

WORCESTER STATE UNIVERSITY

BOARD OF TRUSTEES MEETING

Tuesday, March 8, 2022

5:00 PM

REMOTE PARTICIPATION

Join Zoom Meeting

<https://worcester.zoom.us/j/7540181608>

Meeting ID: 754 018 1608

Meeting Called By: Stephen Madaus (Chair)

Minutes: Nikki Kapurch

Board Members: Lisa Colombo; Aleta Fazzone; Maryanne Hammond (Vice-Chair); Anna Johnson; Karen Lafond; Stephen Madaus; William Mosley; Dina Nichols; Marina Taylor (Vice-Chair); David Tuttle; Lawrence Sasso

WSU Staff: Barry Maloney; Carl Herrin; Kathy Eichelroth; Nikki Kapurch; Mike McKenna; Lois Wims

All documents considered to be **drafts** until discussed and/or approved by the Board

AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> A. Call to Order B. Approval of the Minutes: I. Full Board - January 11, 2022* II. Human Resources Committee - December 30, 2021*	Stephen Madaus	I. vote required II. vote required
2. <i>Presentation - 30 minutes including Q&A</i> A. The Financial Sustainability Task Force Sandra Olson, Assistant V. P. for Facilities Operations and Planning, & Donald Vescio, Jr., Professor, English I. Executive summary of the FSTF* II. Presentation shared by EAB*	Sandra Olson Donald Vescio, Jr. (Co-Chairs)	A. Informational
3. <i>Presentation - 30 minutes including Q&A</i> A. NECHE Update Emily G. Soltano, Professor, Psychology Department Director, Center for Teaching and Learning, & Noah M. Dion, Director of Academic Affairs Support I. NECHE Updates* II. NECHE Presentation*	Emily G. Soltano, PhD Noah M. Dion, Ph.D. (Co-Chairs)	A. Informational
4. <i>Adjournment</i>	Stephen Madaus	4. vote required

*Attachments

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Meeting Minutes

CHAIR:	Stephen Madaus (Chair)	DATE:	January 11, 2022
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	5:00 PM		
MEMBERS PRESENT:	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; Lawrence Sasso		
WSU STAFF:	Barry Maloney; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Stacey Luster; Tom McNamara; Mike McKenna; Sue Moore; Ryan Forsythe; Julie Kazarian; Maureen Stokes; 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, January 11, through a Zoom remote call. Chair Madaus called the meeting to order at 5 p.m. Trustee Madaus 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 - Academic and Student Development Meeting - November 15, 2021

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

VOTED: to approve the minutes of November 15, 2021, Academic and Student Development Meeting as presented.

ROLL CALL VOTE: 5 approved. Karen M. LaFond; Lisa M. Colombo; Anna Johnson; William D. Mosley; David Tuttle

APPROVAL OF THE MINUTES - Full Board Meeting - November 16, 2021

A motion made by Trustee Nichols was seconded by Trustee Hammond. It was

MOVED: to approve the November 16, 2021, minutes of the full Board meeting as presented.

- Trustee Johnson had a question after the motion was moved. Trustee Nichols withdrew her motion to approve the November 16, 2021, minutes of the full Board meeting as presented.
- Trustee Johnson at the November 16, 2021, meeting asked the Trustees that were present to come to campus and have a "meet and greet" with the students, so the students know who the Trustees are.
- Moved to amend the minutes of November 16, 2021, to show that there is a consensus of the Board to have a meet and greet with the student.

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

VOTED: to approve the November 16, 2021, minutes of the full Board meeting and accept a friendly amendment that there is a consensus of the Board to have a meet and greet with the student.

ROLL CALL VOTE: 8 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso.

3 Abstained: Lisa Colombo; William Mosley; Karen LaFond

PRESENTATION - 15 minutes w/ Q&A

- *Beyond the Frame: Celebrating a Partnership in Public Education and the Arts*
- Prof. Heather Treseler joined the faculty at Worcester State in 2011. She is Associate Professor of English and the Presidential Fellow of Art, Education, and Community, and she teaches courses in American literature, literature and medicine, and creative writing. Her poem "Wildlife" won the 2021 W. B. Yeats Prize and her collection of poetry, *Parturition*, received prizes from the New England Poetry Club and Munster Literature Centre in Ireland.
- Prof. Treseler presented the PowerPoint that was included in the packet.
- When the pandemic temporarily prevented our students' access to the museum, we embarked on a book project to highlight our institutional alliance. In 2020, we asked eight distinguished New England writers and four WSU faculty members to contribute essays about signature works in the museum.
- The result will be a 76-page book, *Beyond the Frame, Celebrating a Partnership in Public Education and the Arts*, published by the university in March of 2022 and launched in May. The book will be available at our university bookstore and the museum's gift shop; proceeds will help support the university's ongoing work with the museum in the next decade.
- It was made possible through the generous support of several alumni donors, friends of the university, and support from the museum and the WSU Foundation.
- President Maloney mentioned that Anthony Walton, an American poet, and writer will be the keynote speaker for the upcoming Worcester State University African-American Read-in Day event.

EQUITY, DIVERSITY, AND INCLUSION PRESENTATION

Campus Climate Committee Presentation

- Campus Climate Committee in an Era of Social Justice
- The Chair welcomes Stacey Luster, General Counsel, and Assistant to the President for Employment and Equal Opportunity who presented the PowerPoint that was included in the packet.
- All of the Diversity and Inclusion Committees have been presented once.
- Stacey introduced Edgar Moros, Director/Intensive English Language Institute, the co-chair of the Committee.
- The goal is to update the Board on the evolutionary direction of the Committee and set the stage for the work ahead.
- Gave a preview of things to come and a call to take action.
- New priorities - accountability and communication.

- President Maloney recognized the Board for their involvement in this work.

HUMAN RESOURCES COMMITTEE REPORT

- Trustee Hammond reported that the Human Resources Committee met on Thursday, December 30, to review and discuss the President's 360 Comprehensive Evaluation Report.
- Thanked Stacey Luster, General Counsel/Assistant to the President for Employment and Equal Opportunity, and Hamish Blackman, President, Breakthrough Collaboration, Inc., for their work.
- The President's 360 Comprehensive Evaluation Report is included in the packet.
- The Department of Higher Education Guidelines and state law require the Board of Trustees to periodically provide the President with a comprehensive evaluation. The Board of Trustees, Worcester State University, requested assistance with their evaluation of the University's President, Barry M. Maloney.
- Consultant Hamish Blackman provided that assistance. He talked about the objectives that were identified and the process of the evaluation.
- The evaluation process assessed the following ten aspects of the President's Leadership:
 1. People Leadership
 2. Diversity Leadership
 3. Academic Leadership
 4. Administrative Leadership
 5. Student Leadership
 6. Community Leadership
 7. Fiscal Leadership
 8. Strategic Leadership
 9. Decisive Leadership
 10. Crisis Leadership
- The ratings for each have been shared in the full report, including an analysis of themes identified through survey open comments, combined with data gathered through the focus groups and the individual interviews.
- The key findings are that the President receives high ratings in all ten areas assessed, excelling particularly in People, Community, and Crisis Leadership.
- President Maloney is an effective leader and capable manager of the University, its resources, and personnel. Well-versed in all aspects of the University and possessing a clear understanding of the challenges within the competitive higher education marketplace, he and his presidency are seen as having been – and continuing to be – critical to the increasing stature and growth of the University.
- What are the next steps?
 - Executive Cabinet is planning to meet with Hamish on January 26 to go over the evaluation.
 - President Maloney has scheduled a debriefing with the Executive Cabinet and will work with his leadership team and decide what are the priorities going forward.
 - Send the final report and an executive summary to the Commissioner by the June 30, 2022, deadline.
- President Maloney discussed some of the findings and the challenges that he will work on. He will use this report as a roadmap.

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

VOTED: **to accept the recommendation of the Human Resources Committee and approve**

the FY2022 360 Comprehensive Evaluation of President Maloney as presented.

ROLL CALL VOTE: 11 approved. Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; William Mosley; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso.

REPORT OF THE CHAIR

- Next meeting: Tuesday, March 8, 2022. We will hold our March meeting remotely.

REPORT OF THE STUDENT TRUSTEE

- Trustee Johnson provided an update from the students and thanked the board members for being so involved and active with the university.
- The students appreciate and thank the Board of Trustees for the work and support being done on campus.

PRESIDENT'S REPORT

- The President's Update was provided in the packet. The theme for the January issue - Worcester State University: A Ten-Year Glance Back and Glimpse of the Future.
- We kick off our Task Force on Financial Sustainability which has been formed to explore strategies and opportunities that maintain the financial health of Worcester State for future years. Consisting of faculty, staff, and a student, the 17-member group is charged with crafting achievable strategies which can be reached over three fiscal years to provide relief to the FY 2024/2025/2026 WSU comprehensive annual budget. The plan is for the group to begin its work in January 2022 and present recommendations to the Board of Trustees in June 2022.
- President Maloney provided an enrollment update for Vice President Forsythe who was unavailable.
- The start of the Spring semester and re-entry of our students to campus will be a combination of a lot of testing, mask, and booster compliance.
- January 20 we will be bringing a one-day vaccination clinic to campus. The clinic will be in the Blue Lounge and focused on the WSU community. We will extend offers to the alumni and the Worcester community.

Approval of Honorary Degree

- The President provided a memorandum in the packet seeking approval to award Ilyasah Shabazz an honorary degree. Ilyasah Shabazz will serve as our 2022 Commencement Speaker at our undergraduate Commencement. Ms. Shabazz's speaker nomination was vetted through the Speaker/Awards Committee and approved by the All-University Committee. She was from the list of those previously approved by this Board as potential Commencement speakers.
- We will be paying an honorarium to the Commencement Speaker, with support coming from the senior class and the commencement budget.

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

VOTED: To approve the awarding of the following honorary degree:
Ilyasah Shabazz, Doctor of Humane Letters, *Honoris Causa*, at Undergraduate
Commencement on May 14, 2022.

ROLL CALL VOTE: 11 approved. Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Anna
Johnson; Karen LaFond; Stephen Madaus; William Mosley; Dina Nichols; Marina
Taylor; David Tuttle; Lawrence Sasso.

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 Tuttle, it was unanimously

VOTED: to adjourn the meeting at 7:16 p.m.

ROLL CALL VOTE: 11 approved. Lisa Colombo; Aleta Fazzone; Maryanne Hammond; Anna
Johnson; Karen LaFond; Stephen Madaus; William Mosley; Dina Nichols; Marina
Taylor; David Tuttle; Lawrence Sasso.

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees

WORCESTER STATE UNIVERSITY
HUMAN RESOURCES COMMITTEE MEETING
Meeting Minutes

CHAIR:	Ms. Maryanne Hammond (Chair)	DATE:	December 30, 2021
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	10:00 AM		
COMMITTEE MEMBERS PRESENT:	Maryanne Hammond; Karen LaFond; Dina Nichols; Marina Taylor		
NON-COMMITEE MEMBERS:	Stephen Madaus		
WSU STAFF:	Barry Maloney; Ryan Forsythe; Susan Moore; Stacey Luster; Lois Wims		

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 Thursday, December 30, 2021, through a Zoom remote call. Chair Hammond called the meeting to order at 10:00 am. Trustee Hammond 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 of the October 19, 2021, Human Resources Committee.

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

VOTED: to approve the minutes of October 19, 2021, Human Resources Committee meeting as presented.

ROLL CALL VOTE: 4 approved. Karen LaFond; Maryanne Hammond; Dina Nichols; Marina Taylor

Human Resources Committee Report

- Trustee Hammond reported that today's meeting is being held to review and discuss the President's 360 Comprehensive Evaluation Report.
- Thanked Stacey Luster, General Counselor/Assistant to the President for Employment and Equal Opportunity, and Hamish Blackman, President, Breakthrough Collaboration, Inc for their work.
- The President's 360 Comprehensive Evaluation Report is included in the packet.
- The Department of Higher Education Guidelines and state law require the Board of Trustees to periodically provide the President with a comprehensive evaluation. The Board of Trustees, Worcester State University, requested assistance with their evaluation of the University's President, Barry M. Maloney.
- Consultant Hamish Blackman provided that assistance. He talked about the objectives that were identified and the process of the evaluation.

- The evaluation process assessed the following ten aspects of the President's Leadership:
 1. People Leadership
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 - The ratings for each have been shared in the full report, including an analysis of themes identified through survey open comments, combined with data gathered through the focus groups and the individual interviews.
- President Maloney is an effective leader and capable manager of the University, its resources, and personnel. Well-versed in all aspects of the University and possessing a clear understanding of the challenges within the competitive higher education marketplace, he and his presidency are seen as having been – and continuing to be – critical to the increasing stature and growth of the University.
- The key findings are that the President receives high ratings in all ten areas assessed, excelling particularly in People, Community, and Crisis Leadership.
- What were the Board members' questions and key takeaways?
 - Dina Nichols commented that she was pleasantly surprised by the report.
 - Karen LaFond commented that the report hit all the points in line with where we usually stand when we have done evaluations. Also pleasantly surprised. It was very consistent.
 - Marina Taylor commented that the report was very helpful and validated that the university is on the right path although there is always room for improvement.
 - Maryanne Hammond talked about working with the Consultant and the Commissioner on preparing the report.
- What are the next steps?
 - Work with leadership and decide what are the priorities going forward.
 - Determine how we pull together a communication to the population that has been surveyed.
- There is an undertone of dissatisfaction within the faculty.
 - Bring the finding to faculty representatives.
- President to hold "Neighborhood" meetings with constituent groups.
- President Maloney discussed some of the findings and the challenges that he will work on. He will use this report as a roadmap.

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

VOTED: **to recommend to the full board the FY2022 360 Comprehensive Evaluation of President Maloney as presented.**

ROLL CALL VOTE: **4 approved. Karen LaFond; Maryanne Hammond; Dina Nichols; Marina Taylor**

Other Business:

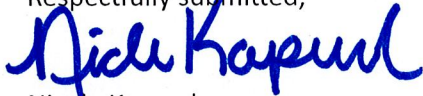
With there being no further business, the WSU Board of Trustees meeting was adjourned.

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

VOTED: **to adjourn the meeting at 10:48 a.m.**

ROLL CALL VOTE: **4 approved. Karen LaFond; Maryanne Hammond; Dina Nichols; Marina Taylor**

Respectfully submitted,



Nicole Kapurch
Assistant Secretary, Board of Trustees

Financial Stability Task Force

Charge

The Financial Stability Task Force “is charged with crafting achievable strategies which can be reached over three fiscal years to provide relief to the FY 2024/2025/2026 WSU comprehensive annual budget.”

Membership

Task Force Members

- Raynold Lewis, Dean of Education, Liberal & Interdisciplinary Studies
- Sarah Strout, Assistant V.P. for Assessment & Planning
- Sandra Olson, Assistant V. P. for Facilities Operations and Planning, Co-Chair
- Russell Kinell, Carpenter II, Facilities, AFSCME representative
- Maureen Brown, Teller II, Student Accounts
- Mildaly Carrasquillo Delgado, Clerk IV, VPA
- John Meany, Associate Director, Athletics
- Robert Daniels, Director of Environmental Health and Safety, Facilities
- Tammy Tebo, Assistant Dean for Academic Services, Academic Success Center
- Julie Chaffee, Registrar
- Peter Fenuccio, Director of Facilities Operations and Planning, APA representative
- Charlotte Haller, Professor, History and Political Science

- Laurie Dahlin, Professor, Business Administration and Economics
- Meghna Dilip, Professor, Chemistry
- Donald Vescio, Jr., Professor, English, Co-Chair
- Sam O’Connell, Associate Professor, VPA, MSCA representative

Ex-Officio members

- Kathleen Eichelroth, V.P. Administration & Finance/CFO
- Lois Wims, V.P. Academic Affairs/Provost

Support Staff

- Anisa Hoxha, Director of Budget, Planning and Policy Development
- Heather Lamarche, Financial Analyst/Assistant Director of Budgeting
- Sue Moore, Executive Director of Employee Services
- David Ayotte, Payroll Director
- Meredith Rosario, Assistant to the V.P. of Administration and Finance/CFO

Phase One: January - June 2022

Phase One focuses on identifying specific areas for revenue generation, increased efficiencies, and cost reductions. **Revenue generating concepts must have a pro forma where returns are realized within 12 months.** The Task Force is focused predominantly on increased efficiencies and cost reduction strategies. These areas will form the basis for specific proposals that will be examined in greater detail during Phase Two of this project.

Phase Two: June - December 2022

Phase Two will use Phase One's recommendations to perform a cost benefit analysis for specific initiatives and develop operational plans for implementation, based on Board approval.

Key Dates

The Task force meets each week. Key dates for Phase One are as follows:

- May 2: Task Force Final Draft
- May 4: Presentation of Draft to Cabinet
- May 19: BOT Draft Due
- June 14: BOT Presentation

Themes

Phase One's work centers on broadly defined themes that will enable the Task Force to look at University operations, resources, and programming from comprehensive and holistic perspectives. These themes are:

1. How do we assess our back office functions and operational efficiencies?
2. How do we build a schedule?
3. How do we maintain our campus and infrastructure?
4. How is the university realizing entrepreneurial opportunities?
5. How do we deliver services to students?

Communications

The Task Force is committed to providing the campus community with regular updates on its work. In addition to the Board of Trustees, the Task Force specifically will communicate with:

- **Student Government** by attending their monthly meetings
- **Faculty and Staff** through targeted electronic communications
- **Executive Cabinet** on request

In addition, the Task Force is coordinating with Maureen Stokes, Assistant Vice President for Communications and Marketing, for more comprehensive messaging.



The State of Higher Education

Worcester State Financial Sustainability Task Force

January 12, 2022

Supporting Partner Institutions in Addressing Today's Biggest Challenges

Institutional Success

Preparing Institutions
For the Future



Research focused on driving outsized gains in school strategic and operational performance

~1,100
Institutions

8,000+
Peer-tested best
practices

Student Success & Operational Excellence

Supporting Students and Driving
Operational Improvements



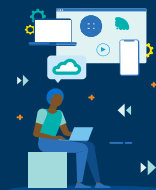
Comprehensive technology and data platforms aimed at increasing student retention and streamlining operations

~1,100
Institutions

9.5M+
Students supported by
our SSMS

Marketing & Enrollment Success

Enrolling Right-Fit Students;
Activating Alumni Donors



Data /technology-enabled offerings aimed at engaging and enrolling traditional & post-traditional learners; activating alumni donors

~1,300
Institutions

500+
Innovations tested
annually

Serving **2,100+** institutions across North America, UK, Europe and beyond



Enrollment Outlook

-
- Demographic Trends
 - Competitive Shifts
 - Institutional Strategies

SECTION

1

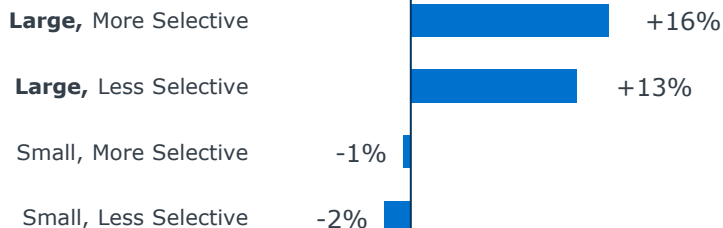
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Application Flight to Size and Selectivity

Pct. Change in Common App Submissions 2019-20 to 2020-21

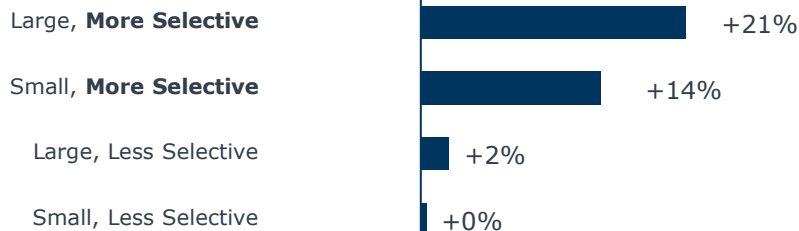
Public Institutions

Applicants Seek Public Universities That are Larger



Private Institutions

But Private Institutions that are More Selective



Apps Outpace Students, Raising Yield Concerns

+11% Total Applications

+2% Unique Prospects

And FAFSA Filings Present Worrying Signs for Equity

% Change in FAFSA Completion

-12% At Title I Eligible High Schools

-14% At High POC High Schools

1) Large: More than 10,000 total students
2) More Selective: admit rate of less than 50%

What's Missing from Demographic Decline

Enrollments over 10 Years, 7000+ Institutions, and 50 States

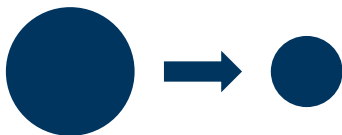
Market Share has Almost Twice the Impact¹ on Enrollments vs. Demographics

Estimated Effect on Average² Institution's Enrollment Changes 2008 to 2018

4-Yr Public and Private, Non-Profit Institutions

Demographics

The total number of students

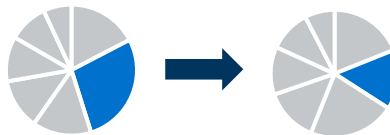


37%

Of enrollment change (up or down) across all public and private 4-years driven by demographics.

Market Share

Your institution's share of total students



63%

Of enrollment change (up or down) across all public and private 4-years driven by market share.

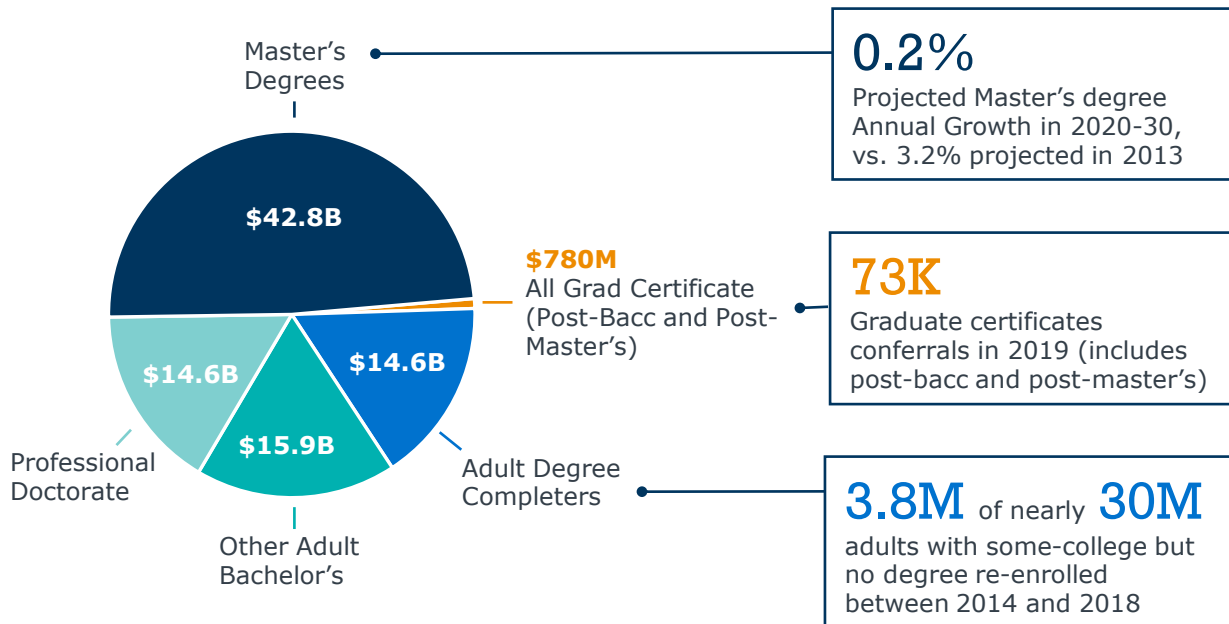
1) Impact calculated as a share of the absolute year-on-year change

2) Weighted average of four-year public and private, non-profit institutions.

Sizing the Adult and Grad Ed Revenue Opportunity

Large Markets, But Growth Potential Often More Challenging than Assumed

Gross Annual Tuition Revenue Generated from Adult (25+) Bachelor's, Post-Bacc. Certificates, and Graduate Enrollment, 18-19



Snapshots of Revitalized Program Performance

Addressing Common Program Pathologies Leads to Scalable Solutions



Refresh Programs with New Tracks

Popular English Department minor in Publishing and Editing converted to major and boosted by experiential learning and alumni connections in the field, driving up department enrollments by 80% in two years.



Overhaul Program Curriculum

Law School faculty restructured curriculum, boosting practical learning and decreasing time to degree from 3 to 2.5 years. Promise of real world experience and a quicker path to employment led to a 70% application increase and 27% enrollment bump.



Leverage Interdisciplinary Energy

CS+X majors link computer science and select liberal arts and sciences programs, responding to growing demand for data analysis. Linguistics has grown from 58 to 152 students in four years (69 in CS+Linguistics).



Update Website, Marketing Material

Program websites audited to ensure student-centric content (e.g., career outcomes and value stories) and clear call-to-action to enroll. School of Liberal Arts boosted applications by 25% following its website overhaul—without making any program changes.

Connecting to Employer Insights

Enrollment-Focused Triannual Workforce Alignment Reviews



Workforce Advisory Group Questions



Is the program relevant?

- How do names and specializations reflect workforce trends?
- What required skills are not clearly taught?

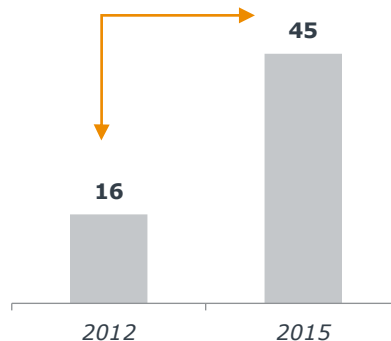


What opportunities does it miss?

- What majors and specializations would result in better-employed graduates?
- Are we overlooking untapped enrollment populations?
- Should we consider alternate delivery formats?



"Graphic Design" Art Major Triples Enrollments



Growth incremental, no reduction in other majors

The Ultimate Opportunity Cost

EAB U

5,000 undergrads

1,350 students in
entering class

\$10,000 net
revenue
per student

5% increase in
retention (EY 21-22)



\$1,670,000 by Y3

Projected Increase in Net Revenue from 5% Retention Gain

	22-23	23-24	24-25
Entering class 21-22	+67 students	+53 students	+47 students
Entering class 22-23	0	+67 students	+53 students
Entering class 23-24	0	0	+67 students
Additional Students	67	120	167
Additional Revenue	\$670,000	\$1,200,000	\$1,670,000



Institutional Finance

-
- Revenue Trends
 - Expense Trends
 - Institutional Strategies

SECTION

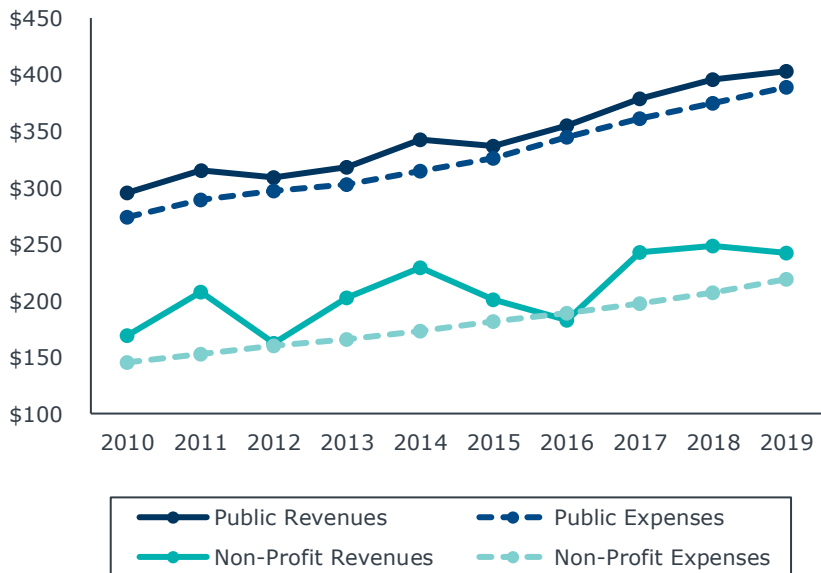
2

Across Industry, Expenses Outpacing Revenues

Even After a Decade of Diligent Cost Control Efforts at Many Institutions

Pre-Pandemic Industrywide Revenues and Expenses

Fiscal Year IPEDs Data in Billions of Dollars, FASB for Non-Profits, GASB for Publics



+4.4%

Median annual cost growth industrywide from 2010-2019 vs. +3.8% in revenue growth

+36%

Increase in institutional debt from 2011 to 2018, accumulating to nearly \$300B

\$71-115B

Estimated six-year industrywide revenue losses from COVID-19

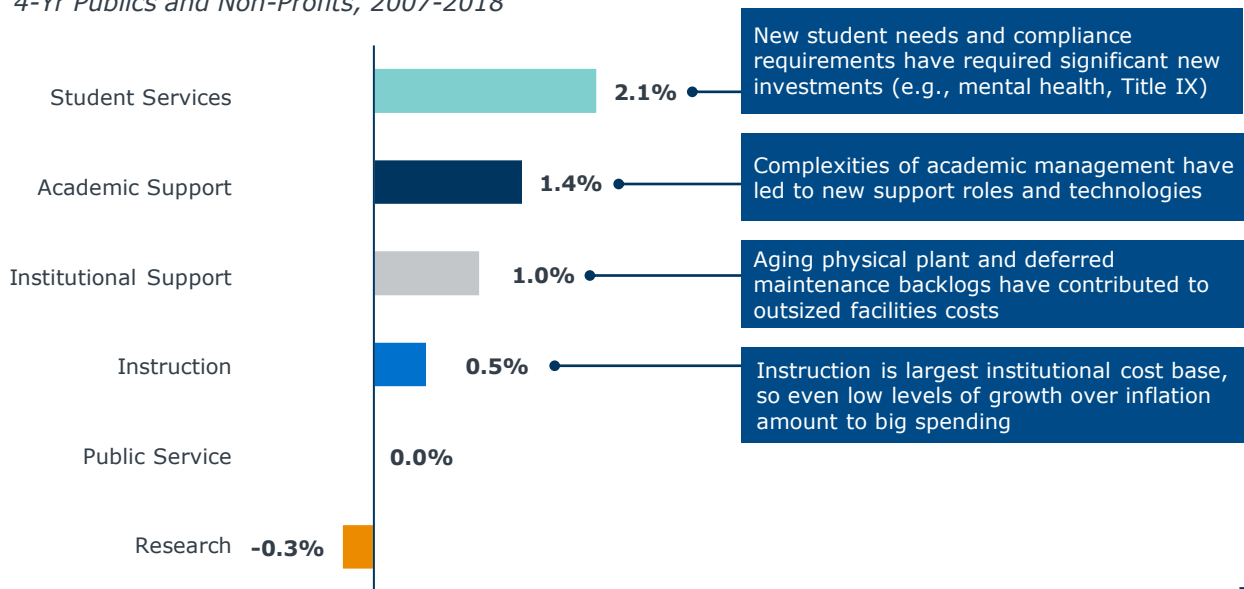
Source: Integrated Postsecondary Education Data System (IPEDS), National Center for Education Statistics, accessed May 26, 2021; [The Lingering Fiscal Effects of the COVID-19 Pandemic on Higher Education](#), The Federal Reserve Bank of Philadelphia; [The Other Looming Educational Debt Crises](#), Ernest and Young; EAB interviews and analysis.

What's Driving Cost Growth?

Hint: It's Not Lazy Rivers

Expense Increases Disproportionately Driven By Student and Support Services, But Most Institutions Growing Expenses Across Categories

Inflation Adjusted Per Student Expense Growth at 4-Yr Publics and Non-Profits, 2007-2018



Source: [Reimagining higher education in the United States](#), McKinsey; Delta Cost Project, "Trends in College Spending: 2003-2013; Cooper P, "The Exaggerated Role of 'Cost Disease' in Soaring College Tuition," *Forbes*, May 10, 2017; U.S. Census Bureau Household Pulse Survey, Week 15 (Sept. 16-28th); EAB interviews and analysis.

Finding Savings Beyond Cuts

Only Difficult Decisions and Trade-Offs Remain in the Covid Era

Evergreen Focus Areas



- Continuous process improvement
- Shared services
- Maximize space utilization
- Maximize faculty instructional capacity
- Outsourcing

New Table Stakes



- Proactive, annual program planning
- Reducing unintentional inefficiencies
- Identify opportunities to merge academic departments and schools
- Reduce attrition

Bolder Moves



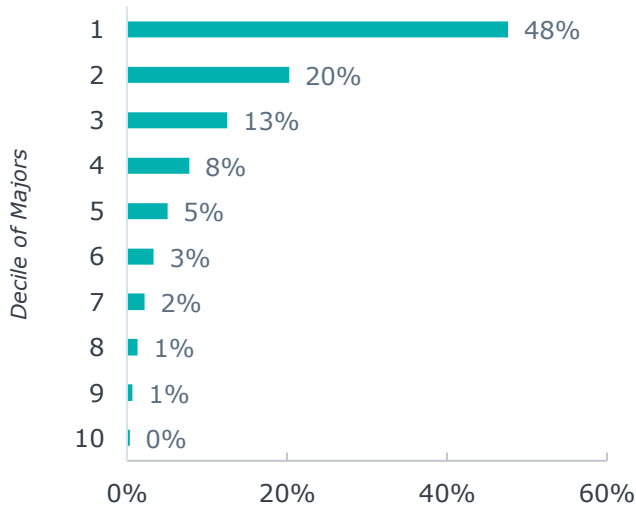
- Proactively downsize physical campus
- Evaluate P&T sustainability
- Explore mergers and acquisitions

High Costs Playing Out Across a Long Tail



Majority of Students Concentrated in a Few Majors

Almost 70% of students concentrated in the most popular majors at their respective institutions (n=51).¹



1) Includes only undergraduate students registered for at least one gradable class who graduated during AY 2017. Weighted averages by total attempted student credit hours at the institution (n = 51).

Academic Program Planning

From One-Time Initiatives to Continuous Improvement

1

Assemble the Right Data for Regular Program Health and Performance Conversations



- Balance ease of collection, faculty receptiveness, and institutional priorities in determining performance metrics

2

Create a Watch List and Give Programs Structured Guidance and a Set Period of Time to Improve



- Establish up-front expectations for future program performance over a set period of time

3

Increase Resource Flexibility in Parallel to Program Redesign Efforts



- Deploy appropriate retirement incentives
- Ensure disciplined position control over vacated faculty lines

4

Ensure Program Discontinuance Minimizes Stakeholder Disruption and Maximizes Cost Savings



- Refine talking points to explain the context and reason for discontinuance in light of larger institutional objectives



Intentional vs Unintentional Inefficiencies

Intentional Inefficiencies

- Small sections for writing intensive courses
- Low-enrollment programs in areas core to institutional mission
- Students changing majors as they find new interests



Unintentional Inefficiencies

- Underfilled sections of large multi-section courses
- Low-enrollment programs that do not align with student needs
- Students adding years to their degree due to changing majors

Potential Savings from Section Consolidation



Lower Division Reallocation¹ Opportunities if 25%, 50%, or 75% of Possible Sections² Collapsed, Average by Cohort

Based on 85% Target Fill Rate

Small Teaching-Focused

3%

Collapsible
Sections

25%	50%	75%
\$57 K	\$115 K	\$173 K

High-Research Comprehensive

5%

Collapsible
Sections

25%	50%	75%
\$278 K	\$556 K	\$834 K

Regional Comprehensive

5%

Collapsible
Sections

25%	50%	75%
\$225 K	\$450 K	\$676 K

Very-Large Research

4%

Collapsible
Sections

25%	50%	75%
\$307 K	\$618 K	\$925 K

1) Reallocated instructional salaries was calculated using National Center for Education Statistics on average faculty salaries in 2015.

2) Individualized Instruction course types were excluded.

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Change Management

-
- Covid-era Shifts
 - Barriers to Change
 - EAB Model

SECTION

3

Change, Change, Change

The Pandemic Proved That Higher Ed Institutions can be Nimble



Rapid, large-scale change



Collaboration and problem-solving across disciplines, departments, and functions



Decisive action despite imperfect or incomplete information



Scaled adoption of new technologies and policies



Unique culture and traditions can transcend physical space

Why Most Will Revert to What *Was* Instead of Embracing What *Could Be*



Widespread exhaustion



Trust between faculty and administration eroded



Federal stimulus minimizes near-term financial pain



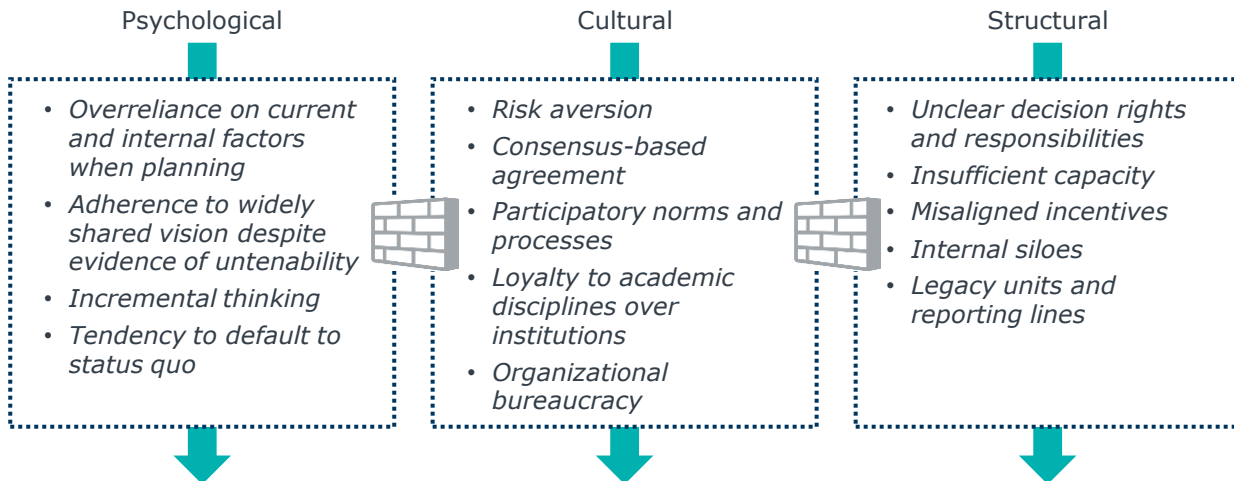
Worst case enrollment scenarios avoided

High Barriers to Change in Higher Ed

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Campus Leaders Face Strong Aversion, Stakeholder Resistance

Types of Barriers to Change



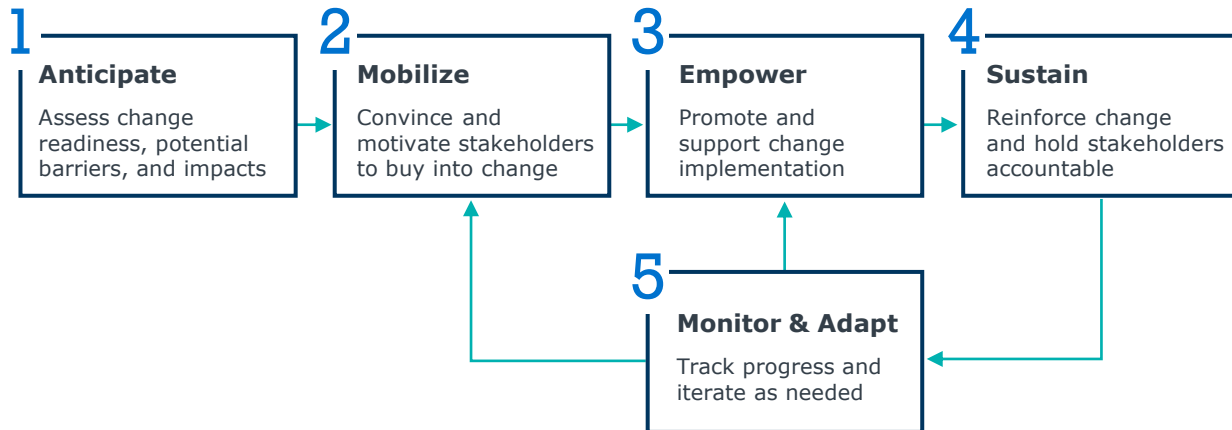
Outcomes

- 1** Deters leaders from initiating change initiatives entirely
- 2** Stops change initiatives early in their tracks
- 3** Leads to long-term stall outs and change fatigue

A Model for Leading Change in Higher Ed

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EAB's Change Management Framework for Higher Ed Leaders



Methodological Notes

Shortcomings of Existing Frameworks

- X Not directly applicable to higher ed context
- X Do not provide actionable guidance
- X Fail to account for rapid and continuous change
- X Do not balance bottom-up and top-down approaches

EAB's Framework Creation Process

- ✓ Analyzed existing literature and frameworks for relevant components for higher ed context
- ✓ Incorporated customized elements based on research and input from higher ed leaders
- ✓ Tested framework via ongoing research



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Summary NECHE Updates
WSU Board of Trustees
March 8, 2022

- Accreditation is an ongoing process that requires a comprehensive review every ten years by accrediting agencies such as the New England Commission of Higher Education (NECHE). The process ensures quality education and promotes continuous improvement. This review is required for participation in federal financial aid programs, grant eligibility and for state licensing related to particular professions.

WSU Internal process

- Prior to the review, we produce a self-study report that outlines how we are meeting nine accreditation standards: Mission and Purposes, Planning and Evaluation, Organization and Governance, The Academic Program, Students, Teaching, Learning and Scholarship, Institutional Resources, Educational Effectiveness, and Integrity, Transparency, Public Disclosure. The process involves campus-wide involvement including the Board of Trustees has an important role to play before and during the visit.
- We have (mostly) complete drafts of each chapter of the self-study and are planning campus-wide fora to gather input on each standard.

Review process

- The review requires that a team of peer-evaluators visit the institution over a period of several days in order to verify the claims and data provided in the self-study. Our visit will occur in October 2022.
- The evaluation team chair has been selected and will visit the campus this April, and the remaining team members will be selected by NECHE soon.
- We intend to share a draft copy of the self-study with NECHE this spring so that we can revise in the summer according to the feedback we receive.
- After the visit, we will have ample opportunity to respond to the evaluation team's findings.
- A decision about our accreditation will be made at the spring 2023 NECHE Commission meeting, and notice will be issued shortly thereafter.



WORCESTER
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UNIVERSITY

NECHE Update

Noah Dion, PhD
Director, Academic Affairs Support

Emily Soltano, PhD
Professor, Psychology
Director, Center for Teaching and Learning

March 8, 2022



Accreditation Basics

What is Accreditation and Why Do We Do It?

- Peer evaluation to ensure quality and promote continuous improvement
- An opportunity to shine a light on what we do well and what we could do better
 - Institutional vs. programmatic/professional
- Required for participation in federal financial aid programs and for grant eligibility
- Required for state licensing related to particular professions

The Self-Study

- Our story
 - 100 pages
 - 9 chapters, one for each standard
 - Descriptions
 - What we do
 - Appraisals
 - How well we do it
 - Projections
 - How we will address challenges and make improvements
- Evidence-based, candid, self examination

Comprehensive but Focused

Nothing is Left Out

- All Students
 - Undergraduate and graduate
 - Online and on-ground
 - Resident and commuter
 - Dual enrollment and transfer
 - Alumni
- Academics
- Admissions and Enrollment
- Finances
- Facilities
- Student Life
- Athletics
- Information Technology
- Marketing

It's All About the Data

Required by NECHE

- Data First Forms
 - Align to each standard
 - Report key institutional data
- E-Series Forms
 - Educational Effectiveness (Standard #8)
 - Assessment plans
- Institutional Characteristics Form

Supplemental Data

- WSU Factbooks
- IR Queries
- Interviews
- Surveys
 - Faculty
 - Administration/Staff
 - Students
 - Alumni

Our Approach

Team-Based, Collaborative, Inclusive

Standards for Accreditation	Co-chairs Faculty & Staff
1. Mission and Purposes	Daniel Hunt & Karen Wigren
2. Planning and Evaluation	Meghna Dilip & Linda Larrivee
3. Organization and Governance	Tona Hangen & Adrian Gage
4. The Academic Program	Jennifer Hood-DeGrenier & Sara Grady
5. Students	Colleen Sullivan & Raynold Lewis
6. Teaching, Learning, and Scholarship	Joseph Quattrucci & Henry Theriault
7. Institutional Resources	Don Vescio & Jonathan Walker
8. Educational Effectiveness	Roger Greenwell & Marilyn Cleary
9. Integrity, Transparency, Public Disclosure	Robert Brooks & Elena Arranz Alonso

It Takes a Village

Academic Affairs * Academic Success * Administration and Finance * Admissions * Athletics * Binienda Center * Biology * Board of Trustees * Business Administration * Chemistry * Conference and Events * Criminal Justice * School of Stem, Technology and Health * Earth Environment and Physics * Education * English * Enrollment Management * Facilities * Graduate and Continuing Education * Health Sciences * History and Political Science * Human Resources * Information Technology * Interdisciplinary Studies * International Programs * Latino Education Institute * Marketing * Mathematics * Nursing * Occupational Therapy * President's Office * Psychology * Urban Action Institute * Student Affairs * Office of Student Life and Leadership * Retention * Residential Life * School of Humanities and Social Sciences * Student Accessibility Services * Student engagement * Student Involvement and Leadership * University Police * Visual and Performing Art * Worcester Center for Crafts * Wellness Center

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Faculty

Staff

Students

Board of Trustees

Experienced Site Visitors

Some Major Themes

- COVID-19
 - Impact on all aspects of the University
 - Now and into the future
- Diversity, Equity, and Inclusion
 - Unifying theme of our new strategic plan
 - Theme that also runs through our mission, vision, and values
 - Formally recognized by the BOT in its bylaws
 - Aligns with the state's Equity Agenda
 - Addresses updated changes to NECHE standards

Areas of Emphasis

As Identified by NECHE

Evidence that WSU is...

- Evaluating the effectiveness of the strategic plan to ensure that resource allocations are aligned with strategic goals and initiatives
- Assessing SLOs and using the results to make improvements
- Evaluating the effectiveness of organizational changes
- Ensuring the effectiveness of governance structure
- Evaluating the SLOs and integrity of its online programming for the expansion of AOP programs

Feedback and Involvement

- **WSU Community input**
 - Open meetings on self-study chapters
 - Chapters widely disseminated throughout the community
- **Students**
 - Student participation in committees and the visit
- **NECHE**
 - Report feedback and revisions
 - Staff responses to questions
- **Public**
 - Public comment is an integral part of the process
 - Public-facing website and dedicated email address: NECHE@worchester.edu

The Process So Far...

2012

previous
NEASC
visit

2017

5th year
interim
review

2020 Begin multi-year process

- co-chairs appointed

● Fall 2020

- Call for volunteers

● Winter 2021

- Standard co-chairs & committee members appointed
- Kick off with Dr. Pat O'Brien, Sr VP, NECHE

● Spring 2021

- Convened committees
- Steering committee meetings
- Data collection & 1st drafts

● Summer 2021

- Virtual document room organized
- Collecting materials

● Fall 2021

- Analysis, writing
- Ongoing meetings, regular communication

● Winter 2022

- Writing workshop with focus on Appraisal and Projection sections

Fall 2022

team
visit

Where We Are Headed?

Between Now and October 2022

- Spring 2022
 - Revising and editing drafts
 - Public fora
 - Share draft with NECHE for initial feedback
 - Team chair to visit WSU
- Summer of 2022
 - Self-Study completed
 - Visiting team assembled
 - Team chair and team members selected
 - Peer institutions in New England
 - Supporting materials prepared and organized
 - Electronic workroom
 - Test hyperlinks
 - Printed copy requests
 - Site visit schedule finalized
 - Shared with team and NECHE
 - Final Visit Preparations
 - Meals ordered
 - Campus rooms and parking reserved
 - Signs made

Site Visit at WSU

October 23- October 26, 2022

- Welcoming reception
 - Sunday evening
 - BOT members introduced
- Meetings
 - Monday (10/24) BOT meeting with evaluation team
 - Key institutional officers
 - Small groups
 - Open meetings for faculty, staff, and students
 - Tour main campus and off campus sites
- Team work rooms with (electronic) access to supporting documents
 - On campus and at hotel
- Exit report of principle findings
 - Wednesday morning

After the Visit

- Evaluation team report shared with WSU to address any inaccuracies
- NECHE reviews the report
- WSU responds in writing to the report
- NECHE invites WSU to spring 2023 commission meeting
 - President and provost to address commission and respond to questions during its deliberations
- NECHE informs WSU that June of its decision in a letter to the president
 - Affirms continued accreditation
 - Affirms date for the fifth-year interim report and, if necessary, follow-up actions
 - Outlines areas of emphasis to be addressed
 - Summarizes the commission's conclusions

Questions?

- Process
- Involvement
- Timeline
- Follow up with Lois, Noah, Emily
 - lwims@worchester.edu
 - ndion2@worchester.edu
 - esoltano@worchester.edu
 - neche@worchester.edu

For additional information:

<https://www.neche.org/>