in Fall 2018 paired all new, undergraduate students with faculty or staff mentors at the time of first enrollment. With greater interactions between mentors and mentees, and more guidance and data from the Retention Office, the retention rate of Fall 2018 to Fall 2019 is expected to be one of the highest in the university's history.
- With a belief that early alert and the benefits of a student's ecosystem are both positive contributing factors in affecting student persistence, the Starfish Early Alert system continues to be a staple of the university's retention efforts.

- During this review period, a cross-divisional group of faculty, staff, and students made
 great progress in making WSU a more inclusive environment for all genders. A gender
 inclusivity committee, chaired by Associate Director of Admissions Tiana Carrasquillo,
 has made significant changes to campus policies, practices, forms, etc. to better serve
 students of all genders. In addition to the overall more inclusive environment these
 changes will contribute to, it is expected that such changes will increase the university's
 ability to recruit and retain students.
- Met data-informed Enrollment Management Plan Goals through cross-divisional work in the Enrollment Management Committee.

Goal 5: Resources, Revenue, and Organizational Sustainability

A great deal of funding that supports the university's financial strength and organizational stability come from students' payments and financial aid. Therefore, it is vitally important that the university's levels of enrollment remain at an appropriate level to support university functions. This is a primary function of the Enrollment Management Division, the Enrollment Management Committee, and the Enrollment Management Plan. During the 2018-2019 academic year, items that were worked on by the Enrollment Management Division, in conjunction with other areas of the university, included:

- Judicious use of institutional financial aid funds, in a model that assures an appropriate
 level of enrollment without an excessive discount rate. To this end, the university
 limited the amounts of need-based and merit-based financial aid, due to the strong
 recruitment and retention rates for Fall 2018. It is expected that during this review
 period approximately \$50,000,000 in financial aid will be awarded to WSU students.
- The university began offering an out-of-state scholarship incentive that provides no more than a 50% discount off the premium tuition rate for out-of-state students, which was expected to yield greater net revenue. Unfortunately, new out-of-state student enrollment decreased from 104 in Fall 2017 to 88 in Fall 2018. This decrease has not been tied to the use of the scholarship, but rather to the decrease in applied out-of-state students. The use of the scholarship is continuing for Fall 2019 applicants, as the Fall 2019 recruitment cycle is the first full recruitment cycle with the out-of-state scholarship. Assessment of the effectiveness of the scholarship will be conducted at the conclusion of the Fall 2019 enrollment process.
- The Enrollment Management Division has been working to secure funding to continue
 the dual/concurrent/early enrollment efforts that are considered vital to the university's
 continued promotion in high schools. Partners on these projects have included the
 Administration and Finance Division's grant staff, the Academic Affairs Division's Latino
 Education Institute, Multicultural Affairs staff, and others. Successful efforts have
 included, but are not limited to:
 - The \$40,000 2018-2019 Commonwealth Dual Enrollment Program (CDEP) grant from the Massachusetts Department of Higher Education (DHE) for the subsidizing of dual enrollment courses for Worcester Public Schools (WPS) students,
 - The \$80,000 2018-2019 100 Males to College (100 MTC) grant from the DHE for the provision of the 100 Males to College Worcester program, and
 - The \$50,000 CDEP additional grant for continuation of the Early College Program and designation from the DHE and the Department of Elementary and Secondary

Education (DESE), in conjunction with Quinsigamond Community College (QCC) and the WPS.

The university has secured a contract with Academic Partnerships to provide fully online programs in the near future. The majority of this effort is being led by the very capable and ambitious administrators and faculty in the Academic Affairs Division. A small contribution to this effort, the provision of online financial aid service, coincides well with a need for the whole campus. In an effort to judiciously utilize the university's resources, the EM division has repurposed funds in the FY20 budget to go without an important service from Eduventures for one year, to allow for the acquisition of a product from the Ellucian organization called Financial Aid Self-Service, with the help of ITS. It is our hope that this product will be operational in time to be used with the first cohort of fully online students.



Student Affairs Strategic Plan Report 2018-2019

Annual Report to the Strategic Plan Review Committee (SPRC)

2018-2019

Division of Student Affairs

Overview

Comprised of 15 departments, the mission of Student Affairs is to promote and enrich students' education through a seamless learning environment that enhances the classroom learning experiences. This is fostered by interacting with students in their everyday lives through teaching, mentoring, advising, and counseling.

For the past academic year, the work in Student Affairs focused on the newly established divisional clusters of student engagement and health and wellness, enhanced programming efforts on campus climates, and strategic goals three and five.

In January, the division added a new dean of student engagement, Dawn Eades. This was the final piece in the 2017-2018 division reorganization. Dawn will oversee residence life, student involvement, bookstore, and spiritual life. One goal of this new position is to increase the engagement and satisfaction of students through new programs and initiatives.

Also, this semester brought changes for the Title IX department. For the first time, WSU was able to fund a full time position on Title IX compliance and education. Jennifer Quinn became the director of Title IX and Alcohol and Other Drug Education.

In a recent publication, authors Tradwell and O'Grady point to three distinct challenges facing student affairs professionals: the expanding role of student affairs around the health, safety and well-being of students; the compelling need to focus on student success for low-income students, and students of color; and higher education's short- and long-term fiscal constraints.

Keeping these three challenges in mind, the division set out to investigate what role we play in working and supporting the changing demographics on campus, foster the

development of the next group of leaders, and ultimately how to define the WSU student experience.

Below are a few of the examples of division work as it relates to goals three and five.

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

Strategy A: Strategically align programmatic offerings with student interest and employment trends

Career Services

- LancerLink Our Career Services recruitment technology connects intern and
 job seeking students and alumni with potential employers. It is in the final stages
 of campus wide integration and now holds 2,919 employers and 11,334
 undergraduate and graduate students.
- Supplemental formal career development programing was designed and facilitated for students in the areas of Biology, Business, Computer Science and Criminal Justice. We purposely targeted collaborations with the following partners for these student-facing events: UMASS (IT & Business Division), ArcBest, U.S. Secret Service, Bristol Myers Squibb, Hanscom Air Force Base and The National Organization on Disability.
- The FYS classes have been designed to address the gaps that employers are noting nationwide and that career development is a life-long process. These two sections were held and completed fall 2018.
- What Can I Do With This Major (WCIDWTM) will continue to be hosted online and hard copies will be distributed throughout campus via the cart. The cart continues to travel around campus to various events and venues.
- All programming is designed to support students' obtaining and retaining of internships and jobs such as: Career Counseling, Mock Interviews, Part-Time Job and Internship Fair.

Strategy D, Implement recruitment strategies designed to increase diversity within the student body

Career Services

 With our newly established community partners "Work Without Limits" and the "National Organization on Disability" we hosted an Employer Meet and Greet networking event for students from WSU and fellow New England colleges and universities in late January. This program focused on supporting students and recent graduates with disabilities to connect and explore professional opportunities offered by 18 distinguished employers with inclusive hiring strategic plans.

Student Involvement and Leadership Development (OSILD)

- This year, the office developed a three-phase expansion of new leadership
 programs. Through the development of new student-centered leadership
 programs, the OSILD will be able to create more opportunities for students at
 Worcester State to engage with their peers and with their campus. A goal of this
 program is to increase the diversity of student leaders across campus.
- Redesigned plan for the Leadership Summit. This is an annual weekend getaway for about 35 students that focuses on personal development. Participants have traditionally been members of student organizations, and spend three days learning about their personal leadership style and leadership skills that they can bring back to their campus groups.

Strategy K. Expand services in the evening for all students

Several offices such Career Services, Residence Life, and OSILD expanded office
hours for students this year. The main goals were to make sure services are
available during the week for evening students and to meet the different
schedules of our students.

Strategy J. Provide excellent customer services to students in all divisions and offices.

Counseling Center

- Walk-in screening form
- Implementation of daily counselor triage hours

This process was implemented as a means to continue to meet the demand for services while simultaneously identifying and treating significantly at-risk students in a timely

manner. The walk -in screening form (for students who do not have a scheduled appointment on that day) includes questions around what is going on in the moment, was there a triggering event etc. It also addresses both suicidal and homicidal thoughts. This form is reviewed by a counselor in order to determine if the student needs an immediate appointment (suicidal, homicidal, title IX) or can be scheduled for a same day triage appointment.

The walk-in triage appointments are same day brief support sessions to enhance short term coping skills and develop a plan for future sessions.

This will give us an opportunity to provide potentially 15 additional students per week with same day appointments.

Focus Area: 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

Strategy B. Mitigate uncertainty and offset reduction in state funding by identifying and growing new streams of revenue.

Athletics

In November, the WSU Board of Trustees approved the establishment of the
Wellness Center Trust Fund for FY 2019. After two years of stable earnings from
Wellness Center program revenue (rentals, memberships, etc.) the net earnings
in the trust may be used to supplement student programming, equipment, and
operations per established guidelines. Equipment expenses from the initial
Wellness Center budget will be removed from the university's general operating
budget and funded by the trust.

Strategy F. Bolster WSU's technology capacity and infrastructure through investment in administrative and technology and through collaborations that maximize savings and efficiencies

Multiple offices across campus now use Maxient software system. This software
was originally purchased by residence life to process conduct reports. Now for
the same costs, student conduct has developed modules for Title IX, student

intervention team, and this summer academic honesty violations. Maxient allows for confidential tracking, reports, case management, and records storage.

Strategy G. Strengthen and sustain efforts to inspire financial support from WSU alumni

Athletics, Career Services, and Advancement

 The creation of a "Alumni Job Shadow Day" will allow our student-athletes to gain important life experiences to help prepare them for the real world after college.

Athletics

 The creation of the inaugural WSU Athletic Department Golf Tournament which will be available to all 20 WSU sports teams.

Career Services

 Blend alumni in career services programming such as mock interviews, dining etiquette, etc. throughout the year.

Strategy H. Develop a long-term plan for increasing financial support and professional development opportunities for faculty and staff through operational efficiencies and fundraising

Office of Residence Life and Housing

 In an effort to reduce monies spent on travel, residence life created in-house professional development series for the staff. Topics include: supervision, strengths, vision setting, and problem identification and solving.

Cross-Divisional Collaborations

Richard Keeling, editor of Learning Reconsidered "reflected that while higher education created silos and division of academic and student affairs, students just call it college." The division of student affairs continues to focus on collaborations that enhance the student experience in an often-seamless way. In addition to serving on many cross-divisional

committees, departments worked on new initiatives, programs, and support services both within and outside the division. Below are a few examples from several departments.

Athletics

- Collaborated with Advancement Office to host the inaugural March Madness
 Fundraising Campaign which generated almost \$20,000 for our athletic teams.
 This exercise was a Crowd Funding Campaign that involved our athletic teams
 competing against each other in a bracket style format to engage family, friends,
 and alumni in order to raise money for their respective programs.
- Midnight Madness II-collaborated with several departments on campus to host a midnight basketball game and fan fest to kick off the 2019 season.

Career Services

Creation of New Progressive Devereux Internship

- Created an in-depth progressive paid internship opportunity where students will be onboarded during the summer with training and supervision. Then in the fall those participants will be transferred to a paid position within the organization with the possibility of employment after graduation.
 - Held preliminary discussions with **Devereux** on how to strengthen their oncampus branding
 - Coordinated on-campus planning meeting between Psychology Department and Devereux staff
 - Determined collective interest and confirmed plan for event and follow up interviews
 - On 8 April, 2019 ten administrators from various Devereux's departments will be presenting a PowerPoint presentation regarding the new internship opportunity. Ten representatives will be available to speak 1-1 to students.
 - On-campus interviews are scheduled for both the 9th and 19th of April.

- Designed marketing materials and gave to OSILD, Res Life, Psychology, Urban Studies, Education, and Sociology departments for distribution.
- Directions for employer to authorize interviews within the LancerLink system were created and forwarded onto them.

Created 2 First Year Seminars (FYS) career development classes:

 Designed/Submitted academic proposal to FYS Advisory Board regarding intentional personal exploration and career readiness competencies linking academics with careers

Civic Engagement

- Jumpstart program with the Education Department
- Edward M. Kennedy Institute for the United State Senate partnership with History Department

Counseling Center

Fresh Check Day Program

Increased student "booth "participation by collaborating with the Psychology department faculty and OT department faculty. Each of these departments worked with students to create original booths for Fresh Check day.

Overall: 4- Academic Departments

11-Student Affairs Departments

11-Student Organizations

Fresh Check Day aims to create an approachable and hopeful atmosphere where students are encouraged to engage in dialogue about mental health and helps to build a bridge between students and the mental health resources available on campus, in the community, and nationally.

Fresh Check Day Program Goals:

- Increase awareness of mental health resources available to students
- Reduce stigma and misconceptions around mental health and suicide that often deter individuals from seeking help

- Empower peers to be gatekeepers by understanding warning signs and knowing what to do if a friend is exhibiting signs of suicide or mental health concern
- Increase willingness to ask for help if experiencing emotional distress

Student Support Network-

Counseling center staff are facilitating 2 concurrent 6 weeks SSN trainings aimed at targeted populations. Staff worked with faculty from Nursing, OT, and CSD to recruit students from these majors to participate. Additionally, staff worked with the Athletic department staff to recruit student athletes to participate in the second group. 10 student athletes are participating.

These student groups meet once a week for a total of six sessions. Here, they learn to recognize warning signs of distress in their friends, gain insight into common mental health challenges, practice bringing up their concerns—in a sympathetic, nonjudgmental way—and build expertise at connecting friends to other support resources, such as the campus counseling center.

Health Services (UMASS Medical)

- Intensive English Language Program: Health Services provides health care for the full-time students in this program (usually 30-40 students enrolled in this program/semester).
- Met with interim Director of IELI program in June 2018 to review our services and to educate regarding the Health Form/Immunization requirements.
- Presented at the IELI New Student Orientation on 1/23/19.
- Meeting with graduate Nursing students, regarding a Sexually Transmitted
 Infection brochure that is being created by a group of Nursing students. Will be
 reviewing the brochure with the student, and also discussing plans to display the
 brochure in the Health Services Office. Potentially, our office will use the
 brochure as an educational resource to distribute to students that are seen in our
 office for Sexually Transmitted Infection screening

Office of Alcohol and Other Drugs Education

 Worked closely with Cheryl Hersperger, Nursing Faculty to develop a presentation titled "Opioid Education, Response & Rescue" which we have currently presented to about 130 students, faculty and staff. We will continue to market our program.

Residence Life and Housing

 The Academic Success workshops offered every Tuesday in the halls. It included 7 other offices across 4 different divisions (Student Affairs, Enrollment Management, Academic Affairs, and Administration and Finance).

Office of Student Involvement and Leadership Development

- Orientation We collaborate with Academic Success as well as Academic Affairs for our Transfer, Winter and First Year Orientation programs in coordination of faculty sessions as well as academic sessions.
- Family Day/Homecoming Our office collaborated with the Alumni Office for the first time in a decade to combine Homecoming and Family in September.
- March Madness Our office collaborated with Institutional Advancement to promote and coordinate March Madness fundraising and competitions between the student organizations.
- Multicultural Event Series Our office collaborated with the Office of Multicultural Affairs to co-sponsor a host of multicultural events held throughout the year including Latin Heritage Month lectures and Courageous Conversations.



University Advancement Strategic Plan Report 2018-2019

Introduction

The Office of University Advancement is pleased to present our updates on the division's progress on the 2015-2020 Strategic Plan.

In addition to this written report, we submit the updates to our Strategic Plan grids and related supporting documents. This narrative and data will present an overview of how our work intersects with Goal 3 and 5 of the plan. This submission will be augmented by the divisional interview with Vice President Thomas M. McNamara '94.

We also follow up on past recommendations from SPRC, and the challenges and successes we have had in executing them.

Further inquiry or commentary can be directed to Vice President Thomas M. McNamara '94, at tmcnamara@worcester.edu or at extension 8033.

Goal 3: Enrollment, Retention, and Student Success: Attract and enroll a diverse pool of highly motivated students and attach institution –wide priority to promoting their retention and success.

Advancement's role in supporting most of the goals and initiatives in the strategic plan is as a supporting agent, providing the resources and connections to enable things to happen. While it may be clear that the resources are most often financial, our staff frequently serves as logistical coordinators, promoters, and event/program managers for activities that serve other divisions of the University.

In particular, for Goal 3, Advancement provides the financial and staff support for important annual activities, as well as providing new and growing support for distinctive programs and scholarship support that serves to assist Enrollment Management with enrollment and retention goals.

Increase financial support to make enrollment and the overall WSU experience more affordable - Adopt a Scholar Scholarships - supporting student enrollment and retention:

Beginning in 2015 donors were solicited to provide support to a new kind of scholarship. Different from the traditional "endowed scholarship", the Adopt a Scholar Scholarship, would require a significantly lower contribution obligation on the part of the donor, but would offer the opportunity to provide a four-year commitment of \$1000 per year to the student receiving the scholarship and would have the added benefit of connecting the donor to the student for those four years.

The Adopt a Scholar scholarships are awarded by the Admissions team with the goal of providing a financial incentive to students who are not quite at the level academically to receive the very limited number of merit scholarships. However, these students are strong candidates who we would like to convert from admitted to enrolled students.

In 2015, Admissions awarded a total of 12 students with this new type of scholarship. This year, on May 18th, 9 of these students will cross the stage receiving their bachelor's degrees. This is an 83.3% graduation rate. Based on the 2016 Fact Book, the 2014 cohort entering class had a 41.1% four-year graduation rate.

Many members of this first cohort of Adopt a Scholar students have also received other donor funded scholarships, have met and been mentored by their donors and developed strong relationships with the Office of University Advancement. There is no question that these factors, in addition to the scholarship award itself, have contributed to their overall success. This program alone is a significant contribution to Goal # 3.

Because of the success of the individual Adopt a Scholar Scholarship program, and driven by the Chair of the Foundation Board, Craig Bovaird, one of the first donors to sign on to the program

in 2015, the three boards of the University (Board of Trustees, Foundation Board and Alumni Association's Advisory Board) joined together in FY2018 to commit their annual contributions to a "Tri-Board" Adopt a Scholar Program. This fundraising effort yielded over \$120,000 in cash and pledges and enabled Advancement to provide 30 Adopt a Scholar scholarships to Admissions to award to incoming first year students in the fall of 2019.

Based on the experience from the previous cohorts, Tara Hancock and Louise Taylor decided to create an initiative for this group of incoming students to more closely link them to the Office of University Advancement for personal connections and support. The goal was to be intentionally "interventional" with these students by creating stronger communication and linkages for them with other divisions on campus. The idea was that while our office may not have the answer to whatever their question might be – we could certainly help them find the answer.

So far this program appears to be yielding results. Not only are many of these students directly connected to our office in official ways (some are work study students working for us, others are paid as our phonathon callers) but many attend events we sponsor on campus (i.e. Backpack to Briefcases). Additionally, through personal outreach our office has developed strong relationships with these students and have been able to help them successfully navigate their first year at WSU.

As of the end of the 1st semester, these outcomes have been achieved:

- 95% persistence rate (fall to spring) We had two students take medical leave ...so they
 have not withdrawn completely.
- 92.5% have a GPA >2.0
- 65% have a GPA > 3.0
- 13 of 40 are on the Dean's list 32.5%
- Average GPA of the entire group 3.06

While the decision on who receives these scholarships rests with Admissions – the overall diversity of the pool is comparable – or slightly more diverse –than the overall WSU Student population.

Donor Funded Scholarships - creating opportunities:

Historically, the foundation of fundraising at WSU is donor funded, endowed scholarships. Since 1993, donor funded scholarships available to students has grown from 15 named funds to over 186 representing more than 300 individual awards in 2019. These awards, offered annually to students who take the initiative to apply for them, provide over \$300,000 in individual awards — most of \$1000 per year. More than 75% of the Worcester State Foundation's endowment is restricted to scholarship support. In FY18:

921 students created general applications

- 742 followed through with the process and submitted a final application.
- · 326 Awards were made

Current statistics (Six-year graduation rate for the fall 2010 and fall 2011 first time, full time, degree seeking freshman cohorts) from the Office of University Assessment show that if a student receives just one scholarship over the course of their time at WSU their chances of graduating are more than 31.1% better than the control group. For most students, the receipt of a scholarship is as much about the accolade and recognition of their achievement as it is about the money. Through the work of the Office of University Advancement these students also frequently create important connections with their donors through the annual donor event where recipients meet the generous donors who fund their awards.

To enhance recruitment and retention efforts the Division of University Advancement began in the Fall of 2018 providing Enrollment Management with \$15,000 for 15 \$1000.00 transfer scholarships. Per information provided to us by Enrollment Management; as of the start of fall 2018 15 of these awards had been offered and 8 had been accepted. This is a 53% yield rate (one of the highest scholarship yield rates for the Fall 2018 semester). For Fall 2019 Admissions plans to award an additional \$15,000. The longitudinal yield history is not mature enough yet to predict what the yield will be for Fall 2019, however Admissions is optimistic.

In addition to these newer collaborations with Enrollment Management to make the WSU experience more accessible for students the Division of University Advancement continues to provide significant financial support each year for the Presidential Scholarships. These are the merit based awards offered by Admissions to the most highly qualified applicants in their ongoing efforts to yield the most academically prepared students.

Goal 5: Resources, Revenues and Organizational Sustainability: Promote financial strength and organizational sustainability while continuing to secure and invest the resources required to maintain WSU's reputation for excellence and value

Goal #5 is most closely aligned with our division's overall mission. The Worcester State Foundation, Inc., which is a separate 501c3 non-profit corporation, was established exclusively to support Worcester State University and is managed by the Office of University Advancement. Vice President McNamara serves as the President of the Foundation in his role as VP of University Advancement. The mission statement of the Worcester State Foundation is ..." to promote the growth and progress of Worcester State University beyond what is possible with state funding" and its vision statement is to "Inspire Generosity, Transform Lives". The chart below illustrates the donations secured and support provided to the University since 2001.

Worcester State Foundation Overview by Fiscal Year								
Fiscal Year	Contributions			Dollars Provided (Expenses)	Not Assets			
FY01	\$	2,195,862	\$	344,356	\$	6,744,274		
FYO2	\$	2,118,517	\$	773,682	\$	7,719,111		
FY03	\$	540,354	\$	649,125	\$	7,894,319		
FYO4	\$	676,214	\$	621,961	\$	8,685,678		
FY05	\$	1,229,727	\$	690,525	\$	9,586,535		
FY06	\$	1,762,435	\$	811,034	\$	11,215,217		
FY07	\$	1,010,159	\$	772,217	\$	12,898,501		
FY08	\$	1,300,034	\$	762,638	\$	12,998,733		
FY09	\$	946,382	\$	973,792	\$	10,975,754		
FY10	\$	1,625,589	\$	1,607,593	\$	12,645,987		
FY11	\$	1,592,517	\$	1,671,809	\$	15,511,682		
FY12	\$	1,339,942	\$	2,037,459	\$	15,326,124		
FY13	\$	2,295,982	\$	1,946,873	\$	18,241,889		
FY14	\$	3,537,139	\$	2,241,703	\$	22,997,954		
FY15	\$	2,440,945	\$	3,021,364	\$	23,077,110		
FY16	\$	2,883,594	\$	4,113,407	\$	22,267,296		
FY17	\$	3,908,603	\$	3,057,630	\$	26,575,714		
FY18	\$	5,656,841	\$	3,213,764	\$	31,835,620		
Total	\$	37,060,836	\$	29,310,932				

*all numbers above are from the WSF financial audit and include ALL entities

To strengthen and sustain efforts to inspire financial support from WSU alumni, nearly \$30 million in support to the University has been provided by the Foundation to the University out of donations totaling more than \$37 million- all while maintaining healthy balance of just under \$32 million in funds under management. The \$30 million investment supports diverse campus needs ranging from scholarship, faculty and student research grant, recent capital improvements such as the Wellness Center, small equipment and lab consumables needed for faculty and student research, academic training, and community-based programming such as those led by WSU Centers like the Latino Education Institute (LEI).

Our Young Alumni President's Circle continues to grow, with a more than 10% increase in event attendees this year. This dynamic group of young alumni commit to sharing their time, talent and financial resources with Worcester State University and our students. Over 90% of the Young Alumni President's Circle were previously involved with our office as students, showing the importance of engaging our students. The current membership is also a true reflection of our current student body with over 30% being from underrepresented populations. This year we celebrated a milestone with a member of the Young Alumni President's Circle becoming the youngest alumna to contribute to the Adopt-a-Scholar Program, making a \$4,000 commitment to the program.

The Worcester State Foundation continues to support efforts to expand the campus footprint in creative, cost effective ways. Major real estate acquisitions including the purchase of the May

Street Building, the donation of the property at 537 Chandler Street location which currently houses the Latino Education Institute (LEI) and the purchase of 531 May Street which now houses the WSU Teaching Garden, run by the Urban Action Institute.

Celebrating Student's Academic Achievements - and providing budget relief:

Each year in April the annual Academic Achievement Awards Ceremony celebrates the best and brightest of WSU's graduating class. At this ceremony seventy-eight individual awards are given to students who have distinguished themselves academically in their academic major, in service to their department or for having the highest overall GPA in their academic class year. For many years the cash prize given for the academic major awards (given to the graduating senior with the highest overall academic achievement in their major) were paid for out of the University budget.

In recent years, University Advancement has been working to solicit donors to provide endowed funds (a \$10,000 gift) to take over payment of some of the academic major awards as well as the creation of some new, individual awards in various disciplines. The principal gift of \$10,000 per award is restricted in perpetuity and the interest (5% per year/\$500) is paid out of the fund for the award.

Each of the academic major awards which are endowed takes a burden off of the University budget. In 2019, working in collaboration with Academic Affairs, University Advancement, with the approval of the Worcester State Foundation, agreed to pay for *all* of the academic major awards that had not yet been endowed out of the Foundation's unrestricted funds. This is in addition to the ones which were already endowed. This change, when fully implemented, will result in an overall cost savings to the University of more than \$18,000.00 per year. Prior to FY19 the Foundation had been providing \$33,000 of the total overall \$51,000 in prize money which is awarded at this event.

Working to mitigate uncertainty and offset reductions in state funding by identifying and growing new streams of revenue, or in the case of our division, new streams of donations is at the heart of what we do. This year we focused more intently on crowdfunding initiatives which tend to work well for micro-appeal (highly specific) approaches. For 2019 the annual "day of giving" campaign was completely re-branded as "March Madness" and focused entirely on crowd funding principals to raise dollars and donations in a two-day bracket style competition. 48 individual teams made up of a variety of student organizations, athletic teams, individual academic departments and centers "competed" to see which team could have the most donations in a 48-hour period. Following the NCAA Basketball Playoff style rules, teams had time frames in which to secure the most donors via online fundraising in order to move to the next round. During the two-day period more than 1200 donors made gifts which raised over \$72,000 in donations.

Crowd funding was also used for a successful micro campaign, Lopons for Lancers, which raised \$5,000.00 to help bring two Buddhist monks and two Buddhist nuns from the Ngagyur Nyingma

Institute in India to Worcester State University this spring to study and share with the WSU community.

Year to date in FY19 the division of University Advancement has raised more than \$953,327 in private grants and major gifts which will support academic programs and centers, scholarships, the Worcester Center for Crafts and community-based programs aligned with the University's strategic goals. Specific examples include:

- \$250,000 for the Dr. Lillian R. Goodman Department of Nursing to obtain new clinical lab & simulation equipment including a state-of-the-art Anatomage Virtual Dissection Table.
- \$100,000 for the Aisiku STEM Center to support innovative faculty and student research, access to industry leaders and exposure to best-practices through an annual lecture series, and celebration of scholarly achievement through presentations and attendance at regional & national conferences.
- \$180,000 in new graduate scholarships supporting the M.S. in Nursing Community and Public Health Nursing Specialization program.
- \$413,327 in multiple private grants to support the diverse programming, advocacy, and research led by the Latino Education Institute (LEI).
- \$150,000 for the Sheehan Honors Program.
- \$70,000 in corporate sponsorships to expand summer STEM programming, K-12
 partnerships with the Speech-Language-Hearing Center, hunger initiatives (Thea's
 Pantry/Teaching Garden) led by the Urban Action Institute (UAI), assistive technology to
 increase student accessibility, and access to affordable textbooks/educational resources.
- \$25,000 for Study Abroad opportunities.

External funding continues to play a critical role in increasing the capacity of the University to maintain academic excellence and lead effective community-based initiatives despite reductions in state funding. By the close of FY19 more than \$1.3 million will have been raised to support the University in FY20.

In a specific effort to provide important support to mitigate uncertainty and offset reductions in state funding, the Division of University Advancement began a process in FY18 to identify individual funds that have been created to support various departments, centers, teams and university organizations.

Working cross divisionally with Academic Affairs and Administration & Finance the University Advancement team is developing a process whereby these funds will be transferred to the University at the beginning of the fiscal year and will reside as a line within the individual

department or organization's budget to be used during the fiscal year in the manner designated by the donor. This way the department will have clarity and knowledge of the availability of the funds and can procure goods and services (within the parameters of use set by the donor) to enhance and supplement funding available.

Beginning in July 2019 departments will have a clear sense of how much these funds will provide annually (assuming they are coming from an endowed fund) and will be able to – should they so choose- "save up" to make major purchases by allowing each year's allocation to accumulate.

PRESIDENT'S PERFORMANCE ASSESSMENT FORM 2018-2019

PLEASE COMPLETE AND BRING TO MAY 28TH HR MEETING Name: _____ PLEASE COMMENT ON EACH CATEGORY LISTED BELOW AND GIVE A NUMERIC RATING OF 1-5 5 = A 4 = B 3 = C 2 = D 1 = F GRADUATE RATE/RETENTION: _____ Comments: ACADEMIC MANAGEMENT AND LEADERSHIP: _____ Comments: ASSESSMENT: _____ Comments: INFRASTRUCTURE: _____

Comments:

FISCAL MANAGEMENT & BUDGETING
Comments
COMMUNICATION:
Comments
ADMINISTRATIVE MANAGEMENT AND LEADERSHIP:
Comments
DECISION MAKING AND PROBLEM SOLVING:
Comments
FUNDRAISING:
Comments

INTERNAL R	ELATIONSHIPS/CAMPUS CLIMATE:
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EXICKNAL	



President's Office Phone: 508-929-8020 Fax: 508-929-8191

Email: bmaloney@worcester.edu

NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES FINANCE & FACILITIES COMMITTEE WILL BE HELD ON TUESDAY, MAY 21, 2019 AT 5:00 P.M. IN THE PRESIDENT'S CONFERENCE ROOM LOCATED IN THE HELEN G. SHAUGHNESSY ADMINISTRATION BUILDING.

- CALL TO ORDER Notice/Agenda
 - 2. VOTES
 - APPROVAL OF MINUTES
 3A. April 9, 2019
 3B. April 23, 2019
 - 4. APPROVAL OF FY 2019 BUDGET AMENDMENT #3
 - APPROVAL OF FY 2020 UNIVERSITY BUDGET
 Budget Memo
 FY2020 University Budget
 - 6. FY 2019 TRUST FUND REPORTS 3rd Quarter Information only
 - 7. FY 2019 GRANT REPORT 3rd Quarter Information only
 - 8. OTHER BUSINESS
 - ADJOURNMENT

Judith A. St. Amand May 14, 2019

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 April 9, 2019 as submitted.

Upon a motion made and seconded, it was

VOTED: to approve the minutes of April 23, 2019 as submitted.

Upon a motion made and seconded, it was

VOTED: to recommend to the full Board the approval of FY 2019 Amendment #3 that

allows the \$225,195 received in FY 2019 to cover APA and AFSCME collective bargaining costs to fall to surplus, and to include it in the FY 2020 Budget as a one-time appropriation from the unrestricted reserve balance as of July 1,

2019 to address divisional priorities in FY 2020.

Upon a motion made and seconded, it was

VOTED: to recommend approval to the full Board the Comprehensive FY 2020

University Budget as presented.

Upon a motion made and seconded, it was

VOTED: to adjourn the meeting at

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES

FINANCE & FACILITIES COMMITTEE

April 9, 2019

Present: Trustee Stephen Madaus, Chair

Trustee Aleta Fazzone Trustee Dina Nichols Trustee Shirley Steele Trustee Marina Taylor

Trustee Maryanne Hammond, Non-Voting Member

Trustee Manasseh Konadu, Non-Voting Trustee Karen LaFond, Non-Voting Trustee David Tuttle, Non-Voting

Trustee Craig Blais, Ex-Officio Voting Member

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, April 9, 2019 in the Student Academic Affairs Conference Room located in the Student Center. Trustee Madaus called the meeting to order at 4:30 p.m.

MINUTES - March 12, 2019

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

VOTED: to approve the minutes of March 12, 2019 as submitted.

FY 2019 BUDGET AMENDMENT #2

VP Kathy Eichelroth provided an overview of the memo explaining Amendment #2 as follows:

- Commonwealth provided partial funding of the FY 2019 collective bargaining increases
- Funding formula applied by the Governor's Office provides funds equivalent to a 2% increase for approximately 75% of the WSU full-time payroll base, with the remaining 25% to be funded locally
- Funds have been received to pay a portion of the AFSCME and APA collective bargaining costs in FY 2019
- No funds have been received thus far for the MSCA collective bargaining, but it is expected by the close of this fiscal year, especially since faculty have ratified their contract
- The amendment shows a \$562,582 increase to state appropriations for the year and the transfer of the same amount to the Strategic Plan Trust Fund (SPTF)

- Amendment #1 was approved at the November 13, 2018 meeting as follows: Approved the FY19 Budget Amendment #1 that reflects a \$1,210,431 increase in total revenue from state appropriations for the year and a transfer of the same from the General Purpose Trust Fund to the Capital Improvement Trust Fund
- Revised budget figures with Amendment #1 and Amendment #2 applied to original approved budget as follows:
 - Increase in State Appropriations (111) allocated to AA regular employee line with an offset by same amount in the AA regular employee line in the General Purpose Trust Fund (400) (GPTF)
 - Cumulative reduction to AA line in GPTF results in surplus spending capacity of \$1,773,013 budgeted as a transfer of funds of \$1,210,431 to the Capital Improvement Trust Fund (405) (CITF) and \$562,582 to SPTF
 - No funds to be allotted from SPTF until guidelines are updated and approved by the Board
 - Funds transferred to the SPTF will be for one-time expenses not sure if the future will require funds to cover increased operating costs in FY 2020 budget
 - Possible that the FY 2020 budget will be funded to include collective bargaining costs
 - If funds are provided to partially offset costs of collective bargaining in FY 2020 the approval of Amendment #1 - transfer of \$1,210,431 will remain as annual funding to the CITF providing resources for much needed capital investment

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

VOTED: to recommend to the full Board the approval of the FY Budget Amendment #2 that reflects an additional \$562,582 increase in total revenue for the year and a transfer of the same amount to the Strategic Plan Trust Fund.

GRANTS POLICY

- At the previous Board meeting, questions were raised relative to the Governor's Student Housing Security Pilot that involved WSU waiving a student fee
- Some trustees felt strongly that anytime there is a financial impact such as waiving fees, the Board should be involved
- Trustees shared their opinions that ranged from full agreement to concern of what impact it would have on grants if trustees were to be more involved

- President Maloney and the administration put together the proposed policy moving forward relative to the application and oversight of grants and presented it to the Finance Committee
- A history of the grant process was provided showing that all activities for private donors run through the University Advancement Office of Foundation & Corporation Relations (OFCR)
- Primary contact in this area is the Grants Consultant for Corporate and Foundation Relations
- University Grants Office in the Administration and Finance Division handles all activities for government donors, including local state and federal agencies
- · Contact for this area is the University Grant Coordinator
- Trustees were provided a copy of the University Grants Policy and related procedures, including a list of inventory of existing grant Administration Policies
- Grant activity reports for the past five fiscal years (2014-2018) were provided
- The question of how many times have fees been waived for a grant prior to this date the answer was none
- Chairman Blais pointed out to the group that it is the principal that anytime a fee is to be waived, trustees should be involved – amount is not the issue
- · Board has a fiduciary responsibility and fees is an important part of that responsibility
- Discussion was held as to whether an employee is in charge of researching grants that
 might be available for the university funds have not been allocated for such a position,
 but certainly is recognized as a need
- A question was raised relative to the possibility of a grant being pursued through the Foundation that may have a financial impact on the University
- Present policy requires the approval of any grant application at various levels including faculty, administration, provost, and vice presidents
- All agreements must be made in the name of the University or possibly the Worcester State Foundation if 501(c) 3 status is required
- All grants over \$2500 must be signed off by VP for Administration & Finance
- All grant awards must be formally accepted by the WSU President
- The Board of Trustees and the Foundation Board work together very closely and presently trustees serve on the Foundation Board as well as WSU staff

 Discussion was held relative to the vote being recommended and the following amendment was offered:

to recommend approval to the full Board the requirement that the Board of Trustees shall approve the submission of all grants that include an obligation to reduce or waive any university fee in excess of \$500 or with cumulative value of more than \$25,000 *in fee revenue*; and further that the Board of Trustees shall receive quarterly a report on all grant awards to the University.

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

VOTED:

to recommend approval to the full Board the requirement that the Board of Trustees shall approve the submission of all grants that include an obligation to reduce or waive any university fee in excess of \$500, or with cumulative value of more than \$25,000 in fee revenue; and further that the Board of Trustees shall receive quarterly a report of all grant awards to the University.

5 Trustees Voting in favor

1 Trustee Abstained

CONFERENCE & EVENTS MID-YEAR REPORT

- Committee was provided with a profit and loss statement
- Mid-year net income reported at \$79,705
- Annual goal was to have net income for the year at \$100,000, which should not be a problem

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

VOTED: to adjourn the meeting at 5:45 p.m.

Judetta a St. Cimanol

Respectfully submitted,

Judith A. St. Amand Assistant Secretary

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES

FINANCE & FACILITIES COMMITTEE

April 23, 2019

Present: Trustee Stephen Madaus, Chair

Trustee Aleta Fazzone Trustee Dina Nichols

Trustee Shirley Steele - via telephone

Trustee Marina Taylor

Trustee Maryanne Hammond, Non-Voting Trustee Craig Blais, Ex-Officio Voting Member

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 special meeting of the Finance & Facilities Committee was held on Tuesday, April 23, 2019 in the President's Conference Room located in the Helen G. Shaughnessy Administration Building. Trustee Madaus called the meeting to order at 5:00 p.m.

Trustee Madaus reported that Trustee Steele requested approval to participate in the meeting via remote access. Trustee Blais approved her request and Trustee Madaus duly noted that any votes taken will be by recorded roll call.

President Maloney reported to the trustees that the sole purpose of this meeting is to provide an update/history of Capital Planning Projects for the University. Pleased to have Kathy Eichelroth, Vice President for Administration and Finance, and Sandra Olson, Director of Facilities, present to provide an overview of the PowerPoint presentation, Campus Infrastructure: A Snapshot in Time.

Presentation included the following areas:

Campus Master Plans – Eva Klein Study 2002 – 2003

Chan Krieger Sieniewicz Master Plan – August 2007 Chan Krieger Master Plan Update – January 2012 Arial Shot of Campus – 2019

Repairs, Adaptation & Renewal – Historical Adaptation & Renewal Spending FY04 – FY18

Commonwealth Critical Repairs Funds FY19 – FY23

Adaptation & Renewal – Campus Funds only FY19 – FY 23

Summer Projects – 2019

WSU Board of Trustees

April 23, 2019

FINANCE & FACILITIES

Planning Studies - May Street Building

Classroom Technology Master Plan

Student Center and Learning Resource Commons

Chandler Village Apartments

Chandler Village Site

Parking Garage Feasibility – Site Analysis
Parking Garage Feasibility – Cost Estimates

Financial Planning

Reserve Stabilization Plan

VP Eichelroth also shared a document describing unrestricted reserves from 6/2018 through 6/2023

Debt Analysis

VP Eichelroth also shared a document describing the Debt Service Schedule

Trustees expressed their pleasure with the information presented. A special thank you was extended to Sandy Olson for her efforts in planning for the many projects that are constantly in the works.

Funding is a difficult issue for all to not only maintain existing facilities, but to plan for the future.

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

VOTED:

by recorded roll call, to adjourn the meeting at 6:50 p.m.

VOTING IN FAVOR

OPPOSED

0

Trustee Fazzone

Trustee Nichols

Trustee Steele

Trustee Taylor

Trustee Blais

Trustee Madaus

H anand

Respectfully submitted,

Judith A. St. Amand

Assistant Secretary

Memorandum

DATE: May 6, 2019

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance Council

RE: FY 2019 BUDGET AMENDMENT #3

Attached is budget amendment #3 for FY 2019. This amendment records a partial allocation of \$225,195 in collective bargaining funds for AFSCME and APA members. This amount, when combined with Amendment #2 of \$562,582, completes the transfer of funds authorized by the Governor's Office of Administration and Finance of \$804,058 to pay the retroactive increases related to FY 2018 and FY 2019 for AFSCME and APA members. Amendment #2 allocated the one time funds to the Strategic Plan Trust Fund. The timing of the additional receipt of funds during the annual closeout of all fiscal year activity does not allow the University to allocate the funds to address operational priorities identified throughout the year. The administration would like the authority to surplus the \$225,195 in FY 2019 and then include an appropriation from reserves, in the same amount, in the FY 2020 budget to fund a set of one time priorities identified by university leadership as a part of the annual budget process.

Page one provides the specific change that will be applied to the previously approved budget for FY 2019. This amendment reflects a \$225,195 increase in state appropriations for the year and a transfer of the same amount to unrestricted reserves as of June 30, 2019. Pages two through seven reflect the revised budget figures after amendment # 1, #2 and #3 are 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 cumulative to-date reduction in the AA line in the General Purpose Trust Fund (400) results in surplus spending capacity of \$1,998,208 that is budgeted as a transfer of funds of \$1,210,431 to the Capital Improvement Trust Fund (405), \$562,582 to the Strategic Plan Trust Fund (410) and a transfer to unrestricted reserves of \$225,195 as of June 30, 2019. Funds will not be allotted from the Strategic Plan Trust Fund until the existing guidelines are updated and approved by the Board.

Worcester State University

General Operating Budget (111 & 400) FY 2019 Budget Amendment #1,#2 & #3

		Cumulative change from Original FY2019 Budget	FY2019 Approved Budget Amendment #3	FY2019 Approved Budget Amendment #2	FY2019 Approved Budget Amendment #1
Sources	s of Funds:				4.000
	State Appropriations	1,998,208	225,195	562,582	1,210,431
	State Funded Fringe		15	-	
	Revenues	1 000 000	205 105	-	1 010 401
	Total Sources	1,998,208	225,195	562,582	1,210,431
Uses of	Funds:				
AA	Regular Employees	-	~	-	-
ВВ	Employee Related Expenses				
CC	Temporary Part-Time Employees				
DD	Staff Benefit Expenses	÷	O ²	-	
EE	Administrative Expenses				
FF	Facility Operation Supplies				
GG	Energy/Space Rental				
НН	Professional Services				
JJ	Operational Services				
KK	Equipment Purchase				
LL	Equipment Lease, Maintenance, Repair				
NN	Infrastructure & Building Improvement	S			
RR	Educational Assistance				
SS	Debt Service				
UU	Technology Expenses				
Tra	ransfer to - Capital Improvement Reserves ansfer to - Strategic Plan Trust Fund ansfer to- Reserves	1,210,431 562,582 225,195	225,195	562,582	1,210,431
	Total Uses	1,998,208	225,195	562,582	1,210,431
	Not Common / // Inter-				
	Net Sources / (Uses)				

Worcester State University
Summary of Sources and Uses of Funds
FY 2019 - All Sources and Trust Funds - Amendment #1 ,#2 & #3

\$ \$ \$	28,630,580 9,891,263 989,226 7,852,543 65,927,349 113,290,961 42,043,640 795,862 8,418,922	25% 9% 1% 7% 58% 37%
\$	989,226 7,852,543 65,927,349 113,290,961 42,043,640 795,862	1% 7% 58%
7	7,852,543 65,927,349 113,290,961 42,043,640 795,862	7% 58% 37%
7	65,927,349 113,290,961 42,043,640 795,862	58% 37%
7	113,290,961 42,043,640 795,862	37%
7	42,043,640 795,862	
\$	795,862	
\$	795,862	
		1%
	0.410.000	
	0,410,922	7%
	15,724,854	14%
	2,705,746	2%
	1,991,726	2%
	12,083,598	11%
	1,526,625	1%
	782,227	1%
	155,748	0%
epair	1,427,706	1%
ments	5,889,198	5%
	12,020,698	11%
	1,097,063	1%
	2,181,427	2%
	2,447,713	2%
d		
	epair ments	2,705,746 1,991,726 12,083,598 1,526,625 782,227 155,748 epair 1,427,706 ments 5,889,198 12,020,698 1,097,063 2,181,427 2,447,713 1,998,208

Worcester State University
Summary of Sources
FY 2019 Budget Amendment #1,#2 & #3 - All Sources and Trust Funds

State Sources	100	2012201402
Annual State Maintenance Appropriation	\$	28,630,580
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	-	39,511,069
ederal 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
nstitutional 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	\$	113,290,961

Worcester State University

General Operating Budget (111 & 400) FY 2019 Budget Amendment #1,#2 & #3

		An	FY2019 Approved Budget nendment #1, #2 & #3		FY2019 Final Budget	FY2018 Final Budget	
Source	State Appropriations State Funded Fringe Benefits Revenues Total Sources	\$ \$ \$	28,630,580 9,891,263 47,822,100 86,343,943	\$ \$ \$	26,632,372 9,891,263 47,822,100 84,345,735	\$ 26,632,372 \$ 9,289,371 \$ 45,250,975 \$ 81,172,718	
Uses	of Funds:						
	Regular Employees	\$	40,665,037	\$	40,665,037	\$ 39,603,454	
ВВ	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	
НН	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	
Trans	sfer to- Capital Improvement Reserves sfer to - Strategic Plan Trust Fund sfer to- Reserves		1,210,431 562,582 225,195			Þ	
	Total Uses	\$	86,343,943	\$	84,345,735	\$ 81,172,718	
	Net Sources / (Uses)	\$	-18	\$	-	\$ -	=

Worcester State University

State Maintenance Appropriation (111) FY2019 Budget Amendment #1,#2 & #3

		FY2019 Approved Budget Amendment #1,#2 & #3	FY2019 Final Budget	FY2018 Final Budget
Sources	of Funds:			
	State Appropriation State Funded Fringe Benefits	\$28,630,580 9,891,263	\$26,632,372 9,891,263	\$ 26,632,372 9,289,371
	Total Sources	\$38,521,843	\$36,523,635	\$ 35,921,743
Uses of F	unds:			
AA	Regular Employees	\$28,630,580	\$26,632,372	\$ 26,632,372
ВВ	Employee Related Expenses	- 2	14	->
CC	Temporary Part-Time Employees	17	5	-
DD	Staff Benefit Expenses	9,891,263	9,891,263	9,289,371
EE	Administrative Expenses	-	-	-
FF	Facility Operation Supplies	7	(=)	-
GG	Energy/Space Rental	- 1	3	+
НН	Professional Services	4		2
JJ	Operational Services		-	-
KK	Equipment Purchase	9	13	=
NN	Infrastructure & Building Improvements	4	1.9	5
	Total Uses	\$38,521,843	\$36,523,635	\$ 35,921,743
	Net Sources / (Uses)	\$ -	\$ -	\$

Worcester State University
General Trust Fund (400)
FY2019 Budget Amendment #1,#2 & #3

		Am	FY2019 Approved Budget nendment #1, #2 & #3		FY2019 Final Budget	FY2018 Final Budget
Source	s of Funds:		100000000	4	ماء المادة المادة	W. A. Chertain
	Revenues Total Sources	\$	47,822,100 47,822,100	\$	47,822,100 47,822,100	\$ 45,250,975 \$ 45,250,975
Tiene of	Funds:					
AA	Regular Employees	\$	12,034,457	\$	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
НН	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
Trar	nsfer to - Capital Improvement Trust Fund nsfer to - Strategic Plan Trust Fund		1,210,431 562,582		~	-
Tran	nsfer to- Reserves Total Uses	\$	225,195 47,822,100	\$	47,822,100	\$ 45,250,975
	Total Oses	10	77,022,100	4Đ	77,022,100	Ψ 43,230,373
	Net Sources / (Uses)	\$	-	\$	3	\$ -

Memorandum

DATE: May 7, 2019

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance

RE: PRESENTATION OF COMPREHENSIVE FY 2020 BUDGET

Enclosed is the comprehensive budget for FY 2020. The \$117,537,863 budget includes state appropriations and state funded fringe benefits, in addition to ten trust funds. An annual payroll budget of \$43,166,618 provides for 603 full time employees. The campus is further supported by an \$8,712,226 budget to fund part-time non-benefitted faculty and staff who support core functions of the University. The University budget supports activities in seven functional areas; President, Administration and Finance, University Advancement, Academic Affairs, Student Affairs, Enrollment Management, and Institutional Expense. The functional areas are comprised of 111 active budget units, each overseen by a designated budget manager.

Trust Fund revenue generated locally represents 57% of the total budget. Student financial aid from state and federal sources represents 8% of the budget, state operating appropriation is 25% of the budget, and state funded fringe benefits make up the remaining 10%.

The administration began the FY 2020 budget cycle in October 2018 with a recommendation to the Board of Trustees to freeze the General Fee at the FY 2019 rate. Since that time operating expenditures have been reconciled, sub groups of Cabinet have been convened to evaluate various cost containment and budget alignment strategies and requests for funding that align with the universities priorities have been gathered across divisions. Throughout the current fiscal year supplemental funds have been received from the Commonwealth to alleviate the pressures of collective bargaining costs. The administration has strategically aligned those resources, through various budget amendments, with the intent of optimizing their use to address the broader strategic priorities of the University. Several budget amendments approved in FY 2019 will be sustained into FY 2020.

The FY 2020 budget includes a carry forward of FY 2019 Amendment #1 which funded a contribution to the Capital Improvement Trust Fund of \$1,210,431. This was approved as a one-time investment in FY 2019. The FY 2020 budget reflects this contribution becoming an annual investment to the Capital Improvement Trust Fund. This annual investment supports the Strategic Plan 2015-2020 strategy under goal number five to "implement the campus master plan based on evolving strategic priorities and consistent with principles of green building and environmental sustainability" and will provide much needed resources for future capital investment.

FY 2019 Amendment #2 provided one-time resources of \$562,582 to fund the dormant Strategic Plan Trust Fund (SPTF). The amendment was approved with the intention to revisit the SPTF guidelines and defer any commitment of funds until a refreshed approach to allocating the resources is articulated and brought back to the Board for approval. The FY 2020 Budget includes the Strategic Plan Trust Fund referencing the available resources. University leadership intends to evaluate how best to administer the funds as we close out The Strategic Plan 2015-2020 and look towards developing a new plan. A revised trust fund guideline will be prepared and brought to the Board for approval in the fall along with a recommendation of how to administer the funds.

In April 2019 the University received an additional \$225,195 to cover collective bargaining costs related to the APA and AFSCME agreements. The timing of the receipt of these funds as we approach fiscal year end makes it impractical to program the costs in the FY 2019 budget. FY 2019 Amendment #3 allows the funds to fall to surplus as FY 2019 fiscal year is closed. The FY 2020 budget includes a one-time appropriation of the \$225,195 from the unrestricted reserve balance at July 1, 2019 to address divisional priorities in FY 2020.

The budget also reflects anticipated formula funding of \$261,795 that will provide an increase to base funding on an ongoing basis. This resource has also been set aside in the FY 2020 budget to address prioritized initiatives. There are a multitude of initiatives in process, some of which are in study and other for which we are entering the initial implementation phase. Initiatives in process include implementing recommendations in the areas of strategic positioning and enrollment, the master plan study of classroom technology and furnishings, an assessment of information technology infrastructure and resources, and implementation of online degree programs, in addition to a significant list of additional competing requests for funds to address strategic priorities and sustain existing University operations.

As we present this comprehensive budget we still await the conclusion of the Commonwealth's budget process. It is fortunate that the university had received additional state resources in FY 2019 providing for financial flexibility and an opportunity to invest in strategic initiatives. The investment of these resources is intended to assist the University in navigating through the current higher education landscape that has become increasingly more competitive to attract, enroll and retain students due to a shrinking pool of prospective students.

The proposed FY 2020 budget as presented in this package holds all tuition and fees, and base level room and board charges, at FY 2019 rates. The cost of attendance for an in-state commuter student remains at \$10,161 per year, while the base cost for an in-state resident student remains at \$21,959 per year. The base cost for an out-of-state resident student remains at \$28,039 per year.



FY 2020

Comprehensive University Budget



Worcester State University FY 2020 Budget Package

I Fiscal Year 2020 Budget Overview

II Fiscal Year 2020 Budget

- 1 Summary FY2020 Budget Sources and Uses of Funds
- 2 Pie Chart: Source of Funds
- 3 Bar Chart: Use of Funds
- 4 FY 2020 Summary of Sources of Funds
- 5 FY2020 Trust Fund Summary
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III Individual Fund Budgets compared with FY2019 Budget

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- 9 General Operating Budget Expenditures by Division and Pie Chart
- 10 State Maintenance Appropriation (111)
- 11 General Trust Fund (400)
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- 15 Wellness Center Trust Fund (429)
- 16 Parking Fines Scholarship Fund (439)
- 17 Health Services Trust Fund (442)
- 18 Residence Halls Trust Fund (445)
- 19 Student Activities Trust Fund (446)
- 20 Residence Hall Technology and Equipment Trust Fund (448)

IV Appendix

- A Budget Fee Package
- B Capital Adaptation and Renwal spending plan
- C FY 2020 Tuition and Fee Schedule





Vice President, Division of Administration and Finance

Phone: 508-929-8087 Fax: 508-929-8433

Memorandum

DATE:

May 7, 2019

TO:

Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance

RE:

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Worcester State University

Summary of Sources and Uses of Funds FY 2020 - All Sources and Trust Funds

		3.757	
sources	of Funds: State Appropriation	\$	29,682,709
	State Supported Fringe Benefits	\$	11,656,361
	Other State Revenues		1,017,277
	Federal Student Aid		7,975,556
	Institutional Sources		67,233,102
	Total Sources	\$	117,565,005
ses of I	The state of the s		
AA	Regular Employees	\$	43,166,618
BB	Employee Related Expenses		779,663
CC	Temporary Part-Time Employees		8,712,226
DD	Staff Benefit Expenses		16,656,754
EE	Administrative Expenses		2,835,945
FF	Facility Operation Supplies		2,411,106
GG	Energy/Space Rental		11,854,375
НН	Professional Services		1,452,818
IJ	Operational Services		792,333
KK	Equipment Purchase		131,412
LL	Equipment Lease, Maintenance, Repair		1,454,457
NN	Infrastructure & Building Improvements		6,176,253
RR	Educational Assistance		12,174,508
SS	Debt Service		986,100
UU	Information Technology		2,294,245
XX	Unallocated		562,582

Total Uses

Transfer Out

Transfer to Reserves

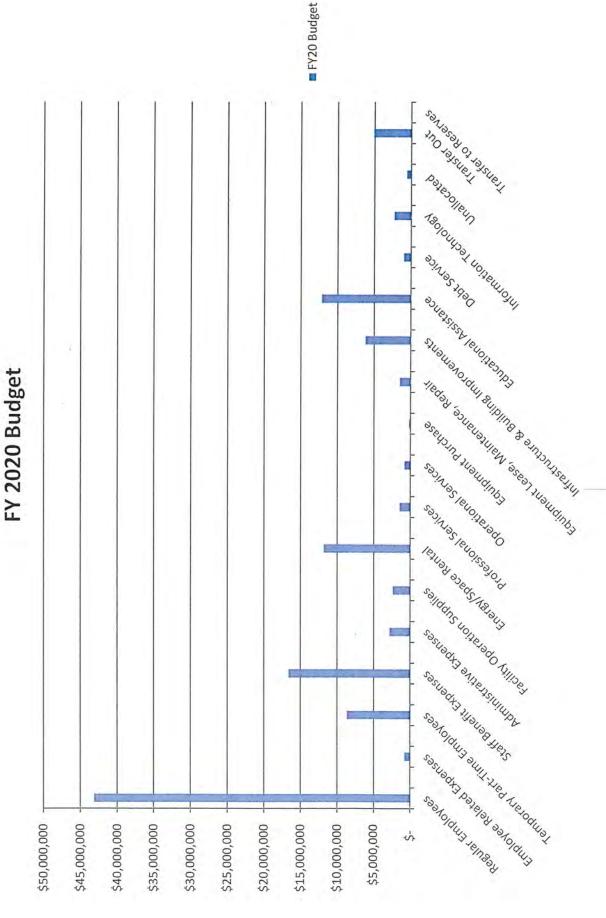
5,123,610

\$ 117,565,005

Other State Revenues 1% State Supported Fringe Benefit ederal Student Aid 7% State Appropriation 25% Institutional Sources 57%

Worcester State University Sources Of Funds FY 2020 Budget

Worcester State University
Uses of Funds



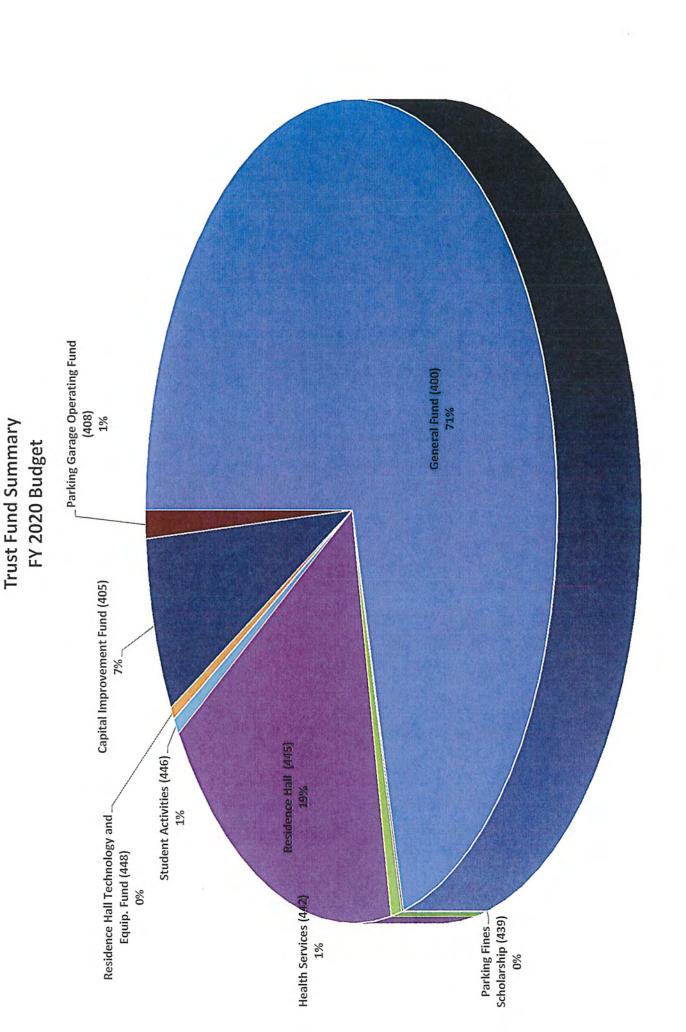
Worcester State University Summary of Sources

FY 2020 - All Sources and Trust Funds

State Sources		
Annual State Maintenance Appropriation State Supported Fringe Benefits Student Aid Program (Cash Grant & PT Student)	11,656,361 1,017,277	\$ 29,682,709
Total Other State Sources		12,673,638
Total State Sources		 42,356,347
Federal Sources		
SEOG Program	225,853	
College Work Study Program	113,447	
Pell Grants	7,522,901	
Local match (Transfer from General Trust Fund Reserve)	113,355	
Total Federal Sources		7,975,556
Institutional Sources		
Revenue		
General Fund	47,241,093	
Parking Fines Scholarship Fund	96,896	
Health Services Fund	445,573	
Residence Halls Fund	12,602,892	
Student Activities Fund	295,913	
Residence Hall Technology and Equip. Fund	327,580	
Capital Improvement Fund	4,553,124	
Wellness Center Trust Fund	125,000	
Transfers In		
*Transfer from Health Services Fund Reserve	104,188	
*Transfer from Student Activities Trust Fund Reserve	134,087	
*Transfer from Capital Improvement Trust Fund	744,174	
*Transfer from Reserves	562,582	
*Transfer from Reserves	225,195	
Total Institutional Sources	A 77 P. 1 P. 1	67,233,102
Total Sources		\$ 117,565,005

Worcester State University
Trust Fund Summary
FY 2020 Requested Budget

	Budget	FY 2020	
	Sources	Uses	
General Fund (400)	\$47,241,093	\$ 47,241,093	70%
Parking Fines Scholarship (439)	96,896	96,896	0%
Health Services (442)	549,761	549,761	1%
Residence Hall (445)	12,602,892	12,602,892	19%
Student Activities (446)	430,000	430,000	1%
Residence Hall Technology and Equip. Fund (448)	327,580	327,580	0%
Capital Improvement Fund (405)	4,553,124	4,553,124	7%
Parking Garage Operating Fund (408)	744,174	744,174	1%
Wellness Center (429)	125,000	125,000	0%
Strategic Plan (410)	562,582	562,582	1%
Total Trust Fund Budget	\$67,233,102	\$ 67,233,102	



Worcester State University

Worcester State University Operating Revenue FY 2020 Budget

	FY2020 Requested Budget	FY2019 Approved Budget Amendment #1, #2 & #3
State Sources		
State Maintenance	41,339,070	38,521,843
Total State Sources	41,339,070	38,521,843
Institutional Sources		
General Trust Fund		
Tuition/ In state Undergraduate	4,370,808	4,653,000
Tuition/ Graduate	1,764,882	1,720,000
Tuition/ Out of State Undergraduate	1,314,670	1,362,000
Total Tuition	7,450,360	7,735,000
Waivers/Undergraduate	(177,008)	(178,000)
Waivers/Graduate	(239,207)	(241,000)
Total Tuition Waivers	(416,215)	(419,000)
Net Tuition	7,034,145	7,316,000
Undergraduate Day Division	34,036,000	34,036,000
Undergraduate Eve/Summer Programs	2,608,738	2,656,000
Graduate School	1,389,717	1,363,000
Total Fees	38,034,455	38,055,000
Undergraduate Day Division waivers	(955,813)	(638,000)
Undergraduate Eve/Summer Programs/wai	(69,014)	(77,000)
Graduate Fee waiver	(144,688)	(193,000)
Total Fees Waivers	(1,169,515)	(908,000)
Net Fees	36,864,940	37,147,000
Application Fees	119,700	121,000
Special fees	332,708	345,000
Commencement Fees	3,825	2,500
Transcript Fees	53,250	50,000
Orientation Fees	137,865	134,000
Testing Fees	12,070	18,000
Libr. fines/ copier inc.	835	1,600
Activity income	50,310	77,000
Commissions	302,568	355,000
Non-Credit Courses incl Restricted	587,372	741,000
Center for Effective Instruction	293,304	341,000
Intensive English Institute	503,609	484,000
Center for Business & Industry	50,000	50,000
Facilities rentals Miscellaneous	480,746	388,000
iviiscentaneous	188,651	251,000
Other income	3,116,813	3,359,100
Total General Trust Fund Source	47,015,898	47,822,100
General Operating Budget Income	\$ 88,354,968	\$ 86,343,943

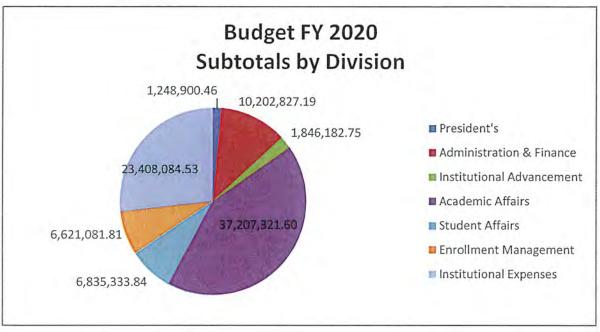
Worcester State University

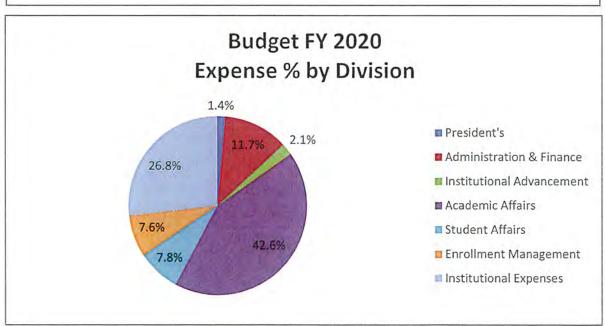
General Operating Budget (111 & 400) FY 2020 Budget

			FY2020 Requested Budget	FY2019 Approved Budget Amendment #1, #2 & #3
Sourc	ces of Funds:	-		
	Revenues	\$	76,698,607	\$ 76,452,680
	State Funded Fringe Benefits	\$	11,656,361	\$ 9,891,263
	Transfer in -Reserves	\$	225,195	
	Total Sources	\$	88,580,163	\$ 86,343,943
Ileee	of Funds:			
AA	Regular Employees	\$	41,761,654	\$ 40,665,037
ВВ	Employee Related Expenses		733,163	748,462
CC	Temporary Part-Time Employees		8,403,476	8,135,822
DD	Staff Benefit Expenses		16,123,008	15,219,553
EE	Administrative Expenses		2,614,549	2,500,496
FF	Facility Operation Supplies		1,886,106	1,499,726
GG	Energy/Space Rental		2,389,498	2,389,498
НН	Professional Services		951,188	1,068,325
JJ	Operational Services		771,333	761,227
KK	Equipment Purchase		61,412	120,748
LL	Equipment Lease, Maintenance, Repair		1,253,157	1,256,681
NN	Infrastructure & Building Improvements		5,366,969	5,064,969
RR	Educational Assistance		2,490,961	2,510,961
SS	Debt Service		307,013	307,013
UU	Technology Expenses		2,256,245	2,097,217
	Transfer to - Capital Improvement Trust Fund		1,210,431	1,210,431
	Transfer to - Strategic Plan Trust Fund			562,582
	Transfer to - Reserves			225,195
	Total Uses	\$	88,580,163	\$ 86,343,943
	Net Sources / (Uses)	\$		\$ -
		-		

Worcester State University 400/111 Expenditures by Division FY 2020 Budget

Class	Division	Budget FY 2020 Subtotals	Budget FY 2020 Exp %
2	President's	1,248,900.46	1.4%
3	Administration & Finance	10,202,827.19	11.7%
4	Institutional Advancement	1,846,182.75	2.1%
6	Academic Affairs	37,207,321.60	42.6%
7	Student Affairs	6,835,333.84	7.8%
8	Enrollment Management	6,621,081.81	7.6%
3	Institutional Expenses	23,408,084.53	26.8%
		\$87,369,732.18	100.0%





Worcester State University

State Maintenance Appropriation (111) FY 2020 Budget

		FY2020 Requested Budget	FY2019 Approved Budget Amendment #1, #2 & #3
Sources	of Funds:	1-57, 100, 100,	TALK KINDS
	State Appropriation State Funded Fringe Benefits	\$29,682,709 11,656,361	\$ 28,630,580 9,891,263
	Total Sources	\$41,339,070	\$ 38,521,843
Uses of I	Funds:		
AA	Regular Employees	\$29,682,709	\$ 28,630,580
BB	Employee Related Expenses		4.
cc	Temporary Part-Time Employees	17	Ŧ
DD	Staff Benefit Expenses	11,656,361	9,891,263
EE	Administrative Expenses	F-	
$\mathbf{F}\mathbf{F}$	Facility Operation Supplies	-	
GG	Energy/Space Rental	-	2
HH	Professional Services	100	-
JJ	Operational Services	11.2	-
KK	Equipment Purchase	10-2	-
NN	Infrastructure & Building Improvements	-	1
	Total Uses	\$41,339,070	\$ 38,521,843
	Net Sources / (Uses)	\$ -	\$ -

Worcester State University General Trust Fund (400) FY 2020 Budget

			FY2020 Requested Budget	FY2019 Approved Budget Amendment #1, #2 & #3
Source	es of Funds:	-		112, 112 00 110
	Revenues Transfer in - Reserves	\$	47,015,898 225,195	\$ 47,822,100
	Total Sources	\$	47,241,093	\$ 47,822,100
Uses o	of Funds:			
AA	Regular Employees	\$	12,078,945	\$ 12,034,457
BB	Employee Related Expenses		733,163	748,462
CC	Temporary Part-Time Employees		8,403,476	8,135,822
DD	Staff Benefit Expenses		4,466,647	5,328,290
EE	Administrative Expenses		2,614,549	2,500,496
FF	Facility Operation Supplies		1,886,106	1,499,726
GG	Energy/Space Rental		2,389,498	2,389,498
НН	Professional Services		951,188	1,068,325
JJ	Operational Services		771,333	761,227
KK	Equipment Purchase		61,412	120,748
LL	Equipment Lease, Maintenance, Repair		1,253,157	1,256,681
NN	Infrastructure & Building Improvements		5,366,969	5,064,969
RR	Educational Assistance		2,490,961	2,510,961
SS	Debt Service		307,013	307,013
UU	Technology Expenses		2,256,245	2,097,217
	Transfer to - Capital Improvement Trust Fund Transfer to - Strategic Plan Trust Fund Transfer to - Reserves		1,210,431	1,210,431 562,582 225,195
	Total Uses	\$	47,241,093	\$ 47,822,100
	Net Sources / (Uses)	\$	-	\$ -

Worcester State University
Capital Improvement Trust Fund (405)
FY 2020 Budget

	,1	FY2020 Requested Budget	FY2019 Approved Budget Amendment #1, #2 & #3
Sources of Funds:	14	7.7	1376 ev. 1
Capital Improvement Fee	\$	3,281,678	\$ 3,171,662
Transfer In - General Fund		1,210,431	1,210,431
Parking Revenue		61,015	61,015
Total Sources	\$	4,553,124	\$ 4,443,108
Uses of Funds:			
SS - Debt Service	\$	679,087	\$ 790,050
Transfer Out - Parking Garage Oper. Fund		744,174	750,859
Transfer Out - To Reserves		3,129,863	2,902,199
Total Uses	\$	4,553,124	\$ 4,443,108
Net Sources / (Uses)	\$	-	\$ -
	-		

Worcester State University

Parking Garage Operating Fund (408) FY 2020 Requested Budget

		FY2020 Requested Budget		FY2019 Approved Budget	
Source	es of Funds:	-	17010	-	
	Transfer In - Capital Improvement T. F.	\$	744,174	\$	750,859
	Total Sources	\$	744,174	\$	750,859
Uses o	f Funds:				
FF	Facility operating supplies	\$		\$	~
GG	Energy and space rental		703,044		699,630
НН	Professional services		630		+
JJ	Operational services		-		-
LL	Equipment lease, maint and repair		2,500		2,500
NN	Construction/Maintenance/Improvements	\$	38,000	\$	48,729
	Total Uses	\$	744,174	\$	750,859
	Net Sources / (Uses)	\$	1 2	\$	16

Worcester State University Strategic Plan Trust Fund (410) FY 2020 Budget

		F	FY2020 Requested Budget
Sources of Fund	s:	_	
1,1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1	in -Reserves	\$	562,582
	Total Sources	\$	562,582
Uses of Funds:			
BB Employee	Related Expenses		
CC Temporar	y Part-Time Employees		
DD Staff Bene	efit Expenses		
EE Administr	rative Expenses		
FF Facility O	peration Supplies		
GG Energy/S	pace Rental		
HH Profession	nal Services		
JJ Operation	nal Services		
KK Equipmer	nt Purchase		
LL Equipmen	nt Lease, Maintenance, Repa	air	
NN Construct	tion/Maintenance/Improver	ments	
XX Unallocat	ed		562,582
	Total Uses	\$	562,582
Net Source	ces / (Uses)	\$	14

Worcester State University Wellness Center Trust Fund (429) FY 2020 Budget

		R	FY2020 equested Budget	P	FY2019 Approved Budget
Source	es of Funds: Revenues	\$	125,000	\$	-0.3
	Revenues	Ф	125,000	Ф	135,832
	Total Sources	\$	125,000	\$	135,832
Uses o	of Funds:				
BB	Employee Related Expenses				
CC	Temporary Part-Time Employees		9,000		8,995
DD	Staff Benefit Expenses				
EE	Administrative Expenses		25,000		
FF	Facility Operation Supplies		9,000		10,379
GG	Energy/Space Rental				
НН	Professional Services				
JJ	Operational Services				
KK	Equipment Purchase		40,000		34,930
LL	Equipment Lease, Maintenance, Repair		30,000		
NN	Construction/Maintenance/Improvements				
	Transfer Out - To Reserves		12,000		81,528
	Total Uses	\$	125,000	\$	135,832
	Net Sources / (Uses)	\$	<u></u> Q	\$	-

Worcester State University
Parking Fines Scholarship Fund (439)
FY 2020 Budget

		FY2020 Requested Budget		FY2019 Approved Budget		
Sourc	es of Funds:	-		_		
	Fines and Other Income	\$	78,205	\$	110,086	
	Transfer in - Reserves		18,691		-	
	Total Sources	\$	96,896	\$	110,086	
Uses o	of Funds:					
EE	Administrative Supplies		36,896		45,000	
RR	Educational Assistance		60,000		60,000	
	Transfer Out - To Reserves		-		5,086	
	Total Uses	\$	96,896	\$	110,086	
	Net Sources / (Uses)	\$	-	\$	J- 12	

Worcester State University
Health Services Trust Fund (442)
FY 2020 Budget

		FY2020 Requested Budget			FY2019 Approved Budget		
Source	es of Funds:	-					
	Fees and Other Income	\$	445,573	\$	445,623		
	Transfer In - reserves	\$	104,188	\$	121,299		
	Total Sources	\$	549,761	\$	566,922		
Uses o	f Funds:						
AA	Regular Employees	\$	77,731	\$	118,271		
BB	Employee Related Expenses		3,500		4,400		
CC	Temporary Part-Time Employees		12,750		11,100		
DD	Staff Benefit Expenses		29,530		43,926		
EE	Administrative Expenses		2,500		3,250		
FF	Facility Operation Supplies		18,000		19,000		
НН	Professional Services		400,000		362,300		
LL	Equipment Lease, Mainttenance, Repair		800		525		
RR	Client Medical Services		950		700		
UU	Technology Expenses		4,000		3,450		
	Total Uses	\$	549,761	\$	566,922		
	Net Sources / (Uses)	\$	100	\$	11		

Worcester State University
Resident Hall Trust Fund (445)
FY 2020 Budget

		FY2020 Requested Budget		FY2019 Approved Budget		
Source	es of Funds: Fees and Other Income	\$	12,602,892	\$	12,682,765	
	Total Sources	\$	12,602,892	\$	12,682,765	
	f Funds:					
AA	Regular Employees	\$	1,327,233	\$	1,260,332	
BB	Employee Related Expenses		35,000		35,000	
CC	Temporary Part-Time Employees		257,000		257,000	
DD	Staff Benefit Expenses		504,216		461,375	
EE	Administrative Expenses		127,000		127,000	
FF	Facility Operation Supplies		267,500		242,500	
GG	Energy/Space Rental		8,461,395		8,694,290	
НН	Professional Services		31,000		26,000	
JJ	Operational Services		15,000		15,000	
KK	Equipment Purchase		25,000		30,000	
LL	Equipment Lease, Maintenance, Repair		118,000		118,000	
NN	Infrastructure & Building Improvements		770,784		775,000	
RR	Educational Assistance		629,764		607,268	
UU	Technology Related Expenses		34,000		34,000	
	Total Uses	\$	12,602,892	\$	12,682,765	
	Net Sources / (Uses)	\$	Jel	\$	i i	

Worcester State University Student Activities Trust Fund (446) FY 2020 Budget

		FY2020 Requested Budget		FY2019 Approved Budget		
Source	es of Funds:	_	, , , , , , , , , , , , , , , , , , ,			
	Fees	\$	295,913	\$	288,872	
	Transfer In - Reserves	\$	134,087	\$	126,128	
	Total Sources	\$	430,000	\$	415,000	
Uses o	f Funds:					
BB	Employee Related Expenses	\$	8,000	\$	8,000	
CC	Temporary Part-Time Employees		30,000		15,000	
DD	Staff Benefit Expenses		0		18	
EE	Administrative Expenses		30,000		30,000	
FF	Facility Operation Supplies		230,500		230,500	
GG	Energy/Space Rental		-		1(4)	
НН	Professional Services		70,000		70,000	
JJ	Operational Services		6,000		6,000	
KK	Equipment Purchase		5,000		5,000	
LL	Equipment Lease, Maintenance, Repair		50,000		50,000	
NN	Construction/Maintenance/Improvements		500		500	
	Total Uses	\$	430,000	\$	415,000	
	Net Sources / (Uses)	\$	14	\$	W.	

Worcester State University
Residence Hall Technology and Equipment Trust Fund (448)
FY 2020 Budget

		FY2020 Requested Budget		FY2018 Approved Budget		
Source	es of Funds:					
	Fees and Other Income	\$	327,580	\$	346,940	
	Total Sources	\$	327,580	\$	346,940	
Uses o	f Funds:					
AA	Regular Employees	\$	-	\$	10	
DD	Staff Benefits Expense		20		-	
EE	Administrative Expenses		3			
GG	Energy/Space Rental		300,438		300,180	
LL	Equipment Lease, Maintenance, Repair		140		4	
UU	Technology Expenses		9		46,760	
	Transfer Out - To Reserves		27,142		1.4	
	Total Uses	\$	327,580	\$	346,940	



Memorandum

DATE: October 25, 2018

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance

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 \$1,210,431that 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					
Sour	ces of Funds:	-	250-10-				
2000	Revenues	\$	1,210,431				
	Total Sources	\$	1,210,431				
Uses	of Funds:						
AA	Regular Employees	\$	1/9				
BB	Employee Related Expenses						
cc	Temporary Part-Time Employees						
DD	Staff Benefit Expenses						
EE	Administrative Expenses						
FF	Facility Operation Supplies						
GG	Energy/Space Rental						
НН	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						
Tra	nsfer to- Capital Improvement Trust Fund	<u> </u>	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	\$	112,503,184	
Uses of l	Funds:			
AA	Regular Employees	\$	42,043,640	37%
ВВ	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%
НН	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	\$	112,503,184	
	1000	**	222,000,101	

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	1	\$ 112,503,184

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

		Aı	FY2019 Approved Budget nendment #1		FY2019 Final Budget	FY2018 Final Budget
Sour	Revenues State Funded Fringe Benefits Total Sources	89 89	75,664,903 9,891,263 85,556,166	\$ \$ \$	74,454,472 9,891,263 84,345,735	\$ 71,883,347 \$ 9,289,371 \$ 81,172,718
Uses	of Funds:					
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
НН	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
Tran	nsfer to- Capital Improvement Trust Fund		1,210,431		Ψ	- 0
	Total Uses	\$	85,556,166	\$	84,345,735	\$ 81,172,718
	Net Sources / (Uses)	\$	1,5,1	\$		\$ -

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

		FY2019 Approved Budget Amendment #1	FY2019 Final Budget		FY2018 Final Budget
Sources	of Funds:		Was son said		0.000000
	State Appropriation	\$27,842,803	\$26,632,372	\$	26,632,372
	State Funded Fringe Benefits Total Sources	9,891,263 \$37,734,066	9,891,263 \$36,523,635	\$	9,289,371 35,921,743
Uses of F	unds:				
AA	Regular Employees	\$27,842,803	\$26,632,372	\$	26,632,372
вв	Employee Related Expenses	-	-		○ - -1
cc	Temporary Part-Time Employees		-		100
DD	Staff Benefit Expenses	9,891,263	9,891,263		9,289,371
EE	Administrative Expenses	2			121
FF	Facility Operation Supplies	-	4		9
GG	Energy/Space Rental	1.0	104-0		2
НН	Professional Services				
JJ	Operational Services	· •	1.0		12
KK	Equipment Purchase	- 4	9	Ti	-
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

		Aı	FY2019 Approved Budget mendment #1	FY2019 Final Budget	FY2018 Final Budget
Source	s of Funds:	-			
	Revenues Total Sources	\$	47,822,100 \$ 47,822,100 \$		\$ 45,250,975 \$ 45,250,975
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
НН	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
Transfe	er Out- To Capital Improvement Trust Fund		1,210,431	9.	-
	Total Uses	\$	47,822,100 \$	47,822,100	\$ 45,250,975
	Net Sources / (Uses)	\$	- \$		\$ -

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

	34. 44	FY2019 proved Budget nendment #1	FY2019 Final Budget	FY2018 Final Budget
Sources of Funds:	-		A 1000	
Capital Improvement Fee	\$	3,171,662	\$ 3,171,662	\$ 3,171,662
Parking Revenue		61,015	61,015	61,015
Transfer In - General Fund	10/81	1,210,431	-	
Total Sources	\$	4,443,108	\$ 3,232,677	\$ 3,232,677
Uses of Funds:				
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	- dun	2,902,199	1,691,768	1,583,827
Total Uses	\$	4,443,108	\$ 3,232,677	\$ 3,232,677
Net Sources / (Uses)	\$		\$	\$
	-			

Reserve Stabilization Plan

	Unrestricted X	Parking C. Fee	Capital Improvement Dedicated re Fee Combin	Dedicated revenue Combined	Expenditures/	Annual Fund Net Unrestricted	Capital Impr. Fund Unrestricted		O.S. Debt	
6/30/2018 - Unrestricted from operations	35,831,022 5								i.	
RUDGET	*****					17,839,673	17,991,349	11	23,413,812	7
FY 2019 results of operations Debt service Transfer to Pkg Gar TF Transfer from operations	2.536.458	000'09	3,201,677	3,261,677	(1,075,650) (860,000) 1,210,431					
0100 02 2009	28.757.086	00000	3201577	2350.627	1010 3000			princ pyt	(680,667)	
	2,119,777	000'09	3,201,677	3261,677	(1,881,900)	17,839,673	70,527,507		22,733,145	1.69
Transfer to Pkg Gar TF Transfer for future projects	*****				(360,000)			princ pyt	(705,667)	
June 30, 2020	40,487,257	900'09	3,201,677	3,261,677	(1,941,900)	1,319,777 year 2	21,847,584		22,027,478	1.84
FY 2021 results of operations Dobt service Transfer to Pkg Car TF	2110377	000'09	3,201,677	3,261,677	(000,100,1)	18,639,673				
	*****		Г					principle.	(730,667)	
Sune 30, 2021	42,597,634 8	000'09	3,201,677	3,261,677	(1951,300)	1,310,377 year 3	23,157,961		21,296,811	2.00
FY 2022 results of operations Debt service Transfer to Pkg Gar TF	2100,627	000'09	3,201,677	3,261,677	(1,101,050)	19,439,613		princpyt	(160,667)	
June 30, 2022	44,698,261 5	000'09	3,201,677	3,261,677	(1,961,050)	J,300,627 year 4	24,458,588	I	20.536.144	218
FY 2023 results of operations Debt service Transfer to Pkg Gar TF	2,057,677	000'09	3,201,677	3,261,677	(1,114,000) (8.60,000)	20,239,673		princ pyr	(199'061)	
June 30, 2023	46,785,938 \$	000'09	3,201,677	3,261,677	(1,974,000)	1,287,677 year S 21,039,673	25,746,265		19,745,477	237
Projected Unrestricted Reserves from Operations June 30, 2023	erations June 30, 202	3			State of the state	46,785,938				
					Project Equity contribution Project Equity contribution Project Equity contribution Project Equity contribution	15,000,000 10,000,000 8,000,000 5,000,000	31,785,938.00 36,785,938.00 38,785,938.00 41,785,938.00	1.61 1.86 1.96 2.12		

Worcester State University Tuition and Fees - Fall 2019/2020

Hudowson deska Dess Districtors &	Annual	Per Semester	Per Cr Hour
Undergraduate Day Division * Cost for Full-Time In-State Student	10,161.00	5,080.50	423.38
Tultion:	20,202,00	0,000.00	120,00
MA Resident	970.00	485.00	40.42
Non-Resident	7,050.00	3,525.00	
NE Regional	1,455.00	727.50	
Fees:			
General Fee	8,373.00	4,186.50	348,88
Student Activity Fee	72.00	36.00	3,00
Student Health Syc 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	no	
Orientation Fee (New Students)	75.00	na na	
Commuter Meal Plan	300.00	150.00	
Division of Graduate and Continuing Educati	on		
Tuition:			
UnderGraduate **			130.00
Graduate			169.00
Fees:			
Administrative Fee			
UnderGraduate			125,00
Graduate			126.50
Capital Improvement Fee			26.50
Other University fees:		77.00	
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



Worcester State University Capital Adaptation and Renewal FY 2020

Operational assessment Studies	24,000 194,000
Roadways/Parking Lots	560,000
Coughlin Field I	550,000
May Street Comprehensive Study I	750,000
Science and Technology Building RTU Replacement II	1,600,000
Infrastructure Upgrades	322,000
	\$ 4,000,000



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:	100,000,000	0.4070-0.00	
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 (waive with proof of coverage)	3,444.00	na	
Orientation Fee (New Students)	75.00	na	
Commuter Meal Plan	300.00	150.00	
Division of Graduate and Continuing Educat Tuition:	cion_		
			100.00
UnderGraduate **			130.00
Graduate			169.00
Fees:			
Administrative Fee			105.00
UnderGraduate			125.00
Graduate Capital Improvement Fee			126.50
Capital improvement ree			26.50
Other University fees:		72.75	
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

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

Field Work Supervision

Internship

15.00

15.00

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

Memorandum

DATE: May 9, 2019

TO: Steve Madaus, Chair, Finance and Facilities Subcommittee

FROM: Kathleen Eichelroth, Vice President for Administration and Finance

RE: FY 2019 TRUST FUND REPORTS- QUARTER 3

Attached are the Trust Fund Reports for the third quarter of Fiscal Year 2019, ended March 31, 2019.

The reports include the "All Trust Funds" revenue and expenditure reports in the same format as presented for previous quarters. There is also a set of "Operating Budget" reports that present the year to date revenue and expenditure results for the combined state appropriated funds and the General Purpose Trust Fund.

As indicated on the "All Trust Funds" report for Revenue, the net percent of earned revenue is 94.93%. At this point traditional semester revenue has been earned and additional revenue to accrue to accounts through June 30 will be realized through summer registrations, other closed courses through DGCE and activity income related to orientations, commissions and conferencing.

The "All Trust Funds" Expenditure report reflects anticipated incremental monthly spending within the trust fund accounts. Spending in the General Fund will continue through June 30th with significant spending in the payroll related accounts and the deferred maintenance accounts with summer improvement projects getting under way after commencement. The Parking Fines Fund, Health Service Fund and Student Activities Fund are expected to be full expended by June 30th. The Residence Hall Trust Fund expenditures are being contained and will not be fully expended. Fall and projected spring occupancy was reviewed mid-year and a decision was made to defer spending in certain lines in an effort to lessen the impact of occupancy being less than 100% during the year as was the practice in FY 2018.

The "Operating Budget" Revenue report includes all sources that directly support the operating budget. Revenue categories in general appear on target as of March 31st with remaining earnings through June 30th to be realized through additional allocations of state appropriations, and end of year postings related to activity income such as Foundation support, conferencing and commissions and other student charges such as orientation fees.

FY 2019 – Quarter 3 Nine Months Ended March 31, 2019 All Trust Funds

- Revenue to-date
- Expenditures to-date

Worcester State University
All Trust Fund Report - Quarter 3
FY19 Budget vs Actuals
Revenues 3/31/2019

200000	3,013,644,64 36,961.15 61,468.20 31,880.51 1,591,91 132,010.57 1,830,48 19,360.00	3,298,747,46
Percent of	93.70% 98.86% 0.00% 54.75% 71.04% 99.64% 99.37% 94.42%	94.93%
Revenue Earned	44,808,455.36 3,195,715.85 74,363.80 78,205,49 444,031.09 12,550,754.43 287,041.52 327,580.00	61,766,147.54
Revenue Budget Excluding Transfers	47,822,100.00 3,232,677.00 135,832.00 110,086.00 445,623.00 12,682,765.00 288,872.00 346,940.00	65,064,895.00
Original Budget - BOT	47,822,100.00 3,232,677.00 750,859.00 135,832.00 110,086.00 566,922.00 12,682,765.00 415,000.00 346,940.00	00.181,000
Account Description	General Trust Fund (400) Capital Improvement Trust Fund (405) Parking Garage Operating Fund (408) Wellness Center Trust Fund (429) Parking Fines Scholarship Fund (439) Health Services Trust Fund (442) Resident Hall Trust Fund (446) Student Activities Trust Fund (446) Residence Hall Technology and Equipment Trust Fund (448)	

66,063,181.00	(750,859.00)	(247,427.00)
Approved Budget	Amount is not earned revenue but transfers to fund current activity	Amount is not earned revenue but reserve balances budgeted to fund current activity

65,064,895.00

Variance

Worcester State University
All Trust Fund Report - Quarter 3
FY19 Budget vs Actuals
Expenses 3/31/2019

	Original	Expenditure	Expenditure	Percent of	
Account Description	Budget - BOI	Budget	Actual	Budget Spent	Available
General Trust Fund (400)	47,822,100	46,889,745.00	28,862,621.50	61.55%	18,027,123.50
Capital Improvement Trust Fund (405)	3,232,677	790,050.00	790,650.00	100.08%	(600.00)
Parking Garage Operating Fund (408)	750,859	750,859.00	696,725.59	92.79%	54,133.41
Wellness Center Trust Fund (429)	135,832	135,832.00	8,892.02	6.55%	126,939.98
Parking Fines Scholarship Fund (439)	110,086	105,000.00	95,983.14	91.41%	9,016.86
Health Services Trust Fund (442)	566,922	566,922.00	323,936.38	57.14%	242,985.62
Resident Hall Trust Fund (445)	12,682,765	12,682,765.00	11,019,552.56	86.89%	1,663,212.44
Student Activities Trust Fund (446)	415,000	455,000.00	262,055.69	57.59%	192,944.31
Residence Hall Technology and Equipment Trust Fund (448)	346,940	346,940.00	337,177.34	97.19%	9,762.66
	66 063 181 00	62 723 113 00	CC 723 113 00 A7 307 504 27	%03 L3	30 335 510 70

66,063,181.00	(750,859.00)	(1,691,768.00)	(5,086.00)	40,000.00	(932,355.00)
Approved Budget	Amount reflects a budgeted transfer from fund 405 to fund 408	Amount reflects a transfer to fund balance to increase reserves in fund 405	Amount reflects a transfer to fund balance to increase reserves in fund 439	Amount reflects a transfer from reserves in fund 446	Amount reflects the Amendment 1 transfer from fund 400 to fund 405

62,723,113.00

Variance

FY 2019 – Quarter 3 Nine Months Ended March 31, 2019 Operating Budget

(State Appropriations and General Purpose Trust Fund only)

- Revenue to-date
- Expenditures to-date

Worcester State University FY19 Budget vs Actuals - Quarter 3 Operating Budget Revenue (Source 400 & 111) 3/31/2019

Description	Original Budget - Upload	Revenue Earned Actual	Percent of	9
Acadomic Food	101 007		במתפרו במוווכת	Onearned
Academic rees	(38,707,500.00)	(38,340,030.68)	%50 66	1557 150 221
Foo Waiyers	00 000 000		0,000	(20.604,100)
c Avaivers	908,000.00	1,169,514.48	128.80%	101 111 101
Tuition	(0.00,000,130,0)	1000		(201,014.40)
	(00.000,100,00)	(1,055,905.78)	75,46%	100 795 (1)
Tuition Waivers	119 000 00	1 000	1	(27:100,001,1)
	413,000.00	438,/1/.60	104.71%	(19.717.60)
Activity Income	(328.000.00)	(5,775,71)	1 750	(00:12:/22)
, in the contract of the contr	(22.2.2./	(T).C+(C)	1.75%	(322,254.29)
Other Student Charges	(762,600,00)	17 015 005 371	1001 551	
		(17:000,010,1)	155.10%	252,405.27
State Maintenance	(36,523,635.00)	(23.100.172.50)	63 25%	יסד ביים ביבה ביבו
		100:11:00-1-1	02:53/0	(13,423,462.50)
				1
	(84,345,735,00)	(87 908 627 86)	90 510/	100
		100:17010001101	%TC.00	(15,437,107.14)

Worcester State University FY19 Budget vs Actuals - Quarter 3 Operating Budget Expenses (Source 400 & 111) 3/31/2019

Account Description	Object	Budget - BOT	Budget	Actual	Budget Spent	Available
Regular Employees	AAA	40,665,037.00	40,673,312.52	27,671,004.54	68.05%	13,002,307.98
Employee Related Expenses	BBB	748,462.00	782,898.30	466,249.74	62.29%	316,648.56
Temporary Part-Time Employees	222	8,135,822.00	8,259,624.59	6,517,363.58	80.11%	1,742,261.01
Staff Benefit Expenses	DDD	15,219,553.00	15,219,552.67	2,401,870.17	15.78%	12,817,682.50
Administrative Expenses	EEE	2,500,496.00	2,312,790.40	2,035,242.14	81.39%	277,548.26
Facility Operation Supplies	FFF	1,499,726.00	1,479,434.67	1,024,768.19	68.33%	454,666.48
Energy/Space Rental	999	2,389,498.00	2,277,730.00	1,643,995.82	%08.89	633,734.18
Professional Services	HHH	1,068,325.00	1,694,066.23	1,694,066.23	158.57%	00.00
Operational Services	TIT	761,227.00	759,421,39	669,234.93	87.92%	90,186.46
Equipment Purchase	KKK	120,748.00	211,849,55	211,849.55	175,45%	00.00
Equipment Lease, Maintenance, Repair	TIT	1,256,681.00	1,280,648.93	1,004,084.28	79.90%	276,564.65
Infrastructure & Building Improvements	NNN	5,064,969.00	4,430,217.73	1,675,685.90	33.08%	2,754,531.83
Educational Assistance	RRR	2,510,961.00	2,476,845.00	2,287,565.80	91.10%	189,279.20
Debt Service	SSS	307,013.00	307,013.00	168,151.91	54.77%	138,861.09
Technology Expenses	nnn	2,097,217.00	2,180,330.02	1,705,049.92	81.30%	475,280.10
		84,345,735.00	84,345,735.00	51,176,182.70	%29.09	33,169,552.30

4		

5/9/2019

GRANT AWA	GRANT AWARDS IN FY2019					7/1/18-3/31/19							
Grant Name	Source of Funds	Туре	Amount Applied For	Amount	Dept.	a	Grant Start	Grant End	Report Due	Unit	Source	IPED	Comments
Total Grant Dollar	Total Grant Dollars 7/1/18-3/31/19:	\$1,294,	\$1,294,037.04										
						3rd Quarter: 1/1/19-3/31/19	1/1/19-3/31/	19					
Federal													
Volunteer Income Tax Assistance (VITA) Community Builders	Community Builders/CDBG	Federal	4,566.00	4,566.00	Business	M. Love/M. Shamgochian	1/15/19	4/17/19	Final	661	280	ю	
Using Relational Scaffolding to Develop Innovative	U.S.D.E /Holy Cross	Federal	342,498.00	0.00	Psychology	B. Jee							Declined
State													
Open Sky	Open Sky/Mass Development	State	7,733.52	7,733.52	Center for Social Innovation	M. Johnsen & P. Friedland	1/20/19	6/30/19	Final	929	009	ю	
Dept. of Higher Ed. Housing Pilot	DHE	State	30,000.00	30,000.00	Student Affairs	J. Kazarian	1/11/19	6/30/19	7/31/19	700	009	9	
WSU Early College	DHE/QCC	State	50,880.52	50,880.52	Enrollment Management	R. Forsythe & M. Marion	3/10/19	6/30/19	7/1/19	819	009	1	
WSU Private													
Today's Vote	Campus Compact /Kennedy Institute	WSU	1,850.00	1,850.00	History / Binienda Center	A. Dell'Aera & M. Wagner	2/12/19	6/30/19	Annual	999	200	3	
WS Foundation Private													
United Way Volunteer Income Tax Assistance	United Way	Foundation Revenue	1,000.00	1,000.00	Business	M. Love /M. Shamgochian	2/14/19	5/1/19	End grant period	289	831	3	
Latinos Involved in Discovering Educational Resources	Balfour Foundation	Foundation Revenue	88,371.00	75,000.00	LEJ.	M. Marion	5/1/19	5/1/20	Annual	687	831	м	
	Total	3rd Quarter	Total 3rd Quarter Grant Dollars	171,030.04									
						2nd Quarter: 10/1/18-12/31/18	0/1/18-12/3:	1/18					
Federal													
Southbridge 21st Century	USDE/SPS	Federal	28,000.00	28,000.00	IEI	M. Marion	11/1/18	8/15/19	Annual	687	280	3	
State													
Mass Biomedical Initiatives Science, Tech., Earth Sci., Math Latino Education Institute	MA Office of Business Dev	State	68,000.00	61,000.00	LEI	M. Marion	12/20/18	6/30/19	7/31/19	289	009	м	

5/9/2019

GRANT AWA	GRANT AWARDS IN FY2019			3		7/1/18-3/31/19							
Grant Name	Source of Funds	Type	Amount Applied For	Amount	Dept.	ч	Grant Start	Grant End	Report Due	Unit	Source	IPED	Comments
Mass Biomedical Initiatives Science, Tech., Earth Sci., Math Intensive English Language Institute	MA Office of Business Dev	State	17,000.00	17,000.00	IEL/DGCE	R. Kyle	12/20/18	6/30/19	7/31/19	989	009	1	
Mass Biomedical Initiatives Science, Tech., Earth Sci., Math School of Health, Education & Natural Sci.	MA Office of Business Dev	State	41,300.00	29,355.00	STEM Center /SHENS	D. Barnard & L. Larrivee	12/20/18	6/30/19	7/31/19	640	009	1	
FY19 Performance Incentive Fund 3 100 Males to College	DHE	State	100,000.00	50,000.00	Enrollment Management	R. Forsythe, M. Uribe-Jennings, MaryJo Marion	10/1/18	9/21/19	10/1/19	819	165	1	
FY19 PIF Open Educational Resources Amherst	DHE/Umass Amherst	State		\$10,000 in- kind effort only	Library	M. Bejeune	10/1/18	9/21/19				H	No account set up as grant is in-kind effort only
WSU Private													
WS Foundation Private													
Research and Development	Nellie Mae Foundation	Foundation	45,000.00	45,000.00	רבוי	H. Ramirez	1/11/19	1/10/20	Annual	687	831	m	
Ellsworth Worcester Institute for Parent Leadership & Engagement		Foundation		7,500.00	L.E.I.	H. Ramirez	12/13/18	12/12/19	Annual	687	831	m	
Greater Worcester Community Foundation Family Engagement	Greater Worcester Community Foundation	Foundation	25,000.00	25,000.00	L.E.I.	M. Marion	12/4/18	12/3/19	Annual	687	831	m	
Encouraging Latinos to Achieve Excellence	GWCF	Foundation		12,000.00	ij	M. Marion	11/1/18	9/30/18	Annual	687	831	m	
Afterschool & Out of School Time Quality	DESE	Foundation	30,000.00			M. Marion	10/1/18	8/31/20	Annual	687	831	m	
	Total	2nd Quarter	Total 2nd Quarter Grant Dollars	304,855.00									
						1st Quarter 7/1/18-9/30/18	1/1/18-9/30/	18		1			

GRANT AWA	GRANT AWARDS IN FY2019					7/1/18-3/31/19							
Grant Name	Source of Funds	Туре	Amount Applied For	Amount	Dept.	В	Grant Start	Grant End	Report Due	Unit	Source	IPED	Comments
Federal													
Health Occupations Students of America (HOSA)	USDE Perkins/DESE	Federal	60,000.00	60,000.00	Health Sciences	J. Vallejos	10/31/18	8/31/19	Annual	646	280	æ	State Coordinator for MA schools in Health Occupations Students of America.
Worcester Public Schools Immigrant Program	us USDE Title III/WPS	Federal	20,000.00	20,000.00	l91	M. Marion	7/1/18	8/31/18	Annual	287	280	m	
National Science Foundation (NSF) Noyce Mass Teach	h NSF/DHE	Federal	411,635.00	411,635.00	SHENS	D. Barnard & L. Larrivee	7/1/18	6/30/23	Annual	640	280	н	
State Family Services Central													
MA/Educator & Provider Support	EEC/FSCM	State	37,750.00	37,750.00	Education	C. Donnelly	7/1/18	6/30/19	Annual	645	009	1	
Commonwealth Dual Enrollment Program 100	Ä	ş te	30 000 02	00 000 08	Enrollment	R. Forsythe, M. Marion, M. Uribe- Jennings	7/1/18	91/02/9	91/1/2	2	CG		
again of calego		C total	40,000,00	00 000 07	Enrollment	R Foresthe	2/1/7	6/30/19	lei mad	21.8	009		
Quinsigamond Community College Early College	¥0	State	16,500.00	16,500.00	Enrollment Management/LEI	R. Forsythe & M. Marion	7/1/18	6/30/19	Annual	289	009	m	
WS Foundation Private													
Springfield Empowerment Zone	Springfield Empowerment Zone	Foundation	30,000.00	27,440.00	LE.I.	M. Marion	8/15/18	6/30/19	Annual	687	831	m	
Teen Circle	Nellie Mae Foundation	Foundation Revenue	74,827.00	74,827.00	L.E.I.	M. Marion	8/1/18	7/31/19	Annual	687	831	m	
People's United	People's United Community Foundation	Foundation	4,000.00	4,000.00	LEI	M. Marion	7/11/18	7/10/19	Annual	687	831	m	
Family Engagement	Barr Foundation	Foundation Revenue		0.00	L.E.I.	M. Marion							Declined
Mass Humanities Springfield	Mass Humanities	Foundation	10,000.00	10,000.00	LEIL	M. Marion	7/1/18	8/31/19	Annual	687	831	m	
Boston Fnd Puerto Rico	Boston Foundation		20,032.00	20,000.00	L.E.I.	M. Marion	7/1/18	6/30/19	Annual	687	831	м	

GRANT AWA	GRANT AWARDS IN FY2019					7/1/18-3/31/19								
			Amount Amount	Amount										
Grant Name	Source of Funds	Type	Applied For	awarded	Dept.	PI	Grant Start	Grant End	Grant Start Grant End Report Due	Unit	Source	IPED	Comments	1
Families Active in														
the Mission of									-					
Education,		Foundation								•				
Springfield	Mass Mutual	Revenue	30,000.00	30,000.00	L.E.I.	M. Marion	7/1/18	6/30/19	Annual	687	831	е		_
United Way -														
Latina Achievers												•		_
in Search of		Foundation												
Success	United Way	Revenue	36,000.00	36,000.00	L.E.I.	M. Marion	7/1/18	6/30/19	Annual	687	831	ъ		_
	Total	1 1ct Ouartor	Total 1ct Ouarter Grant Dollars 818 152 00	818 152 00										



President's Office Phone: 508-929-8020 Fax: 508-929-8191

Email: bmaloney@worcester.edu

NOTICE

THE NOMINATING COMMITTEE OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES WILL MEET AT 10:00 A.M. ON WEDNESDAY, MAY 15, 2019 IN THE LOUGEE CONFERENCE ROOM AT MIRICK O'CONNELL, 17TH floor, 100 FRONT STREET, WORCESTER, MASSACHUSETTS.

- 1. CALL TO ORDER
- 2. VOTES
- 3. PRESENT SLATE OF OFFICERS 2018-2019
- 4. PRESENT TRUSTEES Expiration of Terms
- 5. ADJOURN

Judith B. St. Gmand

May 8, 2019

NOMINATING COMMITTEE

Trustee Aleta Fazzone Trustee Stephen Madaus Trustee Marina Taylor

All trustees are welcome

Nominating Committee

VOTES

Upon a motion made and seconded, it was

OTED:	to recommend approval to the full Board the following slate of officers for 2019-2020:
	Chair
	Vice Chair (2)
	Secretary
	Assistant Secretary
	Foundation Board (2)
	Executive Committee
	Alternate
	MA State Colleges
	Presidents/Trustees Association
	(Usually the Chair)
	Alternate (2)
	(Usually 2 Vice Chairs)

Upon a motion made and seconded, it was

VOTED: to adjourn the meeting at

WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES

2018-2019 OFFICERS Elected 6/5/18

Chair Trustee Craig Blais

Vice Chair (2) Trustee Maryanne Hammond

Trustees Stephen Madaus

Secretary President Barry Maloney

Assistant Secretary Ms. Judith St. Amand

Foundation Board (2) Trustee Maryanne Hammond

Trustee Stephen Madaus

Executive Committee Trustee Karen LaFond

Alternate Trustee Aleta Fazzone

MA State Colleges Trustee Craig Blais
Presidents/Trustees Association

Alternate (2) Trustee Maryanne Hammond

Trustee Stephen Madaus

WSU BOARD OF TRUSTEES

Expiration of Terms

Blais, Craig	3/20	
Colombo, Lisa	3/22	
Fazzone, Aleta	3/19	First term, eligible for reappointment
Hammond, Maryanne	3/22	
Konadu, Manasseh	5/19	Student Trustee (term is one year)
LaFond, Karen	3/20	First term, eligible for reappointment
Madaus, Stephen	3/22	
Nichols, Dina	3/20	First term, eligible for reappointment
Steele, Shirley	3/19	Term ends 3/19 (2 nd term)
Taylor, Marina	3/20	First term, eligible for reappointment
Tuttle, David	3/21	



President's Office Phone: 508-929-8020 Fax: 508-929-8191

Email: bmaloney@worcester.edu

NOTICE

A MEETING OF THE WORCESTER STATE UNIVERSITY BOARD OF TRUSTEES FINANCE & FACILITIES COMMITTEE WILL BE HELD ON TUESDAY, APRIL 23, 2019 AT 5:00 P.M. IN THE PRESIDENT'S CONFERENCE ROOM LOCATED IN THE HELEN G. SHAUGHNESSY ADMINISTRATION BUILDING.

- 1. CALL TO ORDER Notice/Agenda
- 2. PRESENTATION Campus Infrastructure: A Snapshot in Time
- 3. OTHER BUSINESS
- 4. ADJOURNMENT

Judith A. St. Amand
April 16, 2019

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



Campus Infrastructure: A Snapshot in Time

April 23, 2019



Presentation Topics

Campus Master Planning

Repairs, Adaptation, and Renewal

Planning Studies

Financial Planning

Q and A

Campus Master Plans



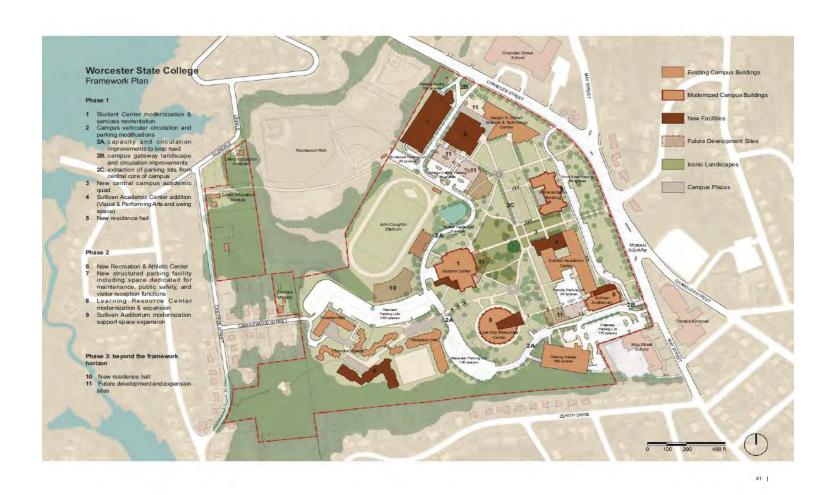
Eva Klein Study 2002 - 2003

- Master Plan completed 2007; updated 2012
- Student Center under study, 2019
- Wellness Center completed, 2017
- Learning Resource Center under study, 2019
- Sullivan Auditorium study completed, 2017
- Partial greening, 2017
- Administration Building renovation, 2009
- 554-space garage opened, 2007
- Temple purchased by WSF, 2015
- May Street under study, 2019
- Facilities Department moved to modular building, 2015

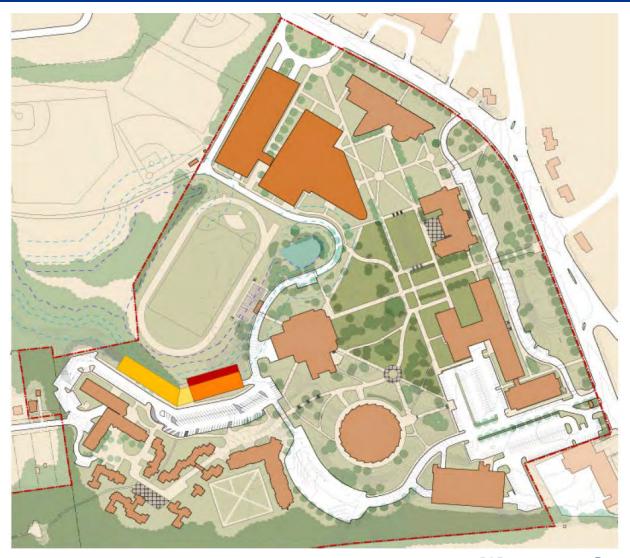
Worcester State College 10-Year Strategic Capital Program by Phases and Priorities

Strategic Priority Level	Project Title	Comment	Capital Need Category	UseType	Cost	FCQI
Phase 1 (Y	(ears 1 through 5)					
1	MAJOR RENOVATION AND MODERNIZA	TION - HIGH PRIORITY				
	Implementation Plan	Master Plan Update	I/GC	Campus Support	\$150,000	
	Student Center Modernization		FCQA	Student Services/Campus Life	\$17,410,000	1.13
	Visual Arts Modernization-Gym Addition/ Modernization	Gym building reconfiguration & addition	FCQA	Academic	\$15,000,000	0.90
	Priority Subtotal				\$32,560,000	
2	MAJOR NEW CAPITAL - HIGH PRIORITY None				1 114 114 114	
3	Priority Subtotal LIMITED SCOPE RENOVATIONS - HIGH I None	PRIORITY			\$0	
	Priority Subtotal				\$0	
THE RESERVE	Phase 1 Total (ears 6 through 10)				\$32,560,000	
4	MAJOR RENOVATION & MODERNIZATION	ON - DEFERRED TO PHA				
	Learning Resources Center Modernization		FCQA	Academic	\$1,240,000	0.05
	Sullivan Auditorium Modernization		FCQA	Academic	\$4,450,000	0.89
	Inner Quad Redevelopment		I/GC	Campus Support	\$1,000,000	
	Administration Bldg, 2nd & 3rd Flr. Modernization		FCQA	Campus Support	\$6,800,000	0.69
5	Priority Subtotal MAJOR NEW CAPITAL - DEFERRED TO	PHASE 2			\$13,490,000	
	Parking Garage Construction	300 spaces	I/GC	Campus Support	\$6,500,000	
	Land / Property Acquisition	(Temple purchase)	I/GC	Campus Support	\$6,000,000	
	New Facilities Services Building	8000 GSF (4,700 ASF)	SP	Campus Support	\$1,800,000	
6	Priority Subtotal LIMITED SCOPE RENOVATIONS - DEFER None	RRED TO PHASE 2			\$14,300,000	
	Priority Subtotal				\$0	
	Phase 2 Total				\$27,790,000	•
				-		
)!4 5 -	Phase 1 and Phase 2 Total	neste d			\$60,350,000	
rojects fo		Period			\$60,350,000	
rojects fo	Phase 1 and Phase 2 Total r Consideration Beyond 10-Year Plan F	Period			\$60,350,000	

Master Plan – August 2017 Chan Krieger Sieniewicz



Master Plan Update – January 2012 Chan Krieger



WSU Campus 2019



worcester State University

Repairs, Adaptation, and Renewal



Historical Adaptation & Renewal Spending

1									Wo	rcester Sta	ate Univ	ersity				
								Capital /				ojects FY '04 - I	FY '18			
										(in \$ 000's)						
					·											
			FY '06						FY '12			FY '15	FY '16	FY '17	FY '18	Total
Total Administration	262.6	6.0	0.0	U.U	10,337.0	10,337.0	221.2	6.9	16.6	0.0	56.0	0 48.8	8 148.2	2 0.0	0.0	21,440.3
Total Athletic Field	5.0	0.0	0.0	34.9	655.8	3 528.7	7 0.0) 4.9	39.8	3 0.0	0 1.4	4 0.0	0.0	0 40.1	1 0.0	1,310.6
Total Atmetic Field	0.0	0.0	0.0	01.0	000.0	020	0.0	1.0	55.5	0.0	••••	0.5	0.0	10	0.0	1,010.0
Total Craft Center	0.0	0.0	0.0	0.0	0.0	0.0	0.0	94.8	0.0	45.5	5 625.1	1 0.0	0.0	0.0	0.0	765.4
Total Grounds	144.7	274.9	164.8	500.1	0.0	42.9	214.5	95.7	0.0	28.1	1 476.2	2 260.2	2 350.5	5 223.9	9 27.8	2,804.3
	40.4	20.0	17.0	527.0	07.6	0.0	47.5	20.6	25.6	00.6			- 0	0.6	0.0	220.0
Total Gym	49.1	99.6	47.0	537.2	27.0	9.9	9 47.0	23.2	65.3	26.9	9 0.0	0.0	0.0	0.0	0.0	932.2
Total LRC	394.6	108.7	328.0	0.0	1,042.3	3 1,398.8	951.4	1,497.2	1,515.2	1,913.7	7 177.3	3 664.0	0 717.6	3 218.6	66.4	10,993.8
Total Like	304.0	100.7	320.0	0.0	1,042.0	1,000.0	331.5	1,401.2	1,010.2	1,010.1	111.0	004.0	111.0	210.0	00.4	10,000.0
Total May Street	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	87.6	6 1.8	87.7	7 0.0	177.1
Total Modular Building	0.0	0.0	69.1	1,092.7	352.2	340.7	7 303.2	30.0	56.1	959.4	4 231.4	4 224.9	9 221.8	784.7	7 723.7	5,389.9
	100.7	700.0	220.0	24.5	07.6	1.00	50.6	240.6	040.6	457	05.6	77.	74/	50.6	500.0	2 525 0
Total Other	196.7	700.0	966.8	31.5	27.1	62.5	58.8	312.8	213.2	157.7	7 65.9	9 77.3	3 74.3	52.6	598.6	3,595.8
Total Parking Garage	0.0	0.0	0.0	5 326 0	5,196.9	9 0.0	0.0	0.0	123.6	74.1	1 0.0	134.0	0 123.6	6 0.0	0.0	10,978.2
Total Farking Salage	0.0	0.0	0.0	0,020.0	5,100.0	0.0	0.0	0.0	120.0	1	0.0	101.0	120.0	0.0	0.0	10,070.2
Total Science & Technology	78.8	0.0	0.0	25.3	68.0	80.8	186.2	547.3	151.8	61.3	3 228.3	309.0	0 199.3	3 169.1	1 1,606.5	3,711.7
Total Student Center	333.0	1,073.9	406.5	1,009.3	1,327.6	415.3	3 29.4	115.8	0.0	68.4	4 316.0	2,259.1	1 564.1	1 1,359.1	1 568.2	9,845.7
Total Sullivan	6.836.1	7 484 4	1,259.3	175.3	3.3	3 27.4	101.1	1,028.1	25.0	31.3	3 79.6	6 0.0	0 0.0	50.8	8 6.7	17,088.4
lotal Sullivan	0,830.1	7,464.4	1,258.5	170.5	3.3	21.4	101.1	1,020.1	25.0	31.3	78.0	0.0	0.0	0.00	0.7	17,000.4
Total Wellness Center								0.0	422.3	881.7	7 3,366.9	9 12,996.4	4 27,028.5	9,953.3	3 0.0	54,649.1
10101											-,	,-	,-	-,-		- 1,- 1
Total Residence Halls	29,900.0	4,500.0	0.0	0.0	0.0	2,897.0	13,710.0	4,047.5	526.8	9,327.5	5 43,473.4	10,853.9	9 835.9	9 670.4	4 426.5	121,168.9
									1					15.040.6		
Total annual	38,200.6	14,227.5	3,241.5	8,732.3	19,037.2	16,141.0	15,822.8	7,804.2	3,155.7	13,575.6	6 49,097.5	5 27,915.2	2 30,265.6	13,610.3	3 4,024.4	<u>264,851.4</u>
Total annual without Residence Halls	8,300.6	9 727 5	2 241 5	2 732 3	19 037 7	2 13,244.0	2,112.8	3,756.7	2,628.9	4,248.1	1 5,624.1	1 17,061.3	3 29,429.7	7 12,939.9	9 3,597.9	143,682.5
10tal affinal without Residence Hans	6,300.0	5,121.0	3,241.0	0,102.0	15,001.2	10,244.0	<u>Z, 11Z.0</u>	3,700.7	2,020.5	4,240.1	0,024.1	17,001.0	23,423.1	12,303.3	3,031.3	140,002.0

Commonwealth Critical Repairs Funds

			Worce	ster State Univ	versity Capita	al Adaptation	& Renewal P	rojects							
					FY' 19 -	FY '23									
PROJECTS:	FY '19 : Total	FY '19 : WSU	FY '19 DCAMM	FY '20 Total	FY '20 WSU	FY '20 DCAMM	FY '21 Total	FY '21 WSU	FY '21 : DCAMM	FY '22 Total	FY '22 WSU	FY '22 DCAMM	FY '23 Total	FY '23 WSU	FY '23 : DCAMM
S&T - RTU Replacement Phase 2	1,400,000	588,000	812,000	,	,		· '		1	1	1	'	,		
S&T - Bathroom Refurbishment	170,000	71,400	98,600		,						1				
S&T - Terrazo Floor Refurbishment	35,000	24,700	20,300		,		ſ <u>'</u>				1				
Coughlin Field - Turf replacement	550,000	231,000	319,000	1,700,000	714,000	986,000	ſ <u></u>			,	1		\Box		
Grounds - Student Center Roadway	320,000	134,400	185,600		,		ſ <u></u>				1			·	
Sullivan Building - HVAC Controls Replacement	100,000	42,000	58,000		·		[
Sullivan Building - HVAC Circ Pumps & Exhaust Fans Replacement	75,000	31,500	43,500							·			['		[
Grounds - Parking Lot/ADA Study	200,000	84,000	116,000												
Grounds - Inner Campus Roadway	250,000	105,000	145,000												
Grounds - Admin/Sullivan Parking Lot	200,000	84,000	116,000				'				'			'	
Grounds - LRC Side Roadway	180,000	75,600	104,400				'				'	<u> </u>			
S&T - RTU Replacement Phase 3				2,100,000	882,000	1,218,000									
S&T - Fume Hood & Exhaust Study				86,500	36,330	50,170	'				'			'	
Grounds - Replace Underground Electric System Study				80,000	33,600	46,400	'				'				
Campus - ADA Compliance Study				200,000	84,000	116,000	'	<u> </u>			'		'		
Grounds - Wasylean Hall Lot Repaving	<u> </u>	<u> </u>		300,000	126,000	174,000	<u> </u>	<u> </u>	<u></u> '		'	<u> </u>	<u> </u>		
Grounds - South Parking Lot Repaving				600,000	252,000	348,000	'				'				
S&T - Fume Hood & Exhaust Replacement							290,000	121,800	168,200	555,000	233,100	321,900	<u> </u>		
S&T - Roof Replacement Study		'			<u> </u>		180,000	75,600	104,400		'	'	'	'	
S&T - Boilers & Controls Replacement - Study		Ĺ'	'		<u> </u>		75,000	31,500	43,500		'	<u> </u>	Ĺ'	'	
Sullivan Building - Auditorium Refurbishment & ADA	<u> </u>	L'	<u> </u>		<u> </u>		3,000,000	1,260,000	1,740,000		<u> </u>	<u> </u>	'	'	
Sullivan Building - Eager Aud Study	<u> </u>	Ĺ'	'		<u> </u>		120,000	50,400	69,600		'	<u> </u>	<u></u> '	'	
Sullivan Building - Bathroom Renovation Study		Ĺ'	'		<u> </u>		75,000	31,500	43,500		'	<u> </u>	Ĺ'	'	
LRC - 1st Floor Wiring Upgrade and Ceiling Replacement	<u> </u>	L'	<u> </u>		<u> </u>		500,000	210,000	290,000	1,500,000	630,000	870,000	1,327,000	557,340	769,660
S&T - Roof Replacement	<u> </u>	 '	<u> </u>	<u> </u>	'	$oxed{oxed}$	└── '	'	<u> </u>	1,800,000	756,000	1,044,000	└── '	 '	
Campus - ADA Audit Findings Implementation		Ĺ'	'		<u> </u>		<u> </u>	'		150,000	63,000	87,000	150,000	63,000	87,000
Sullivan Building - Eager Aud Renovation	<u> </u>	L'	<u> </u>		'		'	'		300,000	126,000	174,000	600,000	252,000	348,000
S&T - Office Area Carpet Replacement	<u> </u>	 '	<u> </u>	<u> </u>	'	$oxed{oxed}$	└── '	'	<u> </u>		'	 '	150,000	63,000	87,000
S&T - Boilers & Controls Replacement	<u> </u>	Ļ'	<u> </u>		<u> </u>		'	<u></u> '	<u> </u>		'	<u> </u>	500,000	210,000	290,000
Sullivan Building - Front Entrance ADA Pathway	<u> </u>	 '	 '	<u> </u>	'		'	'	1		'	 '	75,000	31,500	43,500
Sullivan Building - Bathroom Renovations	<u> </u>	L'	<u> </u>	لــــــــــــــــــــــــــــــــــــــ	'		'	'			'	'	1,173,000	492,660	680,340
	ļ'	<u> </u>	ļ'					<u> </u>					<u> </u>		
Total	3,480,000	1,471,600	2,018,400	5,066,500	2,127,930	2,938,570	4,240,000	1,780,800	2,459,200	4,305,000	1,808,100	2,496,900	3,975,000	1,669,500	2,305,500
				ļ				<u> </u>					<u></u> '		
Total DCAMM Contribution over 5 Year Period	12,42	12.526													
Total WSU Matching Contribution over 5 Year Period		7,536	<u> </u>												
Subtotal		70,072	1												
		5,512													
	0.58														
WSU % contribution	0.42														

Adaptation and Renewal – Campus Funds

WSU Deferred	d Maintenance	Projects - 0	Campus fu	nds only		
	FY '19	- FY '23	•	-		
	FY '19	FY '20	FY '21	FY '22	FY '23	TOTAL
Budget	2,543,100	1,872,070	2,219,200	2,191,900	2,330,500	11,156,770
May Street Programming/CD Study	650,000	1,200,000	700,000			2,550,000
Ghosh Programming/CD Study			550,000	250,000		800,000
May Street loan/property transfer			650,000	750,000	700,000	2,100,000
Coughlin Field		800,000				800,000
LRC Projects	248,300					248,300
S&T Projects	295,500					295,500
Roadways, landscape and signage	475,650	90,000	200,000	850,000	550,000	2,165,650
Fire Alarm RF Boxes Phase II	42,000					42,000
Sullivam Projects	149,625		40,000	120,000	600,000	909,625
Modular building project	85,000					85,000
IT Classroom Master Plan	80,000					80,000
Parking garage Phase II study	135,000					135,000
Sightlines annual 24K	25,500	24,000	24,000	24,000	24,000	121,500
SC Projects	6,600					6,600
Wellness Center ADA projects	86,300					86,300
Total	2.279.475	2.114.000	2.164.000	1.994.000	1.874.000	10.425.475

Summer Projects - 2019

- Coughlin Field: \$2.9M Critical Repair Funds Replace turf, refurbish track, install new scoreboard
 and storage sheds
- Campus Parking Lot & Roadway
 Paving/Accessibility Upgrades: \$1.6M
 Critical Repair Funds Reconstruction/paving of parking lots and roadways throughout. Curb cut improvements, HP parking designations, and building access routes
- Electric Utility Infrastructure Relocation/ Remove Contaminated Soil: \$1.5M - \$3M Other State Funds - Relocate portion of NGRID northcampus duct bank & manholes. Remove some oilcontaminated soil. Install new manholes/duct bank & service to Wellness Center
- Install 2 Rooftop Units, Ghosh Building:
 \$1.4M Critical Repair Funds Remove old RTU's, install new units and controls
- Install New Elevators Dowden Hall:
 \$425,000 MSCBA Funds Remove old and install new elevators
- LRC Café Flooring: \$220,000 Local Campus
 Funds Replace flooring. 2nd floor LRC near circulation
 desk & café

- Upgrade HVAC Controls Sullivan:
 \$100,000 Critical Repair Funds Replace failing control components on HVAC equipment
- Security Cameras: \$135,000 Local Campus Funds - Work with UPD and vendor to install interior security cameras in Sullivan and Administration buildings
- Replace Circulation Pumps and Exhaust
 Fans Sullivan: \$75,000 Critical Repair Funds
 Replace in kind for end-of-life equipment
- Campus Radio Frequency/Fire Alarm Call Boxes Phase II: \$42,000 Local Campus Funds - Install RF fire alarm call boxes for all Residence Hall master alarm boxes per WFD
- Replace Entry Doors LRC: \$23,000 Local Campus Funds - Replace main automatic entry doors at second floor
- Ghosh RTU Replacement Phase III
 Study: \$31,000 Local Campus Funds Prepare study for remaining RTU (3) replacement
- Fume Hood Replacement Study Ghosh:
 \$30,000 Critical Repair Funds Fume hoods in labs at end of useful life, study needed for DCAMM certification for work in FY '21

Planning Studies



May Street Building

- MSCBA Project Manager with Daedalus/Francis Hughes as Owner Project Manager (OPM)
- Architectural Resources Cambridge (ARC) has been selected to lead the May Street Feasibility Study. Purpose: to move us towards conceptual design options, a preferred program, and site development options.
- The May Street Project Board Advisory Group will engage with project leadership team at key milestones to afford the advisory group opportunities to provide insight and guidance as to the future development of the site
- The project is scheduled for 26 weeks, four distinct segments: analysis and synthesis, planning alternatives and evaluation, conceptual plan options, and report preparation.
- A draft report is scheduled for the week of September 2, 2019.



 Critical decisions regarding ownership and financing will need to be made prior to entering in to an architectural design. services contract.

Classroom Technology Master Plan



Visioning and Assessment

- 3 prototype classrooms assembled in summer 2018, after engaging faculty through series of open meetings and forums to determine the level of technology they seek to use in the classroom
- Faculty and students experienced the classrooms during fall 2018 and spring 2019 semesters
- IT and the Center for Teaching and Learning (CTL) provided training and support to faculty teaching in the newly configured rooms
- IT and the CTL gathered feedback from faculty and students regarding their experiences with the prototype classrooms

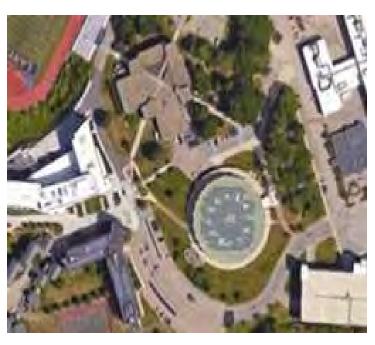
The Standard

- There are approx. 100 general purpose classrooms across campus
- Apply at a minimum, 80/20 rule with regard to standardization of technology: 80 or more rooms will be equipped with baseline technology that will become the general "standard" for a classroom, the remainder will be equipped with more advanced technology

The Master Plan

- Assess current condition and prioritize areas of greatest need
- Develop plan to modernize technology over time with respect to campus resources and newly established design standards
- Maintain healthy technology operations, governance, and resources into the future

Student Center and Learning Resource Commons



- DCAM has initiated a Strategic Facility Review of the Learning Resource Center and Student Center.
- The study was approved by the state based on a proposal the University submitted as the result of a call for Higher Education Capital Projects proposals last fall.
- The University's proposal was driven by the need to address extensive infrastructure maintenance and accessibility deficiencies that exist within the Student Center. Repairs and renovations to meet all of the code, accessibility and program requirements of the facility are estimated to be in excess of \$40M. The building has a current NAV of -37%.
- Our proposal outlined these facts stating that a more efficient and effective approach to the programmatic needs of the University would be to demolish both the Student Center and the Learning Resource Center and build a new efficient facility to address program needs as envisioned for the 21st century and beyond.
- The Strategic Facility review has been described by DCAM as "an opportunity to imagine" and to provide an "outline for a future scope of work".
- DCAM will be working with us to "learn enough about future uses/needs so as to create a strategy that is an affordable basis for an application" in the next round of Strategic Framework Capital Funding for which applications will be submitted by the campuses to DCAM by the end of the calendar year.
- Two consultants are on board for project:
 - Dober, Lidsky and Mathey: Campus and facilities planners
 - Cambridge Seven Associates and consulting engineers: Assessment of the existing structures and strategic recommendations

Chandler Village Apartments



- 420 bed residential apartments that are 50 years old in need of major repair and do not support student life as it occurs today and has a current NAV of -2%
- MSCBA commissioned a study lead by Bruner/Cott Architects in September 2018
- Scope of work included determining demand for additional student housing, unit preferences of campus residents and provide a physical and financial assessment of the capital renewal requirements of the complex
- Consideration was given to various site options when evaluating reconfiguration and replacement
- Consideration was given to renewal, renewal and reconfiguration and replacement cost in two phases
- Estimated costs for options under consideration:
 - Renewal \$32,855,876 (no change to structure or access with renewed interiors and systems)
 - Renewal and reconfiguration \$36,828,359
 - Replacement
 - Phase I only \$35,930,252 (replaces 209 beds with 300)
 - Phase I and Phase II \$48,069,171 (adds 106 beds for 406 in total)
- Project pro-forma is constrained by existing debt service commitments
- Debt service relief is anticipated as follows:
 - 2023 \$253,525 annually
 - 2029 an additional \$184,663 annually
 - 2039 an additional \$2,369,405 annually
- Annual debt service on a 40 year bond for the options under consideration are estimated to range from \$1.9M - \$2.8M annually

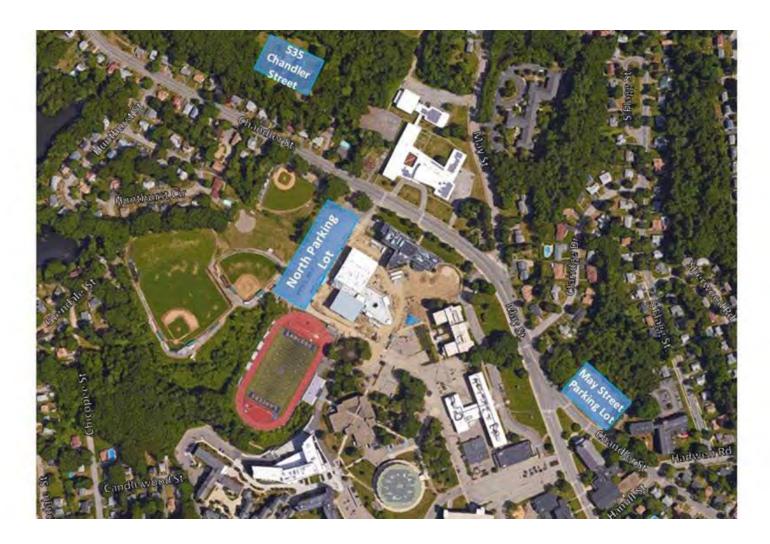
Chandler Village Site



Potential options to replace Chandler Village beyond study conclusions:

- Demolition of the first phase of Chandler Village apartments (206 beds) and build 200 new beds; when complete demolish remaining units and clear site for future use when demographic shift improves
- Add new wing to Wasylean Hall to accommodate 200 new beds; demolish Chandler Village apartments and clear site; plan for future use when demographic shift improves
- Housing component in May Street Project of approximately 200 beds; demolish Chandler Village apartments and clear site for future use when demographic shift improves

Parking Garage Feasibility – Site Analysis



Parking Garage Feasibility – Cost Estimates

Cost Estimate

Total Garage Cost Summary

Site	Garage Capacity (spaces)	Existing Lot Capacity (spaces)	Net added capacity (spaces)	Estimated Cost of Construction*	Cost per space	Cost per net added space
North Lot	719	266	453	\$24,800,000	\$34,500	\$54,700
May Street	686	145	541	\$22,300,000	\$32,500	\$41,200
535 Chandler St	1,016	0	1,106	\$29,800,000	\$29,300	\$29,300

^{*}Cost of Construction, does not include soft costs

Break-Out Costs (included above)

		NORTH LO	T		MAY STR	EET	1		535 CHANE	LEF	ST
DESCRIPTION	TE:	TOTAL COST	S	F COST	TOTAL COST	S	F COST	T	TOTAL COST	S	F COST
TRAFFICIMPROVEMENTS	\$	404,718.93	\$	1.74	\$ 404,718.93	\$	1.83	\$	168,632.89	\$	0.50
EXISTING UTILITY IMPACTS	\$	446,939.61	\$	1.92	\$ 33,726.58	\$	0.15	\$	33,726.58	\$	0.10
REBUILDING SURFACE LOT OUTSIDE GARAGE	\$	448,590.46	\$	1.92	\$ 	\$	-	\$	-	\$	-
BRIDGE COSTS	\$	1,534,559.28	\$	6.58	\$ 2,661,026.96	\$	12.05	\$	3,112,963.10	\$	9.20
BREAKOUT COST - COST/ADDED LEVEL	\$	3,079,085.63	\$	63.68	\$ 2,700,248.62	\$	59.22	\$	5,063,291.56	\$	57.39
SF/LEVEL		48,356		SF	45,600		SF		88,219		SF

Financial Planning



Reserve Stabilization Plan

- Continue to contribute to the Capital Improvement Trust Fund annually to allow for future investment
- Future borrowing or equity investment is dependent on growth of unrestricted reserves
- WSU future bond rating by S&P and Moody's are influenced by strong financial planning and stable enrollment

Debt Analysis

- WSU carries asset and liability for debt related to Sullivan Building renovations and the Wellness Center
- MSCBA carries asset and debt for Residence Halls and Parking garage
- WSU Long Term lease commitments on Resident Halls and Parking Garage are considered "as if WSU" debt for Moody's and S&P rating analysis
- WSU commitments for debt/lease do not diminish in any significant manner until 2032 and 2039