

WORCESTER STATE UNIVERSITY

BOARD OF TRUSTEES MEETING

Tuesday, January 7, 2020

Student Center

Student Affairs Conference Room, SC326

9:00 – 12:30 PM

Meeting Called By: Craig Blais (Chair)

Minutes: Nikki Kapurch

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

WSU Staff: Mr. Barry Maloney; Ms. Nikki Kapurch; Mr. Carl Herrin; Mr. Patrick Hare; Kathy Eichelroth; Jason Kapurch; Julie Kazarian; Jennifer Quinn; Tom McNamara; Ryan Forsythe; Lois Wims

AGENDA

ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> A. Call to Order B. Minutes: Human Resources - Sept. 10, 2019* C. Minutes: Acad/Student Development - Nov. 5, 2019* D. Minutes: Full Board - Nov. 12, 2019*	Craig Blais, Chair	B. Vote Required C. Vote Required D. Vote Required
2. <i>Other Business</i> A. Divisional Updates from the V.P's B. Title IX and Trauma-Informed Response* C. Campus Safety Overview and Clery Act Update*	Barry Maloney Julie Kazarian/ Jennifer Quinn Jason Kapurch	A. Informational B. Required C. Informational
3. <i>Finance & Facilities Committee Report</i>	Stephen Madaus	3. Informational and (1) Vote Required
4. <i>Administrative Updates</i> A. Report of the Chairman i. Next meeting: Tuesday, March 10, 2020 B. Report of the President i. President's Update* ii. CESO FY20 P/L Report* C. Other Business	Craig Blais Barry Maloney	A. Informational B. Informational
5. <i>Adjournment</i>	Craig Blais	5. Vote Required

*Attachments

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE MEETING
MEETING MINUTES - SEPTEMBER 10, 2019**

CHAIR:	Maryanne Hammond	DATE:	September 10, 2019
LOCATION:	Wellness Center Building Room 204 (2 nd Floor)	MINUTES BY:	Nikki Kapurch
TIME:	3:30 PM		
MEMBERS PRESENT:	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		

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Board of Trustees was held on Tuesday, September 10, 2019, in room 204 of the Wellness Center. Trustee Hammond called the meeting of the HR sub-committee to order at 3:33 pm

Human Resources Committee Report

Stacey Luster, Assistant Vice President for Human Resources, Payroll, and Affirmative Action/Equal Opp. presented on both recommendations coming forward to the board. Supplemental materials were presented in support of both positions.

- Appointment of Dean of Enrollment and Director of Admissions
- Position Adjustment Recommendation Memo from VP Forsythe
- Revised Job Description Proposal
- Appointment of Assistant Vice President for Facilities Operations and Planning
- Position Adjustment Recommendation Memo from VP Eichelroth
- Revised Job Description Proposal
- Support letter from President Maloney

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

VOTED: to recommend to the full board the approval of a promotion for Joseph DiCarlo to Dean of Enrollment and Director of Admissions as presented.

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

VOTED: to recommend to the full Board the approval of a promotion for Sandra Olson to Assistant Vice President for Facilities Operations and Planning presented.

Administrative Updates

Equity Adjustment

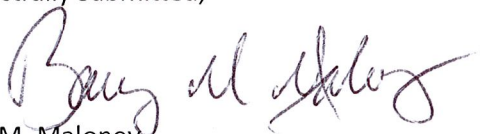
- AVP Luster presented on the equity adjustment for information purposes.
- A year-long study was done where data was pulled from a variety of sources and compared, including CUPA-HR (*College and University Professional Association for Human Resources*), sister institutions of similar size and composition, 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.

With there being no further business, the WSU Board of Trustees meeting was adjourned

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

VOTED: **To adjourn the meeting at 3:50 pm**

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Barry M. Maloney", written in a cursive style.

Barry M. Maloney
Secretary, Board of Trustees

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
ACADEMIC/STUDENT DEVELOPMENT COMMITTEE MEETING
MEETING MINUTES - NOVEMBER 5, 2019**

CHAIR:	Karen LaFond (Chair)	DATE:	November 5, 2019
LOCATION:	Presidents Conference Room, 255	MINUTES BY:	Nikki Kapurch
TIME:	7:30 AM		
MEMBERS PRESENT:	Craig Blais (Chair); Lisa Colombo; Karen LaFond; Stephen Madaus (Vice-Chair); Manuel Reyes-Ponce; David Tuttle		
WSU STAFF:	Barry Maloney; Nikki Kapurch; Carl Herrin; Patrick Hare, Lois Wims		

In accordance with 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, November 5, 2019, in room 255 of the Administration Building. Trustee LaFond called the meeting to order at 7:31 am.

Administrative Business

- Trustee LaFond reported that there was one change to the posted materials. One name was not included on the Sabbatical Leave Recommendation memo from the Provost to the President. The memo was amended to include the faculty member.

Sabbaticals

- President Maloney concurred with the recommendation of Provost Wims forwarding nineteen proposals for sabbatical leave for consideration.
- A total of twenty were received leaving one not recommended.
- Provost Wims provided a detailed presentation outlining the process and each candidate.
- Department chairs have affirmed that the individual study for each candidate will contribute to the respective department's course offerings.
- Six (6) are for the Fall Semester 2020, thirteen (13) are for the Spring Semester 2021 all at full salary.
- Faculty on sabbatical leave for one semester receive full salary during the period of the leave and those on a full-year sabbatical receive one-half salary for the full year.
- Cost to WSU is for hiring part-time, adjunct faculty. Not every course that would have been taught is offered during the sabbatical semester because some electives can be postponed and taught later.
- Sections are offered based on student demand, not on faculty availability.
- Average cost of \$6,000 per section, this equals approximately \$422,000.
- Funds to cover this expense will be included in the adjunct line of the 2021 budget.
- President report that last year twenty-one proposals were received leaving three not recommended. Cost was \$5,000 per section, and the total cost was \$325,000.

- Chairman Blais asked if Sabbaticals were discussed in the recent contract negotiations?
 - No they were not.
- Recipients of a sabbatical commit in writing to return to the institution for an academic year following the sabbatical and will be responsible to reimburse the university should they not return for the required timeframe.
- Sabbaticals provide significant professional opportunity for the faculty.

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

VOTED: To recommend to the full Board the approval of the AY 2020-2021 slate of Sabbatical Leave proposals as presented.

Proposal for New Clinical Doctoral Degree Department of Occupational Therapy

- Trustee LaFond stated that the committee will be discussing a substantive change to offer a different degree level, a clinical/practice doctorate of Occupational Therapy and that the committee would be taking a two tier vote.
- Provost Wims provided a detailed presentation on the Post-Professional Occupational Therapy Doctorate (PPOTD).
- This will be offered to registered occupational therapists (OTRs) who have obtained master-level degrees as they enter the profession or in addition to their baccalaureate degree.
- A 33-credit program would be designed as an online program to accommodate working professionals.
- Discussed the Terminal Degrees vs. a Practice-Oriented (Clinical) Doctorate, the Rationale for the PPOTD Program, Admission Requirements and the Tuition for the program.
- Due to changes in credentialing, the entry-level degree requirement for licensed occupational therapists will soon become the "OTD" - which is a clinical doctorate in Occupational Therapy.
- While the American Occupational Therapy Association's (ACOTE) recommendation for a transition to this degree requirement will affect those entering the field in 2027, the impact on master's degree programs has already begun, as new students are looking to enroll in programs that lead smoothly to an OTD, rather than to a master's. Some Massachusetts universities have begun to offer degree programs that bypass the master's and lead directly to a Clinical Doctorate, such as Western New England University. .
- If the Master's program becomes obsolete, we stand to lose more than \$430,000 in annual revenue. The pathways have shifted.
- This is not only occurring in occupational therapy programs. Other scope-of- practice professions are also moving to higher credentialing, which puts at risk a number of our state university undergraduate and graduate programs.
- President Maloney discussed Chapter 73 and the obstacles that the SU's are facing. Chapter 73, provides that state universities "shall" offer degrees to the masters level and "may" only offer doctoral degrees in conjunction with the University of Massachusetts, upon approval of the Board of Higher Education and the concurrence of the University of Massachusetts Board of Trustees.
- Accreditation Council for Occupational Therapy Education(ACOTE) has encouraged existing programs to make the move and has enabled WSU to filed legislation to "correct" this obstacle and are more

- than willing and able to take this fight to the Legislature.
- WSU is currently working with Salem State to put forward a proposal for a joint SSU-WSU clinical doctorate submission to the BHE in OT that builds upon our existing, high quality programs.
- Any other State Universities in the system seeking doctorate program?
 - No formal proposals are currently being developed.
- Our SU bill to change the general laws prohibiting state universities from offering any doctorate level program was given a favorable report from the Joint Committee on Higher Education and was referred to the House Ways and Means Committee.
- Worcester State and Salem State have met a number of times to discuss possible collaborations on an OTD program.
- Environmental scan of the supply and demand was requested. Will have an update at the full board meeting.
- Budget projections have been included in the proposal for the full Board meeting.
- The next step would be to submit our proposal to the BHE in January 2020. Once we have state approval, then we would apply with NECHE.

Upon a motion made by Trustee Colombo and seconded by Trustee Tuttle, it was

VOTED: **To recommend to the full Board the approval of the substantive change to offer a different degree level: clinical/practice doctorate of Occupational Therapy.**

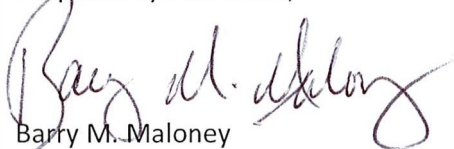
Upon a motion made by Trustee Colombo and seconded by Trustee Tuttle, it was

VOTED: **To recommend to the full Board to approve the Occupational Therapy (OT.D.) doctorate proposal as presented.**

Upon a motion made and seconded, it was

VOTED: **To adjourn the meeting at 8:44 am.**

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
MEETING MINUTES - NOVEMBER 12, 2019**

CHAIR:	Mr. Craig Blais (Chair)	DATE:	November 12, 2019
LOCATION:	Student Affairs Conference Room	MINUTES BY:	Nikki Kapurch
TIME:	5:00 PM		
MEMBERS PRESENT:	Craig Blais (Chair); Aleta Fazzone; Maryanne Hammond (Vice-Chair); Stephen Madaus (Vice-Chair); Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle		
MEMBERS ABSENT:	Lisa Colombo; Karen Lafond; William Mosley		
WSU STAFF:	Barry Maloney; Nikki Kapurch; Patrick Hare; Carl Herrin; Tom McNamara; Ryan Forsythe; Sarah Strout; Lois Wims		

The provision of General Laws, Chapter 30A having been complied with, and a quorum present, a meeting of the Board of Trustees was held on Tuesday, November 12, 2019, in Room SC326 of the Student Center. Trustee Blais called the meeting to order at 5:00 pm

Administrative Business:

APPROVAL OF THE MINUTES - October 15, 2019

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

VOTED: To approve the minutes of the October 15, 2019, Board of Trustees meeting as presented.

PRESENTATIONS

Strategic Plan Process Overview

- President Maloney introduced Dr. Sarah Strout, Assistant Vice President of the Office of Assessment and Planning. She will be leading this process along with Consultant Linda Campanella from SOS Consulting.
- The President talked about the current plan and the progress that has been made under the plan.
- The 2015 -2020 plan has been a roadmap that we've followed and this has led WSU to enviable success on many fronts.
- For creation of the new plan, and for its successful implementation, all key stakeholders need to feel invested in the plan. We need engagement throughout the University - all levels, all constituencies. All need to have had multiple opportunities to insert their voices and their viewpoints into the plan.
- One of the criteria the BHE will use when evaluating our plan is the degree to which the process for creating it has been an inclusive one. The BHE was very impressed with our process last time and we have every reason to expect the same great feedback on our inclusiveness this time around.
- We are now in the diagnostics or "situation audit" phase, gathering input from all stakeholder groups,

and incorporating the positioning study work.

- We are doing a thorough assessment of Worcester State's current situation – our strengths, our challenges, our competition, the higher education landscape, our key relationships, etc.
- We are reaching out to faculty, staff, students, alumni, community members, board members, and foundation board members to invite them to help us envision how and why Worcester State needs to be better or stronger or more distinctive in the future.
- This will be a comprehensive process and a year-long process.
- Trustee David Tuttle will represent the Board of Trustees on our strategic planning steering committee so that throughout the process, not just in formal meetings, the Board will be connected to the planning work. Trustee Tuttle will report out to the Board of Trustees on progress.
- We expect to have a draft plan by May and will review it with the BHE after this board has had a chance to see it in June.
- Then over the summer we will develop an operational plan, and it will be presented to the BHE for formal approval in September.
- The BHE uses a three-touchpoint process for reviewing the campus strategic plan. The three-touchpoints are: Point 1. Opening conference with all campuses in the planning cycle. Point 2. Individual Conversations with BHE Committee. Point 3. BHE Vote on Strategic Plan.
- The DHE strategic Planning Guidelines are to be true to mission, focus on system-wide goals, and address statewide strategy. Each campus should provide evidence of how it will address the "Equity Agenda" for public higher education in Massachusetts, with attention to short -and long - term student success.
- At the DHE Trustees Conference held on October 31, Commissioner Carlos Santiago spoke about advancing the Equity Agenda in Massachusetts at the institution and system level by focusing on five pillars of student success: affordability, campus climate, student support, policy innovations, and evidence-based practices.
- Chairman Blais asked how the plan, once approved, gets filtered down to the leadership team and into the budget process. How are the results tracked and how will the plan align resources?
 - The President provides a "President's Update" at each BOT meeting and focuses on a goal from the current Strategic Plan and how we are getting the work done.
 - We will develop an operations plan and build our metrics. The RASE Plan will be a component of the Strategic Plan. The plan will help guide us and measure the Strategic Plan and we will support the five groups focused on in the RASE Plan:
 - Majors/Minors
 - Liberal Arts and Sciences Curriculum (LASC)
 - First-Year Experience (FYE)
 - Student Life /College Experience/Residence Life
 - Advising
 - We will incorporate longer-term operational plans and focus on the key components in the current plan, and incorporate them into the new plan.

SABBATICAL PRESENTATION - Dr. Thomas Conroy, Urban Studies Department

- Dr. Thomas Conroy, Chair and Associate Professor of Urban Studies and Director of CityLabs, made a presentation on his Fall 2018 sabbatical. The scope of scholarly work encompassed two projects: Discipline, Opportunity, and Equity: WPS Public Data to AY 2017 - 2018, and The Civil Rights Movement in Worcester, MA.
- Dr. Conroy also spoke extensively on the importance of sabbaticals to faculty development and the production of knowledge as well as the indispensable impact on WSU classrooms and cities at large.

His sabbatical work has found its way into a new course on Worcester history piloted the semester after his sabbatical, and the predictive model will be discussed in an invited lecture next week at QCC with Dr. Briesacher while Dr. Wycoff explored opportunities for it in Philadelphia public schools.

ACADEMIC AND STUDENT DEVELOPMENT COMMITTEE REPORT

Sabbaticals

- Trustee David Tuttle announced that in the absence of Trustee Karen LaFond, he was requested to provide the Academic & Student Development Committee Report. Trustee Tuttle reported that the group convened on Tuesday, November 5, at 7:30 a.m.
- At the meeting Provost Wims provided a detailed presentation outlining the process and each candidate.
- President Maloney concurred with the recommendation of Provost Wims forwarding nineteen proposals for sabbatical leave for consideration.
- A total of twenty were received leaving one not recommended.
- Six (6) are for the Fall Semester 2020, thirteen (13) are for the Spring Semester 2021, all at full salary.
- Cost to WSU is for hiring part-time, adjunct faculty. Not every course that would have been taught is offered during the sabbatical semester because some electives can be postponed and taught later.
- Sections are offered based on student demand, not on faculty availability.
- Average cost of \$6,000 per section, this equals approximately \$422,000.
- Funds to cover this expense will be included in the adjunct line of the 2021 budget.

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

VOTED: To accept the recommendation of the Academic and Student Development Subcommittee and approve the AY 2020-2021 slate of Sabbatical Leave proposals as presented.

Proposal for New Clinical Doctoral Degree

- Trustee Blais stated that the committee will be discussing a substantive change to offer a different degree level, a clinical/practice doctorate of Occupational Therapy and that the committee would be taking a two tier vote.
- Provost Wims provided a detailed presentation on the Post-Professional Occupational Therapy Doctorate (PPOTD) at the subcommittee meeting.
- This new degree would be offered to registered occupational therapists (OTRs) who have obtained master-level degrees as they entered the profession or in addition to their baccalaureate degree.
- A 33-credit program would be designed as an online program to accommodate working professionals.
- Discussed the Terminal Degrees vs. a Practice-Oriented (Clinical) Doctorate, the Rationale for the PPOTD Program, Admission Requirements and the Tuition for the program.
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- While the Accreditation Council for Occupational Therapy Education (ACOTE) recommendation for a transition to this degree requirement will affect those entering the field in 2027, the impact on master's degree programs has already begun, as new students are looking to enroll in programs that lead smoothly to an OTD, rather than to a master's. Some Massachusetts universities have begun to

offer degree programs that bypass the master's and lead directly to a Clinical Doctorate, such as Western New England University.

- If the master's program becomes obsolete, the university could stand to lose more than \$430,000 in annual revenue. The pathways have shifted.
- This is not only occurring in occupational therapy programs. Other scope-of- practice professions are also moving to higher credentialing, which puts at risk a number of our state university undergraduate and graduate programs.
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- ACOTE has encouraged existing programs to make the move and has enabled WSU to filed legislation to "correct" this obstacle and are more than willing and able to take this fight to the Legislature.
- WSU is currently working with Salem State to put forward a proposal for a collaboration between SSU-WSU clinical doctorate submission to the BHE in OT that builds upon our existing, high quality programs.
- Any other State Universities in the system seeking doctorate program?
 - No formal proposals are currently being developed.
- Our SU bill to change the general laws prohibiting state universities from offering any doctorate level program was given a favorable report from the Joint Committee on Higher Education and was referred to the House Ways and Means Committee.
- Worcester State and Salem State have met a number of times to discuss possible collaborations on an OTD program.
- This program would allow for us to improve diversity among practicing occupational therapists who may not be able to afford this degree at other institutions due to costs or location.
- Other institutions in Massachusetts have PPOTD Programs but the tuition is high for working professionals.
- Employment of occupational therapists is projected to grow 18 percent from 2018 to 2028, much faster than the average for all occupations. Occupational therapy will continue to be an important part of treatment for people with various illnesses and disabilities.
- Budget projections have been included in the proposal.
- The next step would be to submit our proposal to the BHE in January 2020. Once we have state approval, then we would apply with NECHE, New England Commission for Higher Education.
- We are prepared to go forward.
- This program was developed by Dr. Joanne Gallagher Worthley, Professor of Occupational Therapy. Assistance was provided from two Deans, Dr. Linda Larrivee and Dr. Roberta Kyle, and Ms. Sara Grady of DGCE. The proposal had the unanimous support of the Department of Occupational Therapy and went to the Graduate Education Council, where it was enthusiastically approved.
- Trustee Madaus asked who makes the case and presents an argument to the UMass Board of Trustees?
 - We don't know yet

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

VOTED: To accept the recommendation of the Academic and Student Development Committee and approve the substantive change to offer a different

degree level: clinical/practice doctorate of Occupational Therapy.

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

VOTED: To accept the recommendation of the Academic and Student Development Committee and approve the Occupational Therapy (OT.D.) doctorate proposal as presented.

Administrative Updates:

Report of the Chairman

- Chairman Blais appointed Trustee Dina Nichols to the Planning and Development Committee, appointed Trustee Lisa Colombo to the Finance and Facilities Committee, and Trustee William Mosley to the Academic and Student Development Committee.
- The Next BOT meeting: Tuesday, January 7, 2020, 9 am - 12:30 pm with a Finance and Facilities Subcommittee at 7:30 - 9am. The meeting will take place in the Student Affairs Conference Room.

Report of the President

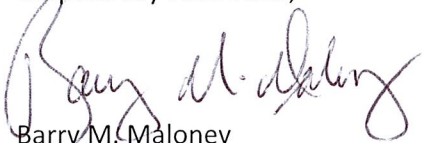
- President's Report in the packet.
- President Maloney invited Vice President Tom McNamara to present a sneak peak to the Board of a fundraising opportunity that the Advancement Office is doing, a chance to put your name, or business name, on a courtside seats in the Wellness Center.
- Vice President Ryan Forsythe provided an Enrollment Update indicating not much of a change from the last update.
- Trustee Blais asked how many of the Fall 2019 withdrawn students were residents? Vice President Forsythe will get that answer to him.

With there being no further business, the WSU Board of Trustees meeting was adjourned.

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

VOTED: to adjourn the meeting at 6:56 pm

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees



WORCESTER
STATE
UNIVERSITY

Title IX Presentation

Presented by: Jennifer Quinn, Dir. Of
Title IX and Alcohol & Drug Prevention
Education

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance.”

Title IX of the Education Amendment of 1972
United States Department of Education

Violence Against Women Act (VAWA), which has been re-authorized several times, strengthened the rights of victims of dating violence, domestic violence, sexual assault, and stalking on college campuses.

Dear Colleague Letter: In April 2011 The US Dept. of Education Office for Civil Rights (OCR) issued to remind schools of their obligations to prevent and address sexual violence under Title IX.



Policy Violations

- Rape
- Sexual Assault
- Sexual Harassment
- Sexual Exploitation
- Stalking
- Dating/Domestic/Relational Violence or Abuse
- Gender Harassment or Discrimination
- Retaliation

Sexual Violence Statistics

23% of women and
6% of men
experience sexual
assault in college

(RAINN)

15% of WSU
students reported
being in an
emotionally abusive
intimate relationship

(Ever-fi 2018)

75%-90% of
sexual assaults are
perpetrated by a
non-stranger

(Nat. Inst. Justice)

Less than 5% of sexual
assaults are reported

(Nat. Inst. Justice)

12% of WSU freshmen
stated they experienced
unwanted sexual contact
prior to coming to school

(Ever-fi 2018)

IPV is most common
against women
between the ages 18-
24

(NCADV.org)

Who can file a Title IX report?

- The person who believes he or she has been the subject of a Title IX violation.
- Any person on behalf of any other person.
- Any person who has knowledge of a Title IX violation.
- University identified responsible employees.

Three Types of Employees for Title IX Purposes

Confidential
Employees

Responsible
Employees

Employee
Responders

Confidential Employees

Confidential Resource Reporting Options

Campus Ministry Counseling Services Health Services

**Acting in their
Licensed Capacities**

**The Employee
Assistance
Program (EAP)**

**Anonymous
Reporting**

Employee Responders

- Are faculty or staff who are otherwise not designated as Responsible Employees or Confidential Resources.
- Are strongly encouraged to report any information about such conduct to the Director Of Title IX.
- Note: The decision not to report to Title IX may increase the employees responsibility to support the student.

Responsible Employees

Employees who are required to report incidents of sexual and gender-based harassment, sexual violence, domestic violence, dating violence and stalking to the Director of Title IX.

Responsible Employees

- Members of the Board of Trustees
- The President and Vice Presidents
- Assist/Assoc. Vice Presidents
- Title IX Coordinator
- Deputy Coordinators
- EO Officer
- University Police
- Director of Human Resources
- Assist/Assoc. Director of Human Resources
- Departmental Directors and Assist./Assoc. Directors
- Residence Life Staff (including RD's and RA's)
- Athletic Coaches, Asst. Coaches, Athletic Administrators.
- Studio Managers
- Lab Managers
- Deans and Assist./Assoc. Deans
- Academic Department Chairs
- Academic and Non-Academic Program Directors/Coordinators
- Faculty/Staff Leading or Chaperoning Travel or Overnight trips
- Faculty/Staff Advisors to Student Organizations

What constitutes when a RE should report?

- An individual reports directly to you.
- A third party reports directly to you.
- A Responsible Employee is concerned for an individual or unsure if they should report.
- A Responsible Employee witnesses sexual violence/harassment, domestic violence, stalking or gender based harassment or discrimination.
- Indirect notice of a student/employee, media report or online posting.
- When harassment is widespread, openly visible or well known on campus.

Reporting Responsibilities and What to Report

All relevant details about the alleged sexual violence that the student or another person has shared. This includes:

The names of:

- The student who experienced the alleged sexual violence
- The alleged perpetrator (if known)
- Other students involved in the alleged sexual violence
- Any relevant facts including **date, time** and **location**.

Reports should be made promptly, directly to the Dir. Of Title IX by calling, emailing or filling out the on-line report form on the Title IX web page.

Grievance Resolution Options

Formal
report
seeking
criminal
charges


Formal
report
seeking
school
adjudication

Informal
response/
resolution

Report with
request for
confidentiality

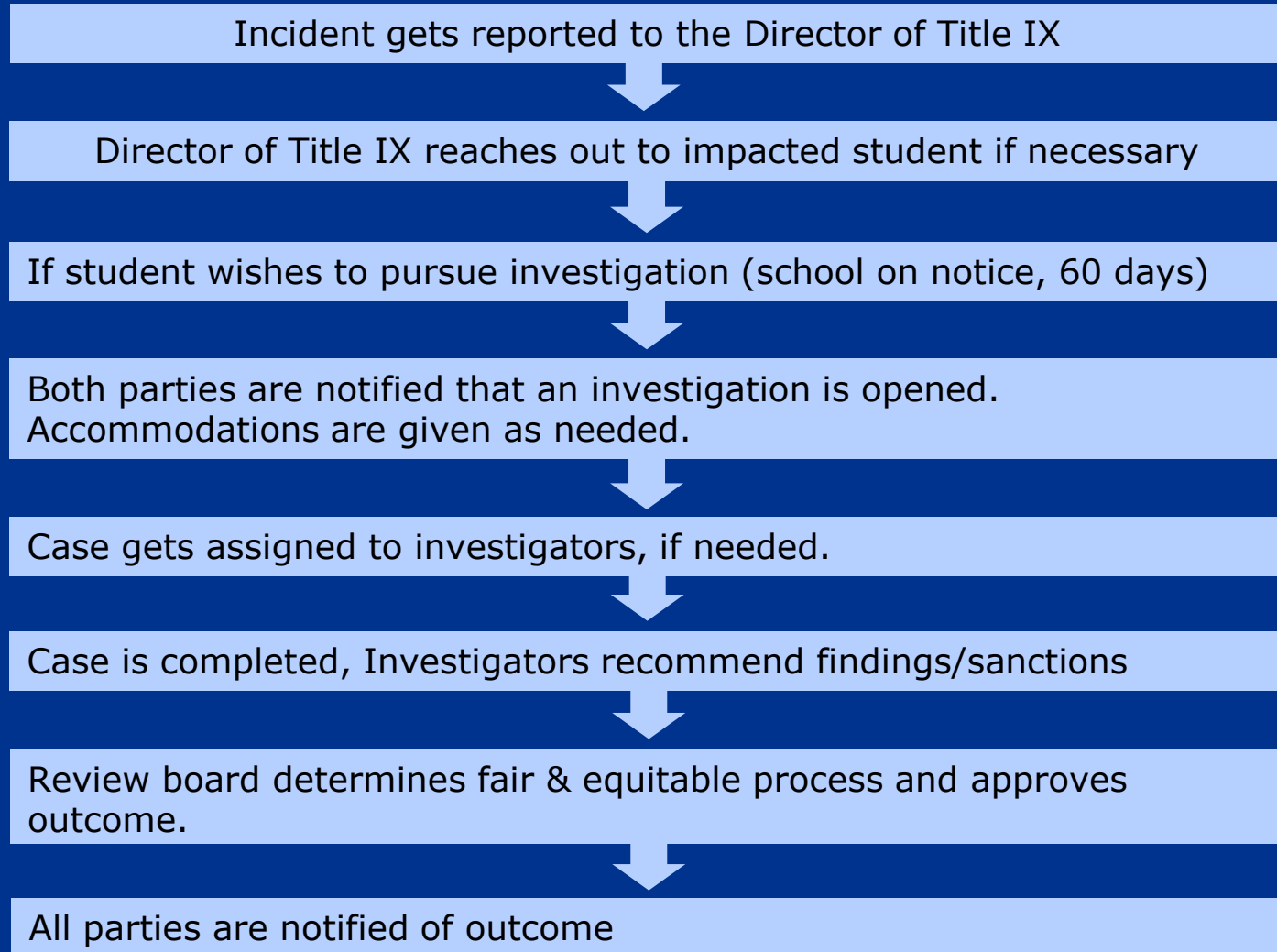
Considerations for Confidentiality

The Dir. Of Title IX will evaluate a request for confidentiality by considering a range of factors, such as whether:



- There have been other similar complaints about the same accused;
- The accused has a history of arrests or records indicating a history of violence;
- The accused threatened any further violence against the victim or others;
- The misconduct was committed by multiple alleged perpetrators;
- The act was perpetrated with a weapon;
- The victim was a minor;
- There appears to be a pattern of perpetration (e.g., via illicit use of drugs or alcohol) at a given location or by a particular group
- The alleged misconduct was committed by an employee.

Process of Title IX Investigation



Interim Measures

- Referral to Counseling Services
- Referral to WSU Health Services or medical services
- Campus-based No Contact orders
- Interim suspension
- Limiting access to activities
- Excused class absence, extensions on assignments, course related adjustments
- Change in campus work schedule
- Change in Housing
- Modifications to work or class schedules
- Survivor advocate services

Questions?



WSU

Prevention & Response Model

Multi Disciplined Strategy:

- Trauma informed approach
- Clear policies
- Prevention
- Accommodations
- Education & Training

Trauma Informed Approach

Trauma Informed Approach:

- Realize the extent and impact of trauma on students, staff, employees and the campus community.
- Recognize the signs of trauma within individuals and variations based on gender, race, setting, age and other sociodemographic factors.
- Develop a universal system of trauma informed response through evaluation, training and programming.
- Resist re-traumatization through a commitment to trauma prevention and recovery that emphasizes physical, psychological and emotional safety for both providers and survivors.

(Adapted from SAMHSA "Four Rs")

Clear Policies

Disseminate clear policies that clarify policy violations as well as grievance procedures and the process for handling those reports.

Encourage and facilitate disclosure and reporting options by widely communicating and publicizing policies and resources to faculty, staff & students.

- Educating students on:
 - Options of disclosure
 - Confidentiality
 - Amnesty
 - Grievance resolution options through Title IX

Prevention

Multi-layered, on-going coordinated efforts

- Ever-fi online programs
- First year specific programming
- Athletics Sexual Violence Prevention Team (NCAA Toolkit)
- Sexual Assault Violence Education Task Force (SAVE)
 - Campus wide programming
 - Prevention related messaging
 - Risk reduction programming

Multi Tiered Education & Trainings

Employees:

- Title IX obligations
- Prevention
- Recognition
- Trauma-Informed response

Students:

- Prevention strategies
- Definitions
- Bystander Intervention
- Options of disclosure

Targeted Affinity Groups: ex. LBGTQ+, Athletes, First Year, International students



WORCESTER
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Questions?

Jennifer Quinn, M.Ed., CHES
Dir. Of Title IX and Alcohol &
Drug Prevention Education

Worcester State University Police Department



Worcester State University Police

Prevention, Proactive Law Enforcement, Community Policing

- Provide a full range of police resources to the university community, including:
 - 24-hour patrols
 - Criminal investigations
 - Crime and rape prevention programs, and
 - Event security planning
- Use proactive means to prevent crime and disruptions and use alternatives to arrest when reasonable
- Sworn officers have enforcement and arrest authority on any property Worcester State owns, occupies, uses, or leases.
- Have mutual aid agreements with the Worcester Police Department and the Massachusetts State Police



Mission Statement

“The WSU Police Department works to ensure a peaceful quality of life, establish a partnership with the community, and support a safe learning environment.”

- Highest standards of integrity and ethics in its staff and department policies, procedures, and actions to create an environment that values differences
- Excellence and teamwork among members
- Protection of Constitutional rights
- Problem-solving for continuous departmental improvement
- Continuous planning for the future
- Provide premiere public service and law enforcement services to WSU community
- Engagement in extra-departmental networking to continually improve department response and service
- Continuous encouragement of community input and consideration of that input in the review of policies and procedures

Cross Agency Agreements

Memorandums of Understanding

Prisoner booking, detention, and use of field sobriety machine if needed.

- Massachusetts State Police
- Worcester Police Department

Regional Resources through HECCMA

- Use of emergency equipment
- Communication equipment

Personnel

- **17 sworn personnel on staff**
 - 6 Command staff members
 - 11 Officers
- **8 Civilians**
 - 5 Dispatchers
 - 1 Emergency Manager
 - 2 Parking and Transportation

Together, we provide 24 hours of safety, security, enforcement, and investigations every day of the year.



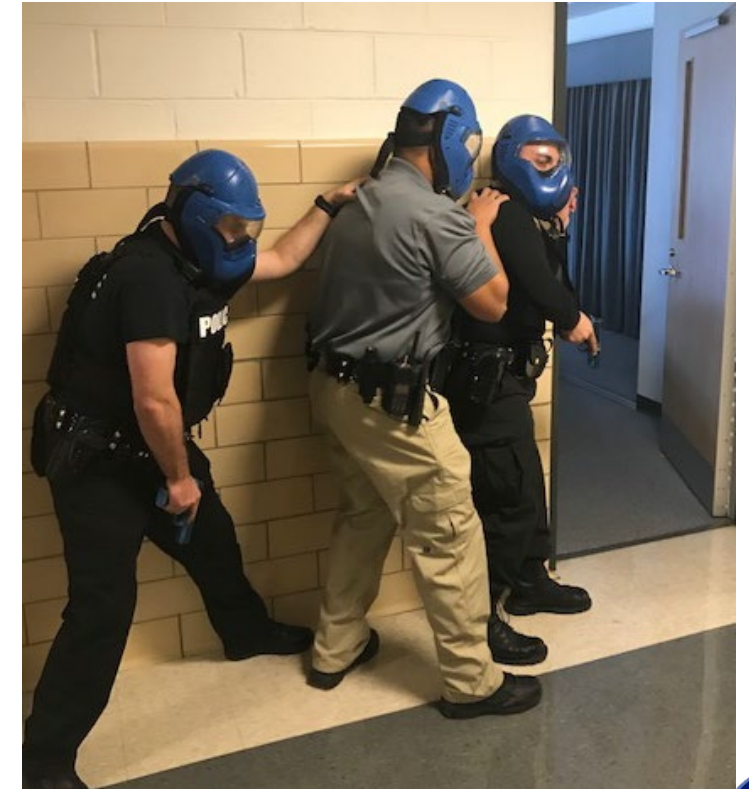
Extensive Training

- 4 Certified trainers on staff
- Gun Parlor memberships
 - Allows officer to become proficient
 - Allows for 1-on-1 instruction
 - Department membership
 - Reserved time for WSUPD only (not open to public)
 - Provides lit and low-visibility scenarios
- Officers mandated to qualify annually



WSU PD Trained Staff

- Advance Law Enforcement Rapid Response trained staff through Texas State University (ALERRT)
- Citizen Response for the Active Attacker/Shooter Event (CRAAE/CRASE)
- Active Attack Integrated Response Police Training
- MPTC Certified Instructor (x3)
- Officer Down Instructor
- Glock Certified Armorers (x3)
- R.A.D. Certified Instructors (x2)
- FEMA Certified Until Help Arrives Instructor
- Law Enforcement Active Shooter Emergency Response (L.A.S.E.R.) trained through Louisiana State University – National Center for Biomedical Research and Training
- MA STOP Team Active Shooter training



C.R.A.A.E. / Active Shooter Response



The Worcester State University Police Department is proud to offer **Citizen Response to Active Attacker Events (C.R.A.A.E.)** training at no charge here on the University. An active attacker is someone who attacks a group of unarmed, innocent people. Worcester State University Police Department's program was created with resources from numerous law enforcement agencies around the country and is taught by certified instructors.

What's your plan? While there are no guarantees, having an established and practiced plan can greatly increase your odds of survival in an active shooter situation. It is far better than doing absolutely nothing, which is what most people are doing right now. If you think about it, we have a plan for almost every other kind of emergency we might face. Many people simply don't want to think about something so horrible because it makes them feel helpless.

You will see that there are many things you can do. You have many advantages that you don't even know about. Even a basic understanding and education in this area can save lives.

Our agency is now offering this training with customized classes to fit the specific requests for your social group, academic/office group, sports team, student organization or any other group interested on our university. Please contact us so that we can discuss setting up this great training opportunity. Thank you.

Open C.R.A.A.E. sessions for anyone in the Worcester State community to attend:

- Provide guidance to community
- DHS instruction of Run, Hide, Fight
- Increase situational awareness
- Understand law enforcement response



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Officer Down Rescue Training



- Taught by in-house instructor
- Buddy aid to help responders survive
- Bleeding control
- Proper mindset
- Survival

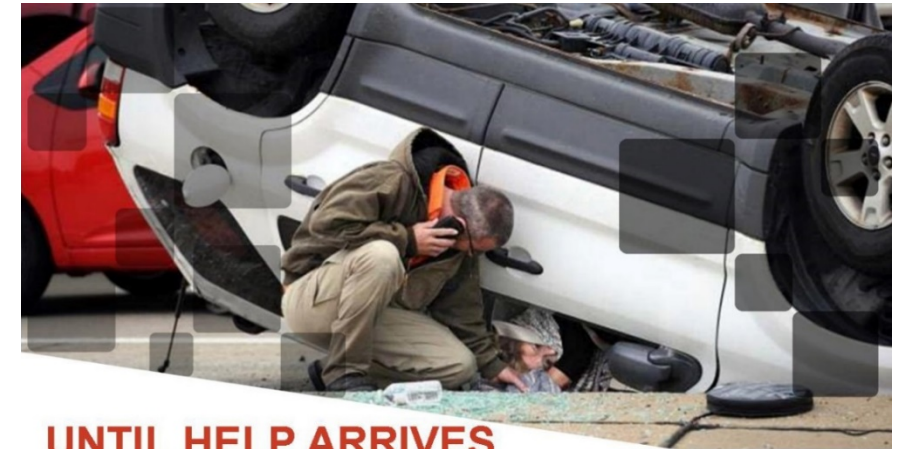
The Law Enforcement Active Shooter Emergency Response (LASER)



- Classroom presentations
- Hands-on field training
- Practical exercises to effectively respond to and stop an active shooter incident to prevent the loss of innocent lives

Until Help Arrives: FEMA Sponsored Program

- Bystander assistance
- Basic First Aid
- Hands-on Training
- Bleeding control



UNTIL HELP ARRIVES

You Are the Help!

This course will teach you basic skills to keep people with life-threatening injuries alive until professional help arrives.



CHAIN OF SURVIVAL

Course Topics

- 1 You Make a Difference
- 2 Call 9-1-1
- 3 Stay Safe
- 4 Stop the Bleeding
- 5 Position the Injured
- 6 Provide Comfort

Monday, Mar. 18, 2019

Sullivan room 136

4pm to 7pm

FEMA's **NEW** individual preparedness training

- For all experience levels
- Hands on training
- Learn simple skills that could save a life!



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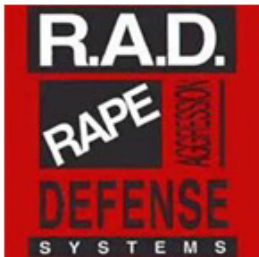


FEMA
REGION I



Rape Aggression Defense (R.A.D): Women-Only Self Defense Class

- Offered continuously throughout the calendar year
- Advertised at Open Houses, Orientations, Congratulations Day, at Athletics events, and on Social Media
- 2 Certified instructors in PD
- Open to all women affiliated with WSU



WORCESTER
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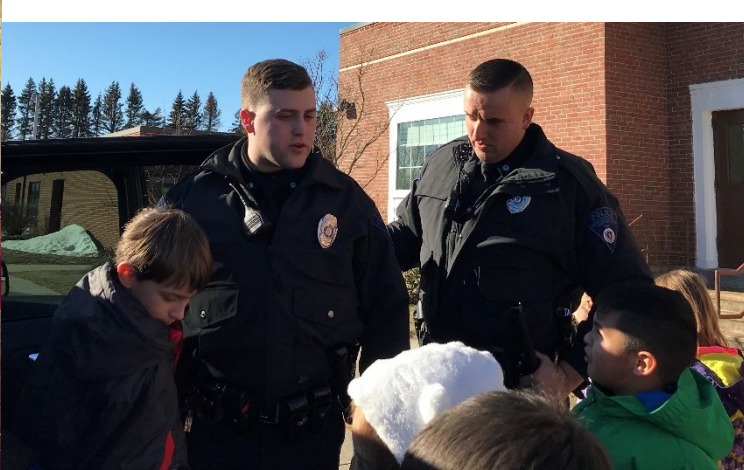
RAPE AGGRESSION DEFENSE (R.A.D.)

This FREE class is for Women Only



Community Involvement

- Classroom Guest Speakers
- Pink Patch/Autism Patch
- No-Shave November
- High Five Fridays
- Impairment Goggles
- Wreaths Across America
- Stuff a Cruiser
- RA Training
- Orientations
- Open Houses
- Congratulations Day
- Coffee with a Cop



Coffee with a Cop

- No agenda, no speeches, no soap box – just a chance to talk with officers and ask questions
- Various locations throughout school year
- Well received
- Opens dialog between community and officers





REPORTED CRIMINAL OFFENSES					
OFFENSE	YEAR	GEOGRAPHIC LOCATION			
		ON-CAMPUS PROPERTY	ON-CAMPUS STUDENT HOUSING	NON-CAMPUS PROPERTY	PUBLIC PROPERTY
MURDER / NON-NEGLIGENT MANSLAUGHTER	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
MANSLAUGHTER BY NEGLIGENCE	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
RAPE	2016	6	6	0	0
	2017	8	5	0	0
	2018	5	5	1	0
FONDLING	2016	1	1	0	0
	2017	2	1	0	0
	2018	1	1	0	0
INCEST	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
STATUTORY RAPE	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
ROBBERY	2016	0	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
AGGRAVATED ASSAULT	2016	1	1	0	0
	2017	2	1	0	0
	2018	0	0	1	0
BURGLARY	2016	3	1	0	3
	2017	1	0	0	0
	2018	4	0	0	0
MOTOR VEHICLE THEFT	2016	0	0	0	2
	2017	0	0	0	0
	2018	0	0	0	0
ARSON	2016	0	0	0	0
	2017	0	0	0	0
	2018	1	1	0	0





VAWA REPORTED OFFENSES					
		GEOGRAPHIC LOCATION			
OFFENSE	YEAR	ON-CAMPUS PROPERTY	ON-CAMPUS STUDENT HOUSING	NON-CAMPUS PROPERTY	PUBLIC PROPERTY
DOMESTIC VIOLENCE	2016	0	0	0	4
	2017	1	0	0	0
	2018	0	0	0	0
DATING VIOLENCE	2016	1	1	0	0
	2017	8	2	0	0
	2018	4	4	0	0
STALKING	2016	3	2	0	0
	2017	2	1	0	0
	2018	1	1	0	0
ARRESTS AND DISCIPLINARY REFERRALS					
		GEOGRAPHIC LOCATION			
OFFENSE	YEAR	ON-CAMPUS PROPERTY	ON-CAMPUS STUDENT HOUSING	NON- CAMPUS PROPERTY	PUBLIC PROPERTY
ARRESTS: WEAPONS: CARRYING, POSSESSION, ETC.	2016	0	0	0	0
	2017	1	1	0	0
	2018	0	0	0	0
DISCIPLINARY REFERRALS: WEAPONS: CARRYING, POSSESSION, ETC.	2016	1	1	0	2
	2017	2	2	0	0
	2018	2	2	0	0
ARRESTS: DRUG ABUSE VIOLATIONS	2016	0	0	0	0
	2017	1	1	0	0
	2018	0	0	0	0
DISCIPLINARY REFERRALS: DRUG ABUSE VIOLATIONS	2016	128	128	0	0
	2017	101	101	0	0
	2018	67	67		
ARRESTS: LIQUOR LAW VIOLATIONS	2016	1	0	0	0
	2017	0	0	0	0
	2018	0	0	0	0
DISCIPLINARY REFERRALS: LIQUOR LAW VIOLATIONS	2016	172	152	0	0
	2017	183	179	0	0
	2018	140	132	1	0



WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE & FACILITIES MEETING

Tuesday, January 7, 2020
Student Center
Student Affairs Conference Room, SC326
7:30 AM - 9:00 AM

Meeting Called By: Stephen Madaus (Chair)

Minutes: Nikki Kapurch

Board Members: Stephen Madaus (Chair); Lisa Colombo; Aleta Fazzone; Dina Nichols; Marina Taylor

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

AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> A. Call to Order B. Minutes: October 15, 2019*	Stephen Madaus	B. Vote Required
2. <i>Finance & Facilities Committee Report</i> A. Rate Setting Proposal for FY2021* B. S&P Global Ratings* C. FY2020 Trust Fund Reports - Quarter 1*	Stephen Madaus Kathy Eichelroth	A. Vote Required B. Informational C. Informatonal
3. <i>Administrative Updates</i> A. Other Business	Stephen Madaus	A. Informational
4. <i>Adjournment</i>	Stephen Madaus	4. Vote Required

*Attachments

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE FACILITIES COMMITTEE MEETING
MEETING MINUTES -OCTOBER 15, 2019**

CHAIR:	Stephen Madaus	DATE:	October 15, 2019
LOCATION:	Sheehan Hall, Room SRH109	MINUTES BY:	Nikki Kapurch
TIME:	4:30 PM		
MEMBERS PRESENT:	Stephen Madaus (Chair); Aleta Fazzone; Dina Nichols; Marina Taylor		
WSU STAFF:	Barry Maloney; Nikki Kapurch; Carl Herrin; Patrick Hare, Kathy Eichelroth		

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Finance & Facilities Committee was held on Tuesday, October 15, 2019, in Room SRH109 located in Sheehan Hall. Trustee Madaus called the meeting to order at 4:33 pm

APPROVAL OF THE MINUTES - September 10, 2019

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

VOTED: To approve the September 10, 2019 minutes of the Finance and Facilities Committee meeting as presented.

FINANCE & FACILITIES COMMITTEE REPORT

FY 2019 DRAFT AUDIT REPORT

- Trustee Madaus called upon VP Kathy Eichelroth who introduced Jeff Swamburg and Jim Johnston from Bollus Lynch, LLP to present a summary of the report.
- Bollus Lynch, LLP also audits the financial statements for the Worcester State Foundation, Inc., and the report is included with this WSU audit.
- Management is responsible for preparing the financial statements and the auditor's responsibility is to express opinions on the financial statements based on the audit.
- Clean opinion from the auditors.
- The 2018 financial statements have been restated to correct a misstatement related to the University's adoption of GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other than Pensions*. Bollus Lynch, LLP opinion is not modified with respect to this matter.
- Worcester State University reports a positive balance in restricted reserves, a positive balance in unrestricted reserves from operations and accumulated net negative obligations for the allocated share of the Commonwealth of MA pension and OPEB plans.
- In FY 2019 the University received its first year of funding with regard to the Commonwealth's five-year campus infrastructure critical repair funds in the form of state capital appropriations.

- State appropriations are reported net of the amount of in-state day school tuition collected by the University on behalf of the Commonwealth. The in-state day tuition collected is remitted back to the Commonwealth as dictated by Massachusetts General Law. Included in State appropriations are the fringe benefit costs for University employees paid by the Commonwealth. Capital appropriations are funded by Massachusetts General Obligation Bonds which are issued to fund Commonwealth infrastructure improvements. The funds are provided to the campus in the form of a capital grant and as such the University is not responsible for the repayment of the funds.
- State appropriations are a significant source of funding for the University. Under GASB 35, appropriations are considered non-operating revenue.
- The financial statements and related footnotes are presented separately from Management Discussion and Analysis.
- Mr. Johnson distributed a letter to the Finance and Facilities Committee informing them of significant matters related to the conduct of the audit and a summary of various matters that must be communicated under auditing standards generally accepted in the United States of America.

The audit was thoroughly vetted by the Finance and Facilities Committee, and upon a motion made by Trustee Taylor and seconded by Trustee Nichols, it was unanimously

VOTED: To recommend to the full Board the approval of the DRAFT FY 2019 Independent Auditors Report and Financial Statements and Management's Discussion and Analysis with Supplemental Information, Statistical Information and Other Reports for the Years Ended June 30, 2019, and 2018.

FY 2020 RATE SETTING FOR ONLINE GRADUATE PROGRAMS

- Trustee Madaus called upon VP Kathy Eichelroth to brief the Finance and Facilities Committee on the Rate Setting for Online Graduate Programs.
- Worcester State has signed an agreement with Academic Partnerships to offer selected master's programs in Nursing and Education fully online; project implementation is underway.
- WSU faculty and administrators have been working with Academic Partnerships to develop graduate programming in Education.
- Degree programs to be launched in 2020 include Master of Education in Moderate Disabilities, Master of Education in Early Childhood Education in Elementary Education.
- The University has been developing the course schedules and content and will begin marketing the offerings with assistance from Academic Partnership.
 - Academic Partnership will provide marketing and tech support.
 - The courses are WSU courses, we own the courses and they are delivered by WSU faculty members
- Baseline program pro-forma budgets and projections have been developed and will be closely monitored and updated throughout the initial launch period through FY 2020.
- All financial activities related to the new programs will be isolated within the general ledger and reported independently of already established academic programs.
- Academic Partnerships has given guidance and best practice on establishing the online rate.

- In addition, a team has been formed to write Worcester State application to join the State Authorization Reciprocity Agreement (SARA) program, which will support the new online programs and other online course offerings.
- After careful consideration of the various competitive offerings, including DGCE's in-person graduate offerings, the administration is requesting the rate for the Master in Education comprehensive online graduate programs be set at a flat rate of \$365 per credit hour. A three-credit course will cost \$1,095. The Master in Education degree could be earned in less than a year and a half at an approximate cost of \$15,000.
- All online students will pay only, the tuition rate. No additional fees.
- How much money are we projecting to lose in years 1 and 2?
 - The projection for 3 years is \$300,000. After 3rd year we will start seeing a profit.
- Existing staff will teach the courses and we will be using adjunct faculty that have online experience.
- We are only committed to the two programs, Education and Nursing. If we were to expand we would have to renegotiate the contract.
- Contract with Academic Partnerships runs through June 25, 2028.

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

VOTED: To recommend to the full Board the approval of the rate for the Accelerated Online Master in Education Programs of \$365 per credit hour. The specific programs include Master of Education in Moderate Disabilities, Master of Education in Early Childhood Education and Master in Education in Elementary Education.

FY 2019 BUDGET AMENDMENT #4

- We did not anticipate the need for an additional budget amendment in FY 2019, however as we reconciled and closed the financial records of the University as of June 30, 2019, we found ourselves in a situation that requires an amendment to the FY 2019 budget.
- Creating an unprecedented situation, the Commonwealth's Executive Office of Administration and Finance (A&F) initiated the process to fund MSCA retro-active collective bargaining increases in August of 2019, with retro-active implementation to June 30, 2019. The administration had been anticipating the receipt of funds from the Commonwealth for the FY 2018 and FY 2019 increases after July 1, 2019, as an increase in the FY 2020 operating appropriation account.
- The FY 2020 budget approved by the board included the payout of the collective bargaining increases per the MSCA contract for FY 2018 through FY 2020.
- It is the administration's understanding that the ongoing cost of the retroactive increases will remain unfunded by the Commonwealth in FY 2020 and beyond. The FY 2020 budget was prepared with this underlying assumption with the ongoing costs funded by the General Purpose Trust Fund. The university is still awaiting the FY 2020 MSCA collective bargaining funds from the Commonwealth, which is already reflected in the FY 2020 budget.

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

VOTED: To recommend to the full Board the approval of the FY 2019 Budget

Amendment #4 that reflects the retroactive payment of MSCA collective bargaining costs from July 1, 2017, through June 30, 2019.

FY 2020 TRUST FUND REPORTS, QUARTER 4

- Trust Fund Report for the fourth quarter was shared for informational purposes and they will be posted on the Trustee website. No action taken

GRANT UPDATE

- Report of Grant Activity for the year ended June 30, 2019, by quarter was shared for informational purposes. No action taken.

With there being no further business, the WSU Board of Trustees meeting was adjourned

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

VOTED: **To adjourn the meeting at 5:54 p.m.**

Respectfully submitted,


A handwritten signature in dark ink, appearing to read "Barry M. Maloney", written in a cursive style.

Barry M. Maloney
Secretary, Board of Trustees

Memorandum

DATE: December 17, 2019

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance 

RE: RATE SETTING PROPOSAL FOR FY 2021

As in the prior year, WSU is looking to set its rate structure for the coming 2020/2021 academic year as early as possible. WSU's ability to freeze rates in 2019 resulted in the institution having the least costly mandatory fees of all the state universities. Other institutions raised their student fees from 3% - 6% with comparable mandatory annual fees being anywhere from \$342 to \$1,182 a year greater than the rates at WSU.

Higher education in New England and the Northeast in general is predicted to experience a decline in the numbers of public and private high school graduates. Ruffalo Noel Levitz, a provider of higher education enrollment management services, has predicted a 3.5% decline in students in Massachusetts from academic year 2018-19 through 2023-24. A multi-year operating budget forecast has been prepared incorporating slight declines in enrollment that translate into revenue deficiencies impacting the bottom line. A forecast worksheet beginning with current year actual and projecting through FY2024 is attached. Following the lead of Ruffalo Noel Levitz, a 3.5% cumulative reduction in undergraduate day students has been spread across FY 2021 through FY 2024. In addition, the FY 2021 revenue forecast for certain non-credit program offerings have been decreased to reflect the actual results of the business like activities in FY 2019. While WSU is venturing into the online graduate degree market in spring of 2020 we have held revenue expectations flat. The initial offerings through the graduate online programs are not expected to immediately return a profit and will be monitored closely in a set aside account. We will begin to incorporate the activity into future forecasts after we have accomplished a term or two in a particular program. There are other opportunities for revenue growth that we continue to explore including collaborations with Worcester Center for Crafts, other private institutions, early college offerings and continued maximization of conferencing opportunities.

While the information presented in this package generally addresses revenue forecasts, the expenditure side of the equation with regard to cost containment and re-allocation of resources continues to be examined. As part of the FY 2019 budget process the administration closely examined all departmental lines and concluded that other than some high impact categories such as payroll, benefits, deferred maintenance and other various fixed operating costs, there are very small allocations of funds across almost 200 departments that serve to educate or support our students or the operations of the institution. There is very little if anything to reduce in the departmental lines without impacting services and operations. We continue to gather data on various categories of payroll cost which is the largest cost category in the budget. We have begun documenting existing practices, some of which have evolved over time, with the intent of evaluating the practices for effectiveness and efficiencies and opportunities for cost savings. Consideration will include alternative ways of accomplishing university goals while maximizing the use of limited resources.

The operating budget forecast for revenue for FY 2021 reflects a 2% decline that creates a budget deficiency of \$1,046,058. Other institutional trust funds were evaluated to assess the impact of the predicted change in student demographics on revenue projections in FY 2021. The Health Services Trust Fund and Student Activities Trust Fund may be slightly impacted in FY 2021, however each funds has sufficient reserves to draw on in the coming year without increasing the respect student fee. The Capital Improvement Trust Fund may experience a \$91,062 revenue gap in the coming year if undergraduate enrollment declines by 2%. This gap will reduce the cumulative net savings on an annual basis that accrues in the fund. The accrued net savings are part of the unrestricted reserves growth strategy that the university follows as part of its capital investment plan. The capital investment plan is being updated in response to the university's and Worcester State Foundation's desires to develop the May Street property. Student enrollment trends will be reflected in the update which is expected to be complete in the next few months. A draft of the Resident Hall Trust Fund budget for FY 2021 has been submitted to the MSCBA as they are the rate setting authority. The administration worked with MSCBA staff to develop the budget, and as in most recent years, revenue figures are based on full occupancy while expenditures are contained to provide a buffer in the event actual occupancy is less than 100%. In addition to reduced expenditures, double room rates have increased in the range of \$100 - \$200 a year with a more significant increase in single room rates. The rate increases proposed are less than the increases recommended by the MSCBA and are necessary to cover obligations to the MSCBA for long term lease and pooled reserve commitments. With regard to state operating appropriations, we may receive a 1% increase related to the performance incentive funds as we have in the past. We will not budget for any increase in state appropriations in FY 2021 as it has been our past experience that the funds may not be available until late in the year or may not make their way through the entire budget process.

As detailed on the Budget Forecast 2021 through 2024, a 2% decline in enrollment and adjustments to other revenue lines, creates a revenue gap that we propose be closed with a \$257 annual increase to the General Fee. Following the trend going forward, without adjustments to the model for successful net new revenue initiatives that are actively being pursued, further declines in enrollment would be mitigated with additional future General Fee increases of approximately \$200 in FY 2022 and \$100 in FY 2023. While these projected fee increases are not definitive, they are our best estimate at this time in response to the predicted demographic decline in college age students in Massachusetts. The projected increases do not provide any additional resources to address the enormous demand for new resources. While we continue to vigorously examine existing business practices in an effort to shift resources to areas of need it is not possible to quantify the results for FY 2021.

The WSU community is currently developing initiatives to position the institution to mitigate declines in enrollment, successfully compete with other institutions for future students, retain ours student and increase their opportunities for success at WSU and the world beyond. At the same time we are planning for additional investment in campus infrastructure while continuing to maintain the financial stability of the institution. We are unable to rely on increased funding from the Commonwealth to provide resources to achieve university goals as we continually demand the cost of labor contracts negotiated by the Commonwealth to be adequately funded. While we are aware of the increasing costs to students it is important to invest in the plans that are underway. In addition to the \$257 increase in the General Fee previously discussed, we propose a \$168 annual increase to provide new resources to

be invested in critical needs of the institution. The cumulative increase in the General Fee for the year would be \$425, a 5% increase over the prior year.

Included in this package for reference is an Annual Tuition and Fee Analysis that identifies the proposed cost of attendance, depending on student type, as proposed for FY 2021 and forecast for FY 2022 through FY 2024. There is a draft Tuition and Fee schedule for AY 2020/2021 reflecting the proposed changes in rates. In addition a chart depicting the ten year trend of mandatory fees across all of Massachusetts Public Colleges and Universities is provided.

Worcester State University
Revenue Forecasts & Rate Setting
Operating Appropriations and Trust Funds

	FY 2020 Budget	FY 2021 % chg	FY 2021 Revenue Forecast	\$ change	rate change proposed
Annual State Maintenance Appropriation	\$ 29,682,709	1%	\$ 29,979,536	\$ 296,827	-
Institutional Sources					
General Fund	47,015,898	-2%	45,969,840	\$ (1,046,058)	Yes
Health Services Fund	445,573	-2%	436,662	\$ (8,911)	No
Residence Halls Fund	12,602,892	2%	12,854,950	\$ 252,058	Yes
Student Activities Fund	295,913	-2%	289,995	\$ (5,918)	No
Residence Hall Technology and Equip. Fund	327,580	0%	327,580	\$ -	No
Capital Improvement Fund	4,553,124	-2%	4,462,062	\$ (91,062)	No
Total	94,923,689		94,320,624	\$ (603,065)	

FY 2020 budgeted Transfers from Reserves (reserve balance 7/1/2019)

*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

Worcester State University
Operating Revenue
Budget Forecast 2021 through 2024

	FY2020 Approved Budget	FY 2021 2% Decrease in enrollment	FY 2022 2% Decrease in enrollment	FY 2023 1% Decrease in enrollment	FY 2024 Enrollment flat
State Sources					
State Maintenance	41,339,070	41,339,070	41,339,070	41,339,070	41,339,070
Total State Sources	41,339,070	41,339,070	41,339,070	41,339,070	41,339,070
Institutional Sources					
General Trust Fund					
Tuition/ In state Undergraduate	4,370,808	4,283,392	4,195,976	4,152,268	4,152,268
Tuition/ Graduate	1,764,882	1,708,605	1,708,605	1,708,605	1,708,605
Tuition/ Out of State Undergraduate	1,314,670	1,288,377	1,262,083	1,248,937	1,248,937
Total Tuition	7,450,360	7,280,373	7,166,664	7,109,809	7,109,809
Waivers/Undergraduate	(177,008)	(173,468)	(169,928)	(168,158)	(168,158)
Waivers/Graduate	(239,207)	(248,839)	(248,839)	(248,839)	(248,839)
Total Tuition Waivers	(416,215)	(422,307)	(418,767)	(416,997)	(416,997)
Net Tuition	7,034,145	6,858,067	6,747,897	6,692,813	6,692,813
Undergraduate Day Division	34,036,000	33,355,280	32,674,560	32,334,200	32,334,200
Undergraduate Eve/Summer Programs	2,608,738	2,556,563	2,504,388	2,478,301	2,478,301
Graduate School	1,389,717	1,328,694	1,328,694	1,328,694	1,328,694
Total Fees	38,034,455	37,240,537	36,507,642	36,141,195	36,141,195
Undergraduate Day Division waivers	(955,813)	(936,697)	(917,580)	(908,022)	(908,022)
Undergraduate Eve/Summer Programs/waivers	(69,014)	(67,634)	(66,253)	(65,563)	(65,563)
Graduate Fee waiver	(144,688)	(160,753)	(160,753)	(160,753)	(160,753)
Total Fees Waivers	(1,169,515)	(1,165,083)	(1,144,587)	(1,134,339)	(1,134,339)
Net Fees	36,864,940	36,075,454	35,363,056	35,006,856	35,006,856
Application Fees	119,700	119,700	119,700	119,700	119,700
Special fees	332,708	332,708	332,708	332,708	332,708
Commencement Fees	3,825	3,825	3,825	3,825	3,825
Transcript Fees	53,250	53,250	53,250	53,250	53,250
Orientation Fees	137,865	137,865	137,865	137,865	137,865
Testing Fees	12,070	12,070	12,070	12,070	12,070
Libr. fines/ copier inc.	835	835	835	835	835
Activity income	50,310	50,310	50,310	50,310	50,310
Commissions	302,568	302,568	302,568	302,568	302,568
Non-Credit Courses incl Restricted	587,372	537,497	537,497	537,497	537,497
Center for Effective Instruction	293,304	268,209	268,209	268,209	268,209
Intensive English Institute	503,609	487,982	487,982	487,982	487,982
Center for Business & Industry	50,000	60,104	60,104	60,104	60,104
Facilities rentals	480,746	480,746	480,746	480,746	480,746
Miscellaneous	188,651	188,651	188,651	188,651	188,651
Other income	3,116,813	3,036,320	3,036,320	3,036,320	3,036,320
Total General Trust Fund Source	47,015,898	45,969,840	45,147,273	44,735,989	44,735,989
General Operating Budget Income	\$ 88,354,968	\$ 87,308,910	\$ 86,486,343	\$ 86,075,059	\$ 86,075,059
Difference/GAP year to year	\$	\$ 1,046,058	\$ 822,568	\$ 411,284	\$ -
student billed FTE chg year to year		(125)	(98)	(49)	
Fee Increase to cover the GAP	\$	\$ 257.33	\$ 202.35	\$ 101.18	\$ -
	4,065	4003	3905	3856	3856
General Fee	8373	8,630	8,833	8,934	8,934
All mandatory Fees	9191	9,448	9,651	9,752	9,752
percent change per year GF		3%	2%	1%	0%
percent change per year all fees		3%	2%	1%	0%
** Additional fee for strategic priorities					
250,000		62	64	65	65
350,000		87	90	91	91
400,000		100	102	104	104
500,000		125	128	130	130
650,000		162	166	169	169
700,000		175	179	182	182
750,000		187	192	195	195
800,000		200	205	207	207
900,000		225	230	233	233
1,000,000		250	256	259	259
Proposed increase for operations	672,504	168			
Total GF % and \$ increase over PY	5%	425			

CHANGE FROM FY 2020					
Scenario #1 6% Decrease in Enrollment	Scenario #2 5.5% Decrease in Enrollment	Scenario #3 5% Decrease in Enrollment	Scenario #4 3.5% Decrease in Enrollment	Scenario #5 2.0% Decrease in Enrollment	
41,339,070	41,339,070	41,339,070	41,339,070	41,339,070	
41,339,070	41,339,070	41,339,070	41,339,070	41,339,070	
4,108,560	4,130,414	4,152,268	4,217,830	4,283,392	
1,708,605	1,708,605	1,708,605	1,708,605	1,708,605	
1,235,790	1,242,363	1,248,937	1,268,657	1,288,377	
7,052,954	7,081,382	7,109,809	7,195,091	7,280,373	
(177,008)	(177,008)	(177,008)	(170,813)	(173,468)	
(248,839)	(248,839)	(248,839)	(248,839)	(248,839)	
(425,847)	(425,847)	(425,847)	(419,652)	(422,307)	
6,627,107	6,655,535	6,683,962	6,775,440	6,858,067	
31,993,840	32,164,020	32,334,200	32,844,740	33,355,280	
2,452,214	2,465,257	2,478,301	2,517,432	2,556,563	
1,328,694	1,328,694	1,328,694	1,328,694	1,328,694	
35,774,748	35,957,971	36,141,195	36,690,866	37,240,537	
(955,813)	(955,813)	(955,813)	(922,360)	(936,697)	
(69,014)	(69,014)	(69,014)	(66,599)	(67,634)	
(160,753)	(160,753)	(160,753)	(160,753)	(160,753)	
(1,185,580)	(1,185,580)	(1,185,580)	(1,149,711)	(1,165,083)	
34,589,168	34,772,391	34,955,615	35,541,155	36,075,454	
119,700	119,700	119,700	119,700	119,700	
332,708	332,708	332,708	332,708	332,708	
3,825	3,825	3,825	3,825	3,825	
53,250	53,250	53,250	53,250	53,250	
137,865	137,865	137,865	137,865	137,865	
12,070	12,070	12,070	12,070	12,070	
835	835	835	835	835	
50,310	50,310	50,310	50,310	50,310	
302,568	302,568	302,568	302,568	302,568	
537,497	537,497	537,497	537,497	537,497	
268,209	268,209	268,209	268,209	268,209	
487,982	487,982	487,982	487,982	487,982	
60,104	60,104	60,104	60,104	60,104	
480,746	480,746	480,746	480,746	480,746	
188,651	188,651	188,651	188,651	188,651	
3,036,320	3,036,320	3,036,320	3,036,320	3,036,320	
44,252,595	44,464,246	44,675,897	45,352,915	45,969,840	
\$ 85,591,665	\$ 85,803,316	\$ 86,014,967	\$ 86,691,985	\$ 87,308,910	
\$ 2,763,303	\$ 2,551,652	\$ 2,340,001	\$ 1,662,983	\$ 1,046,058	
679.78	627.71	575.65	409.10	257.33	
8.12%	7.50%	6.88%	4.89%	3.07%	
7.40%	6.83%	6.26%	4.45%	2.80%	

* = graduate revenue pegged at FY 2019 actual throughout pro forma
** = carryover from FY 2020 \$225K one time, \$379K on going

Annual Tuition and Fee Analysis

FY 2021 - forecast reduction in select revenue categories totalling -3%

		In State Commuter	In State Resident Hall	Out of State Resident Hall	Out of State Commuter	Chg from PY
Tuition		970	970	7,050	7,050	
Fees						
General Fee	5%	8,798	8,798	8,798	8,798	425
Student Activity Fee		72	72	72	72	
Student Health Service Fee		110	110	110	110	
Capital Improvement Fee		636	636	636	636	
Total fees		9,616	9,616	9,616	9,616	
Average Double Room	2%	-	8,303	8,303	-	145
Board Plan	1%	-	3,800	3,800	-	50
Commuter Meal Plan		300	-	-	300	
Resident Activity Fee		-	50	50	-	
Technology and Equipment Fee		-	220	220	-	
Total Billed Charges		10,886	22,959	29,039	16,966	620

FY 2022 - additional forecast reduction in select revenue categories totalling -2% (compared to FY 2020)

		In State Commuter	In State Resident Hall	Out of State Resident Hall	Out of State Commuter	Chg from PY
Tuition		970	970	7,050	7,050	
Fees						
General Fee	2%	9,000	9,000	9,000	9,000	202
Student Activity Fee		72	72	72	72	
Student Health Service Fee		110	110	110	110	
Capital Improvement Fee		636	636	636	636	
Total fees		9,818	9,818	9,818	9,818	
Average Double Room	1%	-	8,403	8,403	-	100
Board Plan	1%	-	3,850	3,850	-	50
Commuter Meal Plan		300	-	-	300	
Resident Activity Fee		-	50	50	-	
Technology and Equipment Fee		-	220	220	-	
Total Billed Charges		11,088	23,311	29,391	17,168	352

FY 2023 - additional forecast reduction in select revenue categories totalling -1% (compared to FY 2020)

		In State Commuter	In State Resident Hall	Out of State Resident Hall	Out of State Commuter	Chg from PY
Tuition		970	970	7,050	7,050	
Fees						
General Fee	1%	9,101	9,101	9,101	9,101	101
Student Activity Fee		72	72	72	72	
Student Health Service Fee		110	110	110	110	
Capital Improvement Fee		636	636	636	636	
Total fees		9,919	9,919	9,919	9,919	
Average Double Room	2%	-	8,553	8,553	-	150
Board Plan	1%	-	3,900	3,900	-	50
Commuter Meal Plan		300	-	-	300	
Resident Activity Fee		-	50	50	-	
Technology and Equipment Fee		-	220	220	-	
Total Billed Charges		11,189	23,612	29,692	17,269	301

FY 2024 - forecast is flat revenue from FY 2023

		In State Commuter	In State Resident Hall	Out of State Resident Hall	Out of State Commuter	Chg from PY
Tuition		970	970	7,050	7,050	
Fees						
General Fee	0%	9,101	9,101	9,101	9,101	0
Student Activity Fee		72	72	72	72	
Student Health Service Fee		110	110	110	110	
Capital Improvement Fee		636	636	636	636	
Total fees		9,919	9,919	9,919	9,919	
Average Double Room		-	8,553	8,553	-	0
Board Plan		-	3,900	3,900	-	0
Commuter Meal Plan		300	-	-	300	
Resident Activity Fee		-	50	50	-	
Technology and Equipment Fee		-	220	220	-	
Total Billed Charges		11,189	23,612	29,692	17,269	0

Worcester State University
Tuition and Fees - Academic Year 2020/2021

		Annual	Increase from FY 2020
Undergraduate Day Division			
Cost for Full-Time In-State Student		10,586.00	-
Tuition:			
MA Resident		970.00	-
Non-Resident		7,050.00	-
NE Regional		1,455.00	-
Fees:			
* General Fee	5%	8,798.00	425.00
Student Activity Fee		72.00	-
Student Health Svc Fee		110.00	-
Capital Improvement Fee		636.00	-
Total Fees	4%	9,616.00	425.00
*Health Insurance		TBD	-
Orientation Fee (New Students)		75.00	-
Commuter Meal Plan - freshman, sophomore and junior		300.00	-
Residence Halls			
Residence Hall rates			
* Chandler Village I	1%	8,178.00	100.00
* Dowden Hall	1%	7,878.00	100.00
* Wasylean Hall	2%	8,678.00	200.00
* Sheehan Hall	2%	8,478.00	180.00
* Single room varies (average additional charge)	33%	600.00	200.00
Residence Activity Fee		50.00	-
Technology and equipment fee		220.00	-
Resident Parking Fee-satellite lot		100.00	-
* Board	1%	3,800.00	50.00
Damage Deposit (1st Semester)		100.00	-
Division of Graduate and Continuing Education			
		Credit Hour	Increase
Tuition:			
Undergraduate		130.00	-
Graduate		169.00	-
Fees:			
Administrative Fee			
Undergraduate		125.00	
Graduate		126.50	
Capital Improvement Fee		26.50	-
Online Graduate Degree Programs;			
* Master of Education - Moderate Disabilities		365.00	365.00
* Master of Education - Early Childhood Education		365.00	365.00
* Master of Education - Elementary Education		365.00	365.00
Other University fees:			
<u>All students</u>			
Application fee	per item	50.00	-
* Transcript fee	per item	10.00	5.00
Applied music fee	per course	260.00	-
Lab Instruction	per course	90.00	-
<u>Undergraduate Day Division - only</u>			
Student Teaching	per course	75.00	-
<u>Continuing Education Division - only</u>			
Art Model Fee	per course	25.00	-
Student Teaching	per course	15.00	-
Field Work Supervision	per cr hr	15.00	-
Internship	per cr hr	15.00	-

* Change from prior year

**Mandatory Fees at Massachusetts Public Colleges and Universities
(Based on Fall Resident Undergraduate State-Supported Rates)**

Segment	Institution	FY- 2011	FY- 2012	FY- 2013	FY- 2014	FY- 2015	FY- 2016	FY- 2017	FY- 2018	FY- 2019	FY- 2020	1 Yr % Chg
University of Massachusetts	University of Massachusetts Amherst	\$10,020	\$10,900	\$11,518	\$11,546	\$11,546	\$12,460	\$382	\$382	\$482	\$598	24%
University of Massachusetts	University of Massachusetts Boston	\$8,900	\$9,696	\$10,254	\$10,254	\$10,254	\$10,970	\$326	\$326	\$326	\$466	43%
University of Massachusetts	University of Massachusetts Dartmouth	\$8,944	\$9,720	\$10,268	\$10,268	\$10,268	\$11,174	\$406	\$406	\$426	\$526	23%
University of Massachusetts	University of Massachusetts Lowell	\$9,052	\$9,744	\$10,394	\$10,644	\$10,994	\$11,974	\$376	\$450	\$470	\$570	21%
State Universities	Bridgewater State University	\$6,144	\$6,644	\$7,144	\$7,144	\$7,444	\$8,018	\$8,718	\$9,102	\$9,458	\$9,822	4%
State Universities	Fitchburg State University	\$6,830	\$7,330	\$7,740	\$8,016	\$8,290	\$8,964	\$9,164	\$9,184	\$9,384	\$9,534	2%
State Universities	Framingham State University	\$6,096	\$6,610	\$7,114	\$7,114	\$7,354	\$7,734	\$8,374	\$8,950	\$9,550	\$10,130	6%
State Universities	Massachusetts College of Art and Design	\$7,970	\$8,670	\$9,370	\$9,370	\$10,194	\$10,694	\$11,170	\$11,670	\$12,170	\$12,670	4%
State Universities	Massachusetts College of Liberal Arts	\$6,546	\$7,046	\$7,496	\$7,496	\$7,946	\$8,446	\$8,846	\$9,106	\$9,530	\$9,900	4%
State Universities	Massachusetts Maritime Academy	\$5,268	\$5,444	\$5,740	\$5,724	\$5,778	\$6,076	\$6,374	\$6,684	\$7,046	\$7,482	3%
State Universities	Salem State University	\$6,320	\$6,820	\$7,200	\$7,220	\$7,736	\$8,336	\$8,826	\$9,368	\$9,972	\$10,374	4%
State Universities	Westfield State University	\$6,462	\$6,918	\$7,328	\$7,328	\$7,712	\$8,446	\$8,306	\$8,746	\$9,460	\$9,880	4%
State Universities	Worcester State University	\$6,186	\$6,684	\$7,188	\$7,188	\$7,588	\$7,888	\$8,232	\$8,562	\$9,192	\$9,192	0%
Community Colleges	Berkshire Community College	\$4,410	\$4,820	\$5,030	\$5,030	\$5,030	\$5,240	\$5,420	\$5,670	\$5,970	\$5,970	0%
Community Colleges	Bristol Community College	\$3,734	\$4,334	\$4,484	\$4,484	\$4,484	\$4,724	\$4,934	\$5,174	\$5,324	\$5,534	4%
Community Colleges	Bunker Hill Community College	\$3,210	\$3,510	\$3,510	\$3,510	\$3,510	\$3,750	\$4,140	\$4,560	\$4,900	\$5,160	5%
Community Colleges	Cape Cod Community College	\$3,810	\$4,190	\$4,370	\$4,370	\$4,546	\$4,546	\$4,682	\$4,952	\$5,610	\$5,970	6%
Community Colleges	Greenfield Community College	\$4,578	\$4,938	\$5,238	\$5,238	\$5,388	\$5,702	\$5,852	\$6,002	\$6,152	\$6,152	0%
Community Colleges	Holyoke Community College	\$3,330	\$3,570	\$3,700	\$3,700	\$4,030	\$4,430	\$4,850	\$5,040	\$5,340	\$5,600	5%
Community Colleges	Mass Bay Community College	\$3,890	\$4,580	\$4,580	\$4,580	\$4,580	\$4,880	\$5,270	\$5,640	\$5,640	\$5,820	3%
Community Colleges	Massasoit Community College	\$3,930	\$3,930	\$4,350	\$4,350	\$4,650	\$4,890	\$5,130	\$5,130	\$5,310	\$5,520	4%
Community Colleges	Middlesex Community College	\$4,130	\$4,430	\$4,610	\$4,610	\$4,760	\$4,910	\$5,180	\$5,270	\$6,680	\$6,840	2%
Community Colleges	Mt. Wachusett Community College	\$4,690	\$5,140	\$5,290	\$5,290	\$5,500	\$5,650	\$5,800	\$5,950	\$6,100	\$6,250	2%
Community Colleges	North Shore Community College	\$3,900	\$4,110	\$4,320	\$4,320	\$4,920	\$4,920	\$5,410	\$5,530	\$5,800	\$6,100	5%
Community Colleges	Northern Essex Community College	\$3,480	\$3,660	\$3,960	\$4,110	\$4,970	\$5,110	\$5,380	\$5,650	\$5,810	\$5,990	3%
Community Colleges	Quinsigamond Community College	\$4,460	\$5,060	\$5,420	\$5,420	\$5,420	\$5,680	\$5,820	\$6,000	\$6,060	\$6,150	1%
Community Colleges	Roxbury Community College	\$3,530	\$4,122	\$4,130	\$4,130	\$4,130	\$4,690	\$4,690	\$4,700	\$5,710	\$5,710	0%
Community Colleges	Springfield Technical Community College	\$3,636	\$4,026	\$4,356	\$4,356	\$4,356	\$4,686	\$4,986	\$5,316	\$5,556	\$5,856	5%
Weighted Average	University of Massachusetts*	\$9,447	\$10,265	\$10,867	\$10,926	\$10,999	\$11,882	\$372	\$389	\$441	\$556	26%
Weighted Average	State Universities*	\$6,373	\$6,866	\$7,313	\$7,336	\$7,710	\$8,153	\$8,634	\$9,023	\$9,572	\$9,901	3%
Weighted Average	State Universities excludes MCAD and MMA**	\$6,328	\$6,820	\$7,266	\$7,296	\$7,660	\$8,118	\$8,621	\$9,016	\$9,524	\$9,849	3%
Weighted Average	Community Colleges	\$3,843	\$4,204	\$4,397	\$4,399	\$4,584	\$4,802	\$5,079	\$5,294	\$5,644	\$5,846	4%

Page created 10/31/2019

Source: Massachusetts Department of Higher Education

Weighted data calculated based on % Undergraduate FTE of total Segment and overall. (FTE figures used for calculation are one year in arrears due to reporting schedules.)

Mass Maritime and Mass College of Art and Design are reported separately because they are specialty schools and for purpose of Performance Measurement are not compared to other MA state colleges.

\$630

\$342

\$938

\$1,182

\$688

**Worcester State University,
Massachusetts
Massachusetts Development Finance
Agency; Public Coll/Univ - Unlimited
Student Fees**

Primary Credit Analyst:

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Worcester State University, Massachusetts

Massachusetts Development Finance Agency;

Public Coll/Univ - Unlimited Student Fees

Credit Profile

Massachusetts Development Finance Agency, Massachusetts

Worcester State University, Massachusetts

Massachusetts Dev Fin Agy (Worcester State Univ) rfdg bnds

Long Term Rating

A/Stable

Current

Rationale

S&P Global Ratings' long-term rating on the Massachusetts Development Finance Agency's series 2012 bonds, issued for Worcester State University (WSU), is 'A'. The outlook is stable.

We assessed WSU's enterprise profile as strong, reflecting stable enrollment, sufficient demand metrics for a school that largely has a regional draw in a competitive market with weak demographics for high school-age graduating seniors, and satisfactory management and governance. We assessed WSU's financial profile as very strong, characterized by healthy financial performance on a cash basis and available resource levels, with a low maximum annual debt service (MADS) burden reflecting the benefit of its relationship with the Massachusetts State College Building Authority (MSCBA), which finances auxiliary debt for state colleges and universities. The combined enterprise and financial profile assessments lead to an indicative stand-alone credit profile of 'a+'. As our criteria indicate, the final rating can be within one notch of the indicative credit level. In our view, the final 'A' long-term rating on the university's bonds better reflects WSU's largely regional draw in a competitive market, as well as its rising selectivity and healthy, though somewhat modest, available resources compared with medians and peers.

The 'A' rating also reflects our assessment of WSU's:

- Fairly stable enrollment over the past five years, with other demand indicators sufficient to support the rating, though the university has become less selective in recent years;
- History of operating deficits on a full-accrual basis, though the university has posted consistent cash-based operating surpluses;
- Rising operating and fringe benefit appropriations from the Commonwealth of Massachusetts and expected capital support; and
- Low debt levels, with a 1.4% MADS burden of fiscal 2019 operating expenses.

Partially offsetting credit factors include our view of WSU's:

- Significant amount of off-balance-sheet debt, issued for WSU through the MSCBA, which somewhat understates the university's MADS burden and financial resource ratios relative to debt;

- Strong competition for students from other state schools, including community colleges; and
- Somewhat low adjusted unrestricted net assets (UNA) to operating expense metric for the rating level, though this ratio has improved in recent years.

WSU is a public, commonwealth-supported university located in Worcester, Mass. While the university is expanding its on-campus residential presence, it still caters to a large commuter population, which accounts for two-thirds of the student body, according to management.

Outlook

The stable outlook reflects our expectation that, through the two-year outlook period, enrollment will remain relatively stable, operations will remain consistent, and available resources will likely grow incrementally, while no new additional debt is expected.

Downside scenario

We could consider a negative rating action during the outlook period if WSU experiences a substantial decline in enrollment, full-accrual deficits continue to grow, or if available resources decline relative to operating expenses and debt. We would also consider a significant increase in debt or a drop in commonwealth support to be a credit risk.

Upside scenario

Though not likely over the next two years, we would consider a positive rating action if WSU's enrollment and demand trends strengthen significantly while achieving positive financial performance on a full-accrual basis and growth in available resources to a level commensurate with a higher rating. Consideration of a higher rating would be predicated on little, if any, additional debt needs.

Enterprise Profile

Industry risk

Industry risk addresses the higher education sector's overall cyclicity and competitive risk and growth by applying various stress scenarios and evaluating barriers to entry, levels and trends of profitability, substitution risk, and growth trends observed in the industry. We believe the higher education sector represents a low credit risk when compared with other industries and sectors.

Economic fundamentals

In our view, the university has limited geographic diversity. About 94.4% of students are from Massachusetts, with the vast majority being from Worcester County, where the school is located. Therefore, our assessment of WSU's economic fundamentals is anchored by Massachusetts' GDP per capita.

Market position and demand

Enrollment at WSU has been fairly steady in recent years as part of an intentional enrollment maintenance strategy. While fall 2019 full-time equivalent enrollment declined by 1.6%, and there have been some fluctuations year to year, overall enrollment levels are approximately level with those of about five years ago. Freshman applications decreased

about 4.4% in fall 2019, partly a result of demographic challenges in a competitive market, resulting in selectivity rates that have weakened to over 80%. WSU does not use the common application. While the acceptance rate has weakened, we still view it as in line with that of other similarly rated regional universities. The softened selectivity is offset by improved retention rates, which are hovering just below 80%. In recent years, management has focused on centralized efforts to improve student retention, including retention-based scholarships, a student emergency fund, and comprehensive tracking of student data to function as an early alert system when a student may need additional support. We expect fairly steady enrollment in the next several years, with potential increases in out-of-state enrollment or non-traditional programs offsetting any softness in in-state enrollment, given trends.

WSU's tuition is among the lowest for public colleges and universities in the commonwealth. Costs for the 2019-2020 school year for an in-state student, including tuition, room, and board, total \$22,521, an increase of only 0.4% from the previous year's cost, as management has been holding tuition flat and only increased fees modestly this year.

Management reports WSU has managed two large capital campaigns historically and that it exceeded its goals for each. Annual giving remains on track, at \$500,000 to \$600,000 annually.

Management and governance

In our view, WSU is led by a capable and experienced senior management team, with good oversight provided by an active board of trustees. Barry Maloney, WSU's current president, joined the university in 2011, and the leadership team has been stable in recent years, with no expected changes. The university is wrapping up its five-year strategic plan which carried the institution from 2015 to 2020, with key goals of improving four-year graduation rates and a "Succeed in 4" initiative that improves communication between students and advisors. WSU's six-year graduation rate is up to 57.5%, from a previous low-50% level. We understand the leadership team is in the development phase for its next strategic plan, which is expected to be presented to the board in June 2020.

Financial Profile

Financial policies

The university has formal policies for reserves, investment management, and debt. It operates according to a five-year strategic plan, and has a formal reserve liquidity policy. The university meets standard annual disclosure requirements. The financial policies assessment reflects our opinion that, while there may be some areas of risk, the organization's overall financial policies are not likely to weaken its future ability to pay debt service. Our analysis of financial policies includes a review of the organization's financial reporting and disclosure, investment allocation, liquidity, debt profile, contingent liabilities, and legal structure, and a comparison of these policies with those of similar providers.

Financial performance

The university posted a generally accepted accounting principles-derived operating deficit of \$1.3 million in fiscal 2019, largely because of the recording of pension and other postemployment benefit (OPEB) obligation liabilities, required by the state, pursuant to Governmental Accounting Standards Board Statement 68 and rising depreciation expense. WSU has budgeted for steady state operations for fiscal 2020, and given the university's history of conservative budgeting, we expect operations to remain at least steady. The largest source of adjusted operating revenue is tuition revenue, at 42% of the total, followed by state operating appropriation at 33.7%, auxiliary operations

at 11.4%, and other at 11.3%.

The university received \$39.4 million (including fringe benefits and tuition remitted back to the state) in net state appropriation in fiscal 2019, up 11.3% from 2018, reflecting additional unexpected funding of \$1.2 million related to collective bargaining agreements negotiated by the state. In addition, WSU received additional performance funding of \$250,000 from the state, which is likely to be ongoing in nature.

Available resources

We believe WSU's available resources overall are healthy; however, the university's adjusted UNA to operating expense ratio is somewhat modest for the rating category, compared with those of the rating medians and the university's peers. In fiscal 2019, WSU's adjusted UNA to operating expenses were 34.3%, reflecting some growth in recent years. WSU maintains stronger ratios relative to debt outstanding, with available resources to debt at a much higher 179.4%; however, we view this figure as overstated, as MSCBA is the conduit issuer for the majority of WSU's debt. With MSCBA debt included in our ratios, fiscal 2019 available resources to debt equals approximately 30%, which we view as modest, but sufficient for the rating level. The balance sheet also receives support from a small endowment, which had a fiscal 2019 market value of approximately \$24.9 million.

Debt and contingent liabilities

WSU has \$22.6 million in total debt, composed of Massachusetts Development Finance Agency (MDFA)-issued series 2007 bonds of \$62,000 and MDFA-issued series 2012 bonds of \$9.2 million, as well as a \$13.4 million financing agreement with MSCBA to fund part of its wellness project that was completed in 2016.

The 2012 bonds are a general obligation of WSU and do not contain a debt service reserve (DSR). Other debt service obligations are not on WSU's balance sheet because they are separately secured and include debt service paid on dormitory bonds issued through the MSCBA (for more information on the security and pledge to pay debt service, see the full analysis on the MSCBA, published Jan. 16, 2018, on RatingsDirect). Project revenues, multi-tiered series of DSRs, and a state intercept exist if project revenues are insufficient to secure all MSCBA debt. As of June 30, 2019, total debt outstanding issued through the MSCBA for WSU was \$114.9 million. WSU makes lease payments to cover the associated debt service on these bonds. The university's adjusted MADS burden, including these required lease payments, is just under 8% of fiscal 2019 operating expenses, which is somewhat high but manageable for the rating.

On Dec. 20, 2012, WSU entered into a memorandum of understanding with the commonwealth and the MSCBA to jointly finance a new wellness center at WSU (a \$50.7 million project). Management indicates that the commonwealth used funds earmarked for the project in the amount of \$25.5 million and the university used \$15 million of MSBCA loan proceeds, as well as approximately \$10 million of its reserves set aside for capital purposes. Although WSU's reserves were reduced as a result of the drawdown for the wellness center, the institution continues to rebuild reserves from previous and ongoing fundraising efforts.

WSU contributes to the Massachusetts State Employees' Retirement System, a cost-sharing, multiple-employer, defined-benefit pension plan administered by the state of Massachusetts. We understand that the pension plan's funded status is approximately 67.9%, which we view as sufficient. Massachusetts sets its annual pension contribution based on its own methodology under state statute. It has not fully funded its annual required contribution since fiscal 2011, but currently plans to increase pension contributions by 8.9% per year to fully amortize the unfunded liability by

2036. WSU's net pension and OPEB liabilities at fiscal year-end 2019 totaled \$56.7 million, up from \$53.1 million in fiscal 2018. WSU's contributions for pension and OPEB are currently at 1.9% of total adjusted operating expenses, which we view as manageable.

Worcester State University--Enterprise And Financial Statistics					
	--Fiscal year ended June 30--				--Medians for 'A'-rated public colleges & universities--
	2020	2019	2018	2017	2018
Enrollment and demand					
Headcount	6,204	6,217	6,434	6,471	MNR
Full-time equivalent	4,850	4,930	4,954	4,860	12,854
Freshman acceptance rate (%)	80.7	77.8	76.3	70.6	74.3
Freshman matriculation rate (%)	28.2	28.1	31.8	28.9	MNR
Undergraduates as a % of total enrollment (%)	85.9	86.5	85.4	83.2	83.3
Freshman retention (%)	79.0	78.4	80.0	77.5	77.3
Graduation rates (six years) (%)	57.5	56.8	55.4	55.8	MNR
Income statement					
Adjusted operating revenue (\$000s)	N.A.	116,777	110,177	106,001	MNR
Adjusted operating expense (\$000s)	N.A.	118,126	112,178	108,265	MNR
Net adjusted operating income (\$000s)	N.A.	(1,349)	(2,001)	(2,264)	MNR
Net adjusted operating margin (%)	N.A.	(1.14)	(1.78)	(2.09)	(1)
Estimated operating gain/loss before depreciation (\$000s)	N.A.	4,099	3,654	3,064	MNR
Change in unrestricted net assets (UNA; \$000s)	N.A.	661	(30,050)	(200)	MNR
State operating appropriations (\$000s)	N.A.	39,400	35,415	35,170	MNR
State appropriations to revenue (%)	N.A.	33.7	32.1	33.2	21.0
Student dependence (%)	N.A.	53.7	54.8	54.1	52.4
Research dependence (%)	N.A.	8.5	8.6	8.0	MNR
Endowment and investment income dependence (%)	N.A.	0.4	0.4	0.5	0.7
Debt					
Outstanding debt (\$000s)	N.A.	22,576	22,841	23,866	169,922
Current debt service burden (%)	N.A.	1.66	1.13	1.28	MNR
Current MADS burden (%)	N.A.	1.43	1.50	1.56	4.50
Financial resource ratios					
Endowment market value (\$000s)	N.A.	24,942	23,111	18,706	115,187
Related foundation market value (\$000s)	N.A.	33,471	31,836	26,576	138,714
Cash and investments (\$000s)	N.A.	53,339	43,527	41,509	MNR
UNA (\$000s)	N.A.	(15,997)	(16,658)	13,392	MNR
Adjusted UNA (\$000s)	N.A.	40,505	36,231	30,394	MNR
Cash and investments to operations (%)	N.A.	45.2	38.8	38.3	46.3
Cash and investments to debt (%)	N.A.	236.3	190.6	173.9	100.6

Worcester State University--Enterprise And Financial Statistics (cont.)

	--Fiscal year ended June 30--				--Medians for 'A'-rated public colleges & universities--
	2020	2019	2018	2017	2018
Adjusted UNA to operations (%)	N.A.	34.3	32.3	28.1	31.3
Adjusted UNA plus debt service reserve to debt (%)	N.A.	179.4	158.6	127.4	57.3
Average age of plant (years)	N.A.	14.2	12.7	12.4	14.6
OPEB liability to total liabilities (%)	N.A.	30.2	37.9	N.A.	MNR

N.A.--Not available. MNR--Median not reported. MADS--Maximum annual debt service. Total adjusted operating revenue = unrestricted revenue less realized and unrealized gains/losses and financial aid. Total adjusted operating expense = unrestricted expense plus financial aid expense. Net operating margin = $100 \times (\text{net adjusted operating income} / \text{adjusted operating expense})$. Student dependence = $100 \times (\text{gross tuition revenue} + \text{auxiliary revenue}) / \text{adjusted operating revenue}$. Current debt service burden = $100 \times (\text{current debt service expense} / \text{adjusted operating expenses})$. Current MADS burden = $100 \times (\text{maximum annual debt service expense} / \text{adjusted operating expenses})$. Cash and investments = cash + short-term and long-term investments. Adjusted UNA = Unrestricted net assets + unrestricted net assets of the foundation. Average age of plant = accumulated depreciation/depreciation and amortization expense.

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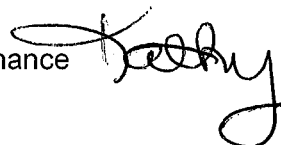
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Memorandum

DATE: December 12, 2019
TO: Steve Madaus, Chair, Finance and Facilities Subcommittee
FROM: Kathleen Eichelroth, Vice President for Administration and Finance
RE: FY 2020 TRUST FUND REPORTS– QUARTER 1



Attached are the Trust Fund Reports for the first quarter of Fiscal Year 2020, ended September 30, 2019. Revenue as of September 30th is 48.06% earned compared to budget. This is in line with expectations as fall semester has been completely billed and we continue to actively bill on course offerings through the Division of Continuing Education. Spring semester bills are posted in late November and will be reflected on the second quarter report.

As of September 30, 2019, 21.65% of the budget has been expended. This is also in line with spending expectations with almost one quarter of the budget expended through the first quarter.

Percent of earned operating budget stands at 36.08% as of September 30th mainly due to the blending of state appropriations which are released for spending based on a monthly allotment in comparison with semester based revenue earned through the Trust funds. Operating budget expenditures as of September 30th demonstrate a slower spend rate than the trust fund report. As of September 30th, 16.36% of the budget was spent on a modified accrual basis. Spending in the largest budget category consists of payroll, both full time and part-time, which lag slightly in posting than other operating expenditures due to the bi-weekly payroll process. Spending to date appears to be on track with expectations within each category.

FY 2020 – Quarter 1
3 Months Ended September 30, 2019
All Trust Funds

- Revenue - to date
- Expenditures to –date

Worcester State University
All Trust Fund Report - Quarter 1
FY20 Budget vs Actuals
Revenues 9/30/2019

Account Description	Original Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
General Trust Fund (400)	47,241,093.00	47,015,898.00	22,214,595.92	47.25%	24,801,302.08
Capital Improvement Trust Fund (405)	4,553,124.00	3,342,693.00	1,630,708.25	48.78%	1,711,984.75
Parking Garage Operating Fund (408)	744,174.00	-	-	0.00%	-
Strategic Plan Trust Fund (410)	562,582.00	-	-	0.00%	-
Wellness Center Trust Fund (429)	125,000.00	125,000.00	16,364.99	13.09%	108,635.01
Parking Fines Fund (439)	96,896.00	78,205.00	13,405.00	17.14%	64,800.00
Health Services Trust Fund (442)	549,761.00	445,573.00	227,652.54	51.09%	217,920.46
Resident Hall Trust Fund (445)	12,602,892.00	12,602,892.00	6,447,205.34	51.16%	6,155,686.66
Student Activities Trust Fund (446)	430,000.00	295,913.00	147,479.02	49.84%	148,433.98
Residence Hall Technology and Equipment Trust Fund (448)	327,580.00	327,580.00	170,280.00	51.98%	157,300.00
	67,233,102.00	64,233,754.00	30,867,691.06	48.06%	33,366,062.94

Approved Budget 67,233,102.00

Amount is not earned revenue but transfers to fund current activity (1,954,605.00)

Amount is not earned revenue but reserve balances budgeted to fund current activity (1,044,743.00)

64,233,754.00

Variance -

Worcester State University
All Trust Fund Report - Quarter 1
FY20 Budget vs Actuals
Expenses 9/30/2019

Account Description	Original Budget - BOT	Expenditure Budget	Expenditure Actual	Percent of Budget Spent	Available
General Trust Fund (400)	47,241,093.00	46,030,662.00	7,984,624.72	17.35%	38,046,037.28
Capital Improvement Trust Fund (405)	4,553,124.00	679,087.00	198,450.00	29.22%	480,637.00
Parking Garage Operating Fund (408)	744,174.00	744,174.00	202,184.26	27.17%	541,989.74
Strategic Plan Trust Fund (410)	562,582.00	562,582.00	-	0.00%	562,582.00
Wellness Center Trust Fund (429)	125,000.00	113,000.00	12,250.35	10.84%	100,749.65
Parking Fines Fund (439)	96,896.00	96,896.00	33.15	0.03%	96,862.85
Health Services Trust Fund (442)	549,761.00	549,761.00	31,973.97	5.82%	517,787.03
Resident Hall Trust Fund (445)	12,602,892.00	12,602,892.00	4,909,976.26	38.96%	7,692,915.74
Student Activities Trust Fund (446)	430,000.00	430,000.00	35,763.13	8.32%	394,236.87
Residence Hall Technology and Equipment Trust Fund (448)	327,580.00	300,438.00	72,832.47	24.24%	227,605.53
	67,233,102.00	62,109,492.00	13,448,088.31	21.65%	48,661,403.69

Approved Budget 67,233,102.00

Amount reflects a budgeted transfer from fund 405 to fund 408 (744,174.00)

Amount reflects a transfer to fund balance to increase reserves in fund 405 (3,129,863.00)

Amount reflects a transfer to fund balance to increase reserves in fund 429 (12,000.00)

Amount reflects a transfer to fund balance to increase reserves in fund 448 (27,142.00)

Amount reflects a budgeted transfer from fund 400 to fund 405 (1,210,431.00)

62,109,492.00

Variance

FY 2020 – Quarter 1
3 Months Ended September 30, 2019

Operating Budget

(State Appropriations and General Purpose Trust Fund Only)

- Revenue - to date
- Expenditures to –date

Worcester State University
FY20 Budget vs Actuals - Quarter 1
Operating Budget Revenue (Source 400 & 111)
9/30/2019

Description	Original Budget - Upload	Revenue Earned Actual	Percent of Budget Earned	Unearned
Academic Fees	(38,681,803.00)	(19,814,435.88)	51.22%	(18,867,367.12)
Fee Waivers	1,169,515.00	706,779.85	60.43%	462,735.15
Tuition	(8,884,645.00)	(3,038,151.03)	34.20%	(5,846,493.97)
Tuition Waivers	416,215.00	220,396.06	52.95%	195,818.94
Activity Income	(238,961.00)	(290.75)	0.12%	(238,670.25)
Other Student Charges	(796,219.00)	(308,104.59)	38.70%	(488,114.41)
State Maintenance	(41,339,070.00)	(9,641,127.67)	23.32%	(31,697,942.33)
	(88,354,968.00)	(31,874,934.01)	36.08%	(56,480,033.99)

Worcester State University
FY20 Budget vs Actuals - Quarter 1
Operating Budget Expenses (Source 400 & 111)
9/30/2019

Account Description	Object	Original Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available
Regular Employees	AAA	41,761,654.00	41,804,154.04	8,407,079.43	20.11%	33,397,074.61
Employee Related Expenses	BBB	733,163.00	766,555.28	263,693.42	34.40%	502,861.86
Temporary Part-Time Employees	CCC	8,403,476.00	8,484,271.42	1,291,405.25	15.22%	7,192,866.17
Staff Benefit Expenses	DDD	16,123,008.00	16,079,858.37	26,011.74	0.16%	16,053,846.63
Administrative Expenses	EEE	2,614,549.00	2,414,014.34	666,238.39	27.60%	1,747,775.95
Facility Operation Supplies	FFF	1,886,106.00	1,881,553.02	326,393.38	17.35%	1,555,159.64
Energy/Space Rental	GGG	2,389,498.00	2,238,723.00	439,977.71	19.65%	1,798,745.29
Professional Services	HHH	951,188.00	946,026.70	215,736.09	22.80%	730,290.61
Operational Services	JJJ	771,333.00	963,761.73	138,342.31	14.35%	825,419.42
Equipment Purchase	KKK	61,412.00	62,537.00	1,823.64	2.92%	60,713.36
Equipment Lease, Maintenance, Repair	LLL	1,253,157.00	1,270,457.59	214,774.85	16.91%	1,055,682.74
Infrastructure & Building Improvements	NNN	5,366,969.00	5,257,619.00	1,193,844.90	22.71%	4,063,774.10
Educational Assistance	RRR	2,490,961.00	2,471,048.00	7,062.00	0.29%	2,463,986.00
Debt Service	SSS	307,013.00	307,013.00	-	0.00%	307,013.00
Technology Expenses	UUU	2,256,245.00	2,422,139.51	1,099,602.71	45.40%	1,322,536.80
		87,369,732.00	87,369,732.00	14,291,985.82	16.36%	73,077,746.18

President's Update

January 2020

President's Message



With an ambitious agenda before us for the 2019-2020 academic year, I am pleased to report that we have made headway on key initiatives during the fall semester. I have highlighted several below, and, if you read on, you will learn about notable achievements of each division.

- At the start of the semester, I indicated my endorsement of the **RASE Plan** (Roadmap for Advancing Student Excellence), which was developed over the summer based on findings from the 2018 positioning study. This 12-to-18-month plan will help ensure robust classes of new first-year students for the next several years. I am pleased that Provost Lois Wims and Vice President Ryan Forsythe have identified faculty and staff leaders for each of the 40+ action items and laid out a pathway for implementation.
- The development of our next five-year **Strategic Plan** is underway. The Strategic Planning Steering Committee is committed to an inclusive process as it moves forward expeditiously, with the intent to present a plan to the Board of Trustees in late spring 2020.
- The Massachusetts DHE-led **Equity Agenda** initiative also is underway. I am pleased that Commissioner Santiago named me to its statewide advisory board. In that capacity, I attended a Lumina Foundation conference in San Francisco last month, representing the Massachusetts state universities. The above-referenced campus plans will complement and bolster our efforts to become a university defined by its academic excellence as well as its equitable outcomes for all students.



WORCESTER
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PRESIDENT'S OFFICE

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President's Update

- The prudent stewardship of university funds continues, thanks to the Board's oversight and the dedication of our Administration and Finance team. We received a clean audit, and we were recently informed of S&P Global's "A" bond rating.
- We've initiated recruitment for **two new masters degree programs** and for our **first three fully online programs**. Read more about them below, in the Academic Affairs section.

In a newly competitive environment, we must be able to meet prospective students wherever they may be. These efforts to reach beyond our Central Massachusetts undergraduate student base (RASE Plan), identify our shared values and expected outcomes (Strategic Plan and Equity Agenda), and attract new graduate students will undoubtedly keep us a viable, fiscally healthy institution into the future.



Academic Affairs

The university actively is developing new programming to meet current and emerging demand.

- The Graduate School has launched two new programs: Masters of Public Management and Public Administration and Management. The first students for these programs are scheduled to begin in January of 2020.
- The proposal for a Post-Professional Doctorate in Occupational Therapy has been developed, moved through governance, and received Board of Trustee approval. The DHE application is now ready to go to external reviewers for consideration.
- The Department of Criminal Justice has signed a bachelor's-to-master's degree articulation agreement with the graduate program in Criminal Justice at Bridgewater State University. The agreement guarantees reserved seats for at least two Worcester State Criminal Justice graduates per year.
- In collaboration with Academic Partnerships, Worcester State University has gone live with marketing for three 100% online graduate education degree programs: Master of Education in Early Childhood Education (non-licensure); Master of Education in Elementary Education (non-licensure); and Master of Education in Moderate Disabilities (non-licensure). Course offerings for these programs will begin on March 23, 2020. Additionally, the university has hired a coordinator for the Master of Education in School Leadership and Administration, who will assist with the administration of the current district-based programs and the launch of the degree in the 100% online format. The new coordinator recently retired from Worcester Public Schools.

The Education Department received a TEACH grant, which is a federal program that provides future teachers with financial assistance of up to \$4,000 each year. Grant recipients must teach in a high-needs school district in order to avoid the grant from becoming a loan. All undergraduate education majors and post-baccalaureate teachers in English as a Second Language, School Leadership, Moderate Disabilities, and Reading qualify for this opportunity.



Administration & Finance

In Fall 2019, Worcester State implemented an ambitious national recruitment strategy and search selection process to hire 18 tenure track faculty for Fall 2020. The university successfully attracted demographically diverse candidate pools, with educational and professional backgrounds from some of the best universities in the world. These recruitment initiatives support strategic efforts to promote academic excellence and a greater commitment to diversity and global awareness.

In Fall 2019, the Benefits Office launched a new Employee Benefits E-Newsletter. In addition to employee benefits offered through the (GIC), the Benefits Office also offers programs and services to support the health and well-being of all employees through workshops and programs relating to health and fitness, nutrition, work-life balance, and financial management.

The university has conducted its first joint session with its Campus Climate Committee, Bias Incident Response Team, and Advisory Committee for Equal Opportunity and Affirmative Action. These committees, as well as the LGBTQ+ Advisory Group, are representative of all constituents within the university community, including students, staff, administrators and faculty. Worcester State's work in these areas serve as regional and national model practices and supports our institutional commitment to maintaining a climate of equal opportunity and respect.



Enrollment Management

In the Fall 2019 semester, Worcester State enrolled its fourth largest incoming class of 1,463 new students, while retaining students at the highest Fall-to-Fall retention rate in the university's history at 71%.

Additionally, the university has partnered with VisionPoint Marketing to engage in its most ambitious (and data-informed) online and social media marketing campaign to promote the university over the 2020-2021 academic year. This campaign is grounded on sophisticated data to inform marketing buys, geotargeted marketing locations, and profiles of prospective students.

Also this academic year, the university went live with Financial Aid Self-Service. Previously, while students were accustomed to using online systems to access their Worcester State accounts (such as course registration and billing), all financial aid processing had been done via paper. Now, students can view financial aid awards, accept or decline student loans, submit outstanding items, and more, online.



Student Affairs

A cross-divisional team presented the findings of the first Healthy Minds study, which is part of a national study that establishes a baseline assessment of student emotional well-being and substance use issues. The goal of this presentation was to begin campus discussion of the survey's findings and outline next steps for how mental health must be a key component in student support, from recruitment through graduation. A proactive and inclusive approach to mental health and suicide prevention programs is critical to retention efforts, campus revenues, and systemic change within the campus community.

Worcester State, Salem State, and Fitchburg State Universities have been awarded a \$100,000 Higher Education Innovation Fund grant to explore creative and evidence-based methods to strengthen faculty programs that boost completion rates, close achievement gaps, and attract, enroll and graduate students from underserved populations. To accomplish this, the partnering universities will build an Equity & Engagement Consortium of faculty leaders and administrators across the state university system to develop resource materials and practices that account for community-engaged work and support a commitment to building and maintaining diversity in the faculty. In turn, this project promises to transform student success and empower classroom and campus leadership.

To expand opportunities for student leadership, the Office of Student Involvement and Leadership Development implemented a new three-phase training model, Circle of Leadership: Emerge, Engage, Excel. The office also is working across the campus to develop a directory of student leadership opportunities, which will help support an inclusive institution-wide definition of student leadership.





University Advancement

As of November 30, Worcester State raised \$1.2 million in cash and pledges and is 37% to the goal of \$3.5 million in fundraising for FY20. In addition, the university has 1,203 total donors (567 of which are alumni donors) toward the goal of 4,000 for FY20. December is anticipated to be a strong month of fundraising, as many donors make their gift before the end of the calendar year. At the December 9th Foundation Board meeting, more than \$625,000 was transferred to the university to support scholarships, awards, research grants, and capital improvements.

Significant grants to date include:

- Reliant Foundation awarded a grant of \$18,225 in support of the new Addictions Counseling Interdisciplinary Minor and Certificate programs. This support underwrites one-time capacity-building needs for the acquisition of new clinical journals and academic resources, marketing and outreach, and pilot program support.
- Santander Bank, N.A. awarded a \$25,000 grant to support scholarships for students studying Business Administration and Entrepreneurial Studies. Partial funding will underwrite the Santander Venture Fund to help students move their new business projects from concept to prototype. The Santander Scholars program will provide assistance for Business Administration students with demonstrated financial need. Both programs will award at least 50% of scholarships to first-generation students and first preference will go to applicants who have taken Introduction to Entrepreneurship.
- DCU renewed its financial support through a sponsorship of \$60,000 to further campus and community-based activities, such as: Student Accessibility Services for Autism; the Urban Action Institute (UAI) to support food insecurity and English Language Learning; the Latino Education Institute (LEI) for K-12 programming; and the Speech-Language-Hearing Center (SLHC) for community screenings and outreach.

Significant gifts to the university to date include:

- \$50,000 bequest from the estate of Norine M. Florian '57.
- \$13,500 additional gift from Kelley and John Joseph ('87) to the Endowed Scholarship for Elementary Education, bringing the total amount in the fund to over \$50,000 and enabling the awarding of two full-tuition scholarships.

President's Update

- \$10,500 from Craig Bovaird '77 to endow the Dr. William F. O'Brien Jr. '84 Ph.D. Academic Major Award in Economics.
- \$10,000 from Gregg '86 and Pamela '87 Rosen.
- \$2,500 from Bollus Lynch to create the Bollus Lynch Academic Achievement Award in Accounting.

Creating a Culture of Philanthropy:

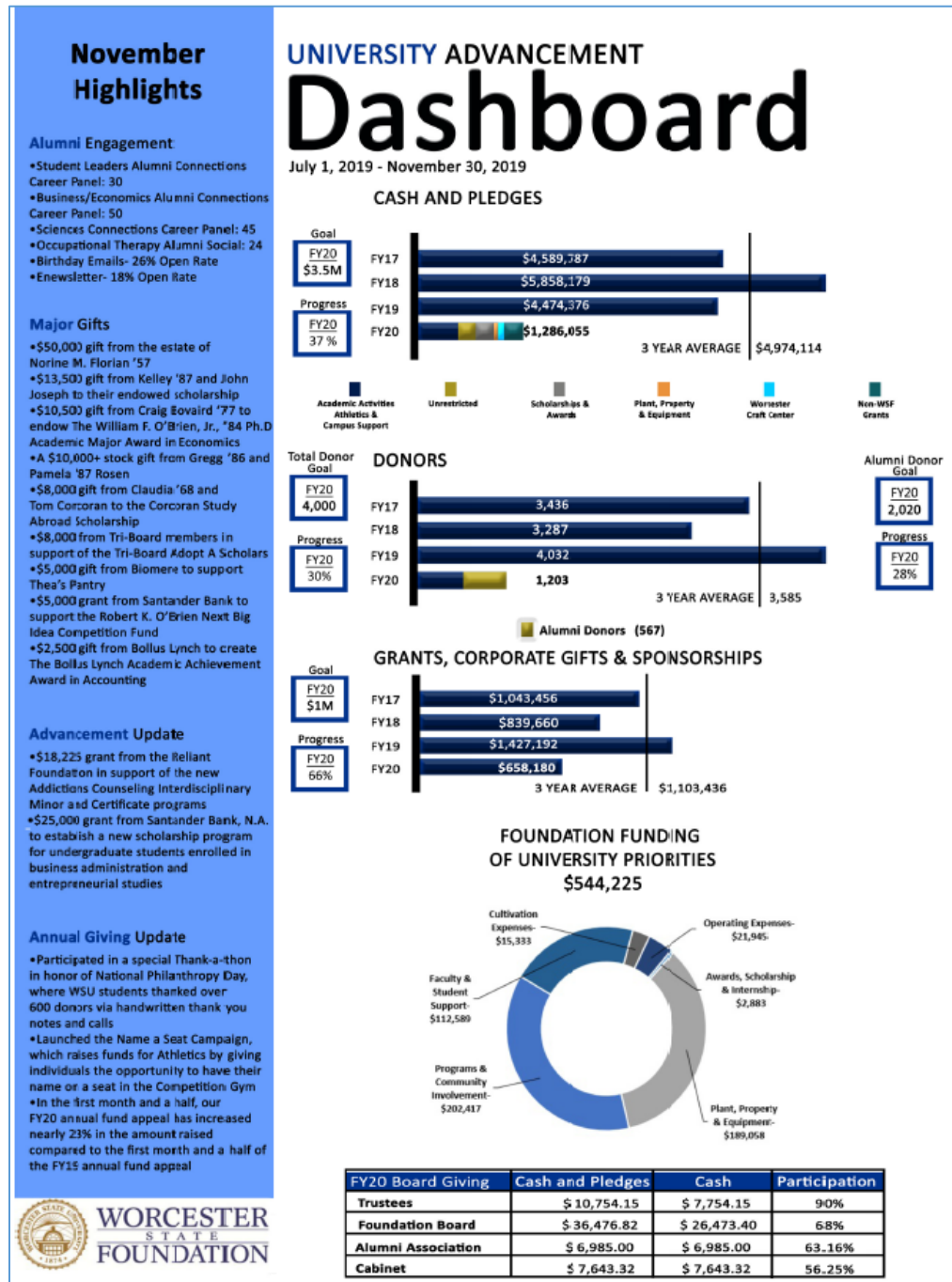
- Giving Tuesday: Worcester State participated in the global day of giving on Tuesday, December 3, 2019, raising more than \$43,000 from 210 Donors.
- Launched this fall for the first time, the "Name a Seat" Campaign, which will create additional resources for Worcester State's Lancer Athletics Fund. For a \$750 commitment, donors will have their names engraved on a plaque in the John P. Brissette '88 Competition Gym of the Wellness Center. As of mid-December, two seats officially have been sold, with six additional commitments, for a total of \$3,250.
- The Fall Annual Appeal has raised \$26,864 from 219 donors and 201 gifts. This represents a 20.6% increase in dollars, a 2.7 % decrease in donors, and a 1.5% increase in the number of gifts over the same period in FY19

Preparing Our Students for Success:

- Alumni Connections Career Panel events bring alumni back to campus to foster student connections in their areas of expertise. This fall semester's focus was on student leadership, science, criminal justice, and business. More than 150 students attend these important and relevant opportunities to network with our outstanding alumni.
- The annual Salute to Scholars and Sponsors was held on the evening of October 5th and brought more than 325 donors and students together for an evening that celebrated the university's outstanding scholarship recipients and generous donors

University Advancement Dashboard

[View November's Dashboard](#)



Fall 2019 Faculty Recruitment Advertisement



**WORCESTER
STATE
UNIVERSITY**

Join our team and
make a difference, every day



**TENURE-TRACK FACULTY VACANCIES
FALL 2020**

- Assistant Professor Biology
(Field Biology/Evolutionary Ecology)
- Assistant Professor Biology
(Human Biology)
- Assistant Professor Computer Science
- Assistant Professor Criminal Justice
- Assistant Professor Earth Science
- Assistant Professor Education
- Assistant Professor English
- Assistant Professor Marketing
- Assistant Professor Mathematics
- Assistant Professor Occupational Therapy
- Assistant Professor Philosophy
- Assistant Professor Physics
- Assistant Professor Political Science
- Assistant Professor Sociology
- Assistant Professor Urban Studies
- Instructor/Assistant Professor/
Associate Professor Nursing

HOW TO APPLY

Initial screening will begin immediately and will continue until the positions are filled.
All applicants must apply online at <http://worcester.interviewexchange.com>. All information should be uploaded with your application.

Documents which cannot be uploaded may be:
faxed: 508-929-8169 or
mailed: Director of HR, Worcester State University, 486 Chandler Street, Worcester MA 01602

FY20

Conference & Event Services

PROFIT AND LOSS STATEMENT

NET INCOME

\$44,409

Revenue	FY20 Q1 Reconciling												YE Reconciling	YTD
	Items	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Items
Facility Fees	A (89,472.75)	69,393.50	12,650.00	3,600.00										(3,829.25)
Wellness Center Facility Fees		8,825.00	7,315.00	-										16,140.00
Facilities Personnel Fees		10,240.00	5,780.00	320.00										16,340.00
University Police Personnel Fees		1,600.00	-	-										1,600.00
Athletic Personnel Fees		405.00	560.00	90.00										1,055.00
CESO Personnel Fees		2,540.00	750.00	-										3,290.00
Residential Life Fees		145,340.00	99,566.00	-										244,906.00
Gross Profit	(89,472.75)	238,343.50	126,621.00	4,010.00									-	B 279,501.75
Expenses	FY20 Q1 Reconciling												YE Reconciling	YTD
	Items	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	Items
Facilities Personnel (AAA08)	C 1,328.01	8,254.40	4,357.21	274.56										14,214.18
University Police (AAA20)	D 991.65	2,158.23	272.12	-										3,422.00
Athletic Team Fundraising		-	-	-										-
Athletic Personnel (CCC00)		405.00	560.00	90.00										1,055.00
CESO Personnel (CCC00)		2,540.00	750.00	-										3,290.00
Office Supplies/Admin Exp (EEE01/FFF00)		379.13	8,040.10	1,001.74										9,420.97
Printing (EEE02)		-	-	-										-
Travel (BBB0)		625.00	-	-										625.00
Advertising (EEE13)		-	600.00	-										600.00
Permits/Inspection Fees (EEE19)		-	-	-										-
Food/Beverage (Non-Chartwells) (FFF01)		9,164.00	-	-										9,164.00
Linens (FFF10)		-	-	-										-
Fringe (DDD)		-	-	363.30										363.30
Support Services (Contracted) (JJJ70, JJJ12)		400.00	-	476.11										876.11
Laundry Services (JJJ27)		-	-	-										-
Police Details (External) (JJJ28)		-	-	-										-
Food Service (Chartwells) (JJJ56)		2,220.00	-	-										2,220.00
Facility Equipment (KKK03)		-	-	-										-
Office Equipment (KKK04)		-	-	-										-
AV Equipment (KKK12)		-	-	-										-
Rentals (Equipment) (LLL23)		19,936.60	-	-										19,936.60
Rentals (AV) (LLL23)		3,381.40	-	-										3,381.40
Residential Life (EEE22)	E (89,472.75)	140,126.40	99,566.00	-										150,219.65
Wellness Center Rental		8,825.00	7,315.00	-										16,140.00
Telecommunication (UUU00)		-	-	165.00										165.00
Total Expenses	(87,153.09)	198,415.16	121,460.43	2,370.71									-	235,093.21
Net Income	(2,319.66)	39,928.34	5,160.57	1,639.29									-	44,408.54
Profit Margin		17%	4%	41%	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	16%

Notes:

A = Removing FY20 Q1 revenue received in Q2. Removing outstanding balances from Q1 events. See tab b for detail.

B = Discrepancy of \$353.75 in Grand Total Revenue between GL and CESO Balance Sheet.

C = FY19 custodial payroll charges paid in FY20.

D = FY19 police payroll charges paid in FY20.

E = Removing FY20 Q1 revenue pass-through as revenue was not received until Q2.