

WORCESTER STATE UNIVERSITY

BOARD OF TRUSTEES MEETING

Tuesday, September 10, 2019

Wellness Center Building

Room 204 (2nd Floor)

7:00 – 9:00 PM

Meeting Called By: Mr. Craig Blais (Chair)

Minutes: Nikki Kapurch

Board Members: Mr. Craig Blais (Chair); Ms. Lisa Colombo; Ms. Aleta Fazzone; Ms. Maryanne Hammond (Vice-Chair); Ms. Karen Lafond; Mr. Stephen Madaus (Vice-Chair); Ms. Dina Nichols; Mr. Manuel Reyes-Ponce; Ms. Shirley Steele; Ms. Marina Taylor; Mr. David Tuttle;

WSU Staff: Mr. Barry Maloney; Ms. Nikki Kapurch; Mr. Carl Herrin; Mr. Patrick Hare, Kathy Eichelroth

AGENDA		
ITEM	RESPONSIBLE	ACTION
<ul style="list-style-type: none">• <i>Administrative Business</i><ul style="list-style-type: none">• Call to Order• Minutes: June 4, 2019*	Craig Blais, Chair	Approval (Vote Required)
<ul style="list-style-type: none">• <i>ARC Presentation</i><ul style="list-style-type: none">• Draft report findings for May Street	Kathy Eichelroth	Informational
<ul style="list-style-type: none">• <i>Human Resources Committee Report</i>	Maryanne Hammond	Informational & Approval (2 Votes Required)
<ul style="list-style-type: none">• <i>Finance & Facilities Committee Report</i>	Stephen Madaus	Informational and Approval (Vote Required)
<ul style="list-style-type: none">• <i>Administrative Updates</i><ul style="list-style-type: none">• Report of the Chairman<ul style="list-style-type: none">○ Appointment of Standing Committees*○ Next meeting: Tuesday, October 15, 2019• Report of the President<ul style="list-style-type: none">○ President's Update*• Other Business	Craig Blais Barry Maloney	Informational
<ul style="list-style-type: none">• <i>Executive Session</i><ul style="list-style-type: none">• <i>Legal Briefing</i>	Craig Blais Atty. Jim Cox	Adjourn meeting (Roll Call Vote Required)
<ul style="list-style-type: none">• <i>Adjournment</i>	Craig Blais	(Vote Required)

*Attachments

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES**

June 4, 2019

Present: Trustee Stephen Madaus, Acting Chair
Trustee Maryanne Hammond, Vice Chair
Trustee Lisa Colombo
Trustee Aleta Fazzone
Trustee Karen LaFond
Trustee Dina Nichols
Trustee Manuel Reyes-Ponce
Trustee Shirley Steele
Trustee Marina Taylor
Trustee David Tuttle
President Barry Maloney, Secretary
Ms. Judith St. Amand, Assistant Secretary

Absent: Trustee Craig Blais, Chairman

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, June 4, 2019, in room 204 of the Wellness Center. Trustee Madaus announced that in the absence of Chairman Blais, he was requested to serve as Chair. Trustee Madaus called the meeting to order at 5:35 p.m.

WELCOME – Student Trustee

- Trustee Madaus introduced and welcomed the newly elected student trustee – Manuel Reyes-Ponce, who was duly elected by the student body during elections held in April
- Mannie is an accomplished student leader, serving as:
 - President of the Third World Alliance for the past two years
 - a peer mentor for the Office of Multicultural Affairs
 - a member of the Multicultural Programming Committee, and he also served as a member of the 2020 Class Committee
- He is a member of the Class of 2020 majoring in Business Administration with a concentration in Management

ART & SCIENCE GROUP PRESENTATION

- Representatives, David Strauss and Eric Cullum, provided a final presentation to the Board
- Presentation provided an Executive Summary of the study's results to the campus community
- No changes from previous presentation in February – just wanted to provide another opportunity for all to receive their results of the study
- The positioning study was undertaken to determine how Worcester State University can best adapt in order to remain a fiscally sound, high-quality educational option for those seeking undergraduate degrees
- Rather than undertake this study in the midst of an enrollment crisis, we undertook it with the aim of avoiding one

WSU Board of Trustees

June 4, 2019

- Worcester State University's enrollments have bucked the trend of our regional peers and remains stable, yet the decline in New England of the 18-to-22-year old demographic is real, and has already resulted in the merging or closure of several colleges
- As the only public bachelor's-degree-granting university in Worcester, one that fuels the region's knowledge economy with graduates and that has broadened the horizons of thousands who've studied here since 1874, we must not only survive, but thrive -- next year and well into the future
- We have assets many others do not, including the ability to attract both commuters and residential students and a location close to many employers in a city that is experiencing a rebirth
- Timeline (attached) was presented by Provost Wims and Vice President Ryan Forsythe
- Twelve faculty hired to work over the summer along with staff to work on recommendations received and to prepare a proposed plan to the campus in the fall
- Final goal will be to integrate accepted plan into the upcoming Strategic Plan to be finalized and approved by the BOT and BHE in June of 2020

APPROVAL OF MINUTES

April 9, 2019 Academic Affairs

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

VOTED: to approve the April 9, 2019 minutes of the Academic Affairs Committee as presented.

April 9, 2019 BOT Meeting

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

VOTED: to approve the minutes of the April 9, 2019 Board of Trustees meeting as presented.

APPROVAL OF FACULTY PROMOTION – Dr. Benjamin Jee

- Trustee Madaus acknowledged that information was provided in the packets from Provost Wims and President Maloney recommending promotion of Dr. Benjamin Jee to Associate Professor effective September 1, 2019
- Provost Wims reported to the Board that he was not recommended earlier with other faculty for promotion due to a clerical error in her office
- She had a conversation with Trustee Steele, Chair of the Academic Affairs/Student Development Committee explaining the error and assuring her that the process for this promotion was followed at each step and according to the MSCA contract
- Trustee Steele reported that she endorses the recommendation

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

VOTED: to approve the promotion of Dr. Benjamin Jee of the Psychology Department to Associate Professor, effective September 1, 2019.

WSU Board of Trustees

June 4, 2019

APPROVAL OF 2019-2020 MEETING SCHEDULE

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

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

NOMINATING COMMITTEE REPORT

Minutes – May 15, 2019

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

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

Slate of Officers for 2019-2020

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

VOTED: to accept the report of the Nominating Committee and approve the following
Slate of Officers for 2019-2020 as presented:

Chair	Trustee Craig Blais
Vice Chair (2)	Trustee Maryanne Hammond Trustee Stephen Madaus
Secretary	President Barry Maloney
Assistant Secretary	Ms. Nikki Kapurch
Foundation Board (2)	Trustee Maryanne Hammond Trustee Dina Nichols
Executive Committee Alternate	Trustee Aleta Fazzone Trustee Marina Taylor
MA State Colleges Presidents/Trustees Association Alternate (2)	Trustee Craig Blais Trustee Maryanne Hammond Trustee Stephen Madaus

WSU Board of Trustees

June 4, 2019

FINANCE & FACILITIES COMMITTEE REPORT

Minutes – May 21, 2019

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

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

FY 2019 Amendment #3

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

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.

Comprehensive FY 2020 University Budget

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

VOTED: to accept the recommendation of the Finance & Facilities to approve the Comprehensive FY 2020 University Budget as presented.

HUMAN RESOURCES COMMITTEE REPORT

Minutes – May 28, 2019

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

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

President Maloney's 2018-2019 Evaluation

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

VOTED: to accept the report of the Human Resources Committee and approve the 2018- 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.

Trustee Hammond, Chair of the Human Resources Committee reported that the minutes of May 28th and a "Draft" Executive Summary has been shared with Chairman Blais. Once approved, it will be submitted to Commissioner Santiago.

WSU Board of Trustees

June 4, 2019

OTHER BUSINESS

- Trustees applauded the members of the administration on the success of the many events held during the "Commencement" season
- President Maloney also thanked members of the Board for their participation in the many events. Their presence means a great deal to the students and their families, as well as to the faculty and staff
- President Maloney personally thanked Trustee Steele for her years of service on the Board. Although she was unable to attend Commencement exercises last month, he wanted her to know that she was recognized during the program and he presented her with a plaque acknowledging her ten years of service on the Board. She was also presented with a WSU Chair that is given to all trustees upon completion of their terms.
- Trustees also thanked Trustee Steele for her commitment to the Board.
- Trustee Madaus thanked Judy St. Amand, Assistant Secretary to the Board, for her thirty-eight years of service to the Board. A small token of appreciation was presented to her.

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

VOTED: **to adjourn the meeting at 7:20 p.m.**

Respectfully submitted,


Judith A. St. Amand

Worcester State University

MAY STREET STUDY – TRUSTEE PRESENTATION

September 10, 2019

ARC

Agenda

Project

- Challenges & Opportunities

- Schedule

- Existing Conditions

- Program

Planning

- Renovation/ Addition

- New Construction

- New Construction with Housing

Next Steps



Challenges

Develop optimal program mix

Assess value of the existing building/ understand budget

Respect historical precedents of site

Campus crossing over May Street

Opportunities

Expand WSU educational opportunities

Create a “front door” and engage the public

Develop enabling space for future campus planning needs

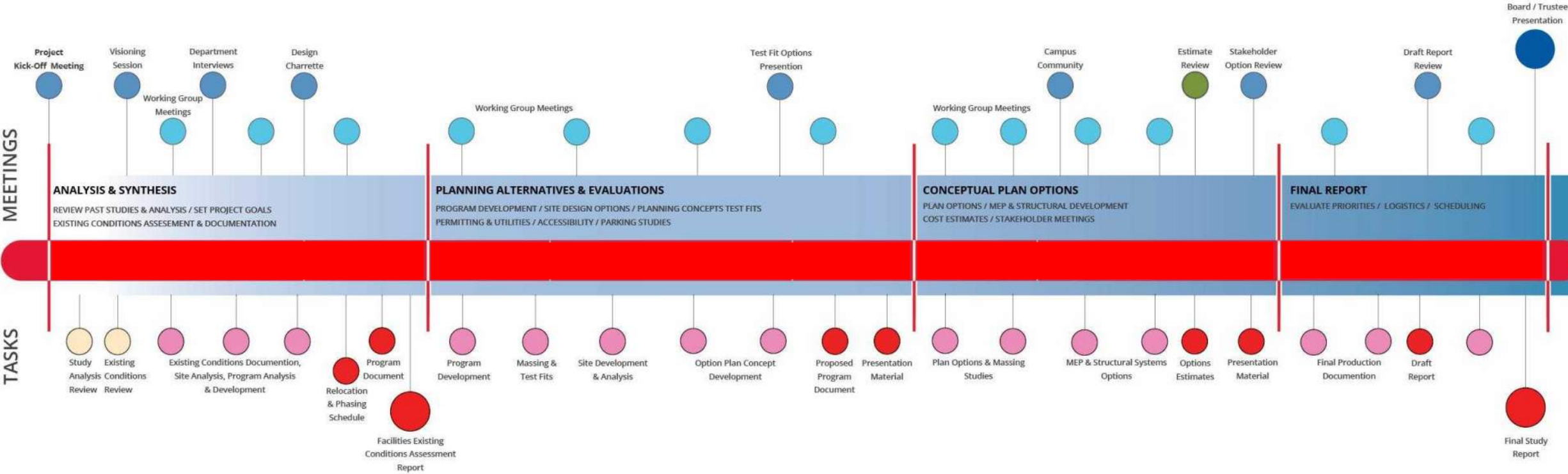


Project Schedule

- Analysis & Synthesis
- Planning Alternatives & Evaluation
- Conceptual Plan Options/ Budget
- Final Report

April - May
May - July
July - September
October

- Milestone Presentation
- Design Committee Presentations
- Milestone Deliverables
- Cost Estimate
- Working Group / Coordination Meetings
- Meeting Notes / Reports



Existing Building

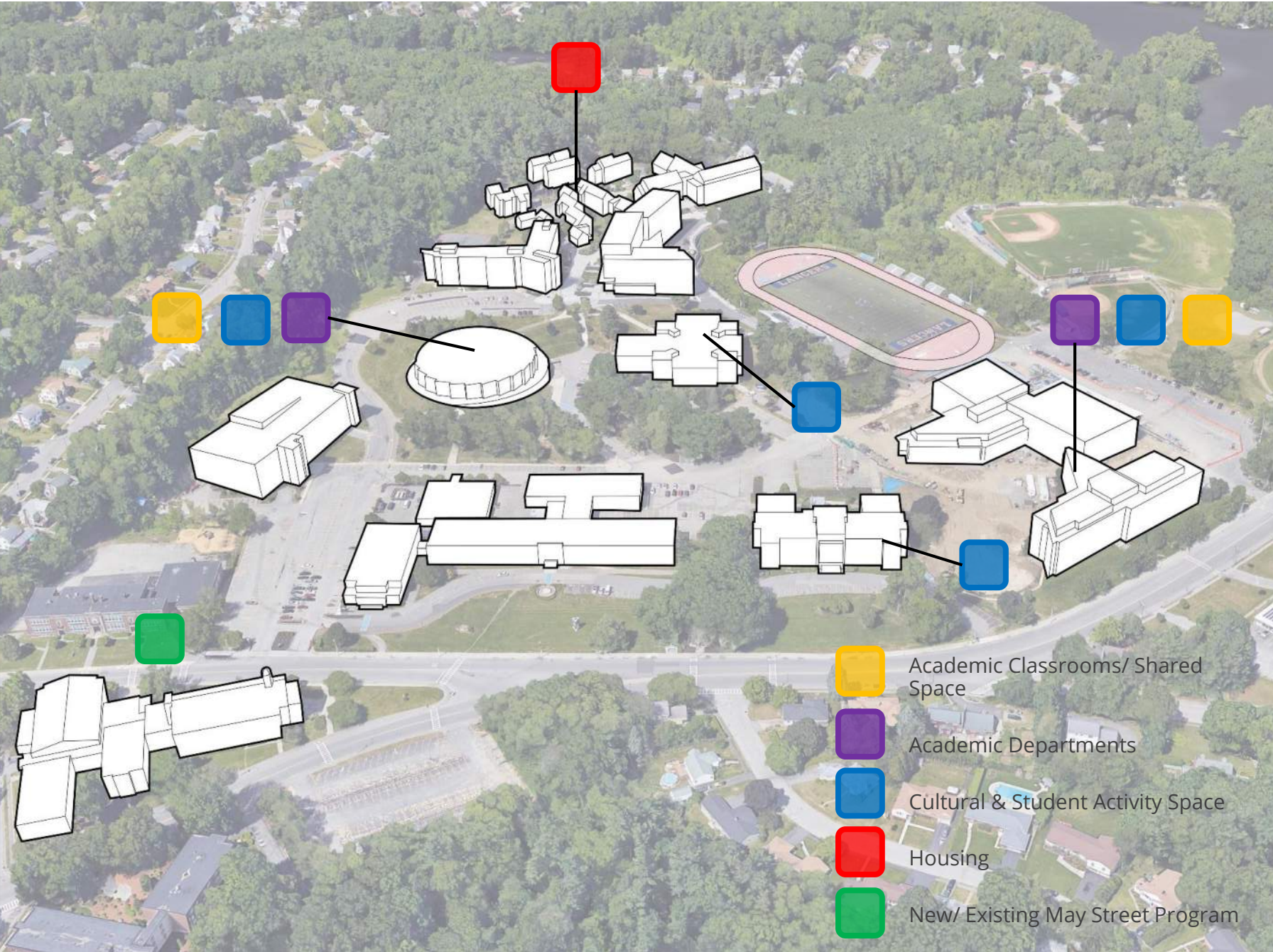
- Building is important to the community - landmark
- Existing Conditions – Original 1949 and 1959 construction outdated
- Complete replacement/ upgrade of building systems required
- Accessibility and structural upgrades for code compliance
- HazMat – Significant remediation work will be required



May Street Site

- Design will consider campus approaches from the north and south – campus gateway/ face
- Consider adjacent residential scale along Hamill St.
- New program will increase pedestrian traffic crossing May Street
- Traffic calming will be incorporated at May Street
- Pedestrian circulation at the South Lot will be developed
- WSU discussing future plans for adjacent roadways with the City





Program Goals

- Provide updated classroom facilities
- Relocate classrooms at Ghosh to facilitate future science lab/ classrooms
- Create a welcome center to facilitate recruitment/ admissions
- Improve educational environment
- Upgrade current May Street meeting facilities

May Street Program

Academic Space - Departments

- Computer Science (Ghosh)
- Occupational Therapy (Ghosh)
- Health Sciences (Ghosh)
- Sociology (May St)
- Criminal Justice (LRC)
- Honor's Program (LRC)

Academic Space - Shared

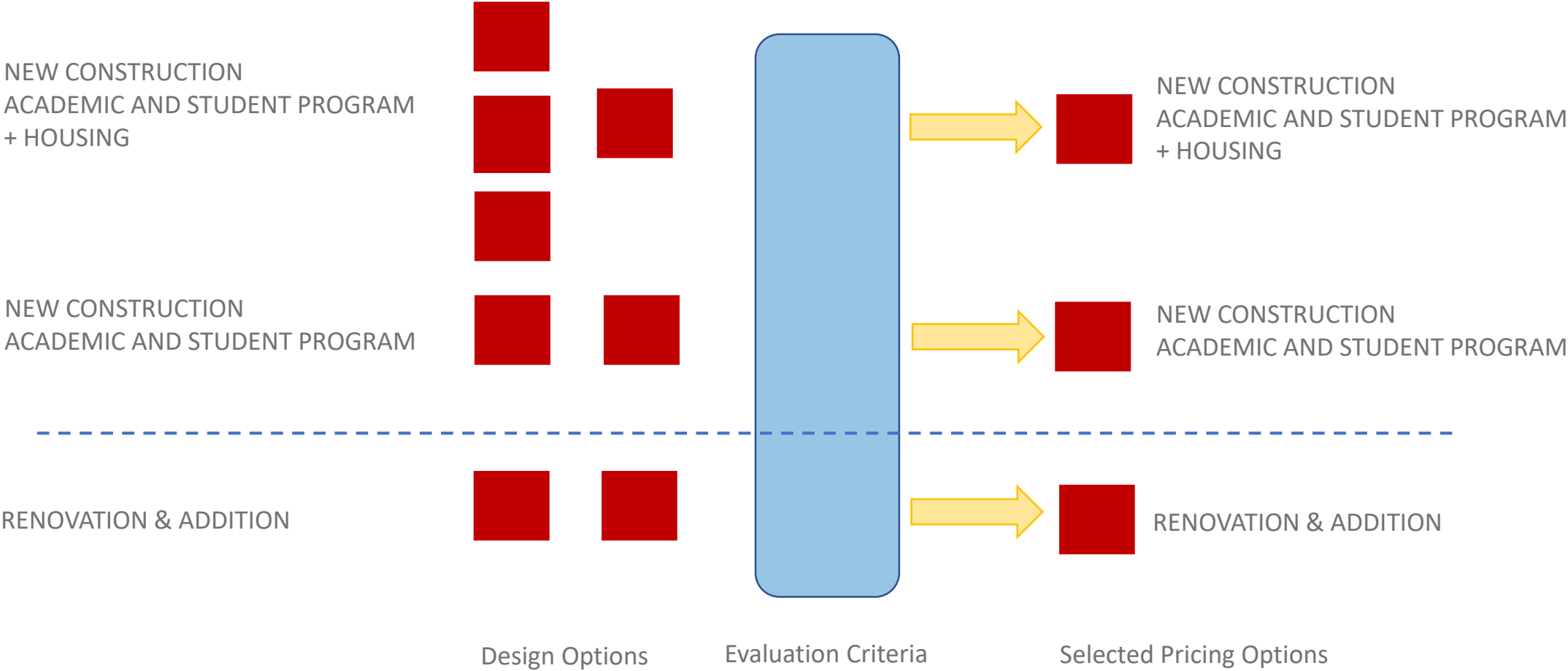
- General Purpose Classrooms
- Shared Specialty Classrooms
- Shared Meeting/ Adjunct Space
- Shared Student Study Space

Cultural & Student Activity Space

- Lobby
- Student Lounge Space
- Admissions/ Welcome Center
- Dolphin Art Gallery
- Multi-purpose Space (May St. Auditorium)
- Bookstore/ Retail
- Food Service
- Latino Educational Institute
- Testing Center

Student Housing

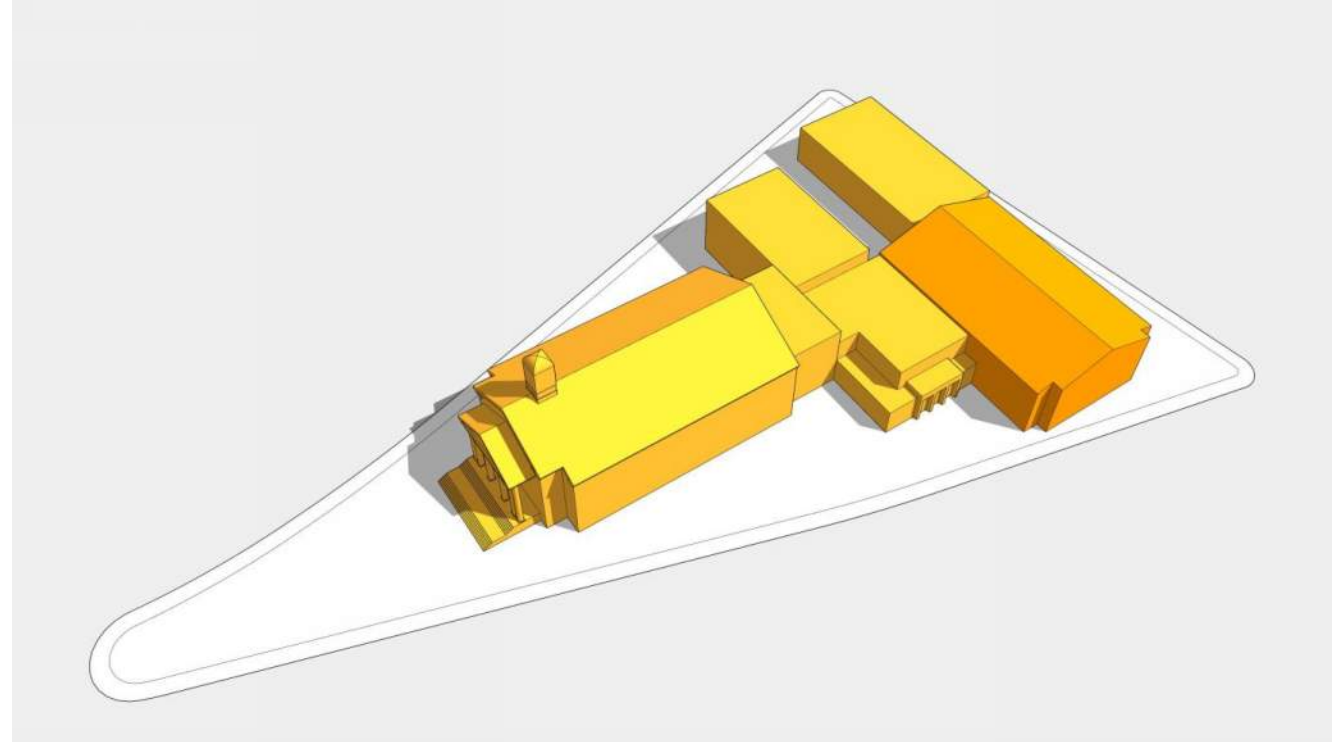
Planning Options – Evaluation Criteria

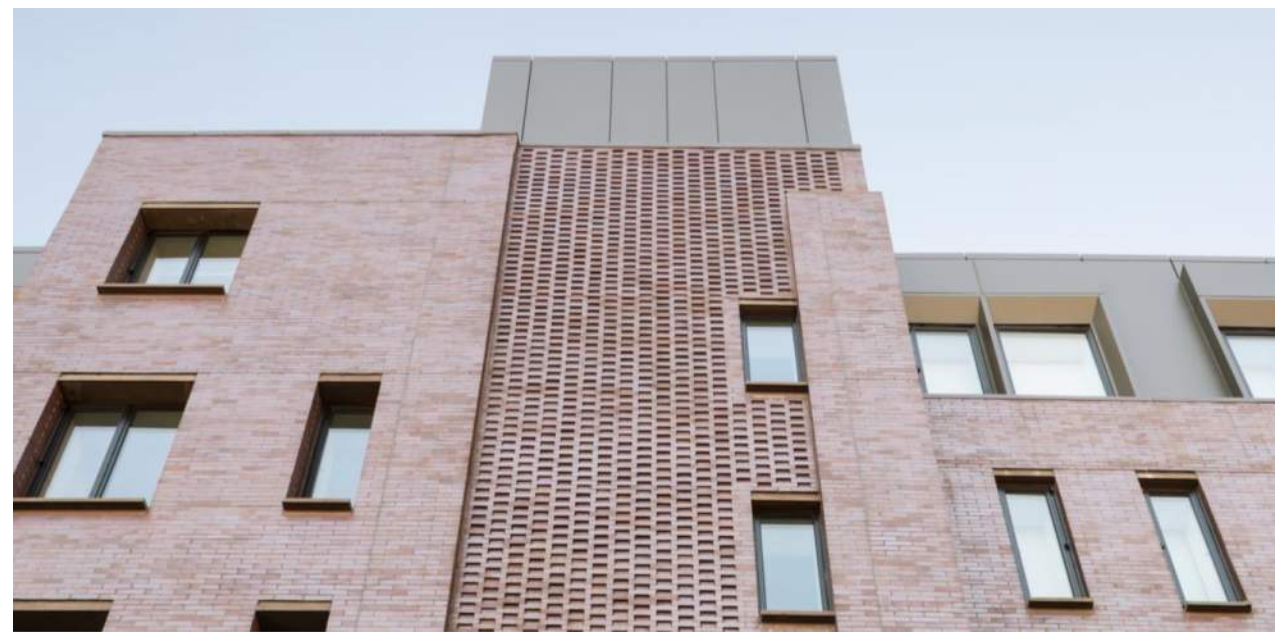


Planning Options – Evaluation Criteria

Criteria

- Gateway building
- Front Door to campus
- Redefines campus edge
- Represents the academic rigor of a WSU education
- Enhances the student experience
 - Connection to campus
 - Safe, urban connections and pathways
- Accommodates program components
- Flexible/ Adaptable spaces
- Plan efficiency/ maximize utilization
- Creates a campus hub/destination
 - Increases student activity and engagement
- Accessible to community/ Context sensitivity





Precedent Images



Precedent Images



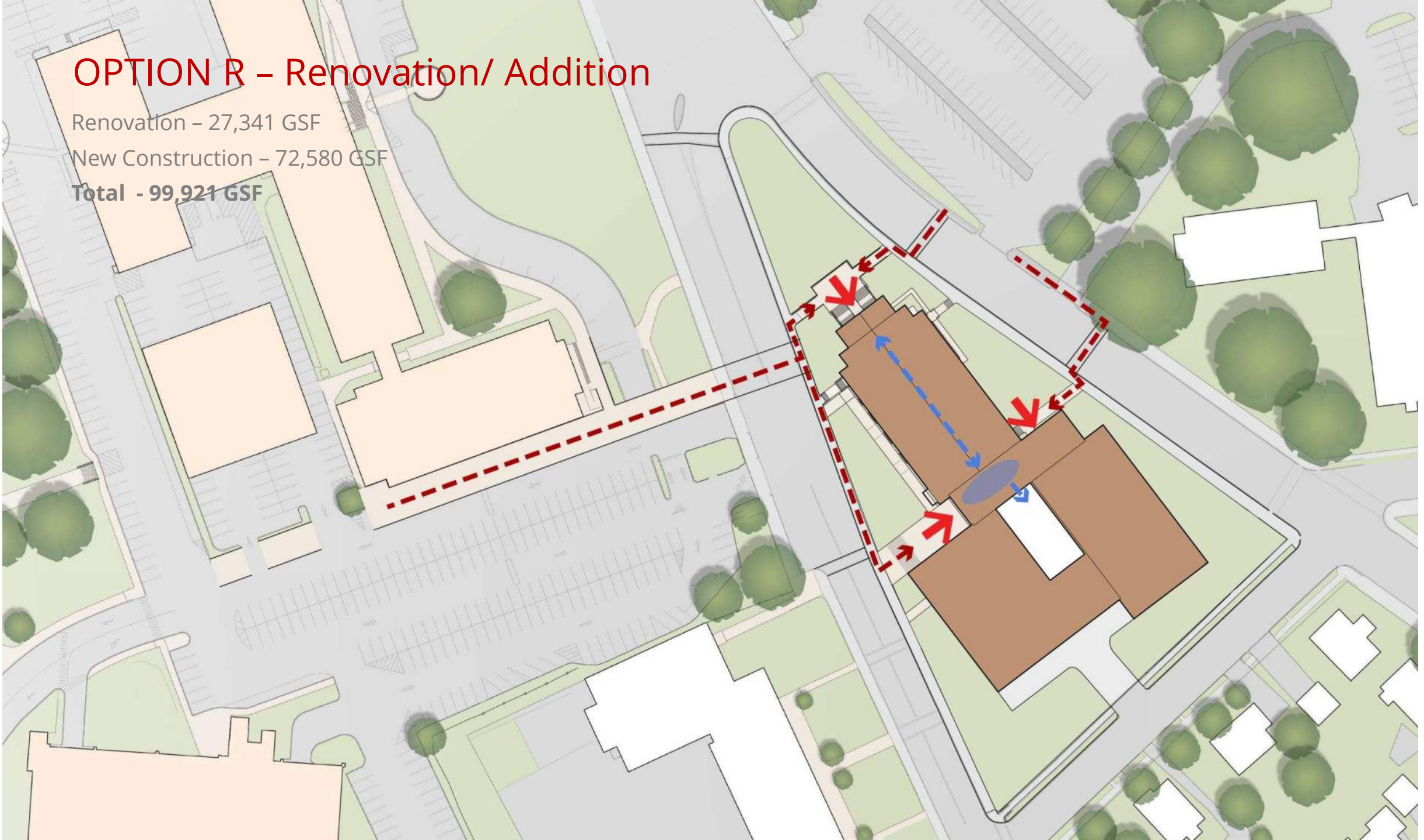
Worcester Context

OPTION R – Renovation/ Addition

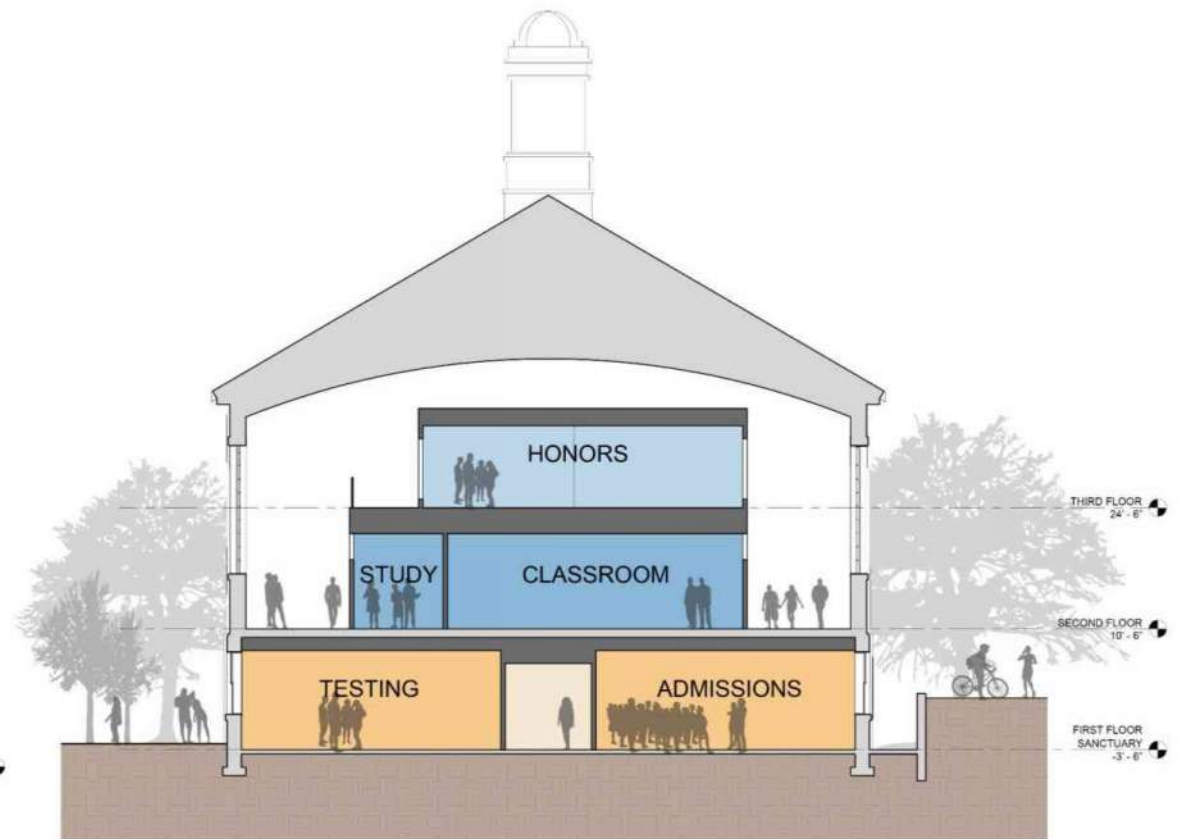
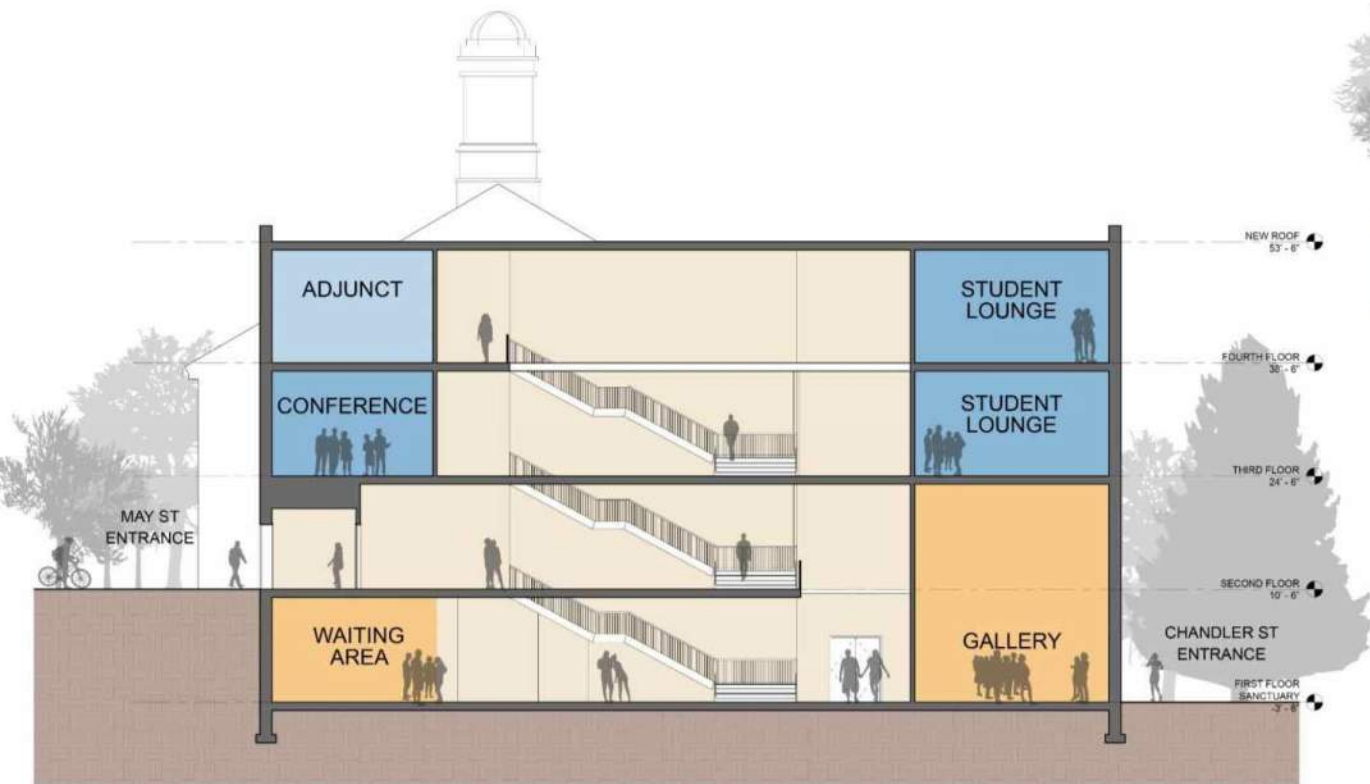
Renovation – 27,341 GSF

New Construction – 72,580 GSF

Total - 99,921 GSF



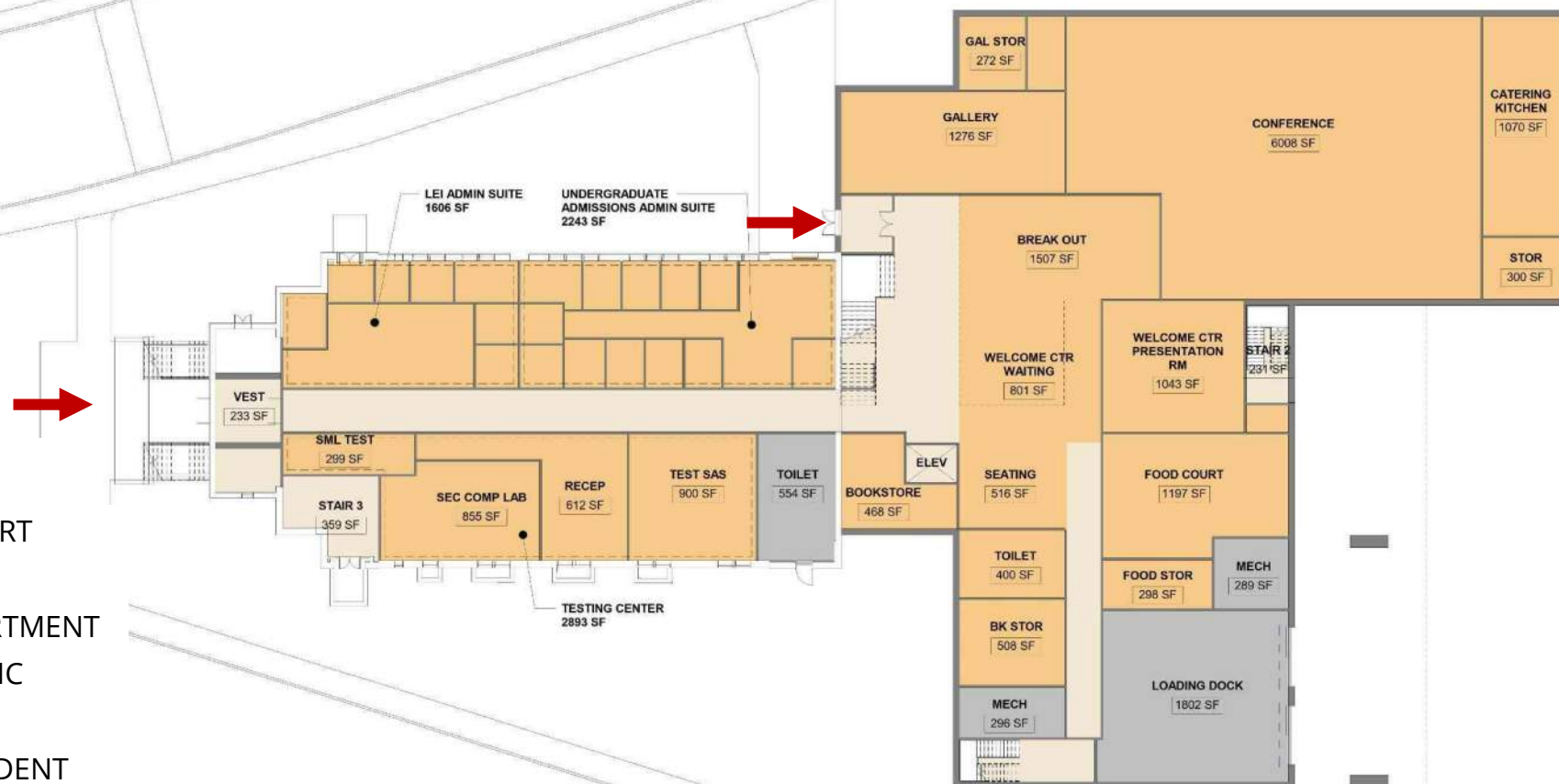




SECTIONS - OPTION R

PROGRAM KEY

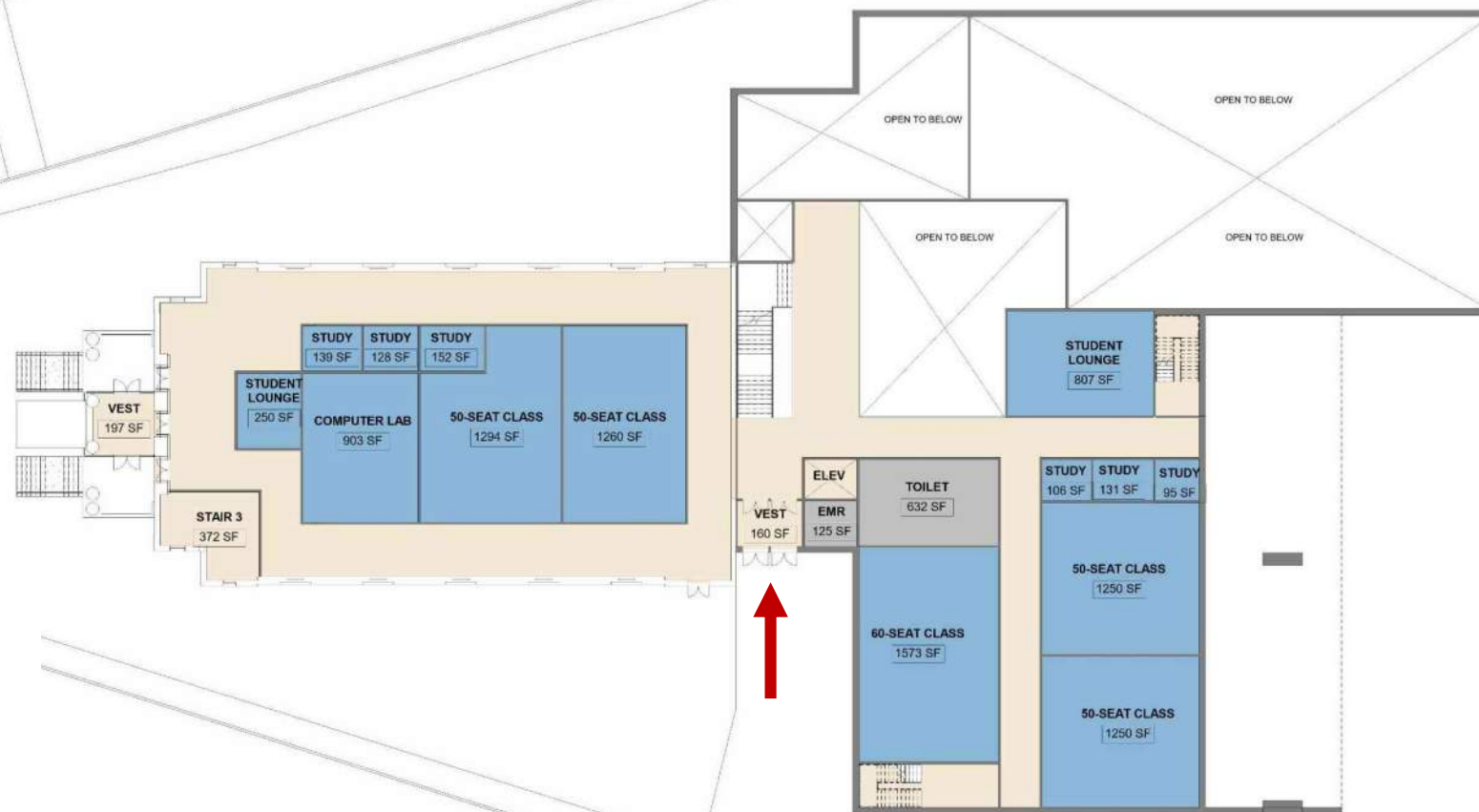
- BUILDING SUPPORT
- CIRCULATION
- ACADEMIC DEPARTMENT
- SHARED ACADEMIC
- HOUSING
- CULTURAL & STUDENT



OPTION R - FIRST FLOOR

PROGRAM KEY

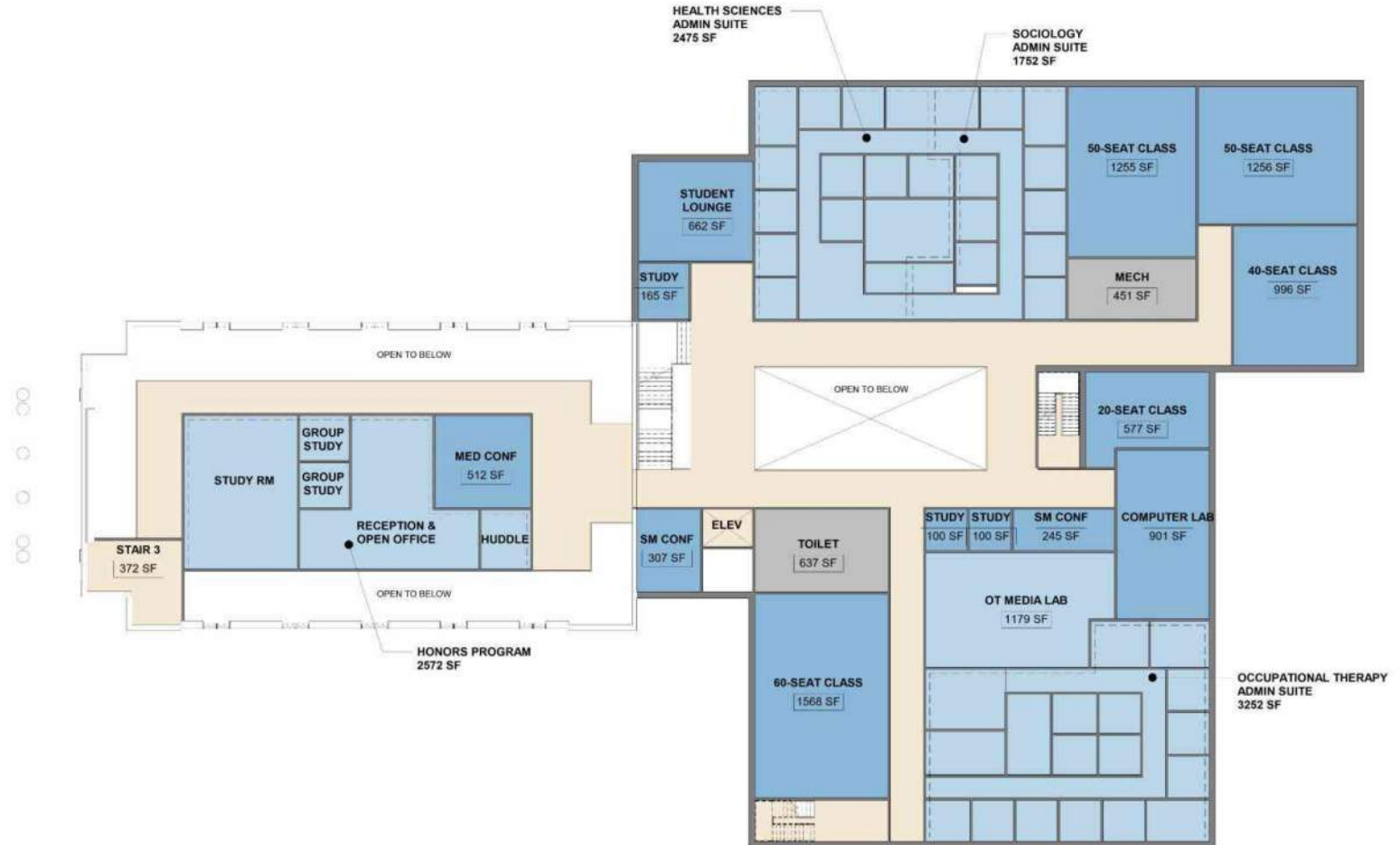
- BUILDING SUPPORT
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- SHARED ACADEMIC
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- CULTURAL & STUDENT



OPTION R- SECOND FLOOR

PROGRAM KEY

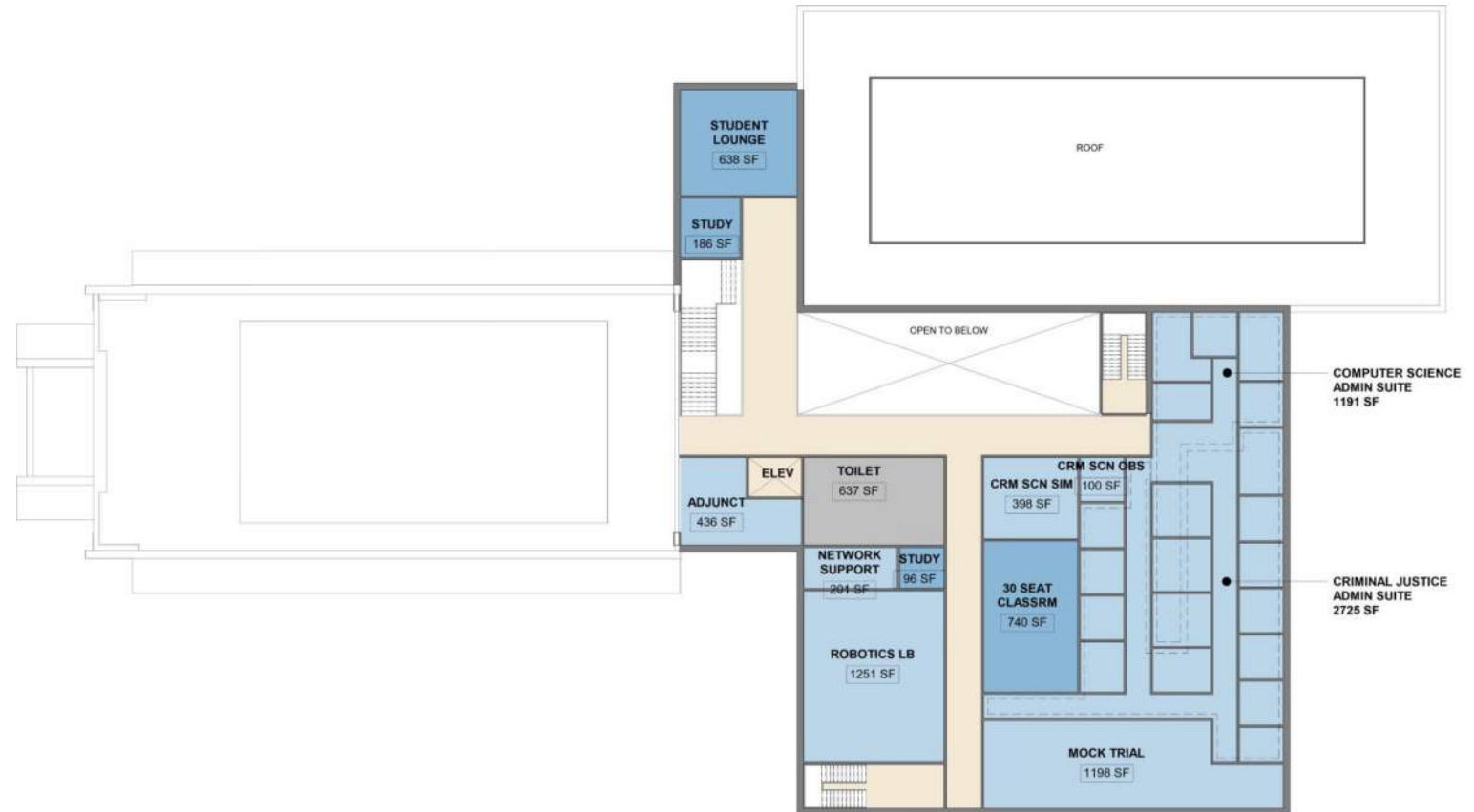
- BUILDING SUPPORT
- CIRCULATION
- ACADEMIC DEPARTMENT
- SHARED ACADEMIC
- HOUSING
- CULTURAL & STUDENT



OPTION R- THIRD FLOOR

PROGRAM KEY

- BUILDING SUPPORT
- CIRCULATION
- ACADEMIC DEPARTMENT
- SHARED ACADEMIC
- HOUSING
- CULTURAL & STUDENT



OPTION R – FOURTH FLOOR



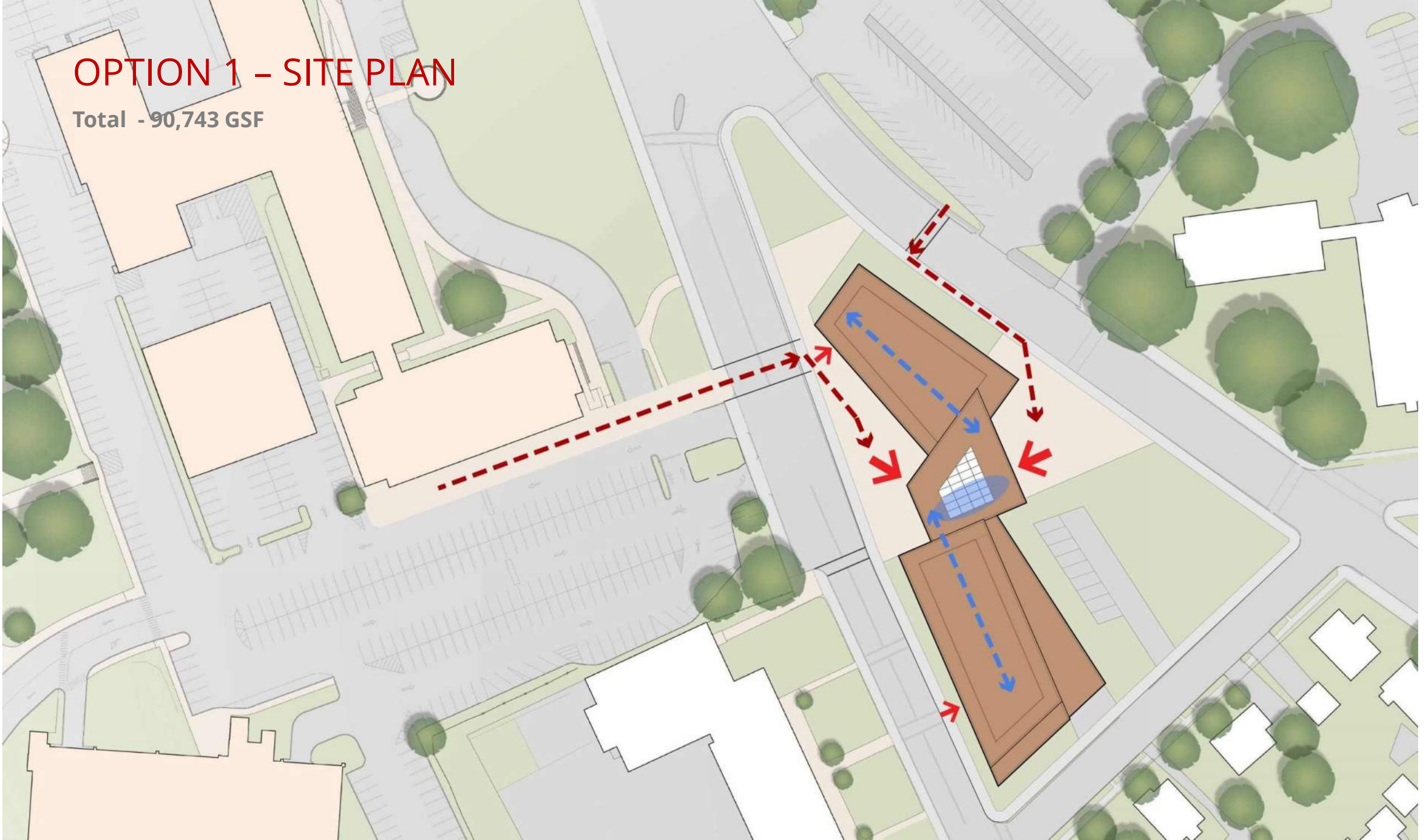




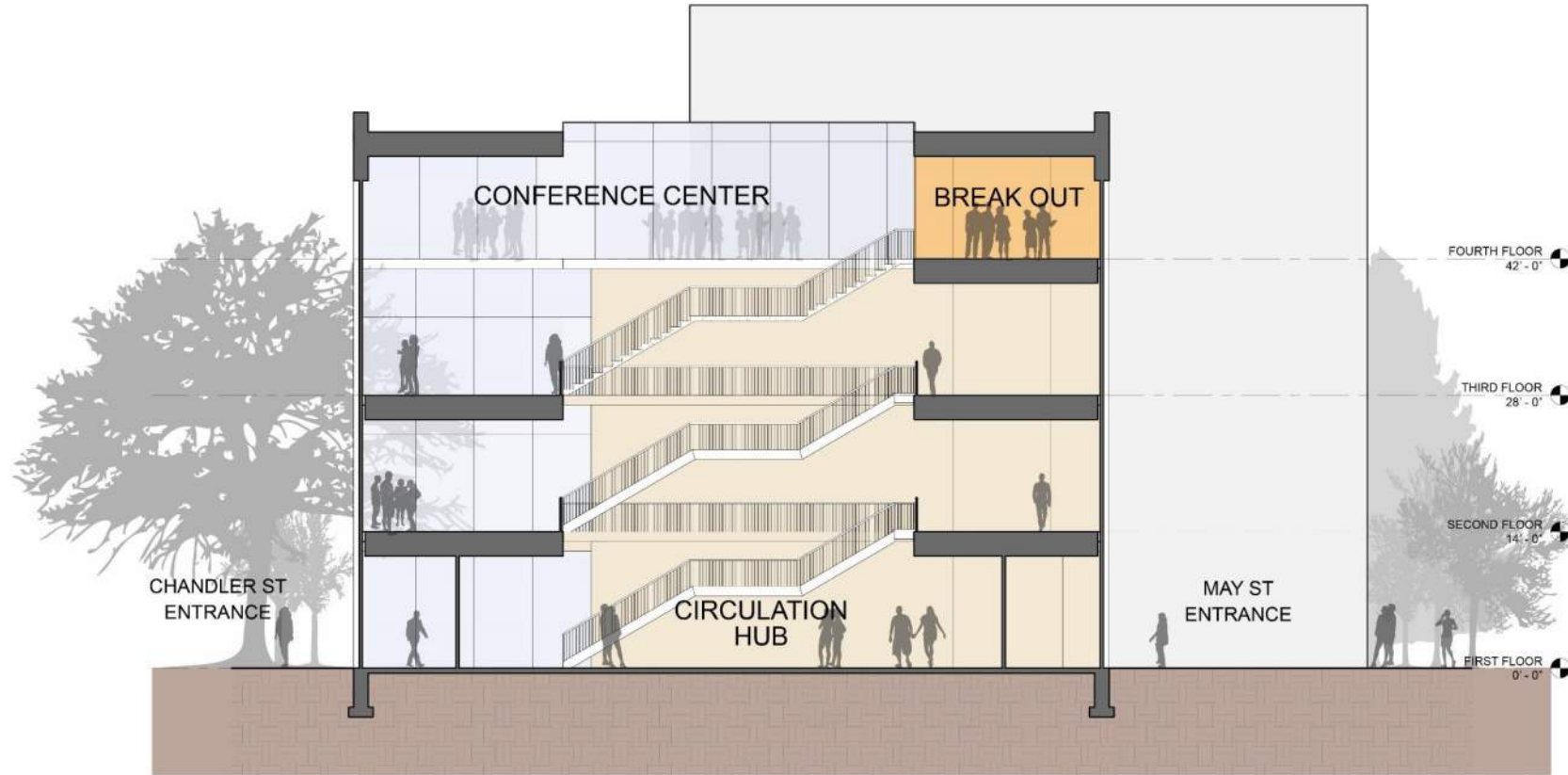


OPTION 1 - SITE PLAN

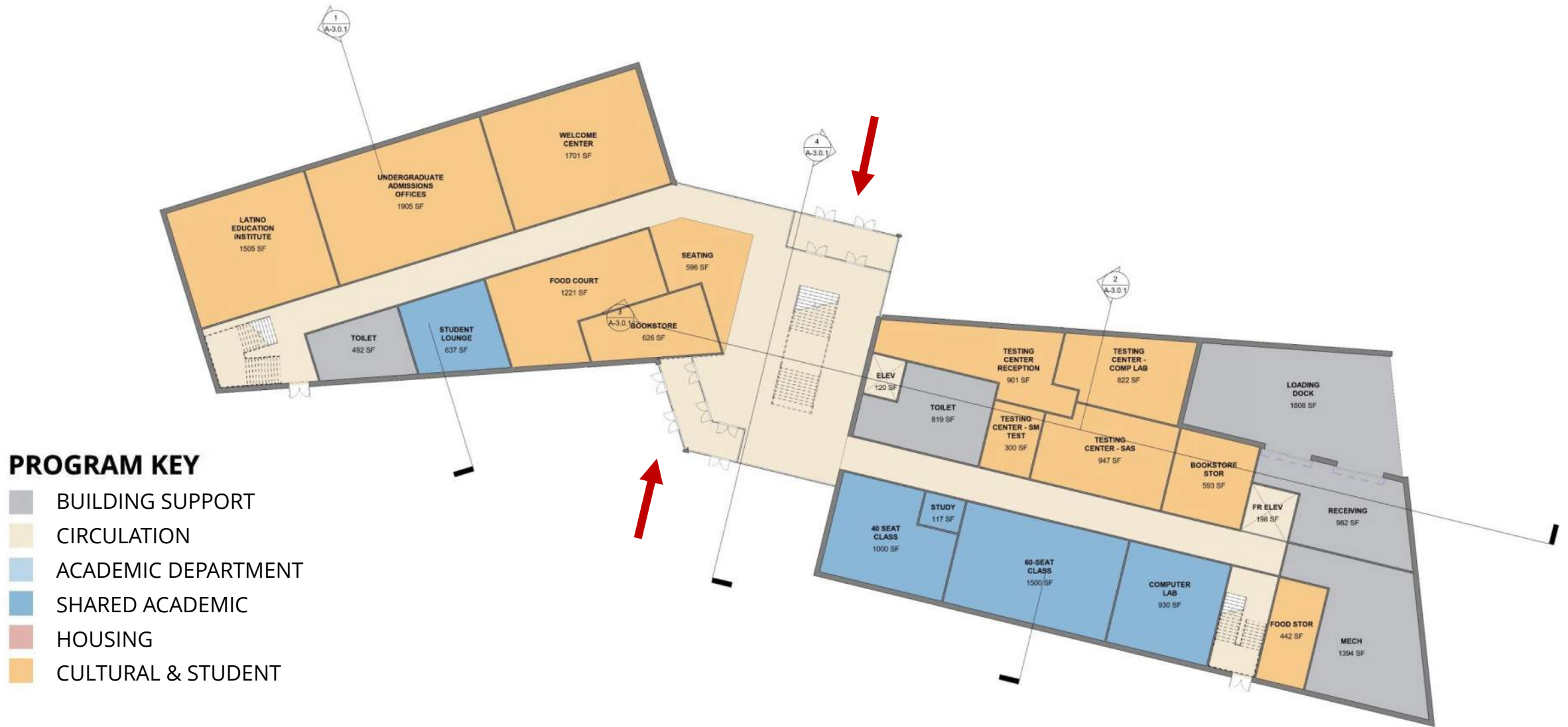
Total - 90,743 GSF







SECTIONS – OPTION 1



OPTION 1 – FIRST FLOOR

PROGRAM KEY

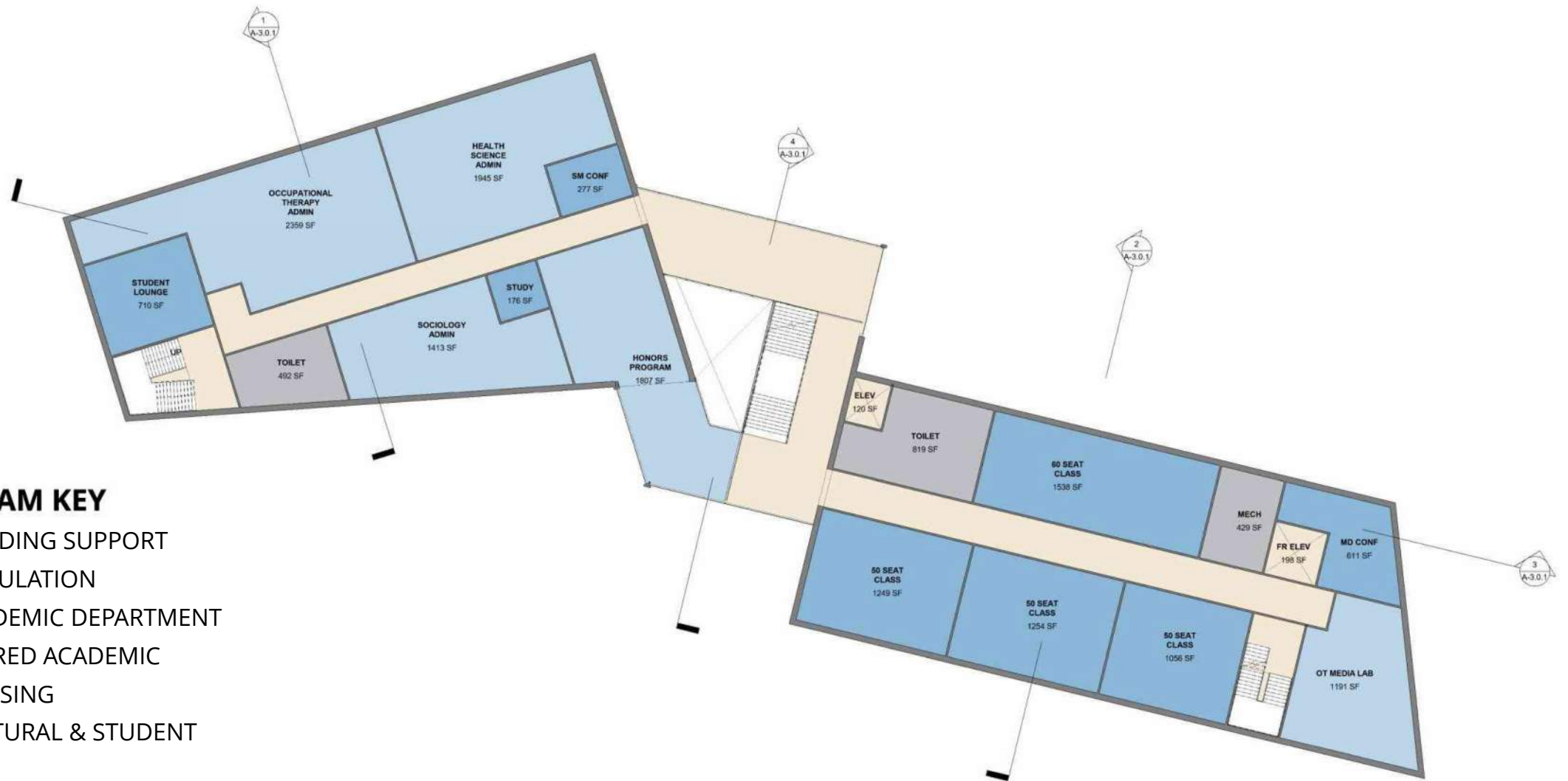
- BUILDING SUPPORT
- CIRCULATION
- ACADEMIC DEPARTMENT
- SHARED ACADEMIC
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OPTION 1 - SECOND FLOOR

PROGRAM KEY

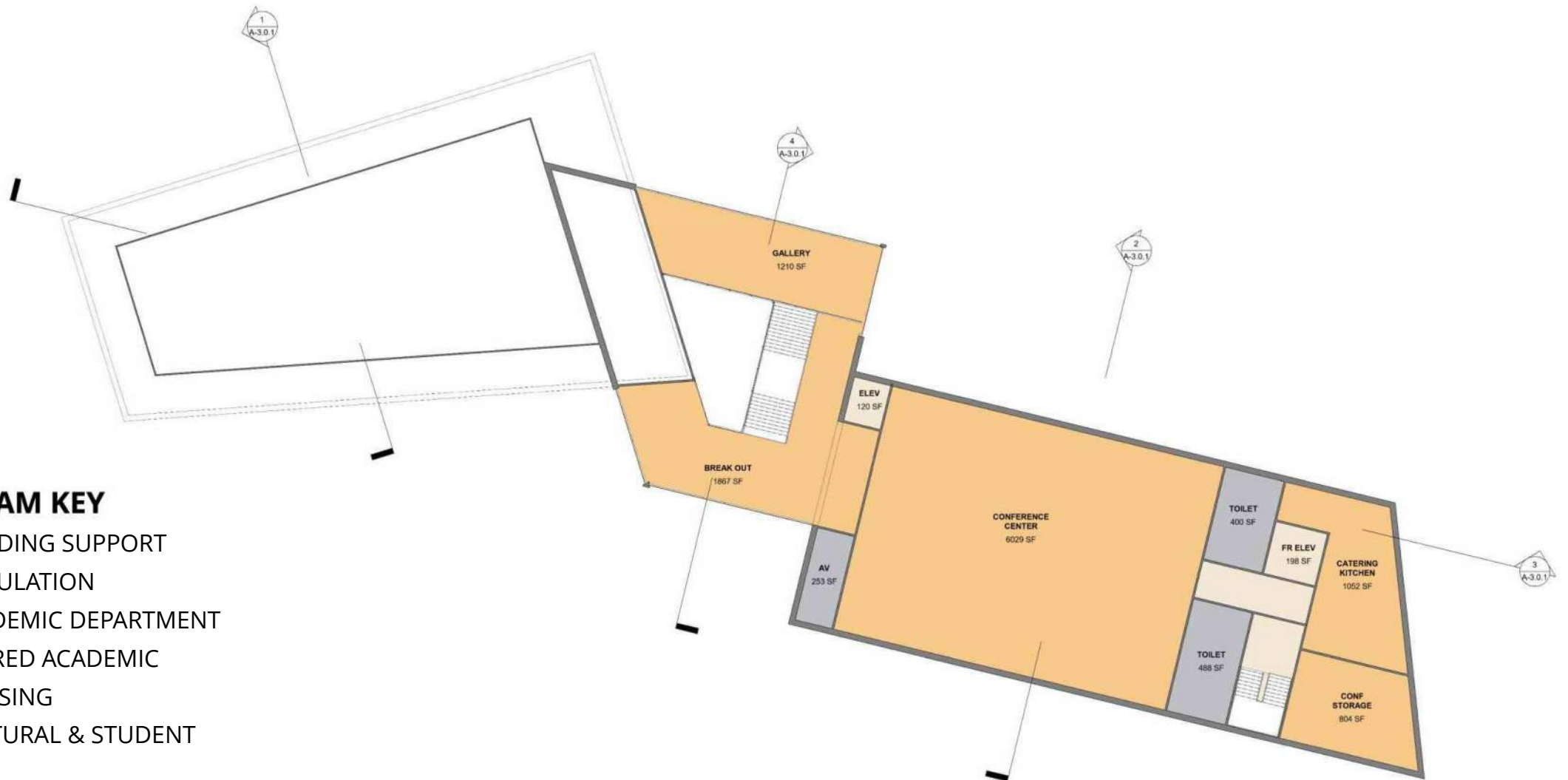
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OPTION 1 – THIRD FLOOR

PROGRAM KEY

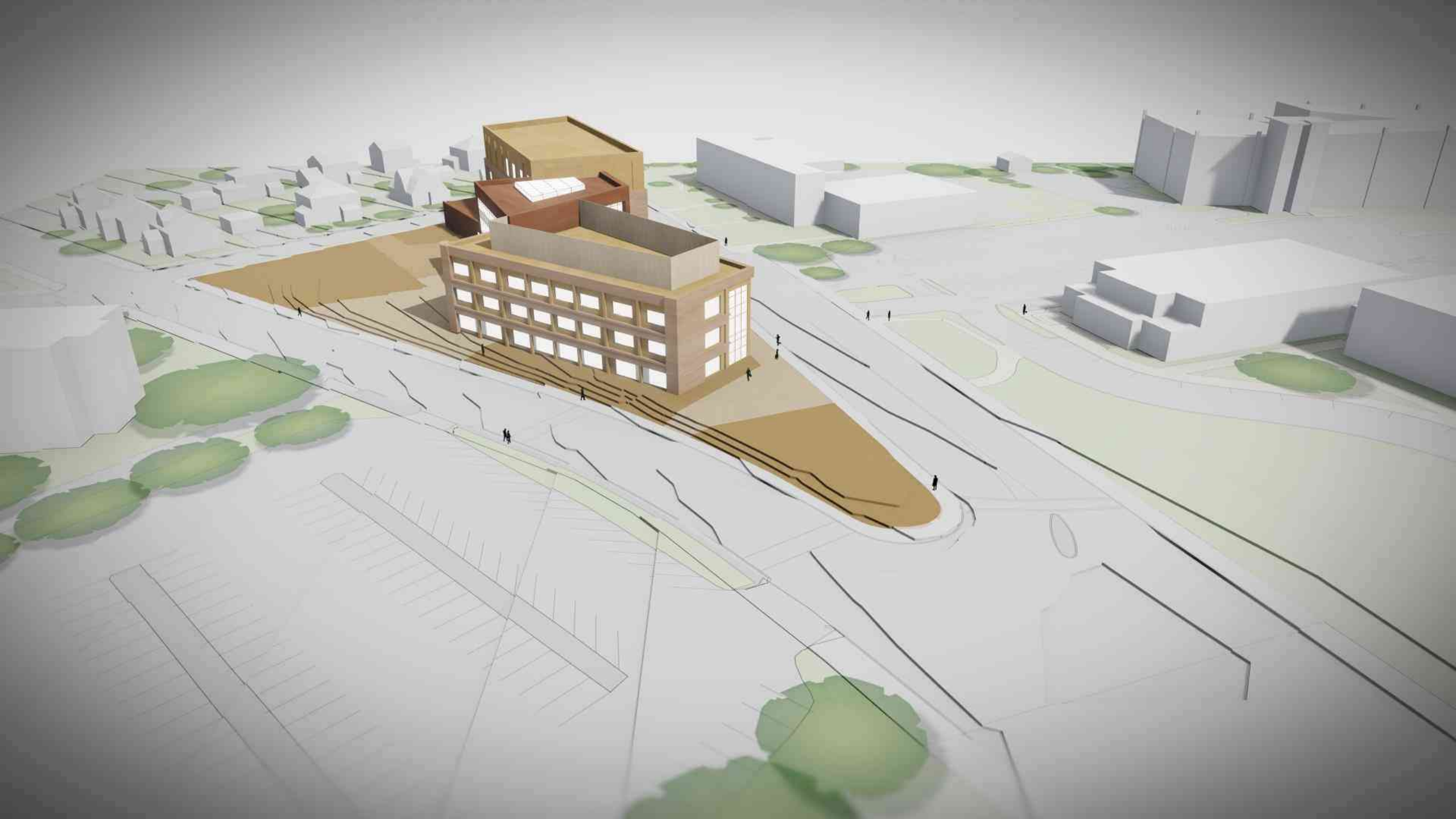
- BUILDING SUPPORT
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OPTION 1 – FOURTH FLOOR



MASSING - OPTION 1





MASSING - OPTION 1

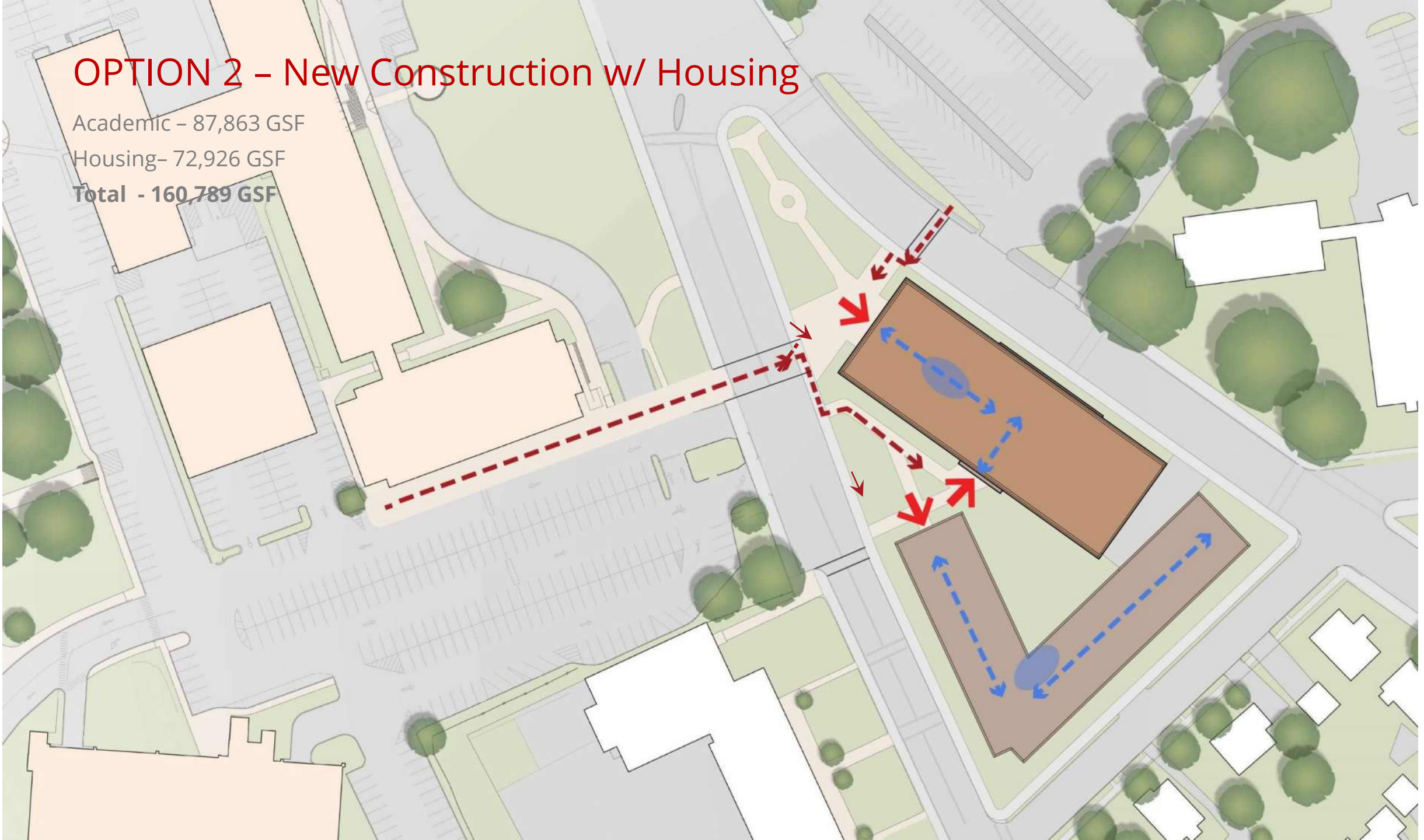


OPTION 2 – New Construction w/ Housing

Academic – 87,863 GSF

Housing – 72,926 GSF

Total - 160,789 GSF









OPTION 2

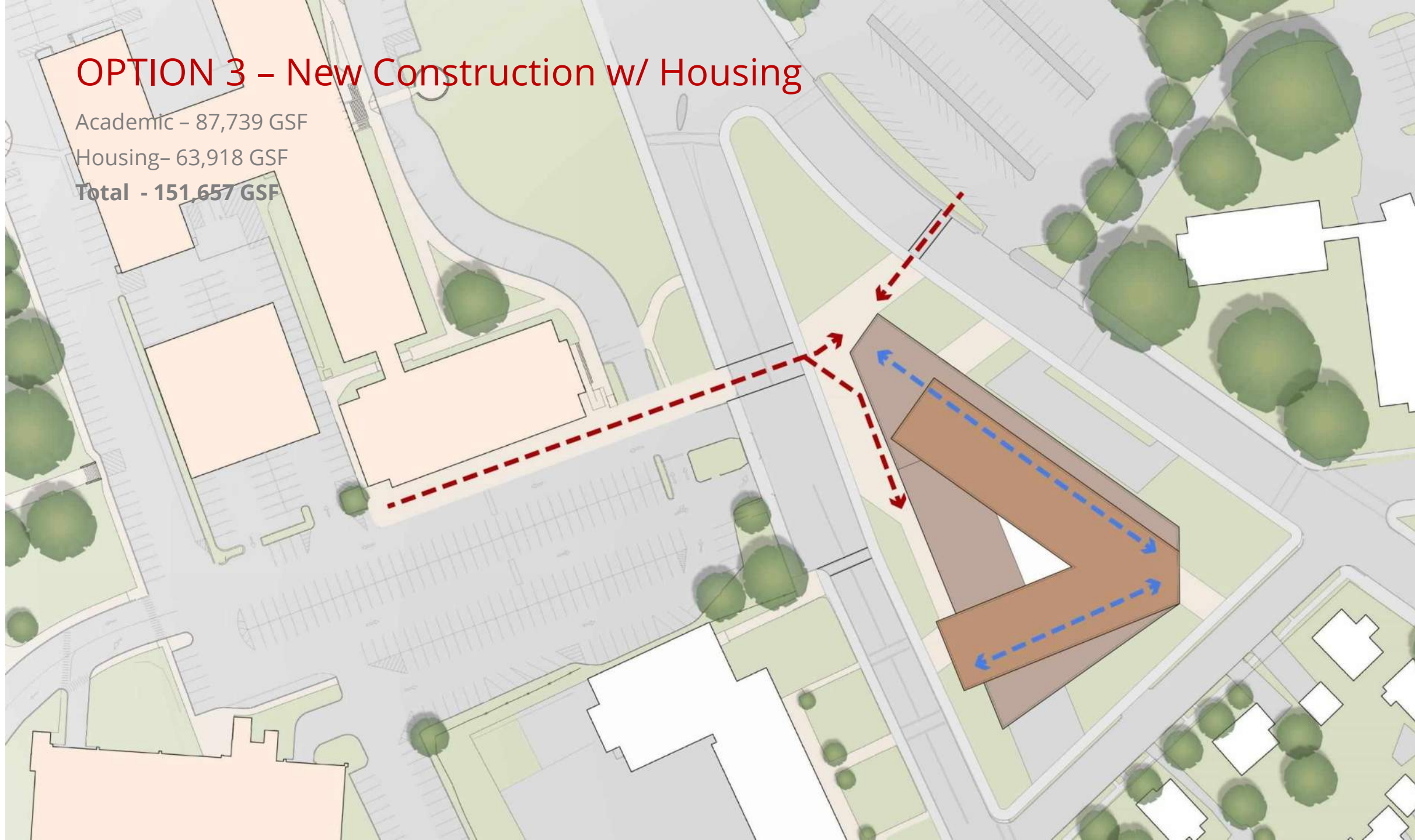


OPTION 3 – New Construction w/ Housing

Academic – 87,739 GSF

Housing – 63,918 GSF

Total - 151,657 GSF





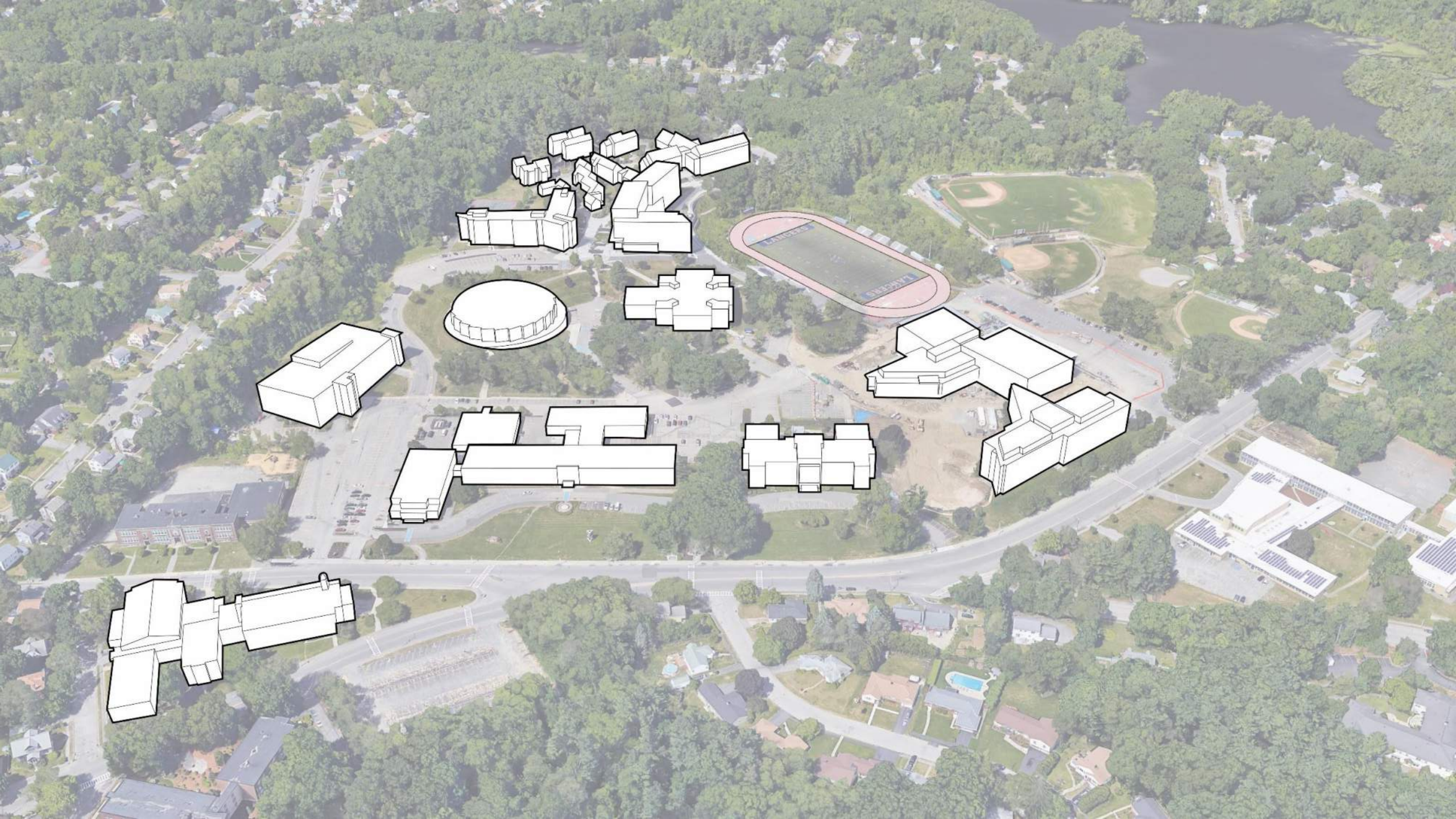








Budget/ Program Update - INSERT



Worcester State University

MAY STREET STUDY – TRUSTEE PRESENTATION

September 10, 2019

ARC

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE

Tuesday, September 10, 2019
Wellness Center Building
Room 204 (2nd Floor)
3:30 – 4:30 PM

Meeting Called By: Maryanne Hammond (Chair)

Minutes: Nikki Kapurch

Board Members: Maryanne Hammond (Chair); Karen Lafond; Dina Nichols; Marina Taylor

WSU Staff: Barry Maloney; Nikki Kapurch; Carl Herrin; Patrick Hare, Kathy Eichelroth, Ryan Forsythe, Stacey Luster

AGENDA		
ITEM	RESPONSIBLE	ACTION
<ul style="list-style-type: none">● <i>Administrative Business</i><ul style="list-style-type: none">● Call to Order	Maryanne Hammond	Informational
<ul style="list-style-type: none">● <i>Human Resources Committee Report</i><ul style="list-style-type: none">● Support letter from President Maloney*● Appointment of Dean of Enrollment and Director of Admissions<ul style="list-style-type: none">● Position Adjustment Recommendation Memo from VP Forsythe*● Revised Job Description Proposal*● Appointment of Assistant Vice President for Facilities Operations and Planning<ul style="list-style-type: none">● Position Adjustment Recommendation Memo from VP Eichelroth*● Revised Job Description Proposal*	Maryanne Hammond Stacey Luster	Informational & Recommendation to the Full Board (2 Votes Required)
<ul style="list-style-type: none">● <i>Administrative Updates</i><ul style="list-style-type: none">● <i>Equity Adjustment*</i>● Other Business	Stacey Luster Maryanne Hammond	Informational
4. <i>Adjournment</i>	Maryanne Hammond	(Vote Required)

*Attachments



WORCESTER
S T A T E
UNIVERSITY

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

To: Maryanne Hammond, Chair
HR Committee of the Board of Trustees

From: Barry M. Maloney, President

Re: Recommendations for Promotion

Date: August 27, 2019

Consistent with Board of Trustees by-laws regarding hiring and promotional moves, I seek a favorable recommendation to the full board for the following two promotions.

1. Joseph DiCarlo, currently Director of Admissions, to Dean of Enrollment and Director of Admissions. Please find attached a letter recommending this promotion from the Vice President for Enrollment Management, which I strongly support.

Data from the Massachusetts State University system tell us that, in the past ten years, Worcester State University's enrollment grew by 744 students, far outpacing our next closest sister institution, Massachusetts Maritime Academy, which grew by 514 students. DiCarlo has served as Worcester State's admissions director for the past seven years. As we enter into a period of demographic challenge, we require DiCarlo's results-oriented leadership to maintain strong new-student enrollment. The new position would also leverage DiCarlo's management skills to further impact enrollment beyond new students. By adding to his portfolio oversight of retention efforts, we expect to see continued improvement in our persistence and graduation rates, as well.

2. Sandra Olson, currently Director of Facilities, to Assistant Vice President for Facilities Operations and Planning. As noted in the attached letter from Vice President of Administration and Finance, Olson's 16 years at WSU have been marked by significant enrollment growth, nearly a doubling of our buildings' square footage, and more than a 100 percent expansion of our residence hall capacity. In that same time, nearly every building was either renovated or demolished for a new facility, and we built a parking garage, a new residence hall, and a Wellness Center. Under Olson's direction, our campus has never looked better. With the May Street Building project underway, we will look to Olson to oversee the moves of multiple academic departments over the course of many months and to coordinate with DCAMM on a new Student Center and Learning Commons/Library.

Olson had readily assumed responsibilities above and beyond her current job description, which are reflected in a new job description (attached). For these reasons and more, I strongly support her promotion.



WORCESTER
S T A T E
UNIVERSITY

Division of Enrollment Management

Phone: 508-929-8497

Fax: 508-929-8194

July 21, 2019

Mr. Barry M. Maloney
Worcester State University
President's Office
486 Chandler Street
Worcester, MA 01602

Dear President Maloney,

Please accept this letter as my recommendation of an adjustment to the title and salary of the current Worcester State University Director of Admissions, Joseph Dicarlo. With the attached revised job description, I recommend a salary of \$104,000 and a title of Dean of Enrollment and Director of Admissions.

Mr. Dicarlo has been with the university, in the Director role, for seven years. In that time, Joe has acted as a strong campus leader, demonstrated his consistent effectiveness in meeting almost all new-student enrollment goals, and contributed to the greater needs of the university.

As demographic changes in the Northeast have significant impacts on the recruitment and admission of new students to WSU, the university must remain diligent in its efforts to retain and graduate students at higher rates. The further collaboration that is expected with the broadening of the Dean's responsibilities to include oversight of retention efforts is expected to yield positive results for the university's matriculated undergraduate student population.

Joe has impressed me and others with his ability to communicate with broad audiences and his effective leadership of others. He is expected to further positively contribute to the university's recent retention progress. As a strategist and advisor to other campus leaders, Joe has a great deal of experience, which will surely continue to serve Worcester State University well.

As this adjustment must be confirmed by the Board of Trustees, I ask for your support. If you have any questions or need additional information, please let me know.

Sincerely,

Ryan G. Forsythe, Ed.D.
Vice President for Enrollment Management

WORCESTER STATE UNIVERSITY

JOB DESCRIPTION – DRAFT 7/21/19

OFFICIAL TITLE: Dean of Enrollment and Director of Admissions

SUPERVISION RECEIVED: Reports to the Vice-President for Enrollment Management

SUPERVISION EXERCISED: ~~The Director s~~Supervises professional, non-professional, and student personnel in the Admissions Office.

GENERAL STATEMENT OF DUTIES:

~~Oversee and direct new student recruitment and admission efforts. Oversee continuing student retention efforts. Supervise the professional admission counselors, providing direction for the review of all freshman applications and select transfer applications. Duties include supervision of office systems/technology; interface of the Colleague system upgrades with campus users to ensure efficient operational outcomes; overall supervision of office policies and; produce enrollment reports and statistical analysis for enrollment management needs; recruit students through participation in college fairs, high school visits and other functions which attract prospective students; arrange campus visits for guidance and transfer personnel; conduct interviews and group information sessions; review completed application files for admission decisions.~~

RESPONSIBILITIES:

1. (E) Coordinating, developing, and implementing University recruitment plans and communication plans with the Vice President for Enrollment Management. Student recruitment activities include but are not limited to visiting high schools, community colleges, college fairs, open house programs.
2. (E) Responsible for the Admissions Office operations including application processing, ~~and~~ communications, overall supervision of office policies.
3. (E) Responsible for overseeing retention efforts and meeting retention and graduation goals, as set by the Vice President, in conjunction with the WSU Director of Retention.
4. (E) Responsible for the Admissions Office annual operating budget as it relates to admissions operations.
5. (E) Responsible for increasing the applicant pool and for expanding the applicant market to insure steady enrollment goals attainment while at the same time meeting the admission standards of the Department of Higher Education.
6. (E) Responsible for maintaining the enrollment of a diverse student population in a highly competitive environment.

RESPONSIBILITIES: (Continued)

7. (E) Monitoring admission applications via statistical reports and developing follow-up strategies designed to increase student yield.
8. (E) Responsible for the development and review of aAdmissions materials; such as written correspondence, electronic communications, aAdmissions applications, aAdmissions publications, enrollment reports, statistical analysis for enrollment management needs, etc.
9. (E) Evaluate applications for admission to the university assuring that requirements are met.
10. (E) Manage Admission eOffice technologies and relationships with vendors.
11. (E) Supervise the professional admission counselors, providing direction for the review of all freshman applications and select transfer applications.
12. (E) Recruit students through participation in college fairs, high school visits, arranging campus visits for guidance and transfer personnel, conducting interviews and group information sessions, reviewing completed application files for admission decisions, and other functions which attract prospective students.
- ~~11-13.~~ (E) Oversee merit scholarship process by managing budget and selecting recipients.
- ~~12-14.~~ (E) Assist the Vice President for Enrollment Management in the dissemination of enrollment information to various campus constituents by participation in appropriate committees and by preparing enrollment reports.
- ~~13-15.~~ (E) Assist in the other areas of Enrollment Management as required.
16. (E) Demonstrate civility and professional, customer-service oriented behavior, worthy of emulation by other staff and students.
17. (E) Responsible for contributing to the WSU Strategic Plan.
18. (E) Responsible for contributing to Equal Opportunity/Affirmative Action objectives.
19. Perform other duties as assigned.

QUALIFICATIONS:

1. A minimum of a Bachelor's degree is required. A Master's degree is preferred.
2. A minimum of seven years progressive experience in Admissions and/or Enrollment.
3. Knowledge of higher education principles, practices and procedures.
4. Knowledge and experience in working with electronic systems as used by Admissions.
5. Knowledge and experience in the systems technology supporting enrollment management functions.
6. Administrative and supervisory ability as evidenced by experience in Admissions operations.

SALARY:

\$104,000 per year. (previously \$96,003 in FY19)

APPROVED: _____ DATE: _____
Dean of Enrollment and Director of Admissions

APPROVED: _____ DATE: _____
Vice President for Enrollment

HR.03/16



WORCESTER
STATE
UNIVERSITY

Vice President, Division of Administration and Finance

Phone: 508-929-8087

Fax: 508-929-8433

August 22, 2019

Barry M. Maloney
President

Dear President Maloney,

Please accept this letter as my recommendation for an adjustment to title and salary for Sandra Olson. Attached is a new job description acknowledging Ms. Olson's transition from Director of Facilities to Assistant Vice President for Facilities Operations and Planning. Through the years Ms. Olson has assumed many of the listed responsibilities without formal acknowledgment of her expanding areas of responsibility. I recommend a salary increase of 1.5% as she is officially assigned the responsibilities that she has willingly assumed over the years.

Ms. Olson has been with the university for 16 years. The university has seen significant growth in that time, and her position has seen an increased responsibility for our physical assets. Specifically, campus building square footage has increased from 629,518 to 1,138,030 and residence hall beds have gone up from 718 to 1,643. She has successfully undertaken significant capital planning projects, such as the Wellness Center, parking garage, and Sheehan Hall. Her department has grown from 52 employees to 75+ employees, and from a 2-shift operation to a 3-shift operation. She's responsible for updating the fire alarm system throughout campus, implementing a database driven work order system, developing a preventative maintenance schedule to ensure the longevity of our assets, updating the university's heating systems to more stable and modern units, and most recently updating the athletic field and paving the grounds. Her expertise in capital planning, attention to detail, and commitment to maintaining the university's infrastructure are second to none.

Work done in coordination with Human Resources shows our sister institutions to employ a similar model, with the head of facilities for an operation of our size, to be led by an Assistant Vice President. Ms. Olson is well-deserving of this title, as she possesses the experience, education, and knowledge required to successfully maintain, conceptualize, and develop our physical assets. This title is an accurate reflection of the work that she performs, and the updated job description supports that.

As this adjustment must be confirmed by the Board of Trustees, I ask for your support. If you have any questions or need additional information, please let me know.

Sincerely,

Kathleen Eichelroth
Vice President for Administration and Finance

Cc: Human Resources



WORCESTER
STATE
UNIVERSITY

NON-UNIT JOB DESCRIPTION

Position Number: 00113740

Reports to: 00104988

Incumbent: S. Olson

Department: 350

OFFICIAL TITLE: Assistant Vice President for Facilities Operations and Planning

SUPERVISION RECEIVED: Vice President for Administration and Finance

SUPERVISION EXERCISED: Direct or indirect supervision of 75+ employees including those engaging in professional, trades, maintenance, grounds, environmental health and safety, and sustainability work

General Statement of Duties: Provide leadership, facilities and operations expertise, and stewardship of the University's physical plant and infrastructure. The AVP drives safety and environmental compliance and related performance goals. The AVP for Facilities Operations and Planning will use collaborative skills, a customer centric approach, and data to ensure that the areas within this unit are supporting the mission and strategic priorities of the University through the daily work effort of the team. Areas reporting to this position include Environmental Health and Safety, Sustainability, Maintenance and Housekeeping, Operations, Trades, Grounds and Capital Planning.

Responsibilities:

(E) = Essential

1. (E) Provides leadership and management of 75+ unionized employees on multiple shifts for maintenance, construction and operations through communication, planning and data analysis. Leads by example in treating others with respect, empowering employees, providing excellent customer service, being proactive and innovative, and using data analysis to support decision-making
2. (E) Leads the effort in putting solutions in place to address the campus deferred maintenance backlog. Works with university leadership to build support for safety and environmental programs and initiatives.
3. (E) Works with other areas within Administration and Finance to remove barriers to efficient processes and customer satisfaction and advocates for additional resources when all other options are exhausted.
4. (E) Responsible for the oversight of trades, maintenance, grounds, environmental health and safety, and sustainability vocations in conjunction with subordinate professional staff; provides strong leadership to subordinate personnel.
5. (E) Ensures that staff have the tools necessary to provide a standard of care for campus buildings and grounds that is in line with our peers within annual Sightlines benchmark survey. Provides guidance in the use of resources to optimize the dependability, cleanliness, appearance, and safety of our facilities and grounds. Ensures employees adhere to University policies and procedures, especially in situations relating to workplace safety, conduct and contract obligations; collaborates with human resources to address issues relating to employee performance, contract violations, complaints, etc.
6. (E) Responsible for ensuring the efficient operations for the design and construction efforts of the Department, in conjunction with architect and engineering firms, which will lead to greater customer satisfaction with major capital, minor capital, and deferred maintenance projects. Ensures compliance with all federal, state, system, and university laws, policies, rules, regulations, and procedures.



WORCESTER
STATE
UNIVERSITY

NON-UNIT JOB DESCRIPTION

Position Number: 00113740

Reports to: 00104988

Incumbent: S. Olson

Department: 350

7. (E) Oversees the implementation of programs to create a safe working environment, promote environmentally sound practices, foster regulatory compliance, and protect the institutions reputation through the work of Environmental Health and Safety. Services include safety training, hazard identification and risk assessment, accident investigation, hazardous material management, fire protection and life safety code compliance, and emergency response.
8. (E) Oversees the development and implementation of the multiple facilities and operations budgets. Develops and implements long term capital maintenance and renovation programs. Engages senior campus leadership on updates to the campus master plan.
9. (E) Supports the professional development and training needs of staff; make recommendations regarding staff appointments, promotion, retention, salary action, and other personnel matters within the department.
10. (E) Serves as a member and thought leader of the Administration and Finance team at WSU. Serves and participates in campus leadership committees and search committees.
11. (E) Develops and maintains professional and community relationships to build an understanding and commitment to university objectives among state/local government and community representatives.
12. (E) Responsible for contributing to the WSU Strategic Plan.
13. (E) Responsible for contributing to Equal Opportunity/Affirmative Action objectives.
14. Performs other duties as assigned.

Required Qualifications:

1. Bachelor's degree in facilities management, engineering, architecture or related field. Demonstrated leadership skills that inspire and motivate a diverse workforce; technical skills are not enough.
2. A Minimum seven (7) years of combined progressively responsible management experience in facilities operations & management and/or design and construction with at least seven (7) years of senior leadership responsibility for a physical plant. Must have strong planning and budget experience. Experience with various project delivery methods. Experience in a higher education environment. Three (3) to five (5) years of senior management experience that involved recruitment, training and professional development of staff and directly responsible for the performance of staff.
3. Experience in capital planning, budgeting, and project management
4. Skill in effectively handling situations that involve various constituencies such as state and federal agencies, architects, engineers and contractors
5. Demonstrated commitment to excellent customer service and experience in process improvement.
6. Demonstrated ability to implement college-wide organizational change initiatives and effect cultural change.
7. Demonstrated ability to, effectively, communicate complex facilities matters in lay terms, both verbally and in writing. Strong interpersonal, oral, and written skills. Experience in collaborative problem solving.
8. Demonstrated experience in project and facilities management and prioritization of needs.
9. Must have a collaborative and approachable style, be a strategic thinker and able to solve problems. Skilled at making effective and timely decisions as needed.
10. Valid driver's license



WORCESTER
S T A T E
UNIVERSITY

NON-UNIT JOB DESCRIPTION

Position Number: 00113740

Reports to: 00104988

Incumbent: S. Olson

Department: 350

Preferred Qualifications:

1. Master's degree in engineering, facilities management or related field
2. Experience in a unionized setting

By signing below, I acknowledge that I have received a copy of this job description. I understand that this is a professional position, exempt from overtime under the Fair Labor Standards Act. I acknowledge that I must be able to successfully perform the essential functions of my position with or without reasonable accommodation. Questions relating to my responsibilities or need for accommodation, now or in the future, will be directed to my supervisor and/or Human Resources.

Employee Signature

Date

Supervisor or Human Resources Signature

Date

Date: August 14, 2019

To: Barry Maloney, President

From: Susan Moore, Director of Human Resources

RE: Equity Adjustments

With attention focused on salary equity and mitigating liability under the Massachusetts Equal Pay Act (MEPA), the university conducted a thorough review of salaries for all non-unit professional employees. Data was pulled from a variety of sources and compared, including CUPA-HR, sister institutions of similar size and composition, and ourselves. CUPA data looked at each position's compensation range from multiple perspectives, including by region, public institution type, master's degree granting institution type, and institution size type.

During this study, it was determined that 12 individuals were compensated at a rate lower than what was equitable for their position, specifically, was inequitable for the work that they were performing. Where those inequities were found, the university implemented pay increases ranging between 2% and 3.5% under your direction. The 12 salaries address were objectively diverse, spanning across divisions, titles, and genders. The increase percentage is consistent with what has been applied across campus throughout the last year, including the APA adjustments made for promotions and merit increases with your authorization.

I'm confident that taking a proactive approach to correcting any salary inequities will serve the university well in the future.

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE & FACILITIES MEETING

Tuesday, September 10, 2019
Wellness Center Building
Room 204 (2nd Floor)
4:30 – 5:30 PM

Meeting Called By: Stephen Madaus (Chair)

Minutes: Nikki Kapurch

Board Members: Stephen Madaus (Chair); Aleta Fazzone; Dina Nichols; Shirley Steele; Marina Taylor

WSU Staff: Barry Maloney; Nikki Kapurch; Carl Herrin; Patrick Hare, Kathy Eichelroth

AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> <ul style="list-style-type: none">● Call to Order	Stephen Madaus, Chair	Informational
2. <i>Finance & Facilities Committee Report</i> <ul style="list-style-type: none">● <i>FY2020 Strategic Plan Trust Fund*</i>	Stephen Madaus Kathy Eichelroth	Informational and Recommendation to the Full Board (Vote Required)
3. <i>Administrative Updates</i> <ul style="list-style-type: none">● Other Business	Stephen Madaus	Informational
4. <i>Adjournment</i>	Stephen Madaus	(Vote Required)

*Attachments

Memorandum

DATE: August 14, 2019

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance

RE: FY 2020 STRATEGIC PLAN TRUST FUND



FY 2020 Strategic Plan Trust Fund has been activated as of July 1, 2019 with a transfer of funds from FY 2019 reserves as approved by the Board in the FY 2020 budget package. The initial funds of \$562,582 have been load to an unallocated line.

Attached is an updated Strategic Plan Trust Fund Agreement. The updated agreement has been amended to allow for funding of the costs associated with conducting a cyclical strategic planning process.

The attached budget amendment provides funding for the strategic planning process that is being initiated in FY20. The costs include contracting with a strategic planning consultant and additional ancillary costs associated with the visioning, goal setting, strategy and action planning meetings that will occur throughout the coming year.

The majority of funds will remain unallocated until it is determined through the strategic planning process how the funds could be most effectively budgeted to achieve a new strategic plan. It is anticipated that an amendment to the budget will be brought forward to the board of trustees for approval at the conclusion of the strategic planning process.

Name of Trust Fund

Strategic Plan Trust Fund

Date established

January 24, 2011, amended September 9, 2014, June 8, 2015

Purpose of Fund

To provide for the set aside of operating budget capacity, when and where it can be derived, to be available to carry out the objectives of a cyclical strategic planning process and to fund one-time initiatives that will progress the institution toward achieving the goals of its strategic plan.

Source number

410

Source of revenue

Trustee approved transfers from other campus trust funds

Appropriate expenditures

Non-recurring expenditures necessary to carry out the objectives of a cyclical strategic planning process, in addition to new initiatives specifically linked to achieving the goals of the strategic plan as presented in the budget and approved by the Board of Trustees.

Inappropriate expenditures

Expenditures not following the protocol defined in "appropriate expenditures" above.

Separate bank account

no

Worcester State University
Strategic Plan Trust Fund (410)
FY 2020 Budget
Amendment #1

	FY 2020 Amendment #1	FY2020 Requested Budget
<u>Sources of Funds:</u>		
Transfer in -Reserves	\$ 562,582	\$ 562,582
Total Sources	<u>\$ 562,582</u>	<u>\$ 562,582</u>
<u>Uses of Funds:</u>		
BB Employee Related Expenses		
CC Temporary Part-Time Employees		
DD Staff Benefit Expenses		
EE Administrative Expenses	2,000	
FF Facility Operation Supplies	8,000	
GG Energy/Space Rental		
HH Professional Services	35,000	
JJ Operational Services		
KK Equipment Purchase		
LL Equipment Lease, Maintenance, Repair		
NN Construction/Maintenance/Improvements		
XX Unallocated	517,582.00	562,582
Total Uses	<u>562,582.00</u>	<u>\$ 562,582</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
2019-2020**

EXECUTIVE COMMITTEE	Chair	Craig Blais
	Vice Chairs	Maryanne Hammond/Stephen Madaus
	Elected Trustee	Aleta Fazzone/Marina Taylor (Alternate)
	President	Barry Maloney

FOUNDATION	Maryanne Hammond Dina Nichols
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MA STATE COLLEGES PRESIDENTS/ TRUSTEES ASSOCIATION	Craig Blais Maryanne Hammond/Stephen Madaus (Alternates)
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STANDING COMMITTEES

ACADEMIC/STUDENT DEVELOPMENT

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Lisa Colombo
Karen LaFond
Stephen Madaus
Manasseh Konadu
David Tuttle

President's Liaisons:

Dr. Lois Wims 508-929-8038 lwims@worchester.edu
Ms. Julie Kazarian 508-929-8077 jkazarian@worchester.edu

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Marina Taylor

President's Liaison:

VP Kathy Eichelroth 508-929-9098 keichelroth@worchester.edu

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Karen LaFond
Dina Nichols
Marina Taylor

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VP Kathy Eichelroth 508-929-8098 keichelroth@worchester.edu
Ms. Stacey Luster 508-929-8022 sluster@worchester.edu

PLANNING & DEVELOPMENT

Maryanne Hammond, Chair
Lisa Colombo
Manasseh Konadu
David Tuttle

President's Liaisons:

VP Tom McNamara 508-929-8033 tmcnamara@worchester.edu
VP Ryan Forsythe 508-929-8498 rforsythe@worchester.edu

Staff Support to all committees is Nikki Kapurch

508-929-8201 nkapurch@worchester.edu

NOTE: Chair of the Board is an ex-officio voting member of all committees
President Maloney is a non-voting member of all committees
All trustees are welcome at any meeting as a non-voting member

Appointment needed

President's Update

September 2019



President's Message

Most of our future students will never have known a time before smartphones, and they frequently come to us with 24/7 expectations. Defining what this means to Worcester State University has been the task of the Student College Life summer working group (comprised of faculty and staff) that met several times since last May.

Four other campus-wide groups also met over the summer (Advising, Majors and Minors, First-Year Experience, and the Liberal Arts and Sciences Curriculum/LASC) to explore areas identified in last year's survey that must be addressed in order to attract robust classes of first-year students in the coming years. At on-campus sessions outlining the survey findings last semester, I indicated that we would move quickly toward implementing action plans based on them. I now am reviewing the recommendations from the working groups, which are collectively named the **RASE Plan (Roadmap for Advancing Student Excellence)**, and implementation will begin in earnest early this semester.

The RASE Plan also will form the foundation for the next university-wide, five-year strategic plan. A year-long process for developing the strategic plan will kick off this semester under the direction of Assistant Vice President for Assessment and Planning, Dr. Sarah Strout, with facilitation provided by SOS Consulting.

We are closing out the current 2015-2020 strategic plan this academic year. In each issue of the **Update**, we will report the progress made on one of the five goals established under that plan. We have had much success, and I look forward to sharing that story with you!



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PRESIDENT'S OFFICE

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

**Highlights of Progress Since 2014 on Strategic Plan 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.**

Multiple Divisions

- The university launched new committees and working groups to support campus climate initiatives, including: the Campus Climate Committee (CCC); the Bias Incident Response Team (BIRT); the Advisory Committee for Equal Opportunity, Diversity & Affirmative Action; and the LGBTQ+ Advisory Group, with faculty and staff from across the university, as well as students, participating in them.
- A cross-divisional working group of faculty, staff, and students was formed to explore ways to make the campus more inviting and inclusive to individuals with varied gender identities. This work resulted in changes to the way students and staff can identify their gender, chosen name, and pronouns for enrollment or employment at the university, as well as development of a web page addressed to LGBTQ+ faculty, staff, and students.



Academic Affairs

- The university has secured funding for \$1,000 stipends for 14 sophomore ALANA (Asian, Latinx, African/African-American, and Native American) students to participate in civic learning and engagement, and for over 41 students to participate in faculty-led study abroad. Additionally, \$5,000 stipends are available through the Latino Education Institute, providing opportunities for 20 ALANA students to participate in civic engagement and work-based learning opportunities.
- The university has begun celebrating adjunct faculty through the annual Adjunct Faculty Dinner and through adjunct faculty teaching and research awards. Also, the university has invested in two ongoing opportunities to recognize student academic achievement: The Academic Achievement Awards and the Celebration of Scholarship and Creativity.
- In collaboration with Advancement, the division is providing the University Advancement Faculty Research, Scholarship, and Creative Activity Grant Program, which offers \$20,000 per year of new faculty support through the deans' offices. Pre-tenured faculty can receive additional support by applying for up to 150% more grant money from the Faculty Scholarship/Creative Activity Grant.
- Since 2014, and in collaboration with multiple departments/divisions, Worcester State has sponsored hundreds of events to promote cultural awareness through Multicultural Affairs, the Latino Education Institute, the Binienda Center for Civic Engagement, the Urban Action Institute, the Library, and many academic departments. Some highlights include the Annual Sustainability and Food Fair, the Courageous Conversations series, the African American Read-In, the World Languages Undergraduate Conference, and the film screenings of "Black-Out" and "Re-thinking Gender: Beyond the Binary."
- With strong support from the Human Resources/Diversity offices, The Campus Climate Committee and the Liberal Arts and Sciences Curriculum (LASC) Advisory Groups will continue to assess the breadth and depth of the Diversity across the Curriculum general education requirement and will make recommendations for expansion. Campus Climate Committee faculty focus groups will take place in Fall 2019, with staff surveys and focus groups scheduled as soon as practicable.



Administration & Finance

Human Resources

- Since 2015, the university increased faculty racial diversity by 3%, achieving the Massachusetts labor market goal of 21% minority in Fall 2018. \
- Workplace training has been implemented, which includes anti-discrimination workshops and a tiered diversity training series.
- With support primarily from the Marketing Department, additional visual representations of campus diversity are in place, including: "Hate Has No Home Here" campus-wide banners and signage; campus-wide banners highlighting diverse images of Worcester State students, staff, and faculty; and flags on display in the Sheehan and Ghosh buildings that represent the 206 countries of national origin of Worcester State community members.
- In Fall 2017, the university launched the "Multicultural Experience" at Homecoming, which included culturally relevant music and food, in order to increase ALANA student and alumni participation. In 2019, the President will host an ALANA alumni reception at his home.
- The Human Resources Office oversaw the creation and/or expansion of opportunities to recognize the contributions of faculty and staff and improve morale by encouraging networking and out-of-office interaction of employees from all backgrounds, including the Employee Service Recognition and Retirement Celebration (approximately 200 attendees/year) and Employee Fun Day (launched in May 2017 (approximately 400 attendees/year). In 2017, Worcester State resumed participation in the Commonwealth Performance Recognition Program (two Worcester State employees received statewide awards: Commonwealth Equity in Governance Award and Manuel Carballo Governor's Award for Excellence in Public Service).
- In 2016, Worcester State implemented a consistent online application process for part-time positions. The university conducts an average of 40 search committee orientations each year, which are mandatory in order to ensure equal employment opportunity for all applicants.



Enrollment Management

- The new SAT-optional admission program began in November 2017, with the first students admitted under this flexible criterion. To date, over 1,000 accepted students have been considered in this admission category. The SAT optional admission program is expected to enhance the number of accepted applicants from diverse backgrounds by as many as 69 additional students per year.
- The university has developed a new employee recognition award called WooBuntu. The name is a play on the African word “ubuntu,” which some define as a philosophy espousing connectedness among and between people. This award recognizes the positive contributions to the campus community by staff or faculty from any division.
- Worcester State established a new partnership with the Massachusetts Education and Career Opportunities Organization (MassEdCO) to bring increased financial aid service to Worcester State University students. MassEdCO’s Educational Opportunity Center has begun helping students with FAFSA completion, financial aid verification processes, and more – practices that are shown to be beneficial for all, especially families with no prior college application experience.



Student Affairs

- Co-curricular programming has been expanded to afford more opportunities for student engagement. For example, Worcester State's Civic Corps is a joint project of Multicultural Affairs, Sociology Department, The Binienda Center, and International Programs. Students receive stipends to participate in one of three projects that involve civic engagement: the service trip to Nicaragua; the Biology trip to the Dominican Republic; or the City Manager's Youth Recreation Program short-term travel abroad program. International experiences are known to foster a more inclusive campus climate and leadership skill development.
- The opening of the Wellness Center in 2016 provides the opportunity for students to participate in activities to enhance their personal wellness and make connections through intramurals, fitness classes, and open recreation. The shared social and recreational space fosters interaction among students from all backgrounds.
- Residence Life and the Binienda Center for Civic Engagement developed the Community Leadership Experience (CLEWS) living-learning community. Each year, 20 students are invited to participate in a program designed around leadership and community engagement, and participation from underrepresented student groups has increased. CLEWS originally was designed as part of a five-year study that has been extended because it has demonstrated considerable promise.
- The Office of Student Involvement and Leadership Development (OSILD) launched a rebranding campaign designed to increase awareness of student involvement opportunities outside of the classroom. Special attention was paid to leadership skills programming that challenge and encourage students to become empowered, inclusive, and knowledgeable future community and global leaders.

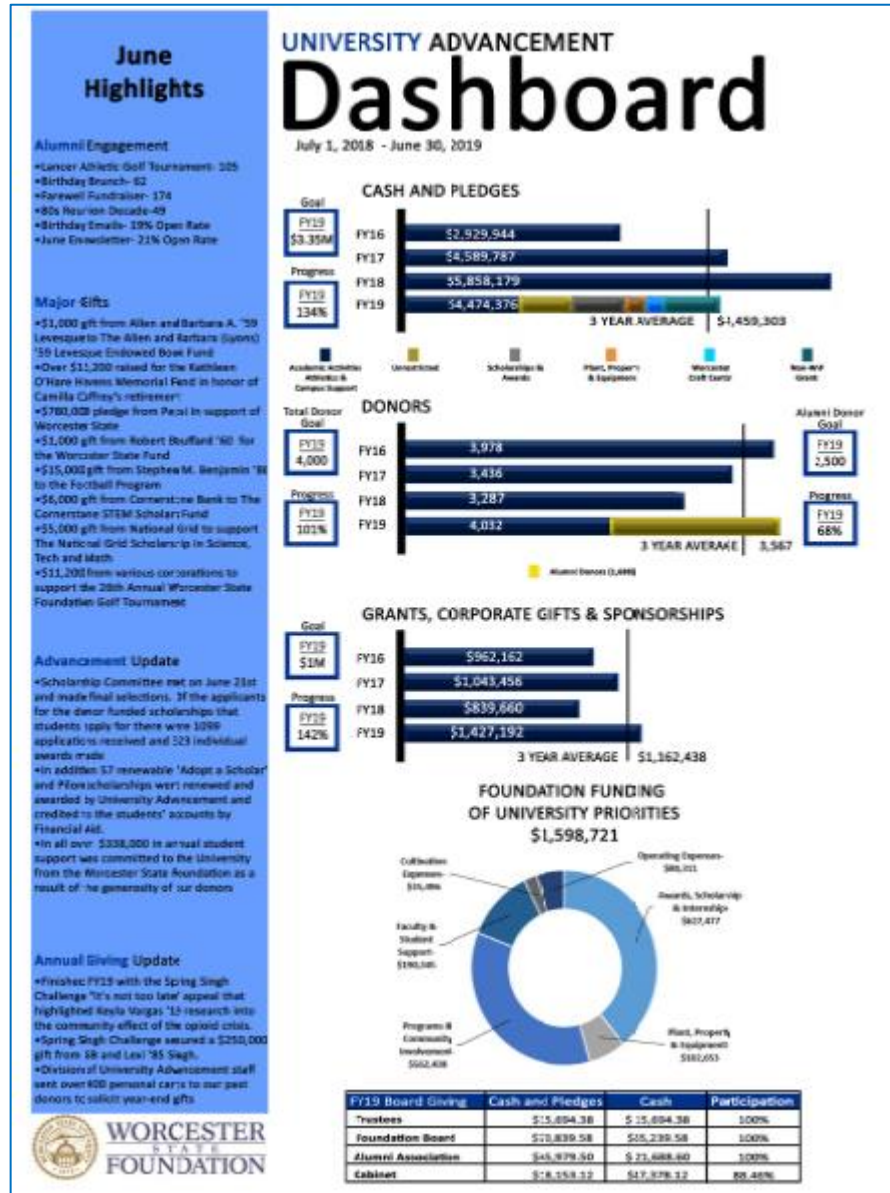


University Advancement

- Worcester State's Annual Day of Giving was successful every year, with several targeted funds geared toward campus inclusion initiatives and assisting underrepresented student groups, including first generation and LGBTQ+.
- Worcester State continues to leverage outside grants to expand opportunities to support university programming and services. For example, the \$50,000 DCU Special Initiatives Grant Allocation provided funding for the following collaborative projects:
 - The WSU Urban Action Institute (UAI) - Making Worcester Home. This project brought youth from the Worcester Refugee Project and Worcester State students together to develop a research and action project.
 - Thea's Food Pantry. The UAI worked collaboratively with the Enactus, Urban Studies Club, and Student Affairs organizations to open a food pantry on campus for disadvantaged students.
 - Assistive Devices. The Office of Student Accessibility Services (SAS) has been allocated funding to increase its capacity. By purchasing a variety of assistive devices, the university is well-positioned to meet the unique teaching and learning needs of students with various health challenges, including those related to mental health and mobility.
 - Nativity School of Worcester/WSU Speech-Language Hearing Center collaboration. We have invested in this partnership, by having a WSU graduate student and a speech-language pathologist provide screenings and evaluation services to students from the Nativity School, "an accredited, independent, Jesuit middle school that provides a quality, all-scholarship education to underserved boys of all faiths."
 - The Aisiku '92 STEM (Science, Technology, Engineering & Mathematics) Center. Funding has expanded academic support programs for disadvantaged youth from Worcester and freshman WSU students.
- The WSU Latino Education Institute (LEI) allocated the DCU investment into expanding the adult English-as-a-Second Language (ESL) courses for hurricane evacuees in Worcester, offered as a special module of LEI's Club Educación (Club E) ESL program.

University Advancement Dashboard

[View June's Dashboard](#)



Community Leadership Experience (CLEWS)

[View CLEWS Report](#)

Community Leadership Experience (CLEWS)

Learning that we most readily lose students in the middle tier (2.6 – 3.2 GPA) to transfer or attrition, Mark Wagner and Adrian Gage designed a living learning program called the Community leadership Experience at WSU (CLEWS). Each year, we invite 20 students to participate in a program designed around leadership and community engagement as a way to retain this group. We were, in part, using Care Theory as theoretical backdrop, and our practice would be to live together, include First Year Seminar and a HIPS approach to build social bonds and ties to both the campus and wider community. CLEWS was designed as a 5-year study, but we have continued the project because it shows considerable promise. Here are numbers from *our first four cohorts*, as well as numbers on a control group, also resident students in the 2.6- 3.2 GPA range on entry to the university:

CLEWS: N = 84

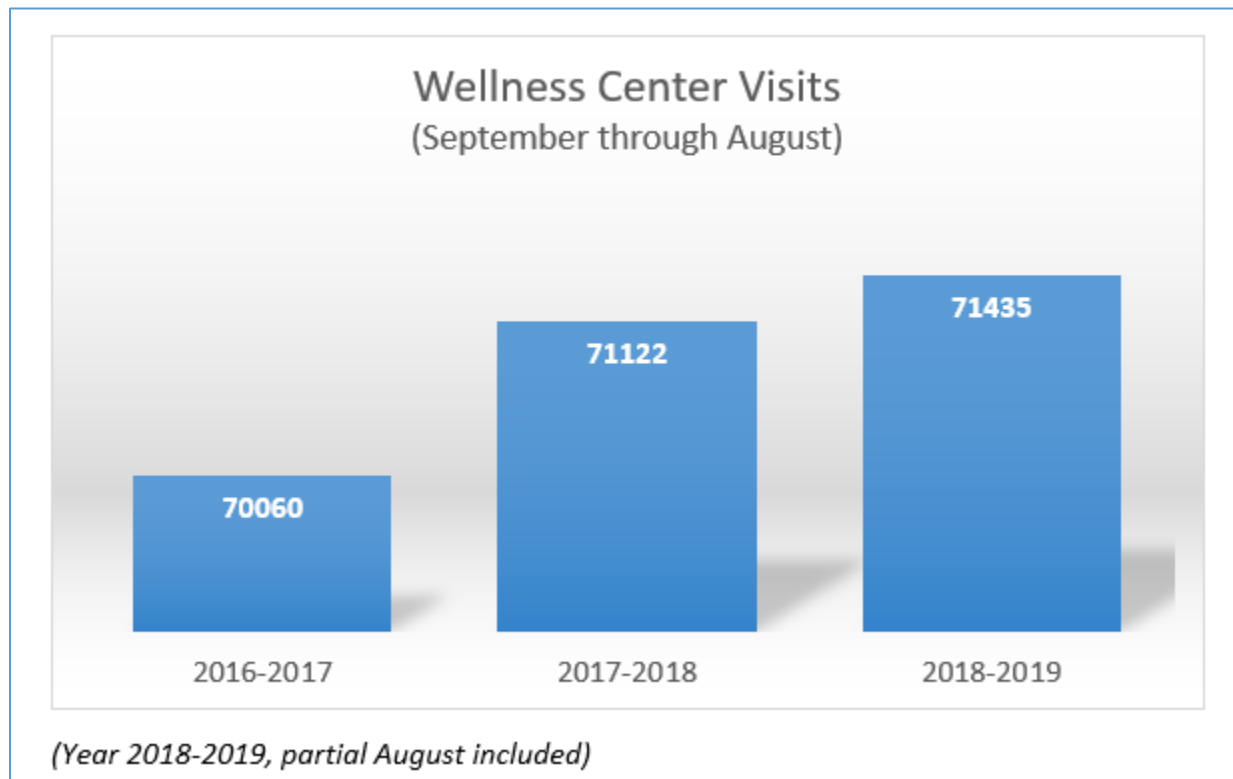
Graduates	59	70%
Active	5	5%
Lost / Transferred	20	24%

Control: N = 80

Graduates	49	61%
Active	7	8%
Lost / Transferred	25	31%

Wellness Center Usage

[View Wellness Center Usage Data](#)



Faculty Diversity Report

[View Faculty Diversity Report](#)

Dept	FALL 2018								FALL 2015							
	Female	Male	Total	Percentage Female	Minority	White	Total	Percentage Minority	Female	Male	Total	Percentage Female	Minority	White	Total	Percentage Minority
641 - Biology	8	6	14	57%	3	11	14	21%	6	7	13	46%	1	12	13	8%
642 - Chemistry	5	5	10	50%	3	7	10	30%	6	4	10	60%	2	8	10	20%
643 - CSD	4	3	7	57%	0	7	7	0%	4	3	7	57%	0	7	7	0%
644 - Comp Sci	3	2	5	60%	3	2	5	60%	2	2	4	50%	2	2	4	50%
645 - Education	11	1	12	92%	2	10	12	17%	12	2	14	86%	2	12	14	14%
646 - Health Sciences	2	3	5	40%	3	2	5	60%	4	1	5	80%	2	3	5	40%
647 - Mathematics	7	5	12	58%	2	10	12	17%	6	6	12	50%	3	9	12	25%
648 - Nursing	15	1	16	94%	1	15	16	6%	14	1	15	93%	2	13	15	13%
650 - Occup Therapy	5	0	5	100%	0	5	5	0%	7	0	7	100%	0	7	7	0%
651 - DEEP	3	5	8	38%	2	6	8	25%	4	6	10	40%	2	8	10	20%
661 - Business Admin	9	11	20	45%	5	15	20	25%	10	11	21	48%	6	15	21	29%
662 - Communication	4	5	9	44%	3	6	9	33%	5	4	9	56%	3	6	9	33%
663 - Crim Justice	3	6	9	33%	3	6	9	33%	5	3	8	63%	2	6	8	25%
664 - English	8	7	15	53%	3	12	15	20%	7	8	15	47%	1	14	15	7%
665 - History Poli Sci	5	9	14	36%	3	11	14	21%	4	10	14	29%	2	12	14	14%
666 - Philosophy	2	2	4	50%	1	3	4	25%	2	2	4	50%	0	4	4	0%
667 - Psychology	12	5	17	71%	2	15	17	12%	10	7	17	59%	2	15	17	12%
668 - Sociology	1	4	5	20%	1	4	5	20%	2	4	6	33%	1	5	6	17%
669 - Urban Studies	2	3	5	40%	1	4	5	20%	3	1	4	75%	1	3	4	25%
672 - World Languages	4	1	5	80%	3	2	5	60%	3	2	5	60%	3	2	5	60%
673 - VPA	4	6	10	40%	0	10	10	0%	4	6	10	40%	0	10	10	0%
TOTALS	117	90	207	57%	44	163	207	21%	120	90	210	57%	37	173	210	18%
SEHNS	63	31	94	67%	19	75	94	20%	65	32	97	67%	16	81	97	16%
HSS	54	59	113	48%	25	88	113	22%	55	58	113	49%	21	92	113	19%
TOTALS	117	90	207	57%	44	163	207	21%	120	90	210	57%	37	173	210	18%