

WORCESTER STATE UNIVERSITY**BOARD OF TRUSTEES MEETING****Thursday, July 16, 2020****3:00 PM****REMOTE PARTICIPATION**

Join Zoom Meeting

<https://worcester.zoom.us/j/925048273>**Meeting ID: 925 048 273****Meeting Called By:** Stephen Madaus (Chair)**Minutes:** Nikki Kapurch**Board Members:** Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond (Vice-Chair); Anna Johnson; Karen Lafond; Stephen Madaus (Chair); William Mosley; Dina Nichols; Marina Taylor (Vice-Chair); David Tuttle**WSU Staff:** Barry Maloney; Nikki Kapurch; Carl Herrin; Patrick Hare, Kathy EichelrothAll documents considered to be **drafts** until discussed and/or approved by the Board**AGENDA**

ITEM	RESPONSIBLE	ACTION
1. Administrative Business A. Call to Order B. Minutes: Full Board - June 2, 2020* C. Minutes: Finance & Facilities Committee - June 2, 2020* D. Minutes: Human Resources Committee - June 2, 2020* E. Minutes: Special Meeting- June 15, 2020* F. Minutes: Executive Committee - June 25, 2020*	Stephen Madaus, Chair	B. Vote required C. Vote required D. Vote required E. Vote required F. Vote required
2. Budget Presentation A. FY 2021 BUDGET AMENDMENT #1 AND #2*	Kathy Eichelroth	A. Vote required
3. Administrative Updates A. Report of the Chairman i. BOT Subcommittee on Diversity and Inclusion ii. Next meeting: September 8, 2020 (remotely) B. Report of the President i. COVID-19 Update ii. Worcester State University and EforAll* iii. University Advancement Dashboard* C. Other Business	Stephen Madaus Barry Maloney	i. Informational i. Informational ii. Informational iii. Informational
4. Adjournment	Stephen Madaus	4. Vote required

*Attachments

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Meeting Minutes**

CHAIR:	Mr. Craig Blais (Chair)	DATE:	June 2, 2020
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	5:30 PM		
MEMBERS PRESENT:	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:	Barry Maloney; Nikki Kapurch; Patrick Hare; Kathy Eichelroth; Carl Herrin; Ryan Forsythe; Julie Kazarian; Tom McNamara; 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, June 2, 2020, through a Zoom remote call. Chairman Blais called the meeting to order at 5:31 p.m. Trustee Blais reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

Administrative Business:

APPROVAL OF THE MINUTES - April 7, 2020

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

VOTED: To approve the April 7, 2020, minutes of the Full Board meeting as presented.

ROLL CALL VOTE: 11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley

APPROVAL OF THE MINUTES - Academic & Student Development Committee April 7, 2020

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

VOTED: To approve the April 7, 2020, minutes of the Academic & Student Development Committee meeting as presented.

ROLL CALL VOTE: 11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley

APPROVAL OF THE MINUTES - Nominating Committee April 27, 2020

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

VOTED: To approve the April 27, 2020, minutes of the Nominating Committee meeting as presented.

ROLL CALL VOTE: 11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley

APPROVAL OF THE MINUTES -Executive Committee May 14, 2020

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

VOTED: To approve the May 14, 2020, minutes of the Executive Committee meeting as presented.

ROLL CALL VOTE: 11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley

PRESENTATION

Strategic Plan Update

- 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 along with Co-Chairs - Julie D. Frechette, Professor, Department of Communication and Edgar A. Moros, Director, Intensive English Language Institute
- The President talked about the current plan and the progress that has been made under the plan.
- Consultant Campanella talked about how the process of the draft strategic plan has emerged from an inclusive and intensive planning process.
- The draft plan has been presented and reviewed with President Maloney and the Executive Cabinet, as well as has had input from all areas on campus including the COVID working group.
- Co-Chair's Frechette and Moros presented on the PowerPoint of the Draft Strategic Plan that was included in the packet.
- Consultant Campanella and Dr. Strout talked about the desired outcomes, strategies, and initiatives and the recommended priorities for near-term implementation - "MUST-DO'S".
- Trustee Tuttle who served on the committee expressed how great of a plan it is, and said it was a job well done by the planning committee.
- President Maloney mentioned how we are in the process of forming an Interdisciplinary Studies Department.
- Chair Blais urged his colleagues to move forward on the formation of the BOT Subcommittee on Diversity and Inclusion.
- Continuity planning for the Board was mentioned.

Human Resources Committee Report - Maryanne Hammond

- The HR Committee was charged with conducting the annual evaluation of President Maloney as called for in his appointment contract and also in accordance with the guidelines distributed by Commissioner Santiago.
- Once approved by the BOT, an executive summary will be prepared and forwarded to the Commissioner with the appropriate materials by the September deadline.
- As we have done in the past, we provided comments for each area and used a numeric rating system.
- President Maloney's overall evaluation was very commendable. Due to today's meeting schedule, the final results have not been tallied.

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

VOTED: To accept the recommendation of the Human Resources Committee report and approve the 2020 Annual Evaluation of President Maloney as presented and to forward to Commissioner Santiago, as requested, with appropriate documents to meet the September 1, 2020, deadline.

ROLL CALL VOTE: 11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley

Finance & Facilities Committee Report - Stephen Madaus

- Chair Madaus stated that Vice President Eichelroth gave a Fiscal Year 2021 Budget Overview.
- Budget capacity will be allotted in a quarterly manner and various spending categories will be temporarily suspended. The University will need to maintain as much flexibility with its resources as practical as plans are made for a return to campus.
- Target scenarios could be a 10 percent decline in enrollment and a 10 percent decline in state appropriation with the hope that our actuals are higher.
- There will be a Board meeting in July on whether we would be amending the FY2021 budget.

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

VOTED: To accept the recommendation of the Finance and Facilities Committee and approve the FY 2021 Comprehensive Operating Budget as presented including the proposal to release budget capacity in quarterly allotments beginning with the first quarter from July 1, 2020, through September 30, 2020

ROLL CALL VOTE: 11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley

Nominating Committee - Aleta Fazzone

- The committee met on April 27 to bring forth a slate of officers for 2020-2021.
- The succession plan brings continuity on the board and we underscore the importance of having a plan.
- Trustee Fazzone went through the proposed slate of officers and the value each member brings to their new role.
- Trustee Fazzone thanked Chair Blais for all his roles on the board and his great leadership.

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

VOTED: **To accept the recommendation of the Nominating Committee and approve the Slate of Officers for 2020- 2021 as presented.**

ROLL CALL VOTE: **11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley**

Administrative Updates:

REPORT OF THE CHAIR

- Chair Blais shared that this was his last meeting as the chair. He asked that the board continue the work on a comprehensive plan of the May Street Development and the greening of the campus.
- Thanked Trustee Manny Reyes-Ponce for serving on the Board and thanked him for his service and welcomed Anna Johnson as the newly elected student trustee.
- Presented the 2020-2021 meeting schedule.

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

VOTED: **To approve the 2020-2021 Meeting Schedule as presented.**

ROLL CALL VOTE: **11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley**

Conferring the Degrees

- This is necessary due to the current pandemic situation of COVID-19, which has caused the cancellation or postponement of the 2020 Commencement.
- A vote will allow our graduates to represent to potential employers and schools that they have completed their studies and programs at Worcester State University for all our graduates.

- President Maloney announced that Trustee Lisa Colombo will be our 2020 undergraduate commencement speaker.

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

VOTED: That due to the cancellation or postponement of 2020 Commencement, and to allow our graduates to represent to potential employers and schools that they have completed their studies and programs at Worcester State University, the Board of Trustees hereby exercises its authority to award baccalaureate degrees to the students identified on the List of May 2020 graduates and to authorize the Chairperson and the President to inform and offer our congratulations to the class of 2020.

ROLL CALL VOTE: 11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus; William Mosley

Upon a motion made by Trustee Colombo and seconded by Trustee Reyes-Ponce, it was unanimously

VOTED: That due to the cancellation or postponement of 2020 Commencement, and to allow our graduates to represent to potential employers and schools that they have completed their studies and programs at Worcester State University, the Board of Trustees hereby exercises its authority to award master's degrees to the students identified on the List of May 2020 graduates and to authorize the Board Chairperson and the President to inform and offer our congratulations to the class of 2020.

ROLL CALL VOTE: 11 approved. Craig Blais; Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madaus, William Mosley

REPORT OF THE PRESIDENT

Refinance of the May Street Note - Tom McNamara

- Vice President McNamara addressed the continuation of the May Street loan at a favorable rate, and that we have refinanced the \$2.2 million dollar loan.
- The length of the loan agreement will be 2 years with an option to extend for one year at a rate of 3.17 percent.

President's Update

- President Maloney sent out correspondence to the campus community on the response to the national tragedy related to George Floyd.

- Thanked the Board for their support and the team that the President works with.
- Thanked Trustee Manny Reyes-Ponce for all his work at the University.
- Trustee Reyes-Ponce introduced newly elected student Trustee Anna Johnson.
- Thanked Trustee Blais for his service and went through some of the accomplishments throughout his terms.
- Carl Herrin provided a COVID-19 Safe Return Planning Executive Summary and timeline.

OTHER BUSINESS:

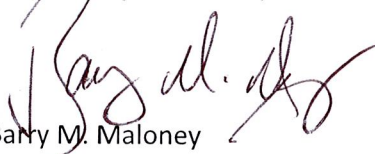
With there being no further business, the WSU Board of Trustees meeting was adjourned.

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

VOTED: **To adjourn the meeting at 7:29 p.m.**

ROLL CALL VOTE: **11 approved. Craig Blais; Lisa Colombo; Aleta Fazzzone; Maryanne Hammond; Karen LaFond; Dina Nichols; Manuel Reyes-Ponce; Marina Taylor; David Tuttle; Stephen Madau William Mosley**

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE FACILITIES COMMITTEE MEETING
MEETING MINUTES - June 2, 2020**

CHAIR: Stephen Madaus (Chair) DATE: June 2, 2020

LOCATION: Remote Participation MINUTES BY: Nikki Kapurch

TIME: 4:00 PM

COMMITTEE MEMBERS PRESENT: Lisa Colombo; Aleta Fazzone; Stephen Madaus (Vice-Chair); Dina Nichols; Marina Taylor

BOARD MEMBERS PRESENT: Craig Blais (Chair, ex-officio); Maryanne Hammond (Vice-Chair), Karen LaFond

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 and Facilities Committee was held on Tuesday, June 2, 2020, through a Zoom remote call. Chair Madaus called the meeting to order at 4:04 p.m. Trustee Madaus reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

FINANCE & FACILITIES COMMITTEE REPORT

FY2021 Comprehensive University Budget

- Vice President Kathy Eichelroth gave the Fiscal Year 2021 Budget Overview.
- The FY21 Budget will be the budget originally created before the Covid-19 pandemic, which included a 2% reduction in non-state revenue, but a spending plan will be provided in addition.
- The budget package as presented includes a detailed spending plan for the first quarter of FY21.
- The intent is to review various expenditure categories and suspend spending for the first quarter of the year where possible.
- The FY21 budget will be distributed quarterly, based on the previous year's activity. This quarterly allotment plan will most likely continue throughout the fiscal year 2021.
- The FY21 budget strategy allows time for the University to determine the needs and costs associated with the new learning environment.
- The University is currently planning with the assumption of a partially physical presence on campus in the fall.
- This budget will be amended once decisions have been made on our approach to the academic year.
- We intend to present the plan, inclusive of budget revisions, at a Board meeting in July.
- In the meantime, we do not intend to release the entire FY21 operating budget in an active fashion.

- The University will receive about \$2.1 million from the Cares Act for institutional needs. This money can potentially be used to offset the budget. The use of this money has not yet been determined.
- We are working with a level-funded budget, and preparing for a 10 percent reduction in state appropriation with a possible 9C cut.

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

VOTED: **To recommend to the full board the approval of the FY 2021 Comprehensive Operating Budget as presented including the proposal to release budget capacity in quarterly allotments beginning with the first quarter from July 1, 2020, through September 30, 2020**

ROLL CALL VOTE: **5 approved. Lisa Colombo; Aleta Fazzone; Dina Nichols; Marina Taylor; Stephen Madaus**

OTHER BUSINESS:

- Two Executive meetings are coming up to give the Board more concrete information and direction.

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

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

VOTED: **To adjourn at 4:58 p.m.**

ROLL CALL VOTE: **5 approved. Lisa Colombo; Aleta Fazzone; Dina Nichols; Marina Taylor; Stephen Madaus**

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees

WORCESTER STATE UNIVERSITY
HUMAN RESOURCES COMMITTEE MEETING
Meeting Minutes

CHAIR:	Ms. Maryanne Hammond (Chair)	DATE:	June 2, 2020
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	3:00 PM		
COMMITTEE MEMBERS PRESENT:	Maryanne Hammond (Vice-Chair); Karen LaFond; Dina Nichols; Marina Taylor		
BOARD MEMBERS PRESENT:	Craig Blais (Chair)		
WSU STAFF:	Barry Maloney; Patrick Hare; Nikki Kapurch		

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Human Resources Committee was held on Tuesday, June 2, 2020, through a Zoom remote call. Chair Hammond called the meeting to order at 3:04 p.m. Trustee Hammond reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

Administrative Business:

- Trustee Hammond thanked everyone for joining to conduct the 2019-2020 annual evaluation of President Maloney.
- The Human Resource Committee is charged with conducting the annual evaluation of President Maloney as called for in his appointment contract and as requested by Commissioner Santiago.
- The deadline for submission of the presidential evaluation is September 1, 2020, set by Commission Santiago. This was extended from a June deadline; but, with all that is happening it is prudent for us to complete this task in a timely fashion.
- The following documents were provided for us in conducting the evaluation:
 - Correspondence from Commissioner Santiago
 - BHE Compensation and Evaluation Guidelines/Procedures
 - 2020 self-evaluation
 - Strategic Plan Review Report 2015-2020
 - 2019 – 2020 WSU Climate Committee final report
 - 2020 WSU Capital Finance report
 - Performance Assessment Form
- The evaluation will follow criteria, as required by the BHE, as well as criteria requested by the Board of Trustees:

Retention and Student Success
Academic Management/Leadership
Assessment
Infrastructure
Fiscal Management/Budgeting
Communication

Administrative Management/Leadership
Decision Making and Problem Solving
Fundraising
Equity Work/Campus Climate
External Relations w/Campus Climate
COVID-19 Challenges

- The evaluation will be conducted using an assessment form to rate and provide comments on areas listed.

A numeric rating (whole number only) is to be used as follows:

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

- We will begin the process by having a member rate the President and provide comments from the Assessment Form provided. Additional comments may be then made by another member if she feels that the comment would add to the review. We will repeat this process for all 12 evaluation areas. At the conclusion of the meeting, the forms will be submitted in order to tally the results for the final reporting on the various areas used in the evaluation.

Retention and Student Success

Average Rating: 5

Comments:

- Achieving successful student retention and student success can be extremely challenging in any higher ed institution, but particularly in a public higher ed institution. As a public institution, there is an understanding that you are there to provide access to quality and affordable education to the broader public. Providing access to the broadest population, and the most underserved, while continuing to advance the quality of education provided can be a true balancing act. Under President Maloney's leadership and along with his executive team, in particular Ryan Forsythe and Lois Wims, WSU has continued to achieve or exceed targeted 4- and 6-year graduation rate goals, at 46.7% and 57.6% respectively, while always continuing to raise the bar for themselves.
- The 13% increase in early action applications for Fall 2020 is tremendously impressive, particularly at a time of decline in the number of high school athletes in the Northeast.
- Special mention should be devoted to the President's handling of the welcoming process of the new 2020-2021 class of students. President Maloney was able to organize members of the staff to conduct 25 virtual meetings. The administration's ability to adjust to these changing times is commendable.
- President Maloney has exhibited responsiveness and an ability to immediately adapt to the current environment, and he has creatively converted the celebratory acceptance days into a virtual platform, which has been well received.
- The focus on recruiting and retaining students over the past several years has resulted in Higher occupancy in student housing, 2nd highest in the system.

Academic Management and Leadership

Average Rating: 5

Comments:

- President Maloney and the academic team at WSU have had a busy and very successful year in advancing academic programs and increasing the availability of programs and opportunities for the students. By implementing these new initiatives, the students have new academic opportunities that will increase educational diversity and assist with recruitment and retention.
- Successful launch of Master's Degrees in both Public Management & Public Administration and Policy
- Creation and submission to the DHE of applications for new majors in Theater, Art and Political Science
- Successful implementation of two Masters in Education programs in a fully online format, with the eye toward launching Nursing in the future

- Development and shepherding of a “Major Plus” Program for students entering in Fall of 2021
- Expansion of the Early College Program beyond Worcester into other communities and counties in Massachusetts
- Developed a clinical doctorate program in Occupational Therapy to be submitted to the BHE
- An added minor of Addiction Counseling will also lead our students to a certificate program in this area.
- A newly created minor in Civic Engagement, while seeming small compared to some of the other larger accomplishments speak volumes for the University in terms of how it recognizes the importance of citizenry and the preservation of public values.
- President’s focus from three years ago on developing an online learning platform, which placed WSU in a strong position to offer these classes during the pandemic

Assessment

Average Rating: 5

Comments:

- This past year has been a challenge for the students and faculty at WSU. President Maloney deserves high marks for continuing forward with the WSU 2020-2025 Strategic Plan. He needs to be recognized for his persistence with obtaining feedback from the steering committee on their progress with organizing faculty, staff, students, and involving a member of the WSU Board of Trustees. I think Fall of 2020 launch might be difficult to achieve, which is understandable by all parties, but an admirable goal.
- The preparation, completion, and implementation of the Positioning Study and the Strategic Plan as well as the re-accreditation process will certainly make for an extremely busy 2020-2021 academic year for President Maloney and his team, and they have positioned themselves for success in each of these undertakings.
- The Campus Climate Committee is another fabulous example of campus self-assessment. CCC is committed to institutional cultural climate assessment at WSU. The Committee is made up of a cross-section of students, staff, and faculty. The CCC surveys and focus groups have elicited info that may be positive at times but is also likely hard to hear at times. The reports we have received indicate a commitment by the CCC and University as a whole, under President Maloney, to continual improvement and inclusiveness.

Infrastructure

Average Rating: 4.8

Comments:

- President Maloney has established a clear plan to complete deferred maintenance projects and this year saw some completion of some significant projects, both visible and not so visible to the campus community. Some of the visible improvements included paving of much of the campus roadways, landscaping, refurbishment of Coughlin Field, new elevators, and bathrooms. Equally important were the mechanical systems improvements and roof projects.
- While not physically noticed, WSU undertook to improve its technological infrastructure as well, improvements that were pending as the institution moved toward offering online learning and proved to be critical during the pandemic.
- President Maloney has been able to refinance the existing mortgage loan note on the May Street Building for another three years at a competitive market rate for the University. Challenges listed by the President are all hindered by the pandemic and I am sure will be achieved throughout the next school year.

- Deferred maintenance is always a challenge with older buildings but this year more than \$7.9M was spent on both capital improvements and deferred maintenance, which is commendable given the tight budget.
- The May St. Building and its renovation is an evolving project. Its eventual completion will open new doors for WSU, but until we get there it is a major financial commitment. Funding strategies to formalize, final design and usage plan to pen, etc. The Covid-19 pandemic delay, which is delaying the project for at least a few months, is a new twist that may cause a pause on next steps with this project.
- Another area that was completed before the start of the school year was the resurfacing of Coughlin Field. Many people attend athletic events there and are impressed with it and realize that sports are a big part of life at WSU.

Fiscal Management and Budgeting

Average Rating: 5

Comments:

- Under the leadership of President Maloney, and VP Kathy Eichelroth, Worcester State has continued to keep total student fee costs one of the lowest in the state for the 2020-2021 year at \$9,616, led only by Fitchburg State. That is very impressive.
- Auxiliary sources of revenue, such as Conferencing Services and the Worcester Center for Crafts, have both been in a favorable position pre-pandemic.
- The financial investment in online graduate programming this year seems an extremely timely one, given the Covid-19 pandemic, and was a very wise financial investment in my opinion, as was the University's decision to set up the financials for accelerated online programs.
- Creating a cost-benefit grid for the true cost of all academic programs is more important now than ever. His objective to develop a successful Covid-19 budget response and management strategy is one of the most important objectives he likely has in the short term.
- Strong financial performance of WSU is evidenced by a strong S&P rating, excellent audit results, and sufficient cash flow position of the combined financial results of the University and the Foundation.
- The Worcester Center for Crafts is experiencing academic growth under their new leadership.

Communication

Average Rating: 5

Comments:

- President Maloney continues to be an effective communicator in all facets of the campus community ranging from administration, faculty, and students to the general campus community including alumni. He is skilled at communicating with various groups all of which require different styles and approaches, including the Board of Trustees, faculty, staff, students, parents, alumni, and the general public.
- WSU was faced with several incidents on campus over the past year that required immediate and effective communication and President Maloney handled each with a swift response and strong leadership. His communications were pointed, clear, and concise. The extensive and effective communication and resulting programming were embraced by the campus community.
- President Maloney implemented an extensive and frequent communication platform to address the pandemic and its effects on the campus community. The success of relocating 1,500 student residents and safely returning those studying abroad could not have been achieved without direct, clear, and effective communication from the President and the student affairs team.
- Communication skills and the University's level of technology have been tested during the Covid-19

period by all teams of the University. The campus community was clear on the messages sent regarding Covid-19 and the handling of the Spring 2020 semester.

- Willingness to listen to what's not working, the great work being done with social media marketing and communication, the collaboration between Marketing and Counselling, the high-quality collateral materials developed within the University, and the impressive 'neighborhood council' are all examples of the great work being conducted.
- He has continued his monthly forum of "Campus Conversations" for students, faculty, and staff to discuss pertinent topics. One of his attributes that makes him successful is that he is a very good listener and has the ability to view all sides of a discussion.

Administrative Management and Leadership

Average Rating: 4.75

Comments:

- Members of the senior team showed willingness and ability to take charge of projects and lead committees. This speaks to the President's achievement in having staff feel encouraged and challenged in taking on more responsibilities and thereby take ownership of those projects.
- President Maloney has termed himself "participatory" and that is very accurate. He involves others and invites their ideas and constructive criticism while ultimately making the final decision and owning it. He delicately balances respectfulness and decisiveness.
- President Maloney's commitment to WSU is deeply rooted in his ability to lead in an inclusive and decisive manner. These two concepts are often juxtaposed and he effectively integrates and balances them. President Maloney is a strong leader and has led WSU through some difficult incidents this year on campus.
- During this pandemic, 140 employees (50+ faculty) volunteered to work off-contract to contribute to WSU's Covid-19 Response Team, aka WSU Safe Return Team. That willingness to work together for the greater good of the WSU community exemplifies a culture of respect, which President Maloney can be proud of.
- President Maloney, both on campus and off, I would describe him as a leader who takes great pride in his role as University President while making great effort to create a sense of informality, projecting a sense of ease and confidence in his interactions with others. He obviously has great respect for his executive team and their work, seemingly protective of them in some ways. His executive team and others seem to respond well to him and respect him, based on my personal observations.

Decision Making and Problem Solving

Average Rating: 5

Comments:

- President Maloney did not delay in taking swift actions in taking charge of the student population at home and abroad to make sure everyone was safe here at the school or brought home in a timely, secure fashion. All this was achieved prior to circumstances becoming more severe. President deserves greater than a rating of 5 on this particular section.
- President Maloney continues to put the students and WSU community first and foremost. His decisions are always rooted in the needs and best interests of the students. His team-based approach allows him to analyze all sides of each decision and he is committed to making decisions in the best interest of the University and the students.
- President Maloney was faced with navigating a campus through incidents of hate this year. He and his administration responded by leading the campus in a rational, respectful, and peaceful manner. The

incidents were handled in an educational and thought-provoking manner and the quick responsiveness was embraced by the campus community.

- President Maloney should be praised for his leadership of the WSU during the COVID-19 pandemic. the President, the cabinet, and the response team should all be commended for their fast and decisive decisions aimed at protecting the safety of the campus community. The decisions were well thought out to address present needs as well as future impacts throughout all aspects of remote learning, campus life, financial implications, and logistics.
- President Maloney's handling of the COVID pandemic is to be commended. As he noted in his own evaluation, this is when strong leadership and thoughtful, yet swift decision making is critical and he proved to shine on both fronts. Critical decisions triggered by the pandemic, ranging from student reimbursement decisions to returning students safely from abroad, to reallocating of resources to ensure successful online learning experiences for faculty and students, to mental health counseling and the walk-in triage system that was developed....these are just some of the many critical issues that had to be addressed in short order these past few months, and from my vantage point, they appear to have been handled exceptionally well.

Fundraising

Average Rating: 4.8

Comments:

- As President Maloney stated in his self-evaluation, he attends over 25 group opportunities for engaging with alumni, donors, friends, and students. This is not an easy task; but, over 1800 attendees go to meet and chat with the President of WSU.
- Has seen continued success in its fundraising efforts even during the COVID-19 pandemic as evidenced by the \$85,000 in donations to the Student Emergency Fund. President Maloney's personal video appeal for student assistance did not go unheard.
- President Maloney attends and supports many diverse events to include current students, their families, alumni, and friends of WSU. His appearance and participation in these events are not for show, he believes in the WSU experience and it shows in his interactions with others.
- Through President Maloney and the WSU Foundation's efforts, WSU has experienced great success this past year in securing gifts, grants and has expanded its scholarship, notably over \$1,750,000 in major gifts and an \$800,000 grant of direct student support (an increase of 27%!). WSU has also seen an expansion of this scholarship to include over 400 named scholarships and awards in excess of \$500,000.
- President Maloney, with his senior staff, continued to stay on goal with reaching out to alumni, friends, families, existing student body, and others for their support for not only the everyday needs of the University as relates to scholarships, programs, etc., but also for those affected by Covid-19.
- An increase in donor support through April 2020 as compared to April 2019 reflects the President's commitment to the fundraising efforts.
- Grants are another important funding source for the University and President Maloney noted some impressive grants awarded over the past year. I know this is an area President Maloney hoped to put added focus to in the coming years.

Equity Work /Campus Climate

Average Rating: 4.75

Comments:

- President Maloney and Provost Wims recently spoke of a national search for new faculty with a focus on demographically diversified candidate pools. While equity and diversity are two different terms, diversity in faculty can better assist in ensuring every student has what they need to be successful, regardless of race, religion, or national origin.
- The University, in response to concerns of anti-Semitism, implemented a comprehensive program with local experts and highly recognized guest speakers, resulting in the creation of a Jewish Student Club and campus-wide anti-bias events.
- The Campus Climate Committee also appears to be diligently working on targeting the areas in need of attention. Surveys were conducted and goals set such as 1. 'understanding the ways in which the lived experience of power minority and power majority individuals differ.' 2. 'Assess the extent to which individuals feel a sense of belonging – welcome, safe, and supported at WSU'.
- President Maloney navigated a year that presented many challenges to our campus community. Not only did he display strong leadership and empathy, he seized the opportunity to open up dialogue and educate the campus community on sensitive matters.
- President Maloney continued his efforts in providing a positive and inclusive community on campus through the efforts of the Campus Climate Committee and the Bias Response Team. These two groups were vitally important to the response following the hate incidents on campus this past year through their organization of the Day of Unity, learning sessions, and dissemination of information on resources available to the WSU community.
- Always keeping the makeup of our students in view, President Maloney successfully launched the First Generation Working Group, which works with first-generation college students, representing approximately half of the WSU students.
- During this past year, President Maloney has shown excellence in advocating throughout the campus community his support of creating a welcoming climate. A number of initiatives were undertaken and completed as presented in the President's self-evaluation. WSU continues to evolve into an inclusive, diverse and equitable campus so as to ensure fair treatment

External Relationships/Leadership in the Community

Average Rating: 5

Comments:

- President Maloney is highly involved with and respected amongst his peers. He has been nominated to and asked to take on leadership roles amongst his peer group, including serving as the Chair of the Board of Campus Compacts Southern New England Region and being an active leader in the state higher educational team advising on reopening of campuses after the COVID-19 pandemic.
- Under President Maloney's tutelage, WSU has been named by the Princeton Review as a Best in the Northeast for the 16th year in a row and is the only state university to achieve that accolade. In addition, WSU was voted the "Best College" in Worcester by Worcester Magazine, an impressive feat given the number and quality of the institutions in the city!
- As noted by President Maloney, civic engagement continues to be a major trend across the University. Along with the many volunteer opportunities, student groups are doing great work. Student groups such as Enactus are a great example of civically engaged young adults with a desire to improve the

world and a willingness to get actively engaged.

- President Maloney is actively engaged with multiple external boards, committees, workgroups as well. Quite honestly, I don't know how he fits it all into his daily life, but he somehow seems to do it, and do it all impactfully.
- The Latino Educational Institute is a gem for WSU. President Maloney's goal to further expand and deepen relationships with communities outside greater Worcester such as Springfield, Lawrence, and Boston is notable and timely. It has been discussed for some time, and I look forward to hearing of its continued successful growth.
- President Maloney has been working consistently in helping further WSU visibility within and outside the state of Massachusetts. The President's participation on several committees and boards strongly supports his goal of development of external relationships with the partners within and outside of the higher education field. He should be recognized for dedicating his time to these causes.
- This role modeling has encouraged WSU students to be civically active, with almost 40% of students doing volunteer work every year. These activities also lead to possible internships for our students.

COVID-19 Challenge

Average Rating: 5

Comments:

- Over the past three months of uncertainty in an ever-changing climate, President Maloney has displayed every trait that one could want in an effective President, including leadership, decisiveness, effective communication, and fluidity. He has navigated changes to every aspect of WSU campus life, student residents, overseas students, remote learning, faculty training, and staffing needs.
- President Maloney should be praised for his leadership of WSU during the COVID-19 pandemic. Every single hour of each day required important and potentially life-altering decisions to be made and his leadership was exemplary. The immediate launch of the COVID-19 Response Team and the team members he selected represented all facets vital to the campus, and that group did yeoman's work in a time of crisis. Led by President Maloney and Carl Herrin, the team made thoughtful, important decisions on a daily basis, with little information or guidance but always in the best interest of the WSU students, faculty, and staff.
- Residence life was able to safely move 1,500 students off-campus in a week while also assisting those students studying abroad with a safe return to the US, two extraordinary accomplishments.
- In response to the pandemic, President Maloney and the faculty and staff at WSU have undertaken many measures to ensure the continued success of our students, including instituting a pass/fail option, providing resources to students and staff to enable them to learn and work remotely and to give them the financial means that they need. President Maloney's video appeal to alumni and friends of WSU was key to the raising of \$85,000 for the Student Emergency Fund, which has and will continue to address the immediate and unexpected financial needs of our students.
- WSU, and the rest of the world, will continue to face uncertainty, unprecedented challenges, and financial fallout from the COVID-19 pandemic in the weeks, months, and years ahead. President Maloney and his administration have displayed the leadership, skills, knowledge, and adaptiveness to lead WSU through these difficult and tumultuous times.
- The leadership demonstrated by President Maloney during the month of March was incredible. Moving out 1500 students by March 30th, coming up with a mental health triage service to address the dramatic increase in mental health needs within the WSU community, providing tools for students who did not

June 2, 2020

have access to online learning at home, enhancing technology and providing needed resources to accommodate for the huge shift to online classes.

- I cannot stress enough the dynamic leadership that President Maloney and his team have provided to WSU during the COVID-19 pandemic. WSU was faced with the challenge of juggling the safety of the WSU students and staff while maintaining exceptional educational delivery. Over the past three months of uncertainty in an ever-changing climate, President Maloney has displayed every trait that one could want in an effective President, including leadership, decisiveness, effective communication, and fluidity. He has navigated changes to every aspect of WSU campus life, student residents, overseas students, remote learning, faculty training, and staffing needs.
- I reference the African proverb that tells how an entire community contributes to a child's experience of learning in a safe and healthy environment. President Maloney has created a Village at WSU.

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

His overall average rating for all areas used as part of his evaluation was 4.9 out of a total of 5.

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

VOTED: To recommend to the full board the report of the Human Resources Committee and approve the 2020 Annual Evaluation of President Maloney as presented, and to forward to Commissioner Santiago, as requested, with appropriate documents to meet the September 1, 2020, deadline.

ROLL CALL VOTE: 4 approved. Maryanne Hammond (Vice-Chair); Karen LaFond; Dina Nichols; Marina Taylor

Trustee Hammond will provide a copy of the minutes of this meeting along with a draft "Executive Summary" of the evaluation for Chair Madaus to review. The goal is to have minutes approved at the July 16 meeting in order to meet the September 1 deadline of the Commissioner to submit materials.

Upon a motion made by Trustee Hammond and seconded by Trustee Reyes-Ponce, it was unanimously

VOTED: To adjourn the meeting at 4:02 p.m.

ROLL CALL VOTE: 4 approved. Maryanne Hammond (Vice-Chair); Karen LaFond; Dina Nichols; Marina Taylor

Respectfully submitted,


Nikki Kapurch

Assistant Secretary, Board of Trustees

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
SPECIAL MEETING
MEETING MINUTES - June 15, 2020**

CHAIR:	Stephen Madaus (Chair)	DATE:	June 15, 2020
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	7:30 AM		
MEMBERS PRESENT:	Lisa Colombo; Aleta Fazzone; Maryanne Hammond (Vice-Chair); Karen Lafond; Stephen Madaus (Chair); Dina Nichols; Manuel Reyes-Ponce; Marina Taylor (Vice-Chair); David Tuttle		
MEMBERS ABSENT:	Craig Blais; William Mosley		
WSU STAFF:	Barry Maloney; Nikki Kapurch; Carl Herrin; Patrick Hare; Tom McNamara		

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 Monday, June 15, 2020, through a Zoom remote call. Chair Madaus called the meeting to order at 7:30 a.m. Trustee Madaus reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

Endowment Incentive Program

- Endowment Incentive guidelines are included in the packet.
- The board needs to approve the FY2020-FY2021 endowment incentive Program Guidelines.
- Worcester State University respectfully requests the matching funds associated with the Endowment Incentive Program. We have complied with the approved guidelines adopted by the Board of Higher Education on February 4, 2020.
- This resolution will certify that Worcester State University has received \$277,778 from the Commonwealth as a result of submitting donor contributions totaling \$1,022,017.66 meeting the eligible donation threshold.

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

VOTED: Requested that the Worcester State University Board of Trustees vote to approve the succeeding resolution which follows the Board Higher Education FY2020-FY2021 Endowment Incentive Program Guidelines (attached).

ROLL CALL VOTE: 9 approved. Lisa Colombo; Aleta Fazzone; Maryanne Hammond (Vice-Chair); Karen Lafond; Stephen Madaus (Chair); Dina Nichols; Manuel Reyes-Ponce; Marina Taylor (Vice-Chair); David Tuttle

WSU Board of Trustees
June 15, 2020

OTHER BUSINESS:

- President Malony mentioned that there will be a full Board of Trustees meeting on July 16, 2020, at 3:00 pm
- Will be sending out a campus community letter announcing our reopening plan on Thursday

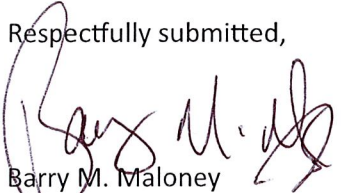
With there being no further business, the WSU Board of Trustees meeting was adjourned

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

VOTED: **To adjourn at 7:44 a.m.**

ROLL CALL VOTE: **9 approved.** Lisa Colombo; Aleta Fazzzone; Maryanne Hammond (Vice-Chair); Karen Lafond; Stephen Madaus (Chair); Dina Nichols; Manuel Reyes-Ponce; Marina Taylor (Vice-Chair); David Tuttle

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
EXECUTIVE COMMITTEE MEETING
MEETING MINUTES - June 25, 2020**

CHAIR:	Stephen Madaus (Chair)	DATE:	June 25, 2020
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	3:00 PM		
MEMBERS PRESENT:	Maryanne Hammond (Vice-Chair); Stephen Madaus (Chair); Dina Nichols; Marina Taylor (Vice-Chair)		
WSU STAFF:	Barry Maloney; Nikki Kapurch; Carl Herrin; Patrick Hare		

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Executive Committee was held on Thursday, June 25, 2020, through a Zoom remote call. Chair Madaus called the meeting to order at 3:07 p.m. Trustee Madaus reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

APPROVAL OF 2020 HONORARY DEGREE

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

VOTED: **To approve the awarding of the following Honorary Degree to Lisa Colombo Doctor of Science, Honoris Causa, at Undergraduate Commencement on July 25, 2020**

ROLL CALL VOTE: **4 approved.** Maryanne Hammond (Vice-Chair); Stephen Madaus (Chair); Dina Nichols; Marina Taylor (Vice-Chair)

COVID-19 UPDATE

- President Maloney reminded the group that there will be a Full Board meeting on July 16, 2020, at 3:00 p.m.
- President Maloney provided a COVID-19 Update on where we stand and what the administration is working on.
- Formulating some plans on testing, our reopening plan and implementation, and communication strategies.
- VP Forsythe provided an enrollment and retention update. The numbers are lower than in previous years.
- Provost Wims' provided an update on classroom spaces and other spaces that could be used as classroom spaces, with proper social distancing.
- Faculty will be reviewing their in-classroom courses and will submit a plan to their Deans for the Fall semester, covering how they will deliver blended courses and provide for students the flexibility of

blended learning.

- Many courses not previously designated as “online” will be offered with some face-to-face and some off-site instruction (blended).
- Testing is still TBD.
- Dean Kazarian provided a housing update. Resident students will be housed in single- or double-occupancy rooms, with a portion of our housing capacity reserved for any quarantining needs.
- Our MASCAC conference and the NCAA are expected to make announcements regarding fall sports early in July, and both incoming and returning student-athletes will be hearing from our Athletics Department.
- Safe Return Team report will be circulated to all when completed.
- VP Eichelroth discussed where we stand with the budget. Working on collecting all the cost components of a reimagined fall semester under COVID-19.
- Working on additional staffing needs in Information Technology and hiring an additional Nurse Practitioner.
- Still working on an assumption of a 10 percent reduction in state appropriations and a 10 percent reduction in enrollment.
- Discussed the Moody’s report and how they felt comfortable with our approach and our response to COVID-19.
- President was asked to serve as one of the two state university presidents to work on the EY Parthenon Report. The report is part of the Commissioner’s efforts to outline the fiscal challenges inherent in our COVID-19 response.
- VP Eichelroth went over the Parthenon report and the two documents outlining the model scenario outputs for Worcester State University.
- The President would like to introduce the topic of adopting new BOT bylaw changes for a new standing committee on Campus Climate at the July 16 meeting.

OTHER BUSINESS:

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

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

VOTED: **To adjourn at 4:22 p.m.**

ROLL CALL VOTE: **4 approved.** Maryanne Hammond (Vice-Chair); Stephen Madaus (Chair);
Dina Nichols; Marina Taylor (Vice-Chair)

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees

Memorandum

DATE: July 8, 2020

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance



RE: FY 2021 BUDGET AMENDMENT #1 AND #2

Attached are Budget Amendments #1 and #2 to the approved FY 2021 Budget. Both amendments are necessary to re-align and put in place the resources necessary to ensure a successful fall 2020 semester for WSU students. The amendments were prepared with the best information we have available at this time in early July 2020. There are many variables in play that will require a continuous update and reconciliation of both the "Safe Return to Campus" plan and the revised operating budget as presented here. We currently foresee the need to formally update the budget again in September.

Amendment #1 is necessary to "right size" the original budget to reflect current operations as a result of Covid 19 and to reflect an anticipated annual reduction in state appropriations of 10%, in addition to a total decline in all campus revenues also by 10%. This is an additional 8% decline in revenues over the 2% decline in enrollment that had already been incorporated in to the previously approved FY 2021 base budget.

A majority of employees are working remotely and will continue to do so throughout the fall semester. Class offerings are currently being adjusted to address changes in instructional modality with the majority of offerings conducted in a blended format providing a limited student presence on campus. Under this operating model there is natural contraction in many budget categories. All employee travel is suspended through the fall with minor exceptions related to student recruitment and donor engagement. Limited on campus events eliminates the need to provide any catering functions and the costs associated with programming special events in person. The majority of onsite support will be achieved with current full time staffing there by significantly reducing the need to hire part/time temporary staff.

The projected revenue short fall in excess of \$10M is significantly offset by reductions in spending categories in FY2021 to address our adjusted base operating model. Other offsets to the revenue shortfall are achieved by temporarily suspending investments in the University's Capital Investment Plan. Instead of transferring the planned \$1,210,431 annual investment from operation to the Capital Improvement Trust Fund (CITF) in FY 2021, those resources will be used to fund operating expenditures. In addition, surplus revenue from the assessment of the Capital Improvement Fee intended to build equity in the CITF for future large scale capital projects [as provided for in the University's Capital Investment Plan], will be transferred to the General Fund to temporarily offset operations in FY2021. The remaining offset needed to fill the revenue shortfall is a \$2,049,750 reduction in the annual capital adaptation and renewal budget. The University has committed to funding this line at \$4M annually in an effort to address backlogged and up and upcoming deferred maintenance needs. A portion of the funding is necessary to provide the required match towards the Commonwealth of Massachusetts Critical Repair Grants awarded to WSU through FY 2023 and has remained in the budget.

The Residence Hall Trust Fund (RHTF) budget has also been adjusted to reflect the impact of Covid 19 on residential operations. The amendment presented reflects residential occupancy at 70% of design capacity. Operating costs have been reduced, but of most significance is the reduction in Energy and Space rental costs that were reduced to reflect the current estimate for lease obligation savings due to actions being taken by the MSCBA. In an effort to relieve the financial pressures on the State University System, the MSCBA refunded a series of outstanding bond obligations on structures at the State University campuses. Significant savings has been achieved through this refinancing option. We are still awaiting the savings per project as calculated by MSCBA for each campus. We have estimated the savings in FY 2021 reducing the lease obligations funded through the RHTF and also reducing the debts service costs related to several structures on the main campus. Those savings have been reflected as reductions in debt costs throughout the budget.

In addition to the reduction in expenditures and the re-distribution of previously committed funds, we will temporarily implement additional budget controls. The temporary measures include removing some discretionary spending from departmental lines and pooling the funds in a central account. Spending categories subject to increased oversight include Temporary Part-time Employees, Administrative Expenses, some categories of Facility Operation Supplies, and Professional and Operational Services. All budget transfers will also be handled centrally through the budget office and will require approval of the division head.

These controls will be in place at least through the end of the calendar year. Departments will have limited spending capacity and in order to provide some flexibility we will allocate half of their budget capacity (upon approval of this amendment) which will address operational needs through December 31, 2020.

Amendment #2 addresses the University's plans for a "Safe Return to Campus" for the 2020/2021 academic year. This budget amendment provides the resources needed to implement the WSU Safe Return Plan that was published on July 2, 2020. The budget addresses the needs identified by various committees that contributed to the Safe Return Plan. While the budget amendment is prepared to reflect traditional expenditure categories, funding has also been accumulated by functional category. The Academic Contingency budget of \$1,280,309 addresses the change in instructional modality and includes funding for support services, equipment and supplies. The Facilities Management budget of \$830,089 addresses campus operational issues under the Commonwealth Of Massachusetts guidelines for safe re-opening. The Health Services budget of \$2,953,200 provides resources towards protecting the health of students, faculty and staff including a wide range of PPE, support services and testing. Other costs supported through this budget amendment include additional information technology equipment to support students and employees, support services for incoming first year students and new platforms to support outreach to the WSU community.

The cumulative budget supporting the WSU Safe Return Plan is \$5,655,358 of which \$2,111,416 is funded through the Department of Education CARES ACT Education Stabilization Fund, and a draw from WSU unrestricted operating reserves of \$3,543,942.

As we approach the fall semester information regarding enrollment and state appropriations will become solidified. We will also be well in to the execution of the Safe Return to Campus plan allowing for increase accuracy in planning for those costs. We will continue to keep the board updated and prepare additional budget amendments as needed.

FY 2021

Budget
Amendment #1

Worcester State University
Summary of Sources and Uses of Funds
FY 2021 Budget Amendment #1
Decrease in Sources and Uses

Sources of Funds:

State Appropriation	\$ (3,004,273)
State Supported Fringe Benefits	(1,168,061)
Institutional Sources	(6,630,316)
Transfer In-CITF	1,978,260
Total Sources	<u>\$ (8,824,390)</u>

Uses of Funds:

AA Regular Employees	\$ (331,150)
BB Employee Related Expenses	(384,255)
CC Temporary Part-Time Employees	(2,998,365)
DD Staff Benefit Expenses	
EE Administrative Expenses	(149,002)
FF Facility Operation Supplies	(556,007)
GG Energy/Space Rental	(90,391)
HH Professional Services	(377,166)
JJ Operational Services	(189,243)
KK Equipment Purchase	
LL Equipment Lease, Maintenance, Repair	(181,617)
NN Infrastructure & Building Improvements	(2,049,750)
RR Educational Assistance	
SS Debt Service	(307,013)
UU Information Technology	
XX Unallocated	
Transfer In - Capital Improvement Trust Fund	(1,210,431)
Total Uses	<u>\$ (8,824,390)</u>

Worcester State University

Summary of Sources

FY 2021 - All Sources and Trust Funds Amendment #1

State Sources

Annual State Maintenance Appropriation		\$ 27,038,460
State Supported Fringe Benefits	10,512,553	
Student Aid Program (Cash Grant & PT Student)	1,017,277	
Total Other State Sources		11,529,830
Total State Sources		38,568,290

Federal Sources

SEOG Program	225,853	
College Work Study Program	113,447	
Pell Grants	7,522,901	
Local match (Transfer from General Trust Fund Reserve)	113,355	
Total Federal Sources		7,975,556

Institutional Sources

Revenue		
General Fund	41,334,742	
Parking Fines Fund	96,896	
Health Services Fund	445,573	
Residence Halls Fund	9,515,384	
Student Activities Fund	295,913	
Residence Hall Technology and Equip. Fund	327,580	
Capital Improvement Fund	3,014,525	
Wellness Center Trust Fund	125,000	
Transfers In		
*Transfer from Health Services Fund Reserve	104,188	
*Transfer from Student Activities Trust Fund Reserve	134,087	
*Transfer from Capital Improvement Trust Fund	547,322	
*Transfer from Reserves	524,831	
*Transfer from Reserves		
Total Institutional Sources		56,466,041
Total Sources		\$ 103,009,887

Worcester State University

Trust Fund Summary

FY 2021 Budget Amendment #1

	Budget FY 2021		
	Sources	Uses	
General Fund (400)	\$41,334,742	\$ 41,334,742	73.2%
Parking Fines (439)	96,896	96,896	0.2%
Health Services (442)	549,761	549,761	1.0%
Residence Hall (445)	9,515,384	9,515,384	16.9%
Student Activities (446)	430,000	430,000	0.8%
Residence Hall Technology and Equip. Fund (448)	327,580	327,580	0.6%
Capital Improvement Fund (405)	3,014,525	3,014,525	5.3%
Parking Garage Operating Fund (408)	547,322	547,322	1.0%
Wellness Center (429)	125,000	125,000	0.2%
Strategic Plan (410)	524,831	524,831	0.9%
Total Trust Fund Budget	<u>\$56,466,041</u>	<u>\$ 56,466,041</u>	

Worcester State University
State Maintenance Appropriation (111)
FY 2021 Budget Amendment #1

		FY2021 Approved Budget including Amendment #1	FY2021 Approved Budget
<u>Sources of Funds:</u>			
	State Appropriation	\$27,038,460	\$30,042,733
	State Funded Fringe Benefits	10,512,553	11,680,615
	Total Sources	\$37,551,013	\$41,723,348
<u>Uses of Funds:</u>			
AA	Regular Employees	\$27,038,460	\$30,042,733
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	-	-
DD	Staff Benefit Expenses	10,512,553	11,680,615
EE	Administrative Expenses	-	-
FF	Facility Operation Supplies	-	-
GG	Energy/Space Rental	-	-
HH	Professional Services	-	-
JJ	Operational Services	-	-
KK	Equipment Purchase	-	-
NN	Infrastructure & Building Improvements	-	-
	Total Uses	\$37,551,013	\$41,723,348
	Net Sources / (Uses)	\$ -	\$ -

Worcester State University
General Trust Fund (400)
FY 2021 Budget Amendment #1

	FY2021 Approved Budget including Amendment #1	FY2021 Approved Budget
<u>Sources of Funds:</u>		
Revenues	\$ 41,334,742	\$ 47,965,057
Transfer In - CITF	1,978,260	
Total Sources	\$ 43,313,002	\$ 47,965,057
<u>Uses of Funds:</u>		
AA Regular Employees	\$ 14,764,293	\$ 12,091,170
BB Employee Related Expenses	348,907.0	733,162
CC Temporary Part-Time Employees	5,613,780.0	8,612,145
DD Staff Benefit Expenses	5,937,600.7	4,769,539
EE Administrative Expenses	2,480,547.0	2,629,549
FF Facility Operation Supplies	1,335,399.0	1,891,406
GG Energy/Space Rental	2,370,519.0	2,389,498
HH Professional Services	624,022.0	1,001,188
JJ Operational Services	726,140.0	915,383
KK Equipment Purchase		71,412
LL Equipment Lease, Maintenance, Repair	1,071,540.0	1,253,157
NN Infrastructure & Building Improvements	3,157,869	5,207,619
RR Educational Assistance	2,490,961	2,490,961
SS Debt Service	-	307,013
UU Technology Expenses	2,391,424	2,391,424
Transfer to - Capital Improvement Trust Fund		1,210,431
Total Uses	\$ 43,313,002	\$ 47,965,057
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
General Operating Budget (111 & 400)
FY 2021 Budget Amendment #1

	FY2021 Approved Budget including Amendment #1	FY2021 Approved Budget
<u>Sources of Funds:</u>		
Revenues	\$ 68,373,202	\$ 78,007,790
State Funded Fringe Benefits	\$ 10,512,553	\$ 11,680,615
Transfer in -CITF	\$ 1,978,260	
Total Sources	\$ 80,864,015	\$ 89,688,405
<u>Uses of Funds:</u>		
AA Regular Employees	\$ 41,802,753	\$ 42,133,903
BB Employee Related Expenses	348,907	733,162
CC Temporary Part-Time Employees	5,613,780	8,612,145
DD Staff Benefit Expenses	16,450,154	16,450,154
EE Administrative Expenses	2,480,547	2,629,549
FF Facility Operation Supplies	1,335,399	1,891,406
GG Energy/Space Rental	2,370,519	2,460,910
HH Professional Services	624,022	1,001,188
JJ Operational Services	726,140	915,383
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	1,071,540	1,253,157
NN Infrastructure & Building Improvements	3,157,869	5,207,619
RR Educational Assistance	2,490,961	2,490,961
SS Debt Service		307,013
UU Technology Expenses	2,391,424	2,391,424
Transfer to - Capital Improvement Trust Fund		1,210,431
Transfer to - Strategic Plan Trust Fund		
Transfer to - Reserves		
Total Uses	\$ 80,864,015	\$ 89,688,405
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
Capital Improvement Trust Fund (405)
FY 2021 Budget - Amendment #1

	FY2021 Approved Budget including Amendment #1	FY2021 Approved Budget	FY2020 Approved Budget
<u>Sources of Funds:</u>			
Capital Improvement Fee	2,953,510	\$ 3,281,678	\$ 3,281,678
Transfer In - General Fund	-	1,210,431	1,210,431
Parking Revenue	61,015	61,015	61,015
Total Sources	<u>\$ 3,014,525</u>	<u>\$ 4,553,124</u>	<u>\$ 4,553,124</u>
<u>Uses of Funds:</u>			
SS - Debt Service	488,943	\$ 679,087	\$ 679,087
Transfer Out - Parking Garage Oper. Fund	547,322	744,174	744,174
Transfer Out - To Reserves	-	3,129,863	3,129,863
Transfer Out - To Operations	1,978,260		
Total Uses	<u>\$ 3,014,525</u>	<u>\$ 4,553,124</u>	<u>\$ 4,553,124</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Parking Garage Operating Fund (408)
FY 2021 Budget Amendment #1

	FY2021 Approved Budget including Amendment #1	FY2021 Approved Budget	FY2020 Approved Budget
<u>Sources of Funds:</u>			
Transfer In - Capital Improvement T. F.	547,322	\$ 744,174	\$ 744,174
Total Sources	547,322	\$ 744,174	\$ 744,174
<u>Uses of Funds:</u>			
FF Facility operating supplies		\$ -	\$ -
GG Energy and space rental	506,192	703,044	703,044
HH Professional services	630	630	630
JJ Operational services	-	-	-
LL Equipment lease, maint and repair	2,500	2,500	2,500
NN Construction/Maintenance/Improvements	38,000	\$ 38,000	\$ 38,000
Total Uses	547,322	\$ 744,174	\$ 744,174
Net Sources / (Uses)	-	\$ -	\$ -

Worcester State University
Resident Hall Trust Fund (445)
FY 2021 Budget Amendment #1

		FY2021 Approved Budget including Amendment #1	FY2021 Approved Budget	FY2020 Approved Budget
<u>Sources of Funds:</u>				
	Fees and Other Income	\$ 9,515,384	\$ 12,909,144	\$ 12,602,892
	Total Sources	\$ 9,515,384	\$ 12,909,144	\$ 12,602,892
<u>Uses of Funds:</u>				
AA	Regular Employees	\$ 1,387,023	\$ 1,387,023	\$ 1,327,233
BB	Employee Related Expenses		12,000	35,000
CC	Temporary Part-Time Employees	257,000	257,000	257,000
DD	Staff Benefit Expenses	525,820	525,820	504,216
EE	Administrative Expenses	122,000	127,000	127,000
FF	Facility Operation Supplies	235,000	245,000	267,500
GG	Energy/Space Rental	4,230,557	8,694,557	8,461,395
HH	Professional Services	16,000	16,000	31,000
JJ	Operational Services	10,000	10,000	15,000
KK	Equipment Purchase		9,000	25,000
LL	Equipment Lease, Maintenance, Repair	120,000	120,000	118,000
NN	Infrastructure & Building Improvements	730,000	780,000	770,784
RR	Educational Assistance	691,744	691,744	629,764
UU	Technology Related Expenses	34,000	34,000	34,000
	Transfer to Reserves	1,156,240		
	Total Uses	\$ 9,515,384	\$ 12,909,144	\$ 12,602,892
	Net Sources / (Uses)	\$ -	\$ -	\$ -

FY 2021

Budget
Amendment #2

Worcester State University
 Summary of Sources and Uses of Funds
 FY 2021 Budget Amendment #2
Increase in Sources and Uses

Sources of Funds:

Federal Grant - CARES ACT	2,111,416
Transfer In-Reserves	3,543,942
Total Sources	<u>\$ 5,655,358</u>

Uses of Funds:

AA	Regular Employees	\$ 415,887
CC	Temporary Part-Time Employees	185,000
DD	Staff Benefit Expenses	76,393
EE	Administrative Expenses	506,160
FF	Facility Operation Supplies	76,500
HH	Professional Services	235,000
JJ	Operational Services	2,771,000
KK	Equipment Purchase	235,861
LL	Equipment Lease, Maintenance, Repair	5,000
NN	Infrastructure & Building Improvements	131,978
UU	Information Technology	1,016,579
Total Uses		<u>\$ 5,655,358</u>

Worcester State University

Summary of Sources

FY 2021 - All Sources and Trust Funds Amendment #2

State Sources

Annual State Maintenance Appropriation		27,038,460
State Supported Fringe Benefits	10,512,553	
Student Aid Program (Cash Grant & PT Student)	1,017,277	
Total Other State Sources		11,529,830
Total State Sources		38,568,290

Federal Sources

Federal Grant - CARES ACT	2,111,416	
SEOG Program	225,853	
College Work Study Program	113,447	
Pell Grants	7,522,901	
Local match (Transfer from General Trust Fund Reserve)	113,355	
Total Federal Sources		10,086,972

Institutional Sources

Revenue		
General Fund	41,334,742	
Parking Fines Fund	96,896	
Health Services Fund	445,573	
Residence Halls Fund	9,515,384	
Student Activities Fund	295,913	
Residence Hall Technology and Equip. Fund	327,580	
Capital Improvement Fund	3,014,525	
Wellness Center Trust Fund	125,000	
Transfers In		
*Transfer from Health Services Fund Reserve	104,188	
*Transfer from Student Activities Trust Fund Reserve	134,087	
*Transfer from Capital Improvement Trust Fund	547,322	
*Transfer from Reserves	524,831	
*Transfer from Reserves	3,543,942	
Total Institutional Sources		60,009,983
Total Sources		\$ 108,665,245

Worcester State University

Trust Fund Summary

FY 2021 Budget Amendment #2

	Budget FY 2021		
	Sources	Uses	
General Fund (400)	\$46,990,100	\$ 46,990,100	75.6%
Parking Fines (439)	96,896	96,896	0.2%
Health Services (442)	549,761	549,761	0.9%
Residence Hall (445)	9,515,384	9,515,384	15.3%
Student Activities (446)	430,000	430,000	0.7%
Residence Hall Technology and Equip. Fund (448)	327,580	327,580	0.5%
Capital Improvement Fund (405)	3,014,525	3,014,525	4.9%
Parking Garage Operating Fund (408)	547,322	547,322	0.9%
Wellness Center (429)	125,000	125,000	0.2%
Strategic Plan (410)	524,831	524,831	0.8%
Total Trust Fund Budget	<u>\$62,121,399</u>	<u>\$ 62,121,399</u>	

Worcester State University
General Trust Fund (400)
FY 2021 Budget Amendment #2

	FY2021 Approved Budget including Amendment #2	FY2021 Approved Budget including Amendment #1	FY2021 Approved Budget
<u>Sources of Funds:</u>			
Revenues	\$ 41,334,742	\$ 41,334,742	\$ 47,965,057
Transfer In - CITF	1,978,260	1,978,260	
Federal Grant - CARES ACT	2,111,416		
Transfer In-Reserves	3,543,942		
Total Sources	<u>\$ 48,968,360</u>	<u>\$ 43,313,002</u>	<u>\$ 47,965,057</u>
<u>Uses of Funds:</u>			
AA Regular Employees	\$ 15,180,180	\$ 14,764,293	\$ 12,091,170
BB Employee Related Expenses	348,907	348,907	733,162
CC Temporary Part-Time Employees	5,798,780	5,613,780	8,612,145
DD Staff Benefit Expenses	6,013,994	5,937,601	4,769,539
EE Administrative Expenses	2,986,707	2,480,547	2,629,549
FF Facility Operation Supplies	1,411,899	1,335,399	1,891,406
GG Energy/Space Rental	2,370,519	2,370,519	2,389,498
HH Professional Services	859,022	624,022	1,001,188
JJ Operational Services	3,497,140	726,140	915,383
KK Equipment Purchase	235,861		71,412
LL Equipment Lease, Maintenance, Repair	1,076,540	1,071,540	1,253,157
NN Infrastructure & Building Improvements	3,289,847	3,157,869	5,207,619
RR Educational Assistance	2,490,961	2,490,961	2,490,961
SS Debt Service	-	-	307,013
UU Technology Expenses	3,408,003	2,391,424	2,391,424
Transfer to - Capital Improvement Trust Fund			1,210,431
Total Uses	<u>\$ 48,968,360</u>	<u>\$ 43,313,002</u>	<u>\$ 47,965,057</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
General Operating Budget (111 & 400)
FY 2021 Budget Amendment #2

	FY2021 Approved Budget Amendment #2	FY2021 Approved Budget Amendment #1	FY2021 Approved Budget
<u>Sources of Funds:</u>			
Revenues	\$ 68,373,202	\$ 68,373,202	\$ 78,007,790
State Funded Fringe Benefits	\$ 10,512,553	\$ 10,512,553	\$ 11,680,615
Transfer In- CITF	\$ 1,978,260	\$ 1,978,260	
Transfer In -Reserves	\$ 3,543,942		
Federal Grant - CARES ACT	\$ 2,111,416		
Total Sources	\$ 86,519,373	\$ 80,864,015	\$ 89,688,405
<u>Uses of Funds:</u>			
AA Regular Employees	\$ 42,218,640	\$ 41,802,753	\$ 42,133,903
BB Employee Related Expenses	348,907	348,907	733,162
CC Temporary Part-Time Employees	5,798,780	5,613,780	8,612,145
DD Staff Benefit Expenses	16,526,547	16,450,154	16,450,154
EE Administrative Expenses	2,986,707	2,480,547	2,629,549
FF Facility Operation Supplies	1,411,899	1,335,399	1,891,406
GG Energy/Space Rental	2,370,519	2,370,519	2,460,910
HH Professional Services	859,022	624,022	1,001,188
JJ Operational Services	3,497,140	726,140	915,383
KK Equipment Purchase	235,861	-	-
LL Equipment Lease, Maintenance, Repair	1,076,540	1,071,540	1,253,157
NN Infrastructure & Building Improvements	3,289,847	3,157,869	5,207,619
RR Educational Assistance	2,490,961	2,490,961	2,490,961
SS Debt Service			307,013
UU Technology Expenses	3,408,003	2,391,424	2,391,424
Transfer to - Capital Improvement Trust Fund			1,210,431
Total Uses	\$ 86,519,373	\$ 80,864,015	\$ 89,688,405
Net Sources / (Uses)	\$ -	\$ -	\$ -

Worcester State University and EforAll

Description of Entrepreneurship for All Program

Since 2013, the nonprofit organization **Entrepreneurship for All** ([EforAll](#)) has partnered with communities to help under-represented populations successfully start their own businesses.

- Over 500 businesses have been started by EforAll alumni. Of these, 74% have been owned by women, along with 58% by populations of color, 46% by immigrants, and 39% by previously unemployed.
- Currently, EforAll programs are in seven Massachusetts locations; a Worcester Founding Committee has been established to gather community support for an EforAll location for greater Worcester.
- Multi-year funding of \$900,000 from a diverse pool of founding investors is required for EforAll's annual \$300,000 local site program budget for its first three years of operation. To date, approximately, half of this funding has been raised.

A Worcester EforAll Enhances Worcester State Students' Entrepreneurship Experience

Worcester State's entrepreneurship program is built on three pillars: **education**, **co-curricular opportunities**, and **community engagement**. A local EforAll will be an integral part of each pillar.

Pillar #1: Education

- Entrepreneurship education at Worcester State connects theory with practice in such courses as "Intro to Entrepreneurship", "Designing Your Business Plan," "Women Entrepreneurs," and "Business of Innovation: Design Thinking."
- EforAll cohort members and EforAll alumni will serve as resources for Worcester State students, while Worcester State students will have the opportunity to collaborate with entrepreneurs in EforAll cohort groups.

Pillar #2: Co-Curricular Opportunities

- Worcester State's co-curricular entrepreneurship initiatives support students who are exploring innovation and/or pursuing venture ideas. Collectively, these initiatives provide a path for students to go from finding an opportunity, to validating a concept, to launching a program or venture
- Initiatives for the upcoming school year include the Entrepreneurship Ambassador Program, WooMagine Ideathon, The Next Big Idea Competition, pitching events, a workshop series, and virtual coworking; students also will engage with broader audiences at EforAll's community pitching events.
- Additionally, Worcester State students will be competitive in their applications for EforAll's summer accelerator program, which enables them the opportunity to further focus on developing their business ventures.

Pillar #3: Community Engagement

- An EforAll site needs volunteers to fulfill the roles of mentors, content experts, application readers, and pitch contest judges. These high visibility roles provide opportunity for Worcester State faculty and alumni to demonstrate their strengths and abilities in the greater Worcester community.
- Worcester State is pursuing its vision to be the premier university for entrepreneurship in the Commonwealth of Massachusetts. This requires ongoing visibility and leadership in entrepreneurship initiatives in the greater Worcester area; a strategic partnership with EforAll immediately raises the profile of Worcester State's entrepreneurship program and helps differentiate the university from its competitors.

The Commitment

EforAll offers a proven entrepreneurship model that employs a similar philosophy to that of Worcester State's Center for Entrepreneurship. As an EforAll partner, Worcester State's three year \$5k/year commitment is a cost effective way for its students to have access to enhanced academic coursework, an established accelerator program, and area community and business opportunities.

June Highlights

Alumni Engagement

- May Virtual Alumni Meetup: 24
- Virtual Alumni Mixology Event: 23
- Ian Simpson '19 Virtual Performance: 32
- Birthday Emails: 22% Open Rate
- Newsletter: 25% Open Rate

Major Gifts

- \$20,000 in sponsorship support for the 27th Annual Worcester State Foundation Golf Tournament
- \$15,585 planned gift from the estate of Elizabeth Andronikos '43
- \$10,000 gift from the George F. and Sybil H. Fuller Foundation for their scholarship
- \$6,000 from Cornerstone Bank for The Bridge to Excellence: STEM Retention Program
- \$3,000 gift from Michael Stowe to the George F. Stowe '62, MA '64 Scholarship
- \$1,000 gift from Charles Davis '09 to the Worcester State Fund
- \$1,000 gift from Elizabeth Elsing-Bard '58 to the Worcester State Fund
- \$1,000 gift from Sue Foo, Ed.D. to the Elementary and Early Childhood Education Undergraduate Research Fund
- \$1,000 gift from Richard '54 and Dolores '55 Greene to their scholarship
- \$1,000 gift from Allen and Barbara '59 Levesque to their endowed book fund
- \$1,000 gift from George and Sheila Tetler to their scholarship
- \$1,000 gift from Judith Zinkus '65 to the Class of 1965 Endowed Scholarship
- \$1,000 anonymous gift to the WSU Career Closet

Advancement Update

- Connecting with our donors has been our top priority since becoming remote with 2,110 thank you videos and over 735 personalized thank yous to donors since March 17th
- Two COVID-19 Rapid Response grants totaling \$48,000 from the Greater Worcester Community

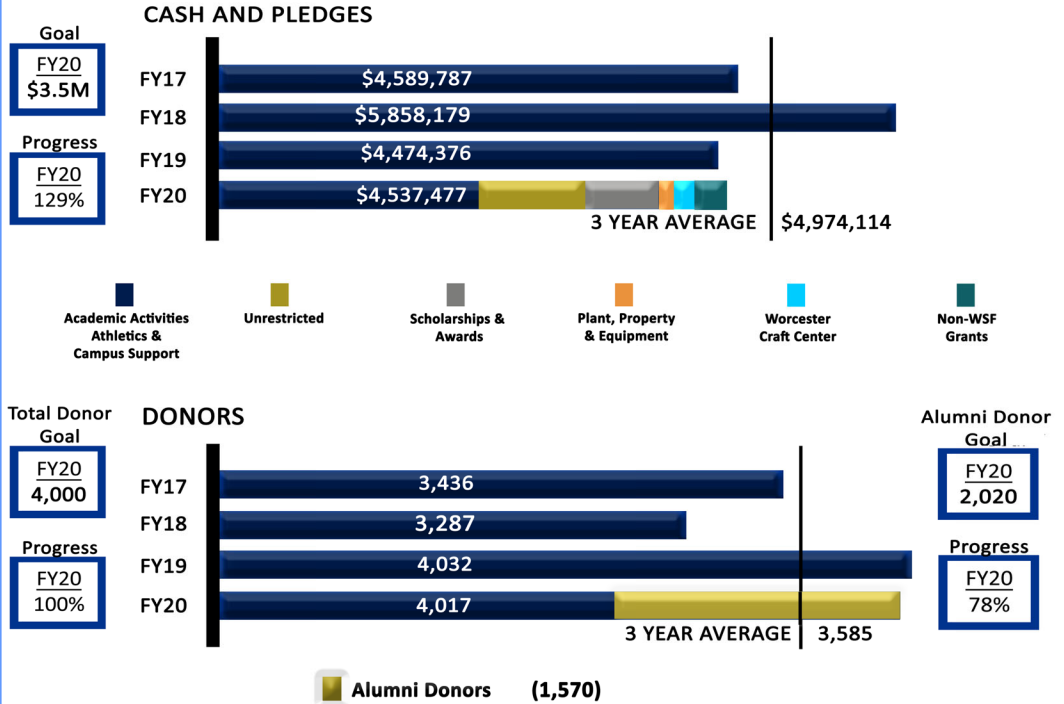
Annual Giving Update

- June fundraising efforts focused on personalized solicitations with staff mailing 1,070 notecards resulting in \$11,695 renewed support
- In response to COVID-19 fundraising efforts, \$86,166.68 was raised from March 17 to June 30 for the Student Emergency Fund, allowing us to provide over \$43,000 to date in support to students impacted by COVID-19
- The Worcester State Foundation's fiscal year closed on June 30th with one of the most successful years to date

UNIVERSITY ADVANCEMENT

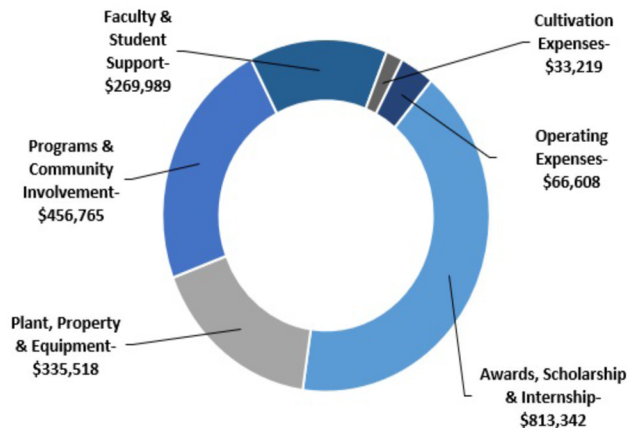
Dashboard

July 1, 2019 - June 30, 2020



FOUNDATION FUNDING OF UNIVERSITY PRIORITIES

\$1,975,441



FY20 Board Giving	Cash and Pledges	Cash	Participation
Trustees	\$ 23,999.96	\$ 20,999.96	100%
Foundation Board	\$ 78,449.20	\$ 74,449.20	100%
Alumni Association	\$ 23,466.11	\$ 23,466.11	100%
Cabinet	\$ 22,977.62	\$ 22,977.62	93.75%



WORCESTER
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