

(Sheehan Multipurpose Room)

Minutes: Nikki Kapurch

Amy Peterson; Emma Polak; Marina Taylor (Vice-Chair); Lawrence Sasso

Maria Gariepy

All 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. Approval of the Minutes: 1. Full Board - June 14, 2022*	David Tuttle	1. vote required
2. Equity, Diversity and Inclusion Presentation - 15 minutes /Q&A A. LGBTQ+ Advisory Group 2021-2022 powerpoint report*	Maria Gariepy Sarah Strout Riley McGuire	A. Informational
3. Presentation - 15 minutes including Q&A A. Midpoint status Financial Sustainability Task Force's Phase Two (FSTF) Report Presentation*	Kathy Eichelroth	A. Informational
4. Finance & Facilities Committee Report A. Finance & Facilities Committee Packet*	Dina Nichols	4. Informational (1) vote required
5. Administrative Updates A. Report of the Chairman 1. Committee Assignments and Description* 2. Next meeting: Tuesday, October 25 , 2022 (in-person) B. Report of the Student Trustee C. Report of the President 1. AYKO Booklet* 2. Assistant Vice President for Employee Services, Chief Human Resources Officer ➤ job description* ➤ SU Organizational charts* 3. Student Loan Forgiveness* ➤ Student Loan Forgiveness link	David Tuttle Emma Polak Barry Maloney	1. Informational 1. Informational 2. Informational 3. Informational
5. Adjournment	David Tuttle	5. vote required

*Attachments

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
HYBRID MODALITY
Meeting Minutes - June 14, 2022**

CHAIR:	Mr. Stephen Madaus (Chair)	DATE:	June 14, 2022
--------	----------------------------	-------	---------------

LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
-----------	----------------------	-------------	---------------

TIME:	5:30 PM
-------	---------

MEMBERS PRESENT:	Aleta Fazzone; Maryanne Hammond (Vice-Chair); Anna Johnson; Karen Lafond; Stephen Madaus (Chair); Dina Nichols; Marina Taylor (Vice-Chair); David Tuttle; Lawrence Sasso
------------------	--

MEMBERS ABSENT:	Lisa Colombo; William Mosley
-----------------	------------------------------

WSU STAFF:	Barry Maloney; Ashlynn Allain; Nikki Kapurch; Kathy Eichelroth; Carl Herrin; Stacey Luster; Ryan Forsythe; Julie Kazarian; Mike McKenna; 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, June 14, 2022, through a hybrid modality. Chair Madaus called the meeting to order at 5:31 pm. Trustee Madaus reported that all Trustees will be participating either in-person or via zoom and announced that all votes will be by recorded roll call.

ADMINISTRATIVE BUSINESS:

APPROVAL OF THE MINUTES - Full Board Meeting - April 12, 2022

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

VOTED: to approve the April 12, 2022, minutes of the Full Board meeting as presented.

ROLL CALL VOTE: 7 approved. Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle

APPROVAL OF THE MINUTES - Academic & Student Development - May 23, 2022

Upon a motion made by Trustee LaFond and seconded by Trustee Johnson it was

VOTED: to approve the minutes of the May 23, 2022, Academic & Student Development Committee meeting as presented.

ROLL CALL VOTE: 3 approved. Karen LaFond; Anna Johnson; David Tuttle

June 14, 2022

APPROVAL OF THE MINUTES -Nominating Committee - May 23, 2022

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

VOTED: to approve the minutes of the May 23, 2022, Nominating Committee meeting as presented.

ROLL CALL VOTE: 2 approved. Karen LaFond; David Tuttle

PRESENTATION - 15 minutes including Q&A

The Financial Sustainability Task Force

- The primary goal of Phase One was to conduct a broad review of operations and offer recommendations that will be developed during Phase Two into specific cost-saving or revenue enhancement proposals.
- The University explored several forms of outside assistance for the FSTF process. President Maloney sought those with access to national data and experience and that could also provide hands-on assistance. EAB, a well-regarded national higher education consulting firm, fit that bill and was retained.
- President Maloney introduced Melanie Overton, who is the Director of EAB's Research Advisory Services. A member of the Academic Strategy Team, she provides decision support for partner institutions around academic, advancement, and student success strategies. Melanie is the primary contact for this work for WSU.
- Sandra Olson, Assistant V. P. for Facilities Operations and Planning, and Donald Vescio, Jr., Professor, English, are the co-chairs of the task force and offered a brief presentation on the Financial Sustainability Task Force Phase One Report.
- Included in the packet is the final draft of the Financial Sustainability Task Force's Phase One Report and the FSTF Phase One Summary Presentation.
- Shared the Phase Two structure and calendar.
- Phase Two's focus will build off Phase One's work and develop specific proposals that will inform the FY 2024/2025/2026 budget processes. Phase Two will be organized along the lines of the RASE Plan and the Safe Campus Team
- Phase Two will commence during the week of July 11 and continue through the end of the Fall 2022 semester, concluding with a plan that contains specific action items that can be used to shape the FY24 budget.
- Overall goal is to close the budget gap.

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

VOTED: that all members of the board of trustees do support the FSTF Phase One report and Phase Two proposal.

ROLL CALL VOTE: 9 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso

- President Maloney mentioned that a letter was received on behalf of the Worcester Chapter of the MSCA Union on May 31. Chairman Madaus shared a draft response with the members of the Board and stated that a formal response will be sent out following the meeting.

PRESENTATION

Equity, Diversity, and Inclusion Presentation - 15 minutes including Q&A

- The Chair welcomed Maria Gariepy, Director, Diversity, Inclusion, & Equal Opportunity who introduced Maureen Stokes, Assistant Vice President for Communications and Marketing, who provided a program overview PowerPoint presentation that was included in the packet.
- Also included in the packet was the 2021-2022 End of Year Report. The Bias Incident Response Team (BIRT) held six (6) formal and ad hoc meetings (as needed) to address incidents and discuss goals and priorities from the prior academic year.
- A direct outcome of these forums was the creation of a BIRT email account to give credibility and transparency to the committee and the creation of a BIRT dashboard that shares more information concerning incidents, specifically outcomes.

FINANCE & FACILITIES COMMITTEE REPORT

FY 2023 Comprehensive University Budget

- Trustee Taylor, chair of the committee, reported that the group convened today at 4 p.m. Trustee Taylor provided a brief summary of the meeting.
- The committee reviewed the FY 2023 Comprehensive University Budget. It is intended to provide a bridge to FY 2024. This plan to offset the budget gap of approximately \$9M is not sustainable beyond FY 2023. The budget next year will be difficult to balance.
- Inquiry was made about what fee increases a student would experience; referred back to the chart as presented.

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

VOTED: **to accept the recommendation of the Finance and Facilities Committee and approve the FY 2023 Comprehensive University Budget as presented.**

ROLL CALL VOTE: **9 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso**

ACADEMIC AND STUDENT DEVELOPMENT COMMITTEE REPORT

- Trustee LaFond, chair of the committee, reported that the group convened on May 23 at 10:00 a.m. and provided a summary of that meeting.
- The purpose of the meeting was to have a discussion on promotion and tenure for two candidates that were not brought forward at the last committee meeting on April 12.
- Trustee LaFond stated that Provost and Vice President for Academic Affairs Wims explained that the reason for bringing the two candidates forward at the later date was due to health issues. Provost Wims referenced that the collective bargaining agreement(CBA) allows adjustments to the tenure and promotion schedule for medical reasons.
- Provost Wims had provided the committee with an informative presentation regarding the process for

June 14, 2022

the awarding of tenure and promotion.

- Provost Wims and the Committee went through the PowerPoint presentation that was included in the packet, which highlighted the process for both tenure and promotion and included a brief summary of each candidate's educational background and scholarly activities.
- President Maloney and Provost Wims both assured the trustees that each applicant for promotion and/or tenure was given due and serious consideration as required under the provisions of the collective bargaining agreement.

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

VOTED: to accept the recommendation of the Academic & Student Development Committee and approve the awarding of tenure with promotion to Associate Professor, effective September 1, 2022, to Elizabeth Gilbert, Math Department, as presented

ROLL CALL VOTE: 9 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso

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

VOTED: to accept the recommendation of the Academic & Student Development Committee and approve the awarding of tenure, effective September 1, 2022, to Vicki Gruzynski, Library as presented

ROLL CALL VOTE: 9 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso

NOMINATING COMMITTEE REPORT

- Trustee Lafond, chair of the committee, reported that the group convened on May 23 at 10:30 a.m. and provided a summary of that meeting.
- The Nominating Committee was appointed by Chair Madaus at the April 12 meeting and was charged with bringing forth a slate of officers for election at the full Board meeting on June 14, 2022. Chair Madaus appointed Trustee LaFond to chair the committee, Trustee Tuttle, and Trustee Mosley, to serve.
- Trustee LaFond acknowledged that an email was sent out prior to the meeting to all the trustees, seeking any voluntary interest in any of the available positions. She received interest from Trustee Colombo and Trustee Tuttle, both expressing an interest in the chair and/or vice-chair roles.
- After a very healthy discussion occurred amongst the trustees, it was agreed to bring the following slate of officers forward to the full board at the June 14, 2022, meeting.

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

VOTED: to accept the recommendation of the Nominating Committee and approve the Slate of Officers for 2022- 2023 as presented.

2022-2023 OFFICERS

Chair	Trustee David Tuttle
Vice-Chair (2)	Trustee Marina Taylor Trustee Lisa Colombo
Secretary	President Barry Maloney
Assistant Secretary	Nikki Kapurch
Foundation Board (2)	Trustee Dina Nichols Trustee Lawrence Sasso
Executive Committee Alternate	Trustee Karen LaFond Trustee Dina Nichols
MA State Colleges Presidents/Trustees Association (Chair) Alternate (<i>Vice-Chairs as alternate</i>)	Trustee David Tuttle Trustee Marina Taylor Trustee Lisa Colombo

ROLL CALL VOTE: 9 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso

REPORT OF THE CHAIRMAN

2022-2023 Meeting Schedule

- Presented the 2022-2023 meeting schedule.
 - ❖ Tuesday, September 13, 2022
 - ❖ Tuesday, October 25, 2022
 - ❖ Tuesday, November 22, 2022
 - ❖ Tuesday, December 6, 2022
 - ❖ Tuesday, March 07, 2023
 - ❖ Thursday, April 13, 2023
 - ❖ Tuesday, June 13, 2023

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

VOTE: to approve the 2022-2023 Meeting Schedule as presented.

ROLL CALL VOTE: 9 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso

Next meeting: Tuesday, September 13, 2022

June 14, 2022

- Modality going forward has not been determined yet by the Governor.
- There is still the opportunity for remote participation through a request from the chairman.
- Thanked Trustee Anna Johnson and Trustee Hammond for serving on the Board and for their service.

REPORT OF THE STUDENT TRUSTEE

- Trustee Johnson thanked the board and provided some background on the new incoming trustee, Emma Polak. Emma is from Ware, MA, and is an accomplished student leader on campus. As a student leader, she has served as Student Senate Secretary for this past academic year and has served as a Presidential Student Ambassador. Emma is a Biology major and will be graduating in May 2023.

PRESIDENT'S REPORT

President's Update

- The President's Report was provided in the packet.
- Two funding opportunities coming from the state for the Nursing program for additional funding through grants.
- The university has secured congressionally-directed funding – a total of \$1.5 million for Early College and for a science bridge program – and has advocated for FY23 state funding increases, which appear imminent.
- My office will be reaching out to set up one on one meetings with each one of the trustees over the summer.
- The first phase of Worcester State's NECHE (New England Commission of Higher Education) Comprehensive Self Study is nearing completion, in anticipation of October's accreditation team visit on October 2-5, 2022.

WSU Strategic Plan First Year Progress Report

- President Maloney introduced Dr. Sarah Strout, Assistant Vice President of the Office of Assessment and Planning.
- Dr. Strout went through the Strategic Plan First Year Progress Report that was provided in the packet.
- Provided the trustees an update as to the work that has been done and recommendations going forward
- Assessment of the work.

University Advancement Dashboard

- Provided in the packet as informational.

OTHER BUSINESS:

Executive Session

- Legal Briefing
- The Chair declared that an executive session is necessary to discuss strategy and to protect the litigation position of the body.

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

VOTED: **by recorded roll call to enter into an Executive Session at 7:22 p.m. to discuss**

strategy with respect to pending legal issues and to reconvene in open session for the sole purpose of adjournment of the meeting.

ROLL CALL VOTE: 9 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; 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 LaFond, it was unanimously

VOTED: to adjourn the meeting at 8:04 p.m.

ROLL CALL VOTE: 9 approved. Aleta Fazzone; Maryanne Hammond; Anna Johnson; Karen LaFond; Stephen Madaus; Dina Nichols; Marina Taylor; David Tuttle; Lawrence Sasso

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees

LGBTQ+ Advisory Group 2021-2022 Report

**Board of Trustees
September 13th, 2022
Dr. Sarah Strout
Dr. Riley McGuire**



WORCESTER
STATE
UNIVERSITY

Mission and Charge

Mission

- Advocate for the needs of the LGBTQ+ community at WSU and work towards a culture where LGBTQ+ community members feel like they belong as an equal, valued, and supported part of campus.

Charge

- Make recommendations about policies, programs, and services for LGBTQ+ students, faculty, and staff at WSU.
- Identify and provide educational resources and programs supporting and celebrating the LGBTQ+ community.
- Collaborate with WSU offices, programs, and groups to address the needs of the LGBTQ+ community.

2021 Membership

Co-Chairs

Sarah Strout, *Assistant Vice President, Assessment & Planning*

Riley McGuire, *Assistant Professor, English*

Committee Members

Bella Carey-Hicks, *Student*

Erica Hanlon, *Student*

Joshua Judge, *Student*

Caitlyn Oliveira, *Student*

Stacey Parker, *Professor, Visual & Performing Arts*

Nancy Ramsdell, *Director, Facilities Operations & Planning Support Services*

Kathleen Rogan, *Assistant to the Vice President, Enrollment Management*

MaryLynn Saul, *Professor, English*

Elizabeth Siler, *Professor, Economics*

Sarah Valois, *Counselor, Counseling Services*

Ex-Officio

Maria Gariepy, *Executive Director, Diversity, Inclusion & Equal Opportunity*

Stacey Luster, *General Counsel and Assistant to the President for
Employment & Equal Opportunity*

Achievements & Initiatives

Campus Pride Index

- Continued to use the *Campus Pride Index* as a rubric to improve the campus experience for our LGBTQ+ members.

Course List

- Compiled a detailed list of courses with significant LGBTQ+ content

Events

- Collaborated with other groups on campus to host events that center around LGBTQ+ experiences.

Workshops

- Provided training related to LGBTQ+ support and services.

Campus Pride Index

Campus Pride Index results led the group to:

- Gather a list of courses that feature significant LGBTQ+ content.
- Meet with University Advancement to investigate ways to support LGBTQ+ students financially.
- Audit all intake forms for the option to identify gender, chosen name, and pronouns.
- Advocate for a FT position to oversee LGBTQ+ student support.
- Research LGBTQ+ specific admissions events.
- Develop LGBTQ+ inclusive materials for open houses, orientation and other student events.

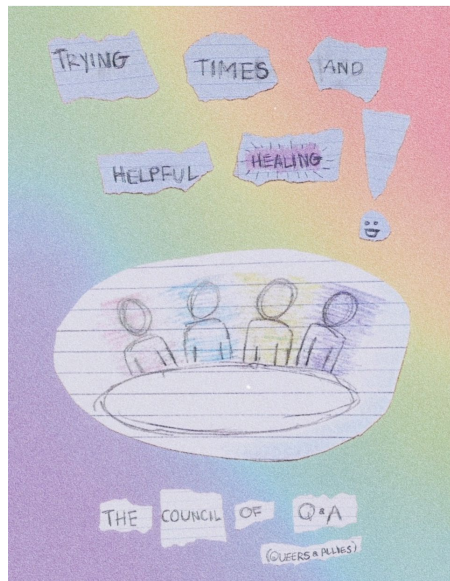


LGBTQ+ Course List

BA-320	Business Law I
BA-480	The Legal Environment of Business
CJ-211	Victimology
CJ-332	Violent Crime
CJ-340	Special Topics: Family Violence
CM-350	Intercultural Communication
EN-167	Literature & Human Rights
EN-115	LGBTQ+ Narratives
EN-303	Arthurian Literature
HE-230	Human Sexuality and Sex Education
HI-274	The History of Gender and Sexuality in America
LA-360	Survey of Latin American Cinema
MU-231	Women in Music
PH-152	Philosophy of Love and Sex
PH-242	Race, Nation, Class, Gender, and Sexuality
PH-254	Feminist Theory
PO-203	Gender, War and Peace
PS-210	Developmental Psychology
SP-292	Spanish for Women's Health
UR-280	The Queer City
WO-100	Introduction to Women's, Gender and Sexuality Studies

Pride Flag Raising Ceremony

- Approximately 200 campus and community members attended the raising of the rainbow pride flag at WSU's new "Common Ground."
- The flag will now fly on campus 365 days of the year.



- The event featured the work of LGBTQ+ students and allies enrolled in the course "LGBTQ+ Narratives."
- A "zine" created by students for the event will now permanently feature in our library's archive.

Flag Raising Media Coverage

TELEGRAM & GAZETTE

**Finding 'Common Ground' at WSU,
campus unites in support of LGBTQ+
students**

MASS LIVE

**Worcester State University latest entity in city to
show support for LGBTQ+ community**

Published: Apr. 21, 2022, 5:33 p.m.



The rainbow flag was lifted by an WSU police officer Wednesday during a ceremony that included raising the Pride flag on the new unity flagpole in support of the LGBTQ+ community on campus at Worcester State University. Christine Peterson/Telegram & Gazette

SPECTRUM NEWS

**Worcester State to fly flags supporting LGBTQ+ community year
round**

LGBTQ+ Support Workshops

Workshops include discussions on:

- Stressors and risk factors for LGBTQ+ students
- LGBTQ+ definitions and inclusive language
- Supporting LGBTQ+ students
- Recognizing hidden bias
- Recognizing and responding to microaggressions
- Resources and reporting

2021-2022 Workshops

- Nursing Department Professional Development Day

2022-2023 Planned Workshops

- LGBTQ+ Resident Assistant Training, Sept. 1
- LGBTQ+ Inclusivity & Beyond: Identity & Risk Factors, October 24th
- LGBTQ+ Inclusivity & Beyond: Cultural Competencies, Student Support & Reporting, October 31st
- LGBTQ+ Inclusivity & Beyond, Spring 2023, TBD
- Unity Day Session focusing on LGBTQ+, TBD

Recommendations & Plans

- **Pursue donations for scholarships and awards for LGBTQ+ students.**
 - A new LGBTQ+ Academic Achievement Award beginning in 2022 was initially funded by one of the co-chairs.
- **Establish a regular series of LGBTQ+ events including a speakers and a Lavender Graduation.**
- **Improve communication and connections between the LGBTQ+ Advisory Group, the LGBTQ+ Alliance, and others.**
- **Provide more support for LGBTQ+ initiatives and students with a Graduate Assistantship and/or Faculty Coordinator dedicated to LGBTQ+ wellbeing on campus.**
- **Continue to provide workshops on supporting LGBTQ+ students for faculty, staff, and student leaders.**



WORCESTER
STATE
UNIVERSITY

You Belong Here

Thank you!



WORCESTER
S T A T E
UNIVERSITY

Financial Sustainability Task Force

Phase 2: Mid-Point Summary Report

9/6/2022

To: President Barry Maloney

From: Financial Sustainability Task Force Steering Committee



Table of Contents:

<u>Topic</u>	<u>Page</u>
Executive Summary:	3
Scope, Objectives and Structure:	3-4
Academic Efficiencies:	5-6
Administrative Efficiencies:	7
Property and Infrastructure:	8-9
Student Services:	10
Entrepreneurship and Revenue - Net Revenue Programs:	11
Entrepreneurship and Revenue - Grants:	12
Entrepreneurship and Revenue - University Enrollment:	13-14
Appendix A (Membership):	15-23



Executive Summary:

The Financial Sustainability Task Force (“FSTF”) was convened in January, 2022 as part of a comprehensive initiative to promote the University’s long-term financial sustainability. The University anticipates a budget deficit that will persist unless active measures are taken. The work of the FSTF is broken out into two primary phases, as outlined below:

Phase	Start Date	End Date	Objective
Phase 1	1/18/2022	5/30/2022	Conduct broad review of operations and provide recommendations for further exploration in Phase 2.
Phase 2	7/11/2022	11/21/2022	Develop specific and actionable recommendations to realize cost savings, increase revenues, and achieve greater efficiencies.

As part of Phase 2, this Mid-Point summary report is intended to provide the Worcester State University Board of Trustees (“BOT”) an overview of the Phase 2 work completed thus far, and the structure and process by which it is completed. A final FSTF Phase 2 report will be delivered on 11/21/2022 to President Maloney and the BOT for their review and consideration.

Scope, Objective and Structure:

As noted above, the objective of FSTF Phase 2 is to develop specific and actionable recommendations to realize cost savings, increase revenues and achieve greater efficiencies. In order to achieve these objectives, a total of 7 working groups were formed, focusing on 5 major themes:

- Administrative Efficiencies
- Academic Efficiencies
- Property and Infrastructure
- Entrepreneurship and Revenue
 - Net Revenue Programs
 - Grants
 - University Enrollment
- Student Services

Each working group consists of one Executive Sponsor, two Co-Chairs, and depending on the working group, approximately 6-10 faculty and/or staff members who requested to be involved with this work. Collectively, these working group participants represent various divisions, departments and union affiliations. To ensure the efforts of the working groups are appropriately prioritized, communicated and coordinated, an FSTF Steering Committee (“SC”) was established. This Steering Committee is composed of the President’s Executive Cabinet, plus the Executive Sponsors of individual work groups. This committee convenes on a weekly basis to address FSTF related items. Please refer to Appendix A for a complete initial listing of FSTF Phase 2 membership.



To further support the efforts of each working group, an FSTF Support Team was created. This team meets on a weekly basis to fulfill requests for data or information, provide human resource, payroll or finance expertise, and offer overall administrative support. During this initial phase, work groups requested data to assist them in sorting through the ideas generated in the Phase I process. Many groups also requested various subject matter experts to attend work group meetings to provide context, background and answer specific questions regarding the current state of matters pertinent to the work groups' charge. The Support Team and the Steering Committee have actively engaged the EAB, whom the university has partnered with to provide guidance and industry expertise in areas such as institutional strategy, marketing, enrollment and analytics. During this process EAB has been providing relevant research materials and case studies to the support team which have been shared with the respective work groups based on the initiatives they have identified as top priorities for this initial phase of work.

Phase 2 working groups were convened in July, 2022, and members were provided with the Phase 1 report and recommendations, along with the theme-specific Phase 2 charges developed by the Steering Committee. Working group members attended a kick-off workshop hosted by EAB, which focused on organizational change.

Throughout July and August, working groups met regularly. The SC, through the ES, emphasized the importance of focusing on specific objectives within each work group. Work groups spent significant time discussing and debating pertinent topics in an effort to prioritize the themes the groups were interested in working on. Work groups were asked to focus on topics considered urgent and impactful. Since the work of the groups is so varied, topics that rose to the top of a group's list will vary with regard to approach, as some are complicated and intertwined with related processes, while others delve into current practices requiring extensive evaluation and consideration, while still other topics relate to defining a process or practice with an eye toward achieving a common understanding and streamlined approach. Through the SC, groups were asked to view this work as an iterative process, and while this work will evolve, it will continue through several years with an eye towards creating a culture of continuous improvement. Although this prioritization process varied from group to group (e.g., discussions, review of the Phase 1 'Matters for Consideration', etc.), all working groups identified one to three top priorities that are the initial focus of attention. The remaining topics identified by the groups will be retained for future work during Phase 2, or a period of work beyond that, which remains to be defined.

The work of the members of FSTF Phase 2 will continue through November 7th, after which time a Phase 2 report will be completed. As the group members begin the second half of this phase of work they will evaluate existing processes by analyzing the information they have gathered. They will draw conclusions from their work, make specific recommendations and offer a plan for execution including a recommended time frame. The work group recommendation will state a specific achievable goal and a plan for continuous monitoring and assessment of outcomes.

The remainder of this Mid-Point Summary Report will describe the priorities identified by each working group and provide a brief summary of work accomplished to date.



Academic Efficiencies:

“Academic Efficiencies” refers to how the University develops, maintains, and delivers its academic curriculum to its students. Variables examined in this category include, but are not limited to: when courses are offered; course enrollments; costs and returns of specific program offerings; and allocation of faculty labor for classroom and alternative institutional responsibilities.

Phase 1 Recommendations:

1. Analyze course scheduling and enrollment patterns (through the use of a consistent methodology) to identify potential opportunities for more efficient practices.
2. Develop a consistent return on investment (“ROI”) methodology for assessing academic programming.
3. Assess the feasibility of differential fee structures.
4. Analyze accrual of discretionary alternative professional responsibilities (“APR”) to establish a model that examines their cost structures and their allocations. Additionally, analyze accrual and discharge of earned workload credits (“EWC”).

Phase 2 Charge:

- Examining existing practices and related processes that determine course schedules, enrollment patterns and instructional costs.
- Identifying and documenting processes that result in classroom release time and the impact on course offerings with consideration for costs resulting from the need to hire part-time instructors.
- Evaluating all opportunities for process optimization, increased productivity, efficient use of campus resources, and reduced costs as operations are brought to scale and aligned with best practices and student demand.
- Discussing and evaluating best practices for program assessment that includes measuring a program's contribution with the goal of updating the existing assessment process.

Phase 2 Mid-Point Status:

The Academic Efficiencies group have prioritized the following items:

1. Course scheduling, which includes evaluating the feasibility of adopting a standardized scheduling process, best practices for scheduling non-externally accredited programs, and student planning for predictive advising. This broad topic also includes analyzing the factors that result in adjunct faculty usage, and the process and costs associated with faculty discharge of release time.
2. A review of course capacity, which refers to the minimum and maximum number of students who may enroll in a specific course section. This topic also includes the development of a consistent methodology to determine course capacity across departments, and calculating the number of paying students needed to cover course delivery costs.
3. Evaluate day/evening tuition fee structure for consistency.



Academic Efficiencies (continued):

Work accomplished by the group includes researching and documenting the existing practices for course scheduling and the setting of course minimums/capacity. The group has obtained qualitative and quantitative data with regard to the historical trends surrounding the creation of course schedules and decisions regarding course capacity. Data collection efforts included surveying academic department chairs regarding current scheduling practices. The group has formulated plans of action to obtain more data to inform potential options related to process change.



Administrative Efficiencies:

“Administrative Efficiencies” refers to how the University conducts its business on a day-to-day basis. The goal of these recommendations is to determine if greater efficiencies might be realized through automation or consolidation of resources, establishing whether some functions remain necessary as the university positions itself for the future, and assessing if some critical functions might be more effectively maintained through third-party outsourced relationships.

Phase 1 Recommendations:

1. Complete a comprehensive institutional assessment of services and resources in consideration of outsourcing (or bringing external services in-house) to realize greater economies in a meaningful manner.
2. Complete a comprehensive institutional assessment of personnel, services, and resources in consideration for consolidation (and potential reduction) to realize greater savings and efficiencies in a meaningful manner.

Phase 2 Charge:

- Exploring all options to optimize productivity and increase efficiencies across all non-instructional activities performed by WSU employees.
- Consider staffing optimization and outsourcing options in an effort to enhance operations and increase productivity and/or reduce costs as operations are brought to scale and aligned with best practices and student demand.

Phase 2 Mid-Point Status:

The Administrative Efficiencies group has prioritized the following items:

1. The feasibility of establishing a permanent retirement incentive program. When executed properly, this program would help the University to realize short-term and long-term savings on personnel costs.
2. The policies, practices and cost differentials associated with utilization of part-time or agency contractors vs. hiring full-time employees in two areas:
 - a. Temporary agency employees (e.g., Robert Half) and Contracted Services (e.g., National Facility Services - Cleaning); and
 - b. Outsourced services.

Work accomplished by the group includes researching and analyzing retirement incentive programs offered in the past and evaluating the success of the past plans. The group continues to discuss options and features to be considered in future plans that may result in a predictable level of savings over time.



Property and Infrastructure:

“Property and Infrastructure” refers to the core physical and technological resources necessary for the University to deliver its curriculum and student programming. Such items include the University’s buildings and grounds, along with its technology hardware, software, connectivity, security, and data storage resources.

Phase 1 Recommendations:

1. Review Information Technology Service’s software, hardware, service agreements, and procurement processes to determine if savings can be realized.
2. Determine operating costs for the campus building portfolio (including residence halls) to evaluate potential cost savings.
3. Determine cost/benefit of off-campus properties.

Phase 2 Charge:

- Identify the current use and cost associated with properties used by WSU that are not contiguous to 486 Chandler Street. Consideration should be given to the highest and best use of these sites, including liquidation.
- Discuss and evaluate the current use of WSU campus infrastructure located at 486 Chandler Street with consideration of utilization rates, operating costs, and highest and best use, including the effects of a hybrid/remote workplace.
- Review IT operational costs and recent IT assessments performed by third-party vendors with consideration of procurement best practices and opportunities for greater efficiency and elimination of duplication of resources (infrastructure/products and funds).

Phase 2 Mid-Point Status:

The Property and Infrastructure group have focused their review in the following areas:

1. Performing a systematic analysis of the usage, costs and ownership complexities associated with all **off-campus** properties. This analysis also includes consideration of the strategic value of the property (e.g., May St. property, LEI House, etc.).
2. Evaluating the usage, costs, and in some cases, the ownership complexities associated with all **on-campus** properties. For example, Residence Halls are owned by the Massachusetts State College Building Authority (“MSCBA”). Current considerations include expansion of Residence Hall activities and programs to increase revenue, evaluating the potential of closing certain buildings during summer to reduce operating costs, and the feasibility of leveraging existing campus space to serve multiple simultaneous functions, such as solar energy, which could potentially reduce energy expenditures and/or increase revenue.
3. Specifically for IT operations, identifying potential technology and/or resource duplications that may lead to increased costs, considering efficiency gains by identifying processes that could be automated, and identifying new partnerships to realize greater economies of scale for technology purchases, licensing, and leasing.



Property and Infrastructure (continued):

Work accomplished by the group includes research and discussions with subject matter experts related to the historical context and current use of off-campus properties. There has been extensive information gathering, leading to discussions in the group regarding potential courses of action that could be considered for several properties. The group also invited additional guests to discuss the unique aspects of the residence hall trust fund and the university's relationship with the MSCBA, in addition to a meeting with WSU CIO Anthony Adade in an effort to further understand the operations of the Information Technology departments. Work group guests confirmed and supplemented the information shared by members of the work group who have first-hand knowledge of the areas as a result of the positions they hold within the university. The group has researched and analyzed historical and current data in connection with operating revenues and expenses of the Residence Halls and is discussing options for increased revenue generation and alignment with the university's operating budget.



Student Services:

“Student Services” focuses on the University’s non-academic relationship with its students, including athletics, student programming, and co-curricular activities, and should include student-facing services across campus.

Phase 1 Recommendations:

1. Review student servicing departments to determine proper staffing levels and seek to consolidate and/or reallocate services where possible.
2. Review expenses of each athletic program to determine where savings may be realized and determine the efficacy of varsity sports as a tool for recruitment and retention.

Phase 2 Charge:

- Examination of existing operations and past practices in an effort to enhance operations and increase productivity and/or reduce costs as operations are brought to scale and aligned with best practices and student demand.
- There should be a specific focus on student programming and outreach services, in addition to the other operational areas.

Phase 2 Mid-Point Status:

The Student Services group is addressing the following topics:

1. Defining student services (services that primarily focus on the University’s non-academic relationship with students, support the mission of WSU, and provide the programs and services that support personal and educational goals of our students).
2. Identify Offices/Departments that provide such services, and evaluate the workload/staffing levels and service demand in consideration of consolidation, reallocation, reduction, or enhancement, if necessary.
3. Upon completion of #1 and #2, the Student Services group will evaluate the costs and efficacy of varsity sports as a tool for recruitment and retention.

Work accomplished by the group includes research and discussion surrounding the definition and identification of departments that directly serve students to establish common terminology. The group has focused on first-hand qualitative and quantitative data collection by surveying departments and conducting interviews. The group will evaluate the responses and analyze the information received in an effort to answer questions about how to better serve students.



Entrepreneurship and Revenue - Net Revenue Programs:

“Entrepreneurship and Revenue” addresses existing revenue generation aspects of the University, along with initiatives designed to increase existing revenue sources and identify new revenue streams. Additionally, this category explores new ways of conceptualizing University operations and resources. Please note, the FSTF Phase 2 Steering Committee has chosen to further define this theme due to the breadth of activity encompassed in this definition. The identified sub-groups are Net Revenue, covered in this section, Grants, and University Enrollment.

Phase 1 Recommendations:

1. University Advancement, Conference & Events Services, DGCE, and all revenue-based programming will be cost neutral to the University. Expenses funded by the University will be reimbursed in total through revenue generated by such areas, based on a TBD ROI methodology.

Phase 2 Charge:

- Further refine the assessment process related to programs and agree on a methodology to measure net return, consider models for re-investment, evaluate new opportunities or opportunities for growth in existing programs.
- Run proposals through the model developed by the larger group to evaluate its effectiveness.
- In relation to Net Revenue Programs, achieve a net zero cost [100% of costs covered (direct and indirect)] at the end of year 2 and generate a net return beginning in year three.

Phase 2 Mid-Point Status:

The Net Revenue Program group is evaluating the following:

1. Feasibility of relocating the VPA studios located at the Worcester Center for Crafts (“WCC”) to the WSU main campus. Considerations include potential cost savings (e.g., annual rent costs, shuttle service costs, etc.) and the potential reduction of associated curricular issues (e.g., student transportation, scheduling, supplies, etc.).
2. The organizational, legal and fiscal challenges associated with potentially reconfiguring WSU’s relationship with WCC in order to generate additional revenue.
3. Potential for increasing revenue-generating programs via internal clients (e.g., WSU developed programming, such as Summer Academy for High School Students) or external clients (e.g., outside entity renting space for an event). Considerations include staffing, capacity, and the return on investment associated with such activities. This will be further explored upon completion of #1 and #2, above.

Work accomplished by the group includes research and analysis of the current relationship with the WCC. Individuals were invited by the group to share the historical context of the relationship, the organizational structure of WCC and its relationship with WSF and WSU. Financial statements and other pertinent documents were shared and discussed to provide insight to organizational and financial co-dependencies of the entities. Discussions regarding the value of the relationships and alternatives that may be considered to meet the needs of each entity will continue into the fall.



Entrepreneurship and Revenue - Grants:

“Entrepreneurship and Revenue” addresses existing revenue generation aspects of the University, along with initiatives designed to increase existing revenue sources and identify new revenue streams. Additionally, this category explores new ways of conceptualizing University operations and resources. Please note, the FSTF Phase 2 Steering Committee has chosen to further define this theme due to the breadth of activity encompassed in this definition. The identified sub-groups are Net Revenue, Grants, covered in this section, and University Enrollment.

Phase 1 Recommendations:

1. Partner with the other institutions in the state system (as well as other appropriate outside parties) to advocate for an increased percentage of the Commonwealth’s budget to redress the significant funding shortfalls that began in 2010 and which places an inequitable burden on state university students.

Phase 2 Charge:

- Consider all opportunities for funding from grants, contracts, earmarks, and increased state appropriations.
- Consider means and methods to garner the attention of State Legislators to make strides in funding equity across institutions and achieve tuition retention.
- Consider needs of the institution and plans to match prioritized needs with potential opportunities using best practices.
- Consider support systems and processes for developing grants, contracts, and earmarks and processes for servicing grants, contracts, and earmarks.

Phase 2 Mid-Point Status:

The Grants group is focusing on the following:

1. Identification of the key internal barriers associated with grant administration at WSU, and the development of strategies to eliminate or reduce these barriers. Examples include the creation of a Funding Roadmap, designed to provide strategic focus for pursuing external funding through grants and contribute to a culture of grantspersonship at WSU.
2. Through the use of verifiable data and analysis, development of a formalized process to present information to our legislative delegation, who, in turn, will advocate for an increased percentage of state appropriation funding. Central to this analysis is WSU’s historically low per undergraduate student rate of support when compared with similar institutions.

Work accomplished by the group includes a discussion of past practice and the recent work accomplished to assess and redirect the grant/sponsored research process since the Office of Grants and Sponsored Research was created in the spring of 2021. The group has identified areas of concern for which they will begin to gather data which will inform next steps.



Entrepreneurship and Revenue - University Enrollment:

“Entrepreneurship and Revenue” addresses existing revenue generation aspects of the University, along with initiatives designed to increase existing revenue sources and identify new revenue streams. Additionally, this category explores new ways of conceptualizing University operations and resources. Please note, the FSTF Phase 2 Steering Committee has chosen to further define this theme due to the breadth of activity encompassed in this definition. The identified sub-groups are Net Revenue, Grants and University Enrollment, covered in this section.

Phase 1 Recommendations:

1. Develop a strategy to review university data that is submitted to the Department of Higher Education to maximize return from the Commonwealth’s higher education funding formula.
2. Develop a comprehensive enrollment plan for the entire University, both undergraduate and graduate programs, with measurable outcomes and strategies to respond to changing market conditions.

Phase 2 Charge:

- Discuss all opportunities for enrollment growth and create definitions that will be used for common reference.
- Create comprehensive strategies regarding enrollment for each category of student population with focus on credit bearing programs.
- Develop a comprehensive enrollment plan for undergraduate and graduate programs with strategies to increase retention and graduation rates. Discussions to be broad and consider all methods of measurement and outreach, including programmatic net revenue models.
- Identify and document a data crosswalk, which illustrates the relationship between enrolled-student data, billing tables, general-ledger revenue accounts and financial statement categories. The related data set and crosswalk will be included in a collection of standard data sets to be shared campus wide and tracked on a dashboard available to the WSU community.

Phase 2 Mid-Point Status:

The University Enrollment group has prioritized the following:

1. Development of a comprehensive Strategic Enrollment Management (“SEM”) plan. This plan includes strategies, initiatives, and outcomes that support growing both undergraduate and graduate enrollment, with a focus on new student enrollment growth and retention.
2. Create a common set of data definitions to be used University-wide for consistency in reporting, discussion, and planning, such as within the SEM plan.
3. Review university data submitted to the DHE and determine ways that can maximize return on the Commonwealth’s higher education funding formula. This will be further explored upon completion of #1 and #2, above.
4. Work with Administration and Finance (“A&F”) to establish a data crosswalk which illustrates the relationship between enrolled student data, billing tables, general-ledger revenue accounts and financial statement categories. This will be further explored upon completion of #1 and #2, above.



Entrepreneurship and Revenue - University Enrollment (continued):

Work accomplished by the group includes researching and discussing past practice with regard to the creation of strategic enrollment management plans and the recruitment of various student populations. Data is being collected focusing on enrollment patterns while incorporating into the work research to identify student populations with potential for enrollment growth. The group has also identified and defined various student populations that represent opportunities for enrollment growth, and started creating a common vocabulary.



Appendix A - FSTF Phase 2 Membership:

Academic Efficiencies			
Name	FSTF Role	Division	Title, Department
Wims, Lois	Executive Sponsor	Academic Affairs	Provost and Vice President
Lewis, Raynold	Co-Chair	Academic Affairs	Dean of Education, Liberal and Interdisciplinary Studies
O'Connell, Sam	Co-Chair	Academic Affairs	Department Chair, Professor, VPA
Chaffee, Julie	Member	Enrollment Management	Registrar, Registrar
Carmel, Julie	Member	Administration & Finance	Director/Student Accounts Manager, Bursar
Strout, Sarah	Member	Academic Affairs	AVP for Assessment and Planning, Assessment and Planning
Lamarche, Heather	Member	Administration & Finance	Assistant Director of Budgeting/Financial Analyst
McElroy, Ben	Member	Enrollment Management	Assistant Director, Admissions
Cleary, Marilyn	Member	Academic Affairs	Assistant Dean, Graduate and Continuing Education
Barnard, Daron	Member	Academic Affairs	Professor, Biology
Olson, Sandra	Member	Administration & Finance	AVP for Facilities Operations and Planning



Appendix A - FSTF Phase 2 Membership:

Administrative Efficiencies			
Name	FSTF Role	Division	Title, Department
Luster, Stacey	Executive Sponsor	President's Office	General Counsel, & Asst. to the President for Employ and Equal Opp.
Conroy, Tom	Co-Chair	Academic Affairs	Associate Professor, Urban Studies
Larrivee, Linda	Co-Chair	Academic Affairs	Dean, School of Science, Technology, and Health
Brown, Maureen	Member	Administration & Finance	Receiving Teller II, Bursar/Student Accounts
Daniels, Robert	Member	Administration & Finance	Director/Environmental Health & Safety, Facilities
Cole, Kathy	Member	Academic Affairs	Administrative Assistant I, Comm. Sciences & Disorders
Wigren, Karen	Member	Academic Affairs	Staff Assistant to the Dean-School of Edu, Health & Natural Sciences
Beaudry, Mark	Member	Academic Affairs	Assistant Professor, Criminal Justice
Kinell, Russ	Member	Administration & Finance	Carpenter II, Facilities
Guzman, Leah	Member	Academic Affairs	Staff Assistant/Program Coordinator, IELI



Appendix A - FSTF Phase 2 Membership:

Property and Infrastructure			
Name	FSTF Role	Division	Title, Department
McNamara, Tom	Executive Sponsor	University Advancement	VP, University Advancement
Gage, Adrian	Co-Chair	Student Affairs	Assistant Dean/Student Affairs & Director, Res. Life & Housing
Mitroka-Batsford, Susan	Co-Chair	Academic Affairs	Co-Coord of the Biotechnology Program, Associate Professor
Bejune, Matt	Member	Academic Affairs	Executive Director, Library
Ramsdell, Nancy	Member	Administration & Finance	Director/Facilities Oper & Planning Support Services, Admin
Lin, Kelly	Member	Enrollment Management	Director of Marketing, Marketing
Doyle, Elizabeth	Member	University Advancement	Clerk IV University Advancement
Pottle, Russ	Member	Academic Affairs	Dean of the School of Humanities and Social Sciences
Fenuccio, Peter	Member	Administration & Finance	Director/Facilities Operations and Planning, Facilities
Popp, Catherine	Member	Academic Affairs	Clerk IV, Earth, Environ., & Physics
Boardman, Frank	Member	Academic Affairs	Department Chair, Assistant Professor, Philosophy
Taylor, Louise	Member	University Advancement	Staff Associate to the Vice President
Vescio, Don	Member	Academic Affairs	Department Chair, Professor, English



Appendix A - FSTF Phase 2 Membership:

Student Services			
Name	FSTF Role	Division	Title, Department
Kazarian, Julie	Executive Sponsor	Student Affairs	Vice President for Student Affairs and Dean of Students
Andreatta, Jeremy	Co-Chair	Academic Affairs	Associate Professor, Chemistry
Tebo, Tammy	Co-Chair	Academic Affairs	Assistant Dean for Academic Services, Academic Affairs
Mudd, Michael	Member	Student Affairs	Director, Athletics
Dion, Noah	Member	Academic Affairs	Director/Academic Affairs Support, Academic Affairs
McNamara, Kristie	Member	Student Affairs	Director, Student Involvement and Leadership Development
Hansen, Eric	Member	Administration & Finance	Director/Facilities Operations & Residence Life Planning & Construction
Costello, Caitlyn	Member	University Advancement	Assistant Director
O'Neil, Deborah Alvarez	Member	Enrollment Management	Director/Editorial Comm, Communications & Marketing
Alves, Melisa	Member	Student Affairs	Director, Career Services
Anderson, Jason	Member	Student Affairs	Staff Assistant, Athletics
Hood-Degrenier, Jennifer	Member	Academic Affairs	Department Chair, Professor, Biology
Vigeant, Susan	Member	University Advancement	Staff Assistant/Advancement Services Coordinator



Appendix A - FSTF Phase 2 Membership:

Entrepreneurship and Revenue - Net Revenue Programs			
Name	FSTF Role	Division	Title, Department
Theriault, Henry	Executive Sponsor	Academic Affairs	Associate Vice President, Academic Affairs
Vaill, Amber	Co-Chair	Academic Affairs	Associate Dean, Academic Affairs
Zahler, Adam	Co-Chair	Academic Affairs	Professor, VPA
McKenna, Mike	Member	President's Office	Director/Conference and Event Services
Moros, Edgar	Member	Academic Affairs	Director, Intensive English Language Institute
Grady, Sara	Member	Academic Affairs	Associate Dean, Graduate and Continuing Education
Bowen, Dean	Member	Student Affairs	Assistant Director/Fitness Center Manager, Athletics
Godfrin-Saulnier, Lisa	Member	University Advancement	Director of Advancement Services
Cortez, Jesilka	Member	Administration & Finance	Executive Director, Procurement/Accounts Payable
Curro, Kristina	Member	Academic Affairs	Department Chair, Associate Professor, Comm. Sciences & Disorders



Appendix A - FSTF Phase 2 Membership:

Entrepreneurship and Revenue - Grants			
Name	FSTF Role	Division	Title, Department
Herrin, Carl	Executive Sponsor	President's Office	Chief of Staff
Greenwell, Roger	Co-Chair	Academic Affairs	Co-Coordinator of the Biotechnology Program, Associate Professor
Scott, Nicole	Co-Chair	University Advancement	Director, Office of Grants and Sponsored Research
Marion, Mary Jo	Member	Academic Affairs	Asst. VP for Urban Affairs
Greenhouse, Jeremy		Enrollment Management	Director, Financial Aid Office
Adade, Anthony	Member	Academic Affairs	AVP/Chief Information Officer, Information Technology
Gariepy, Maria	Member	President's Office	Director, Affirmative Action & Equal Opportunity
Tessmer, Karen	Member	Student Affairs	Associate Director/Assistant Athletic Director, Athletics
Palumbo, Katey	Member	Academic Affairs	Director, International Programs



Appendix A - FSTF Phase 2 Initial Membership:

Entrepreneurship and Revenue - University Enrollment			
Name	FSTF Role	Division	Title, Department
Forsythe, Ryan	Executive Sponsor	Enrollment Management	Vice President of Enrollment Management
DiCarlo, Joe	Co-Chair	Enrollment Management	Dean, Admissions
Silver, Brandi	Co-Chair	Academic Affairs	Department Chair, Professor, Psychology
Kyle, Bobbi	Member	Academic Affairs	Associate Vice President, Graduate and Continuing Education
Demirazi, Sonela	Member	Academic Affairs	Administrative Assistant II, DGCE
Murphy, Laura	Member	Student Affairs	Associate Dean for Health and Wellness, Counseling Services
Kelley, Thomas	Member	Enrollment Management	Director, Retention
Meany, John	Member	Student Affairs	Associate Director, Athletics
Safford, Joan	Member	Enrollment Management	Clerk V, Registrar



Appendix A - FSTF Phase 2 Membership:

Support Team			
Name	FSTF Role	Division	Title, Department
Walker, Jonathan	Member	Administration & Finance	Director/Internal Controls & Risk Assessment, Administration & Finance
Forsberg, Jennifer	Member	Administration & Finance	Associate Director, Employee Services
Eichelroth, Kathleen	Member	Administration & Finance	VP A&F/CFO
Stokes, Maureen	Member	Enrollment Management	Assistant Vice President for Communications and Marketing
Strout, Sarah	Member	Academic Affairs	Assistant VP Assessment and Planning
Hoxha, Anisa	Member	Administration & Finance	Director of Budget/Planning and Policy Development
Cortez Curran, Jesilka	Member	Administration & Finance	Executive Director/Chief Procurement Officer
Ayotte, David	Member	Administration & Finance	Payroll Director
Lamarche, Heather	Member	Administration & Finance	Assistant Director of Budgeting/Financial Analyst
Walsh, Karen	Member	Administration & Finance	Administrative Assistant to the FSTF



Appendix A - FSTF Phase 2 Membership:

Steering Committee			
Name	FSTF Role	Division	Title, Department
Eichelroth, Kathleen	Member	Administration & Finance	VP, Administration & Finance, CFO
Walker, Jonathan	Member	Administration & Finance	Director/Internal Controls & Risk Assessment, Administration & Finance
Stokes, Maureen	Member	Enrollment Management	Assistant Vice President for Communications and Marketing
Kazarian, Julie	Member	Student Affairs	Vice President for Student Affairs and Dean of Students
Forsythe, Ryan	Member	Enrollment Management	Vice President of Enrollment Management
Herrin, Carl	Member	President's Office	Chief of Staff
Theriault, Henry	Member	Academic Affairs	Associate Vice President, Academic Affairs
McNamara, Tom	Member	University Advancement	VP, University Advancement
Wims, Lois	Member	Academic Affairs	Provost and Vice President
Luster, Stacey	Member	President's Office	General Counsel, & Asst. to the President for Employ and Equal Opp.
Claffey, Renae Lias	Member	President's Office	Consultant, President's Office
Maloney, Barry	Member	President's Office	President

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE & FACILITIES MEETING
Tuesday, September 13, 2022
4:30 PM
Sheehan Hall, Room SHR109
(Sheehan Multipurpose Room)

Meeting Called By: Dina Nichols (Acting Chair)

Minutes: Nikki Kapurch

Board Members: Lisa Colombo; Aleta Fazzone; Dina Nichols; Marina Taylor; Lawrence Sasso

WSU Staff: Barry Maloney; Ashlynn Allain; Carl Herrin; Kathy Eichelroth; Mike McKenna; Stacey Luster

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: 1. Finance & Facilities Committee - June 14, 2022*	Dina Nichols	1. vote required
2. <i>Finance & Facilities Committee Report</i> A. FY 2023 Budget Memo Amendment #1 * B. FY 2023 Operating Budget Amendment #1* C. FY 2022 Q4 non accrual Comparative Financial Reports* D. Memo regarding Sullivan Auditorium renovations* E. Sullivan Auditorium renovations powerpoint*	Dina Nichols Kathy Eichelroth	A. Informational B. vote required C. Informational D. Informational E. Informational
3. <i>Administrative Updates</i> A. Other Business	Dina Nichols	
4. <i>Adjournment</i>	Dina Nichols	4. vote required

*Attachments

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
Finance & Facilities Committee Meeting
HYBRID MEETING
MINUTES - June 14, 2022

CHAIR:	Marina Taylor (Chair)	DATE:	June 14, 2022
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	4:00 PM		
COMMITTEE MEMBERS PRESENT:	Aleta Fazzone Dina Nichols; Marina Taylor; Lawrence Sasso		
ABSENT MEMBERS:	Lisa Colombo		
NON COMMITTEE MEMBERS PRESENT:	Maryanne Hammond; David Tuttle		
WSU STAFF:	Barry Maloney; Nikki Kapurch; Carl Herrin; Kathy Eichelroth; Mike McKenna; Ashlynn Allain		

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 14, 2022, through a hybrid modality. Chair Taylor called the meeting to order at 4:00 pm. Trustee Taylor reported that all Trustees will be participating either in-person or via Zoom and announced that all votes will be by recorded roll call.

Administrative Business

APPROVAL OF THE MINUTES - April 12, 2022

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

VOTED: **To approve the April 12, 2022, minutes of the Finance and Facilities Committee meeting as presented.**

ROLL CALL VOTE: **4 approved. Aleta Fazzone Dina Nichols; Marina Taylor; Lawrence Sasso**

FINANCE & FACILITIES COMMITTEE REPORT

FY 2023 Comprehensive University Budget

- Trustee Taylor opened up the meeting and called upon VP Kathy Eichelroth, to walk trustees through the FY2023 Comprehensive University Budget memo that was included in the packet.
- VP Eichelroth gave the Fiscal Year 2023 Budget Overview.
- The FY 2023 budget builds upon the FY 2022 budget and is intended to provide a bridge plan to FY 2024 as the University emerges from the pandemic, assesses trends in enrollment, and evaluates long-standing operational practices through the work of the Financial Sustainability Task Force.
- In FY 2023 the state university system will be receiving American Recovery Plan Act (ARPA) funds from the

Commonwealth of Massachusetts. WSU will be accessing \$2M in state funds representing a one-time grant.

- In FY2022 WSU was the recipient of a multi-year grant from the DHE to fund operating costs associated with transitioning Becker College nursing students to WSU's nursing program. The FY 2023 budget continues to carry costs associated with supporting this cohort of students which are offset by the second year of state funding of \$649,118.
- Total operational costs for FY 2023 are budgeted at \$97,919,586.
- After applying all referenced resources the remaining budget gap of \$2,873,630 is proposed to be funded by an appropriation of unrestricted reserves.
- FY 2023 bridge budget, the memo says *provides the University a period of intense analysis of operations with the intent of identifying and implementing organizational change across all university functions to be realized over several years.*
- Talked about the increases in operational costs.
- Looking towards FY 2024 and beyond, it will be vital that the work of the Financial Sustainability Task Force be integrated into future operational and financial plans.
- Trustee Taylor mentioned that we are in a tough year.
- What would be the average increase in cost per student with the fee increases? Around \$700 per student.

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

VOTED: **to recommend to the full Board the approval of the FY 2023 Comprehensive University Budget as presented.**

ROLL CALL VOTE: **4 approved. Aleta Fazzone Dina Nichols; Marina Taylor; Lawrence Sasso**

Final draft of the Financial Sustainability Task Force's (FSTF) Phase One Report

- Sandra Olson, Assistant VP for Facilities Operations and Planning, and Donald Vescio, Jr., Professor, English, are the co-chairs of the task force and offered a brief update on the FSFT process and went over the goals and purpose. Will provide a presentation at the full board of trustees meeting later this evening.
- The primary goal is to realize the goals of the Strategic Plan
- The University explored several forms of outside assistance for the FSTF process. President Maloney sought those with access to national data and experience and that could also provide hands-on assistance. EAB, a well-regarded national higher education consulting firm, fit that bill and was retained. Melanie Overton, who is the director of EAB's Research Advisory Services and a member of the Academic Strategy Team, provides decision support for partner institutions around academic, advancement, and student success strategies. She explained what EAB is and what services they offer.
- How do the committee members feel about the work of FSTF? All agree and support and are pleased with the direction of the task force.

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

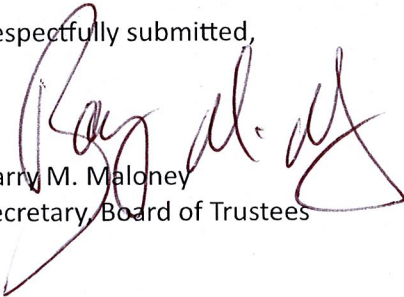
Upon a motion made by Trustee Sasso and seconded by Trustee Nichols, it was unanimously

VOTED: **to adjourn the meeting at 4:58 p.m.**

WSU Board of Trustees
June 14, 2022

ROLL CALL VOTE: **4 approved. Aleta Fazzone Dina Nichols; Marina Taylor; Lawrence Sasso**

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Barry M. Maloney", is written over the text "Respectfully submitted,".

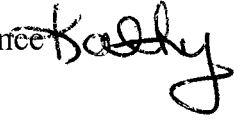
Barry M. Maloney
Secretary, Board of Trustees

Memorandum

DATE: August 29, 2022

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance



RE: FY 2023 BUDGET AMENDMENT #1

Attached is amendment #1 to the Strategic Plan Trust Fund. This amendment allocates up to \$50,000 from the Strategic Trust Fund for spending this year on targeted activities that are identified priorities and align with University's 2021-2025 Strategic Plan.

The Strategic Plan Trust Fund (410) was re-established in FY 2022 in the amount of \$524,831. Last September The Board of Trustees, at their September meeting, unanimously approved the allocation of \$203,500 as a part of a multi- year plan in FY2022. Furthermore, an addition of \$102,500 was allocated to fund initiatives that had been approved by the administration as part of a multi-year plan in FY 2023 budget packet. The balance in the Trust Fund for future spending will total \$168,831 in which \$60,831 remains unallocated.



WORCESTER
S T A T E
UNIVERSITY

FY 2023
Operating Budget
Amendment #1

Worcester State University
Summary of Sources and Uses of Funds
Strategic Plan Trust Fund (410)
FY 2023 Budget - Amendment #1

Sources of Funds:

Transfer in -Reserves	\$ 50,000
Total Sources	<u>\$ 50,000</u>

Uses of Funds:

AA Regular Employees	
BB Employee Related Expenses	10,000
CC Temporary Part-Time Employees	
DD Staff Benefit Expenses	
EE Administrative Expenses	
FF Facility Operation Supplies	30,000
GG Energy/Space Rental	
HH Professional Services	
JJ Operational Services	
KK Equipment Purchase	
LL Equipment Lease, Maintenance, Repair	
NN Infrastructure & Building Improvements	
RR Educational Assistance	
SS Debt Service	
UU Technology Expenses	10,000
Transfer to Reserves	
Total Uses	<u>\$ 50,000</u>
Net Sources / (Uses)	<u>\$ -</u>

Worcester State University
Summary of Sources
FY 2023 - All Sources and Trust Funds

State Sources

Annual State Maintenance Appropriation		\$	34,150,628
State Supported Fringe Benefits	14,305,698		
Student Aid Program (Cash Grant & PT Student)	1,077,700		
ARPA Allocation- State Grant	2,000,000		
State Grant- Becker Nursing Students	649,118		
Total Other State Sources			18,032,516
Total State Sources			<u>52,183,144</u>

Federal Sources

Federal Grant -HEERF	3,871,463		
SEOG Program	216,809		
College Work Study Program	112,882		
Pell Grants	6,487,340		
Local match (Transfer from General Trust Fund Reserve)	102,148		
Total Federal Sources			<u>10,790,642</u>

Institutional Sources

Revenue			
General Fund	40,069,049		
Parking Fines Fund	43,715		
Health Services Fund	695,400		
Residence Halls Fund	12,420,520		
Student Activities Fund	250,414		
Residence Hall Technology and Equip. Fund	336,380		
Capital Improvement Fund	2,740,301		
Wellness Center Trust Fund	28,661		
Transfers In			
*Transfer from Health Services Fund Reserve	-		
*Transfer from Resident Hall Trust Fund Reserve	-		
*Transfer from Student Activities Trust Fund Reserve	190,153		
*Transfer from Capital Improvement Trust Fund Reserve	761,893		
*Transfer from Parking Fines Trust Fund Reserve	46,285		
*Transfer from Wellness center Trust Fund Reserve	56,539		
*Transfer from Strategic Plan Trust Fund Reserves	152,500		
*Transfer from Reserves	2,873,630		
Total Institutional Sources			<u>60,665,440</u>
Total Sources		\$	<u>123,639,226</u>

Worcester State University

Trust Fund Summary FY 2023 Requested Budget

	Budget FY 2023		
	Sources	Uses	
General Fund (400)	\$42,942,679	\$ 42,942,679	70.8%
Parking Fines (439)	90,000	90,000	0.1%
Health Services (442)	695,400	695,400	1.1%
Residence Hall (445)	12,420,520	12,420,520	20.5%
Student Activities (446)	440,567	440,567	0.7%
Residence Hall Technology and Equip. Fund (448)	336,380	336,380	0.6%
Capital Improvement Fund (405)	2,740,301	2,740,301	4.5%
Parking Garage Operating Fund (408)	761,893	761,893	1.3%
Wellness Center (429)	85,200	85,200	0.1%
Strategic Plan (410)	152,500	152,500	0.3%
Total Trust Fund Budget	<u>\$60,665,440</u>	<u>\$ 60,665,440</u>	

Worcester State University
General Operating Budget (111 & 400)
FY 2023 Budget

	FY2023 Requested Budget	FY2022 Approved Budget including Amendments
<u>Sources of Funds:</u>		
Institutional Revenue	\$ 40,069,049	\$ 39,976,034
State Appropriation	\$ 34,150,628	\$ 31,201,398
State Funded Fringe Benefits	\$ 14,305,698	\$ 12,294,927
Federal Grant- HEERF	\$ 3,871,463	\$ 4,677,152
State Grant- Becker Nursing Students	\$ 649,118	\$ 1,250,000
ARPA Allocation	\$ 2,000,000	\$ -
Transfer in -Reserves	\$ 2,873,630	\$ -
Total Sources	<u>\$ 97,919,586</u>	<u>\$ 89,399,511</u>
<u>Uses of Funds:</u>		
AA Regular Employees	\$ 45,663,441	\$ 43,984,108
BB Employee Related Expenses	575,973	411,973
CC Temporary Part-Time Employees	9,558,506	8,803,385
DD Staff Benefit Expenses	19,431,033	16,826,721
EE Administrative Expenses	3,038,535	2,678,701
FF Facility Operation Supplies	2,055,529	1,612,261
GG Energy/Space Rental	2,500,519	2,500,519
HH Professional Services	771,602	728,230
JJ Operational Services	1,099,900	1,033,150
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	1,626,268	1,603,744
NN Infrastructure & Building Improvements	5,521,100	3,371,100
RR Educational Assistance	2,457,611	2,545,961
SS Debt Service	325,000	315,000
UU Technology Expenses	3,294,569	2,984,658
Total Uses	<u>\$ 97,919,586</u>	<u>\$ 89,399,511</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University

General Trust Fund (400)

FY 2023 Budget

		FY2023 Requested Budget	FY2022 Approved Budget including Amendments
<u>Sources of Funds:</u>			
	Institutional Revenue	\$ 40,069,049	\$ 39,976,034
	Transfer in- Federal Grant- HEERF	\$ 3,871,463	\$ 4,677,152
	ARPA Allocation- State Grant	\$ 2,000,000	\$ -
	Transfer in -State Grant - Nursing	\$ 649,118	\$ 1,250,000
	Transfer in -Reserves	\$ 2,873,630	
Total Sources		<u>\$ 49,463,260</u>	<u>\$ 45,903,186</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 11,512,813	\$ 12,782,710
BB	Employee Related Expenses	575,973	411,973
CC	Temporary Part-Time Employees	9,558,506	8,803,385
DD	Staff Benefit Expenses	5,125,335	4,531,794
EE	Administrative Expenses	3,038,535	2,678,701
FF	Facility Operation Supplies	2,055,529	1,612,261
GG	Energy/Space Rental	2,500,519	2,500,519
HH	Professional Services	771,602	728,230
JJ	Operational Services	1,099,900	1,033,150
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	1,626,268	1,603,744
NN	Infrastructure & Building Improvements	5,521,100	3,371,100
RR	Educational Assistance	2,457,611	2,545,961
SS	Debt Service	325,000	315,000
UU	Technology Expenses	3,294,569	2,984,658
	Transfer to - Capital Improvement Trust Fund	-	-
Total Uses		<u>\$ 49,463,260</u>	<u>\$ 45,903,186</u>
Net Sources / (Uses)		<u>\$ -</u>	<u>\$ -</u>

Worcester State University
State Maintenance Appropriation (111)
FY 2023 Budget

		FY2023 Requested Budget	FY2022 Approved Budget including Amendments
<u>Sources of Funds:</u>			
	State Appropriation	\$34,150,628	\$31,201,398
	State Funded Fringe Benefits	\$14,305,698	\$12,294,927
	Total Sources	<u>\$48,456,326</u>	<u>\$43,496,325</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	34,150,628	\$31,201,398
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	-	
DD	Staff Benefit Expenses	14,305,698	12,294,927
EE	Administrative Expenses	-	
FF	Facility Operation Supplies	-	
GG	Energy/Space Rental	-	
HH	Professional Services	-	-
JJ	Operational Services	-	
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	-	-
NN	Infrastructure & Building Improvements	-	-
SS	Debt Service	-	-
UU	Technology Expenses	-	-
	Total Uses	<u>\$48,456,326</u>	<u>\$43,496,325</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Strategic Plan Trust Fund (410)
FY 2023 Budget

		FY2023 Approved Budget including Amendment #1	FY2023 Requested Budget
<u>Sources of Funds:</u>			
	Transfer in -Reserves	\$ 152,500	\$ 102,500
	Total Sources	<u>\$ 152,500</u>	<u>\$ 102,500</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 22,000	\$ 22,000
BB	Employee Related Expenses	27,500	17,500
CC	Temporary Part-Time Employees	20,000	20,000
DD	Staff Benefit Expenses		
EE	Administrative Expenses	9,000	9,000
FF	Facility Operation Supplies	44,000	14,000
GG	Energy/Space Rental		
HH	Professional Services		
JJ	Operational Services	10,000	10,000
KK	Equipment Purchase		
LL	Equipment Lease, Maintenance, Repair	5,000	5,000
RR	Educational Assistance	5,000	5,000
NN	Construction/Maintenance/Improvements		
UU	Technology Expenses	10,000	
XX	Unallocated		
	Total Uses	<u>\$ 152,500</u>	<u>\$ 102,500</u>
	Net Sources / (Uses)		

FY 2022 Quarter 4 Comparative Financial Reports

All Trust Funds

Comparative Revenue through June 30, 2022 and 2021

Comparative Expenses through June 30, 2022 and 2021

Operating Budget (*State Appropriations and General Purpose Trust Fund*)

Comparative Revenue through June 30, 2022 and 2021

Comparative Expenses through June 30, 2022 and 2021

Resident Hall Trust Fund

Comparative Revenue through June 30, 2022 and 2021

Comparative Expenses through June 30, 2022 and 2021

Safe Return to Campus Budget

Summary Budget versus Actual

Academic Contingency

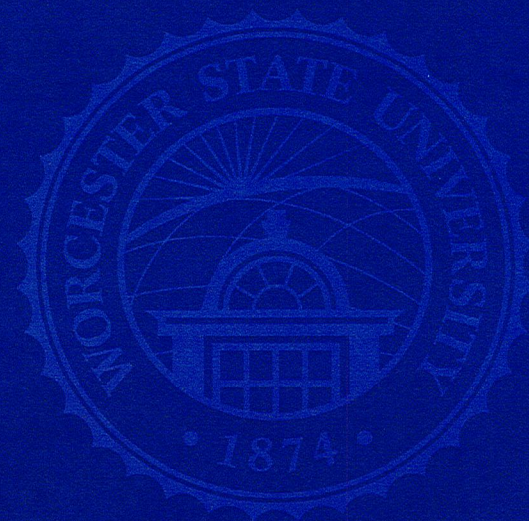
Facility Management

Health Services

Other



Operating Budget



Worcester State University
FY22 vs FY21 Budget vs Actuals - Quarter 4
Revenues 400, 111, & Closing Sources
6/30/2022 & 6/30/2021 (Before Accruals)

FY 2022						FY 2021					
Description	Amendment #5 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	Amendment #5 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	
Academic Fees	(34,068,433.00)	(34,068,433.00)	(34,800,725.98)	102.15%	732,292.98	(33,995,409.00)	(33,995,409.00)	(37,544,332.10)	110.44%	3,548,923.10	
Fee Waivers	797,610.00	797,610.00	603,144.10	75.62%	194,465.90	1,052,564.00	1,052,564.00	660,629.57	62.76%	391,934.43	
Tuition	(6,642,605.00)	(7,342,605.00)	(8,809,498.23)	119.98%	1,466,893.23	(8,428,093.16)	(8,784,303.16)	(8,451,301.82)	96.21%	(333,001.34)	
Tuition Waivers	298,616.00	298,616.00	273,828.25	91.70%	24,787.75	374,593.00	374,593.00	340,863.50	91.00%	33,729.50	
Activity Income	(170,174.00)	(388,924.00)	(2,238.65)	0.58%	(386,685.35)	(215,065.00)	(215,065.00)	(2,224.48)	1.03%	(212,840.52)	
Other Student Charges	(4,868,200.00)	(239,448.00)	166,672.55	-69.61%	(406,120.55)	(262,899.00)	(317,947.60)	(89,137.91)	28.04%	(228,809.69)	
State Maintenance	(43,496,325.00)	(43,496,325.00)	(34,552,580.00)	79.44%	(8,943,745.00)	(42,803,192.00)	(42,803,192.00)	(31,126,397.56)	72.72%	(11,676,794.44)	
	(88,149,511.00)	(84,439,509.00)	(77,121,397.96)	91.33%	(7,318,111.04)	(84,277,501.16)	(84,688,759.76)	(76,211,900.80)	89.99%	(8,476,858.96)	
Approved Budget		(92,644,806.00)					(89,793,292.00)	Approved Budget			
Budget Load for Women's Ice Hockey Anticipated Revenue		(218,750.00)				2,111,416.00	Amount Transferred in from Cares Act				
Sources Closing to 400		(748,400.00)				3,240,142.00	Amount Transferred in from HEERF II				
Amount Transferred State Grant Becker Nursing (src 600)		1,250,000.00				303,800.00	COVID-19 Response Grant				
Amount Transferred in from HEERF II		3,245,295.00				(139,567.16)	Amount Transferred for Online Programming				
Amount Transferred in from ARP		4,677,152.00				(411,258.60)	Sources Closing to 400				
		(84,439,509.00)				(84,688,759.76)					
Variance		-					-	Variance			

Worcester State University
FY22 vs FY21 Budget vs Actuals - Quarter 4
Expenses 400, 111, & Closing Sources
6/30/2022 & 6/30/2021 (Before Accruals)

FY 2022							FY 2021					
Account Description	Object	Amendment #4 Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available	Amendment #5 Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available	
Regular Employees	AAA	44,321,187.00	43,930,291.35	42,078,783.93	95.79%	1,851,507.42	42,608,640.00	42,192,753.00	39,950,205.01	94.68%	2,242,547.99	
Employee Related Expenses	BBB	411,973.00	602,027.75	460,303.95	76.46%	141,723.80	394,595.00	421,372.78	343,054.05	81.41%	78,318.73	
Temporary Part-Time Employees	CCC	8,803,385.00	8,860,415.00	9,569,604.07	108.00%	(709,189.07)	7,778,461.00	7,878,779.16	8,467,469.38	107.47%	(588,690.22)	
Staff Benefit Expenses	DDD	16,911,605.00	16,826,721.00	2,641,088.12	15.70%	14,185,632.88	16,603,187.00	16,527,085.00	2,885,238.70	17.46%	13,641,846.30	
Administrative Expenses	EEE	2,815,672.00	2,549,756.46	2,293,495.60	89.95%	256,260.86	3,086,707.00	2,601,958.24	2,256,345.09	86.72%	345,613.15	
Facility Operation Supplies	FFF	1,834,922.00	1,117,001.41	908,228.57	81.31%	208,772.84	1,501,439.00	982,924.39	541,738.44	55.11%	441,185.95	
Energy/Space Rental	GGG	2,500,519.00	2,732,512.00	2,490,723.29	91.15%	241,788.71	2,370,519.00	2,305,160.25	2,208,376.61	95.80%	96,783.64	
Professional Services	HHH	837,364.00	2,042,162.37	2,155,454.48	105.55%	(113,292.11)	993,632.00	1,168,004.55	1,289,052.51	110.36%	(121,047.96)	
Operational Services	JJJ	2,237,801.00	1,158,632.75	1,747,154.23	150.79%	(588,521.48)	3,497,140.00	940,965.66	1,082,132.61	115.00%	(141,166.95)	
Equipment Purchase	KKK	3,200.00	44,852.00	70,226.89	0.00%	(25,374.89)	283,621.00	98,783.57	98,216.73	99.43%	566.84	
Equipment Lease, Maintenance, Repair	LLL	2,026,365.00	1,287,635.20	1,007,120.68	78.21%	280,514.52	1,076,540.00	958,582.32	852,793.59	88.96%	105,788.73	
Infrastructure & Building Improvements	NNN	4,007,100.00	3,480,890.42	2,760,885.92	79.32%	720,004.50	3,289,847.00	3,193,349.50	1,623,043.76	50.83%	1,570,305.74	
Educational Assistance	RRR	2,545,961.00	2,504,122.00	1,636,422.14	65.35%	867,699.86	2,490,961.00	2,433,820.00	2,135,461.46	87.74%	298,358.54	
Debt Service	SSS	315,000.00	315,000.00	250,436.95	0.00%	64,563.05	-	-	293,854.17	0.00%	(293,854.17)	
Technology Expenses	UUU	3,072,752.00	2,914,641.29	2,325,846.41	79.80%	588,794.88	3,818,003.00	2,985,221.34	2,359,266.89	79.03%	625,954.45	
		92,644,806.00	90,366,661.00	72,395,775.23	80.11%	17,970,885.77	89,793,292.00	84,688,759.76	66,386,249.00	78.39%	18,302,510.76	

Approved Budget 92,644,806.00

Budget Load for Women's Ice Hockey 218,750.00

Sources Closing to 400 748,400.00

Amount Loaded into Safe Return Budget - Amd. 2 from HEERF II (3,245,295.00)

90,366,661.00

Variance -

89,793,292.00 Approved Budget

(2,111,416.00) Amount Loaded: Safe Return Budget - Amd. 2 from CARES

(3,240,142.00) Amount Loaded: Safe Return Budget - Amd. 4 from HEERF II

(303,800.00) COVID-19 Response Grant

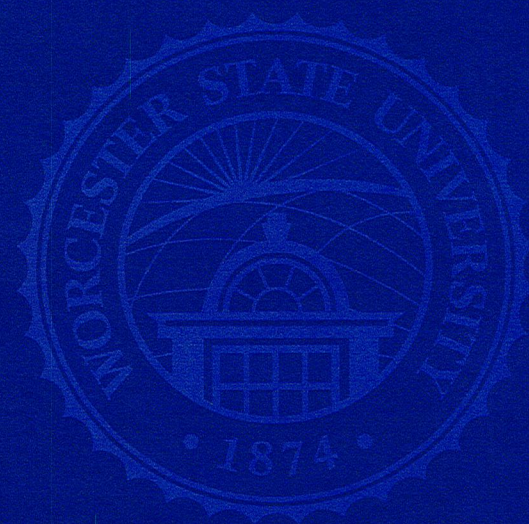
139,567.16 Amount Transferred for Online Programming

411,258.60 Sources Closing to 400

84,688,759.76

- Variance

All Trust Funds



Worcester State University
All Trust Fund Report - Quarter 4
FY22 vs FY21 Budget vs Actuals
Revenues 6/30/2022 & 6/30/2021 (Before Accruals)

FY 2022						FY 2021					
Account Description	Amendment #5 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	Amendment #4/5 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	
General Trust Fund (400)	49,148,481.00	40,194,784.00	42,246,025.99	105.10%	(2,051,241.99)	46,990,100.00	41,474,309.16	44,928,530.97	108.33%	(3,454,221.81)	
Capital Improvement Trust Fund (405)	2,740,301.00	2,740,301.00	3,086,000.15	112.62%	(345,699.15)	3,014,525.00	3,014,525.00	3,373,158.43	111.90%	(358,633.43)	
Parking Garage Operating Fund (408)	744,174.00	-	-	0.00%	-	547,322.00	-	-	0.00%	-	
Strategic Plan Trust Fund (410)	524,831.00	-	-	0.00%	-	524,831.00	-	-	0.00%	-	
Wellness Center Trust Fund (429)	45,000.00	45,000.00	35,357.77	78.57%	9,642.23	125,000.00	125,000.00	71,114.60	56.89%	53,885.40	
Parking Fines Fund (439)	90,000.00	25,000.00	71,920.00	287.68%	(46,920.00)	96,896.00	78,205.00	29,420.21	37.62%	48,784.79	
Health Services Trust Fund (442)	410,243.00	410,243.00	380,370.66	92.72%	29,872.34	549,761.00	445,573.00	412,122.91	92.49%	33,450.09	
Resident Hall Trust Fund (445)	10,519,549.00	10,519,549.00	10,689,207.57	101.61%	(169,658.57)	7,774,187.00	7,492,895.00	6,811,373.86	90.90%	681,521.14	
Student Activities Trust Fund (446)	267,076.00	267,076.00	248,577.53	93.07%	18,498.47	430,000.00	295,913.00	268,245.35	90.65%	27,667.65	
Residence Hall Technology and Equipment Trust Fund (448)	268,934.00	174,570.00	271,370.00	155.45%	(96,800.00)	327,580.00	327,580.00	174,460.00	53.26%	153,120.00	
	64,758,589.00	54,376,523.00	57,028,829.67	104.88%	(2,652,306.67)	60,380,202.00	53,254,000.16	56,068,426.33	105.28%	(2,814,426.17)	

Approved Budget	64,758,589.00	60,380,202.00	Approved Budget
Budget Load for Women's Ice Hockey	218,750.00	(547,322.00)	transfers to fund current activity
Amount is not earned revenue but transfers to fund current activity	(744,174.00)	(1,063,089.00)	reserve balances budgeted to fund current activity
Amount is not earned revenue but reserve balances budgeted to fund current activity	(589,831.00)	(2,111,416.00)	Federal Grant - CARES ACT
Amount Transferred in from Reserves	(94,364.00)	-	Amount Transferred in from Reserves
Amount Transferred in from Reserves - Amend. 3	-	(3,240,142.00)	Federal Grant - HEERF II
Amount Transferred in from State Grant Becker Nursing (src 600)	(1,250,000.00)	(303,800.00)	COVID-19 Response Grant
Amount Transferred in from ARP	(4,677,152.00)	139,567.16	Amount Transferred for Online Programming
Amount Transferred in from HEERF	(3,245,295.00)		
	54,376,523.00	53,254,000.16	
Variance	-	-	Variance

Worcester State University
All Trust Fund Report - Quarter 4
FY22 vs FY21 Budget vs Actuals
Expenses 6/30/2022 & 6/30/2021 (Before Accruals)

Account Description	FY2022					FY2021				
	Amendment #5 Budget - BOT	Expenditure Budget	Expenditure Actual	Percent of Budget Spent	Available	Amendment #4/5 Budget - BOT	Expenditure Budget	Expenditure Actual	Percent of Budget Spent	Available
General Trust Fund (400)	49,148,481.00	46,121,936.00	38,518,396.99	83.51%	7,603,539.01	46,990,100.00	41,474,309.16	34,589,901.75	83.40%	6,884,407.41
Capital Improvement Trust Fund (405)	2,740,301.00	1,429,087.00	1,342,427.00	93.94%	86,660.00	3,014,525.00	488,943.00	368,068.56	75.28%	120,874.44
Parking Garage Operating Fund (408)	744,174.00	744,174.00	493,078.86	66.26%	251,095.14	547,322.00	547,322.00	284,606.02	52.00%	262,715.98
Strategic Plan Trust Fund (410)	524,831.00	524,831.00	105,546.51	20.11%	419,284.49	524,831.00	524,831.00	-	0.00%	524,831.00
Wellness Center Trust Fund (429)	45,000.00	45,000.00	48,107.47	106.91%	(3,107.47)	125,000.00	113,000.00	26,503.46	23.45%	86,496.54
Parking Fines Fund (439)	90,000.00	90,000.00	59,173.24	65.75%	30,826.76	96,896.00	96,896.00	10,538.34	10.88%	86,357.66
Health Services Trust Fund (442)	410,243.00	332,347.00	596,826.99	179.58%	(264,479.99)	549,761.00	549,761.00	490,603.54	89.24%	59,157.46
Resident Hall Trust Fund (445)	10,519,549.00	8,250,482.00	8,103,429.97	98.22%	147,052.03	7,774,187.00	7,774,187.00	7,068,606.40	90.92%	705,580.60
Student Activities Trust Fund (446)	267,076.00	267,076.00	285,751.31	106.99%	(18,675.31)	430,000.00	430,000.00	136,869.59	31.83%	293,130.41
Residence Hall Technology and Equipment Trust Fund (448)	268,934.00	268,934.00	238,550.42	88.70%	30,383.58	327,580.00	300,438.00	268,933.50	89.51%	31,504.50
	64,758,589.00	58,073,867.00	49,791,288.76	85.74%	8,282,578.24	60,380,202.00	52,299,687.16	43,244,631.16	82.69%	9,055,056.00

Approved Budget 64,758,589.00

Budget Load for Women's Ice Hockey 218,750.00
Amount reflects a budgeted transfer from fund 405 to fund 408 (744,174.00)
Amount reflects a transfer to fund balance to increase reserves in fund 442 (77,896.00)
Amount reflects a transfer to fund balance to increase reserves in fund 405 (567,040.00)
Amount reflects a transfer to cover facilities expenses in fund 445 (2,269,067.00)
Amount Transferred in from HEERF (3,245,295.00)

58,073,867.00

Variance 0.00

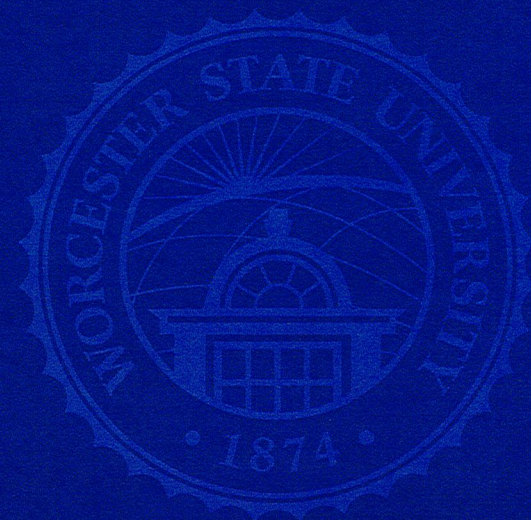
60,380,202.00 Approved Budget

(547,322.00) budgeted transfer from fund 405 to fund 408
(12,000.00) transfer to fund balance to increase reserves in fund 429
(27,142.00) transfer to fund balance to increase reserves in fund 448
(1,978,260.00) budgeted transfer from fund 400 to fund 405
(2,111,416.00) Amount Loaded into Safe Return Budget - Amd. 2 - CARES
(3,240,142.00) Amount Loaded into Safe Return Budget - Amd. 4 - HEERF II
(303,800.00) COVID-19 Response Grant
139,567.16 Amount Transferred for Online Programming

52,299,687.16

0.00

Residence Hall Trust Fund



Worcester State University
FY22 vs FY21 Budget vs Actuals - Quarter 4
Residence Hall Trust Fund Revenue (Source 445)
6/30/2022 & 6/30/2021 (Before Accruals)

FY 2022					
Description	Amendment #5 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
Academic Fees	-	-	61,675.00	0.00%	(61,675.00)
Res Hall Room Charges	10,519,549.00	10,519,549.00	10,586,268.44	100.63%	(66,719.44)
Other Student Charges	-	-	41,264.13	0.00%	(41,264.13)
	10,519,549.00	10,519,549.00	10,689,207.57	101.61%	(169,658.57)
Approved Budget		10,519,549.00			
Amount reflects a transfer from fund balance		-			
transfer to cover facilities expenses in fund 445		-			
		10,519,549.00			
Variance		-			

FY 2021				
Amendment #3/4/5 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
-	-	39,650.00	0.00%	(39,650.00)
7,492,895.00	7,492,895.00	6,746,242.82	90.04%	746,652.18
-	-	25,481.04	0.00%	(25,481.04)
7,492,895.00	7,492,895.00	6,811,373.86	90.90%	681,521.14
Approved Budget	7,774,187.00			
	(281,292.00)			
	7,492,895.00			
Variance	-			

Worcester State University
FY22 vs FY21 Budget vs Actuals - Quarter 4
Residence Hall Trust Fund Expenses (Source 445)
6/30/2022 & 6/30/2021 (Before Accruals)

FY 2022						
Account Description	Object	Amendment #5 Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available
Regular Employees	AAA	1,234,392.00	1,234,392.00	1,187,725.83	96.22%	46,666.17
Employee Related Expenses	BBB	-	-	8.82	0.00%	(8.82)
Temporary Part-Time Employees	CCC	225,000.00	225,000.00	139,548.14	62.02%	85,451.86
Staff Benefit Expenses	DDD	479,932.00	479,932.00	267,903.18	55.82%	212,028.82
Administrative Expenses	EEE	39,270.00	49,883.20	94,235.42	188.91%	(44,352.22)
Facility Operation Supplies	FFF	193,072.00	197,622.00	143,504.83	72.62%	54,117.17
Energy/Space Rental	GGG	5,043,508.00	5,039,755.00	5,216,419.34	103.51%	(176,664.34)
Professional Services	HHH	3,677.00	5,677.00	2,900.00	51.08%	2,777.00
Operational Services	JJJ	1,250.00	1,250.00	-	0.00%	1,250.00
Equipment Purchase	KKK	-	11,900.00	6,861.12	0.00%	5,038.88
Equipment Lease, Maintenance, Repair	LLL	16,426.00	29,576.00	12,969.85	43.85%	16,606.15
Infrastructure & Building Improvements	NNN	647,245.00	604,181.80	474,041.96	78.46%	130,139.84
Educational Assistance	RRR	356,000.00	356,000.00	542,669.25	152.44%	(186,669.25)
Debt Service	SSS	-	-	-	0.00%	-
Technology Expenses	UUU	10,710.00	15,313.00	14,642.23	95.62%	670.77
		8,250,482.00	8,250,482.00	8,103,429.97	98.22%	147,052.03

Approved Budget 10,519,549.00

Amount reflects a transfer to fund balance to increase reserves in fund 445 (2,269,067.00)

Amount reflects a transfer to cover facilities expenses in fund 445 -

8,250,482.00

Variance -

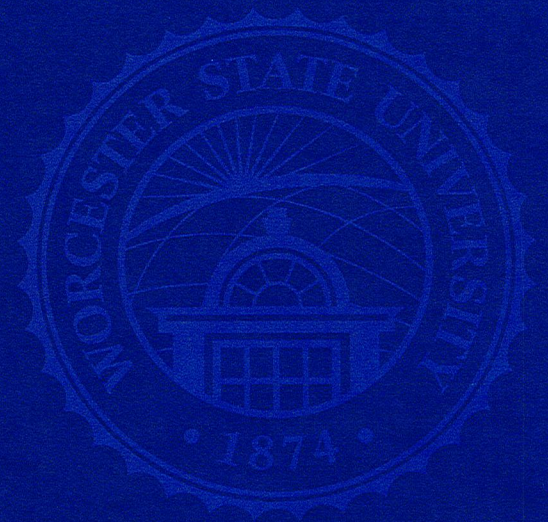
FY 2021					
Amendment #3/4/5 Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available	
1,202,872.00	1,202,872.00	1,179,902.54	98.09%	22,969.46	
-	-	112.27	0.00%	(112.27)	
225,000.00	225,000.00	145,014.77	64.45%	79,985.23	
456,009.00	456,009.00	343,366.94	75.30%	112,642.06	
119,000.00	119,000.00	103,269.95	86.78%	15,730.05	
220,089.00	220,089.00	117,109.15	53.21%	102,979.85	
4,276,217.00	4,276,217.00	4,201,974.96	98.26%	74,242.04	
13,500.00	12,173.00	4,245.00	34.87%	7,928.00	
6,500.00	6,500.00	-	0.00%	6,500.00	
-	-	-	0.00%	-	
120,000.00	131,000.00	100,618.45	76.81%	30,381.55	
615,000.00	604,000.00	466,048.39	77.16%	137,951.61	
500,000.00	500,000.00	386,555.52	77.31%	113,444.48	
-	-	-	0.00%	-	
20,000.00	21,327.00	20,388.46	95.60%	938.54	
7,774,187.00	7,774,187.00	7,068,606.40	90.92%	705,580.60	

7,774,187.00 Approved Budget

7,774,187.00

- Variance

Safe Return to Campus Budget



Safe Return Budget FY22 - Summary
Budget vs Actuals - Quarter 4
6/30/2022

Category	FY 2022 Original Budget	Transfers	Revised Budget	Actual 6/30/2022	Budget Remaining	% Remaining
Academic Contingency	604,772.00	(100,656.35)	504,115.65	327,146.42	176,969.23	35%
Facility Management	1,128,421.00	0.15	1,128,421.15	720,790.43	407,630.72	36%
Health Services	1,512,102.00	773,552.12	2,285,654.12	1,168,419.22	1,117,234.90	49%
Revenue Loss	4,677,152.00	-	4,677,152.00	4,196,875.00	480,277.00	10%
Total Budget	7,922,447.00	672,895.92	8,595,342.92	6,413,231.07	2,182,111.85	25%

Sources of Funds

FY 21 HEERF 2 carry forward	522,142.56
HEERF 2	2,701,260.00
ARP	4,677,729.56
FEMA	694,210.80
Total Resources	8,595,342.92

Federal COVID Relief Funds - Reconciliation

Sources of Funds - Funds Available

	Budget	Actuals	Balance
FY 21 HEERF 2 carry forward	522,142.56	522,142.56	-
HEERF 2	2,701,260.00	1,009,425.15	1,691,834.85
ARP	6,610,518.00	4,197,452.56	2,413,065.44
FEMA	694,210.80	684,210.80	10,000.00
Total Resources	10,528,131.36	6,413,231.07	4,114,900.29

4,114,900.29 Balance of covid funds to spend as of 6/30/22 (doesn't include 6/30/22 amendment that is needed)
(3,871,462.88) Allocated for FY23 Budget
(83,894.37) Draw Down needed for 6/30/22 amendment report as of 7/15/22
159,543.04 Estimated Unspent FY22 Funds and unallocated FY23 funds as of 7/15/22

Safe Return Budget FY22 - Academic Contingency
Budget vs Actuals - Quarter 4
6/30/2022

Category	Original Budget FY22	Transfers	Revised Budget	Actual 6/30/2022	Budget Remaining	% Remaining
Software (UUU)	73,344	(6,570.00)	66,774	34,180	32,594	49%
Subscription (EEE)	42,505	(226)	42,279.40	32,583	9,696	23%
<u>Center for Teaching and Learning</u>						
Instructional Designer full time position*	60,000	(60,000.00)	-	-	-	0%
Fringe	23,700	(23,700.00)	-	-	-	0%
<u>Student Success</u>						
Full TimeTemp ASC Advising	44,897	(19,897.00)	25,000	17,307.70	7,692.30	31%
Fringe	17,734	(7,875.40)	9,858.60	6,824.42	3,034.18	31%
<u>Classroom supplies (FFF below \$15K each)</u>						
Physics classroom materials and supplies	27,000	-	27,000	26,871.49	128.51	0%
Chemistry classroom materials and supplies	55,252	-	55,252	53,559.37	1,692.63	3%
Biology classroom materials and supplies	65,409	-	65,409	64,788.80	620.20	1%
Gobos and lamps for mask lights - VPA	-	302.84	302.84	302.84	-	0%
<u>IT/Advancement platforms</u>						
Thankview video platform /Advancment YR 2	6,000	-	6,000	6,000	-	0%
Imodules Year 2	5,500	-	5,500	5,000	500	9%
Set aside for unanticipated items	183,431	(62,420.00)	121,011.00	-	121,011.00	0%
Adjuct Costs for Summer Nursing Clinicals & Lancer Learning Classes	-	79,752.91	79,752.91	79,752.90	0.01	0%
Other Costs	-	(24.10)	(24.10)	(24.10)	-	0%
Total	604,772.00	(100,656.35)	504,115.65	327,146.42	176,969.23	35%

Safe Return Budget FY22 - Facility Management
Budget vs Actuals - Quarter 4
6/30/2022

Category	Original Budget FY22	Transfers	Revised Budget	Actual 6/30/2022	Budget Remaining	% Remaining
Signage	28,000	(28,000)	-	-	-	0%
<u>Allowance to sustain CDC guidelines for facility use</u>						
Materials and supplies	170,000	(88,000)	82,000	53,989	28,011	34%
Labor	466,000	(150,496)	315,504	204,654.75	110,849.25	35%
Allowance to maintain PPE inventory	41,800	(36,774.44)	5,025.56	5,025.05	0.51	0%
Classroom furniture lease	422,621	34,500.15	457,121.15	457,121.15	-	0%
Contingency from cost savings J50	-	268,770.44	268,770.44	-	268,770	100%
Total	<u>1,128,421.00</u>	<u>0.15</u>	<u>1,128,421.15</u>	<u>720,790.43</u>	<u>407,630.72</u>	<u>36%</u>

Safe Return Budget FY22 - Health Services
Budget vs Actuals - Quarter 4
6/30/2022

Category	Original Budget FY22	Transfers	Revised Budget	Actual 6/30/2022	Budget Remaining	% Remaining
<u>Test Center</u>						
Staffing	197,182	(25,864.10)	171,317.90	151,790.56	19,527.34	11%
Supplies	14,666	(6,971.50)	7,694.50	-	7,695	100%
<u>Student Health Services Office - Fall</u>						
Additional FT Nurse practioners	109,134	84,777.86	193,911.86	193,911.86	-	0%
Covid Testing machines	3,200	-	3,200	-	3,200	100%
Testing kits	10,000	(8,541.94)	1,458.06	-	1,458	100%
<u>Counseling Center</u>						
2 Licensed Clinicians	110,000	(110,000.00)	-	-	-	0%
Fringe	43,450	(43,450.00)	-	-	-	0%
student well -being Campus approach	3,250	5,600.00	8,850	8,850.00	-	0%
<u>COVID Testing</u>						
Testing Estimate - Fall semester	440,610	150,000	590,610	590,610	-	0%
Testing Estimate - Spring semester	440,610	(337,009.20)	103,600.80	93,600.80	10,000	10%
extra tesing	50,000	(50,000.00)	-	-	-	0%
CoVerified App	90,000	36,000.00	126,000	119,261	6,739	5%
Chartwells paper costs & Quarantine Meals	-	10,395.00	10,395	10,395	-	0%
Contingency Funds - HEERF 2 funds from testing	-	1,068,616.00	1,068,616	-	1,068,616	100%
Total	<u>1,512,102.00</u>	<u>773,552.12</u>	<u>2,285,654.12</u>	<u>1,168,419.22</u>	<u>1,117,234.90</u>	<u>49%</u>

Memorandum

DATE: August 29, 2022

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance 

RE: SULLIVAN AUDITORIUM RENOVATIONS

The Sullivan Auditorium Renovation Project study was certified by DDCAM in July 2021. The project will address accessibility deficiencies found at both interior and exterior locations as defined in DCAMM's ADA Strategic Compliance Assessment campus audit circa 2017. The certified study included budget estimates prepared in July 2021. At the time the estimated construction cost (ECC) was \$3,921,388 and estimated total project cost (TPC) was estimated at \$5,529,558.

The project was put out to bid in July 2022. Due to supply chain issues, labor shortages, increased gas prices and overall inflation pressures, the bid results far exceeded the certified study estimates. Construction costs came in at \$6,013,000, a 150% increase over the estimate prepared a year ago. The revised estimated TPC is \$6,650,000, is \$1,120,442 over the original project budget. In addition, the revised TPC is carrying an undervalued change order allowance of 6.5%, where typically projects carry an allowance of 10-15%.

This project is vital to the continued use of this critically important venue on campus. The revised TPC is being funded with a combination of Commonwealth critical repair bonds and university operation funds. While there is a risk of exceeding the TPC, it is our intent to proceed with this project as bid. In the event we anticipate exceeding the current TPC, we will bring forward to the board a request to draw from the Capital Improvement Trust Fund (CITF) to complete the project in FY 2023. The request would be accompanied by a plan to restore the funds to the CITF in FY 2024 by allocating a portion of that year's Capital Adaptation and Renewal funds as a transfer to the CITF in the amount necessary to complete the project.

We will keep you apprised of the progress on this project and provide regular updates regarding the project costs and any concerns regarding increased costs.

Auditorium Renovation



Project Summary

- ❖ Project intends to correct all accessibility deficiencies found at both interior and exterior locations as defined in DCAMM's ADA Strategic Compliance Assessment campus audit circa 2017
- ❖ No MAAB waivers will be required
- ❖ Study certified by DCAMM July 2021
- ❖ Project outcomes
 - ❖ Facility meets all accessibility code requirements
 - ❖ Liability exposures reduced
 - ❖ Updated technology
 - ❖ Updated life-safety systems
- ❖ Construction: January 2023 – September 2023

Project Summary

- ❖ Certified Study budget estimates July 2021
 - ❖ Estimated construction cost: \$3,921,388
 - ❖ Estimated total project cost: \$5,529,558

- ❖ Bid results July 2022
 - ❖ Construction cost: \$6,013,000
 - ❖ Estimated total project cost: \$6,650,000
 - ❖ New estimated TPC contains a change order allowance of 6.5%: typical allowance: 10%-15%

- ❖ Project fund sources:
 - ❖ 42% University operating funds
 - ❖ 58% State Critical Repair bonds



WORCESTER
STATE
UNIVERSITY

WSU Sullivan Auditorium

Exterior Rendering
August 10, 2022









WORCESTER
STATE
UNIVERSITY

WSU Sullivan Auditorium
Auditorium Rendering
August 10, 2022



WORCESTER
STATE
UNIVERSITY

WSU Sullivan Auditorium
Auditorium Rendering
August 10, 2022



WSU Sullivan Auditorium
Auditorium Rendering - from Platform
August 10, 2022

2022-2023 Committee Assignments

Human Resources

2021-2022		2022-2023
Maryanne M. Hammond, Chair		Dina A. Nichols, Chair
Karen M. LaFond		William D. Mosley, Vice Chair
Dina A. Nichols		Amy Peterson
Marina L. Taylor		Marina L. Taylor

Planning & Development

2021-2022		2022-2023
Maryanne M. Hammond, Chair		Lisa M. Colombo, Chair
Dina A. Nichols		Stephen Madaus, Vice Chair
David Tuttle		Karen M. LaFond
		Aleta M. Fazzone

Finance & Facilities

2021-2022		2022-2023
Marina L. Taylor, Chair		Marina L. Taylor, Chair
Lisa M. Colombo		Lisa M. Colombo, Vice Chair
Dina Nichols		Dina Nichols
Aleta M. Fazzone		Lawrence Sasso
Lawrence Sasso		William D. Mosley

Academic & Student Development

2021-2022		2022-2023
Karen M. LaFond, Chair		Karen M. LaFond, Chair
Lisa M. Colombo		Aleta M. Fazzone, Vice Chair
Anna Johnson		Lawrence Sasso
William D. Mosley		Amy Peterson
David Tuttle		Emma Polak

BOARD OF TRUSTEES COMMITTEES

9/2/2022

Chair of the Board is an ex-officio voting member of all committees

President Maloney is a non-voting member of all committees

Staff Support to all committees is Nikki Kapurch - 508-929-8201

nkapurch@worchester.edu

All trustees are welcome at any meeting

HUMAN RESOURCES COMMITTEE

Dina A. Nichols, Chair
William D. Mosley, Vice Chair
Amy Peterson
Marina L. Taylor

President's Liaisons:

Kathy Eichelroth - 508-929-8098

keichelroth@worchester.edu

Stacey Luster - 508-929-8022

sluster@worchester.edu

The Committee on Human Resources shall have the following powers and duties:

1. To consider all matters related to personnel.
2. To consider general policies relating to the formulation of budgets and appropriate compensation policies for the University and to make recommendations to the Board of Trustees with respect thereto.
3. To consider policies on personnel staffing patterns and to make recommendations to the Board of Trustees with respect thereto.
4. To consider recommendations from the President on the appointment, change in status or termination of college personnel and to make recommendations to the Board of Trustees with respect thereto.
5. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.

BOARD OF TRUSTEES COMMITTEES

9/2/2022

<p>PLANNING AND DEVELOPMENT COMMITTEE</p> <p>Lisa Colombo, Chair Stephen Madaus, Vice Chair Karen M. LaFond Aleta Fazzone</p> <p><u>President's Liaisons:</u> Tom McNamara - 508-929-8033 tmcnamara@worcesterr.edu Ryan Forsythe- 508-929-8498 rforsythe@worcester.edu</p>	<p>The Committee shall consist of the following members: The two trustees elected by the Board to serve on the Board of the Worcester State Foundation and one other named by the Chair of the Board. The Committee on Planning and Development shall have the following powers and duties:</p> <ol style="list-style-type: none">1. Consider matters relating to long-range development quality enhancement and growth off the University.2. Consider strategic plans to achieve key mission initiatives including but not limited to:<ol style="list-style-type: none">a. academic programsb. student life developmentc. support servicesd. financial, human, physical and capital resource developmente. external community relationsf. alumni relationsg. governmental relations3. Consider such joint projects which may be appropriate with the Worcester State Foundation.4. To review plans and programs to raise private funds for the University through special gifts, endowment bequests, and other means, and to make recommendations to the Board of Trustees with respect thereto.5. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.
---	---

BOARD OF TRUSTEES COMMITTEES

9/2/2022

FINANCE AND FACILITIES COMMITTEE

Marina L. Taylor, Chair
Lisa Colombo, Vice Chair
Dina Nichols
Lawrence Sasso
William D. Mosley

President's Liaison:

Kathy Eichelroth-508-929-
8098

keichelroth@worcesterr.edu

The Committee on Finance and Facilities shall have the following powers and duties:

1. To consider all matters related to administration and finance.
2. To consider and act upon operating budget requests and capital outlay budget requests submitted by the University and to make recommendations to the Board of Trustees with respect thereto.
3. To review proposals for the transfer of funds between subsidiary accounts, and to make recommendations to the Board of Trustees with respect thereto.
4. To consider policies and other matters pertaining to the investment of endowment funds and other funds of the University that may from time to time be invested and reinvested, and to make recommendations to the Board of Trustees with respect thereto.
5. To review the financial records and controls of the University; to review and develop policies respecting the receipt, management, and disbursement of funds of the University from whatever source received, the purchase of services, supplies, and materials and internal controls over the same; to review proposals for fees, rents, and charges; to consider policies and other matters pertaining to the leasing of private property by the University, to review audits of financial activities of the University and to report thereon; and to make recommendations with respect thereto to the Board of Trustees.
6. To consider the fidelity and performance bonding of the University personnel and to report thereon, and to make recommendations with respect thereto to the Board of Trustees.
7. To consider policies and other matters pertaining to the physical properties of the University, including all buildings, land acquisition, and transfer, landscape plans, and developments and construction thereon, and to make recommendations to the Board of Trustees with respect thereto.

BOARD OF TRUSTEES COMMITTEES

9/2/2022

	<ol style="list-style-type: none">8. To consider plans and policies governing campus master planning and capital outlay budgets, and to make recommendations to the Board of Trustees with respect thereto.9. To consider and make recommendations to the Board of Trustees with respect to design plans, bid taking and other building project matters, contracts, and nominations for architects and engineers on all buildings, structures, and facilities to be built on University property, prior to any final action thereon by the Board of Trustees.10. To inspect University lands and buildings as required; to consider the acceptance of completed construction, and to make a recommendation to the Board of Trustees with respect thereto.11. To consider plans for lots, roads, streets, paths, and ways, and regulations for pedestrian and vehicular use thereof on the property of the University and to make recommendations to the Board of Trustees with respect thereto.12. To consider names for buildings, streets, ways and other properties of the University and to make recommendations to the Board of Trustees with respect thereto.13. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.
--	---

*Language was taken from the Bylaws

BOARD OF TRUSTEES COMMITTEES

9/2/2022

<p>ACADEMIC AND STUDENT DEVELOPMENT COMMITTEE</p> <p>Karen M. LaFond, Chair Aleta M. Fazzone, Vice Chair Lawrence Sasso Amy Peterson Emma Polak</p> <p><u>President's Liaisons</u> Lois Wims - 508-929-8038 lwims@worchester.edu Julie Kazarian - 508-929-8077 jkazarian@worchester.edu</p>	<p>The Committee on Academic and Student Development shall have the following powers and duties:</p> <ol style="list-style-type: none">1. To consider all matters related to academic affairs.2. To consider policies regarding the quality, character, and extent of instruction and research at the university, including policies governing admission requirements, programs of instruction, curriculum, academic personnel, new degree programs, and changes to existing degree programs, public service activities and research, and to make recommendations to the Board of Trustees with respect thereto.3. To consider policies related to the educational purposes and responsibilities of the University and evaluate the same on a long-range basis, and to make recommendations to the Board of Trustees with respect thereto.4. To consider all matters related to student development.5. To consider policy matters pertaining to student life and activity, student government and other recognized student organizations and groups, and to make recommendations to the Board of Trustees with respect thereto.6. To consider policies relating to the health and well-being of the student body, including advisement and counseling, and to make recommendations to the Board of Trustees with respect thereto.7. To advise the President on any matter within the scope of the Committee's duties.8. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.
---	--

BOARD OF TRUSTEES COMMITTEES

9/2/2022

<p>THE EXECUTIVE COMMITTEE</p> <p>David Tuttle. Chair Lisa Colombo, Vice-Chair Marina Taylor, Vice-Chair Barry Maloney, President Karen LaFond Dina Nichols, Alternate</p>	<p>The Executive Committee shall be composed of the Chair and Vice-Chairs of the Board of Trustees, the President of the University, and one additional Board member elected to this committee by the Trustees at the annual meeting. The Trustees will also elect an alternate to serve in the event that the elected Board member is unable to serve or be present at a meeting of the committee. This Committee shall have the following powers and duties:</p> <ol style="list-style-type: none">1. The Executive Committee of the Board will meet, upon due notification by the Chair and the President, to transact business between regular board meetings and to act with the full power and authority of the Board.2. To consider and act upon proposals by the President for action which the Board may have generally or specifically authorized the President to take with the concurrence of the Executive Committee.3. To recommend honorary degree candidates for approval by the Board of Trustees.4. To assign to an officer of the University any matter for which a hearing by the Board of Trustees or any committee thereof is deemed necessary by the Executive Committee, or is required under the laws of the Commonwealth or the rules and regulations for said Board.5. To consider, propose and recommend to the Board of Trustees the adoption, amendment or revisions of rules and regulations for the governance of the Board of Trustees and the University, its administration, faculty, staff, students, and activities.6. To report to the Board of Trustees all actions taken or concurred in by said Committee at the next regular meeting of the Board of Trustees or as soon thereafter as possible.7. To consider the furtherance of governance, legislative and public relations policy interests of the Board of Trustees and of the University and to make recommendations to the Board of Trustees with respect thereto.
--	---

BOARD OF TRUSTEES COMMITTEES

9/2/2022

	<ol style="list-style-type: none">8. To consider recommendations regarding relationships between the University and its alumni bodies and other groups having or desiring a special relationship to the University, and to make a recommendation to the Board of Trustees with respect thereto.9. To consider recommendations of the President of the University with respect to programs concerning the various constituencies of the University and to make recommendations to the Board of Trustees with respect thereto.10. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.
--	---

*Language was taken from the Bylaws



WORCESTER
STATE
UNIVERSITY

Academic Year 2022-2023 Resource Guide

September 2022



Academic Year 2022-2023 Resource Guide

Letter from President Maloney	1
EAB Overview	2
New Student Recruitment: Fall 2022 and Spring 2023	3
Call for Admissions Liaisons	4
WSU MajorPlus	5
Majors, Minors & Concentrations	6
Beyond 150	7
Diversity, Equity & Inclusion Professional Development Series	8-10
Student Accessibility Services: Information for Faculty and Staff	11-12
Homecoming: Save the Date!	13
2022 Family Day Schedule	14
Fall Days of Giving	15
2022 Unity Day	16
5 Points of Action	17
See Something, Say Something: Bias Incident Reporting.....	18
Join a Committee, Make a Difference.....	19
Title IX.....	20-22
Recreation & Wellness	22
WSU Library Services for Success.....	23-24
Career Services: Important Announcements	25
FY2023 Comprehensive University Budget	26-39
Mass4You.....	40-41
WSU Administration Org Chart.....	42
2022 New Faculty Appointments	43-45
2022 New Staff Appointments	46-48
Academic Calendar	49-50
Academic Calendar DGCE Winter Session 2023	51
Academic Calendar DGCE Summer Sessions 2023	52-53
WSU 2022-2023 Board of Trustees	54
WSU 221-2022 Foundation Board Members	55
WSU 2022-2023 Alumni Board Members	56
Payroll Calendar 2022.....	57
WSU At a Glance	58
Campus Map	59



September 1, 2022



Dear faculty and staff,

“Yes, and....” must be our motto this academic year, as we undertake transformational change at Worcester State.

More than 70 faculty and staff members comprise Phase Two of our Financial Sustainability Task Force (FSTF). Their seven work groups have been meeting through July and August, delving into best practices and prioritizing the Phase One recommendations. They will reach out to relevant members of our community and will recommend operational changes to me before the end of the fall semester. Our goal is to close a structural budget gap thoughtfully, rapidly implementing changes that will result in an efficient, entrepreneurial, and revenue-conscious university. Changes will be made in concert with our “[Beyond 150](#)” strategic plan – we’ve even mapped Phase One recommendations to strategic plan goals – and consistent with the Roadmap for Advancing Student Excellence (RASE Plan).

Thankfully, our Board of Trustees, whose chief role is fiscal oversight, has supported both a one -year bridge budget for Fiscal Year 2023 and our strategic approach to cost-savings and revenue raising, via the FSTF. With a plan that leads to expense reductions and revenue gains, we can avoid more traditional across-the-board cost-cutting tools. (Learn more about the FSTF [here](#).)

The pandemic accelerated the impact of looming demographic changes we knew would impact our enrollment, and, by extension, our revenue. Supporting the FSTF work begins immediately, as we address a softening retention rate. Yes, we must keep doing those activities that keep students connected to the university and likely to return, and we must employ new, innovative ways to keep every student on a path toward graduation. Breakout sessions offered on Academic Year Kickoff day reflect this priority.

Are we doing all we can, for example, to ensure students can meet the dual-credential requirement of the Major Plus academic framework? Has each of us thought about how our jobs contribute to student retention and asked, what more can I do? And what more can we do, together? It’s collaboration, after all, that generates the synergy needed for innovative problem solving.

Yes, our retention efforts will accelerate, *and* we will be devising bold new approaches to position us for the future. I know we care about providing an outstanding educational opportunity for the largely first-generation, diverse students we serve. So I know also that we will rise to this challenge!

Sincerely,

Barry M. Maloney
President



We help schools support students
from enrollment to graduation and
beyond

➤ Find and enroll your
right-fit students

➤ Support and graduate
more students



➤ Prepare your institution
for the future

➤ **ROOTED IN RESEARCH**

8,000⁺ Peer-tested
best practices

500⁺ Enrollment innovations
tested annually

➤ **ADVANTAGE OF SCALE**

2,100⁺ Institutions
served

9.5 M⁺ Students supported
by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue
with us year after year,
reflecting the goals we
achieve together



FALL 2022 AND SPRING 2023
NEW STUDENT RECRUITMENT

To ensure we are able to successfully recruit and enroll our next incoming class for spring 2023 and fall 2023, the Admissions Office will be hosting in-person and “virtual” events throughout the fall and spring. We are committed to providing a variety of options for prospective students to learn about what an amazing place Worcester State is - let us know if you want to help!

Fall Recruitment Plans:

- In-person campus tours - Monday through Friday and most Saturday's
- **SAVE THE DATE:** Fall Open Houses – Saturday, October 15 and Saturday, November 5
 - Overview of Worcester State
 - Academic Department Presentations
 - Academic and Student Affairs Resource Fair
 - Campus Tours
- In-person and Virtual Prospective Student Information Sessions
- Virtual Transfer Student Information Sessions and On-the-Spot Decision Days
- In-person and virtual meetings with an Admissions Counselor

Additionally, our staff will be attending in-person and virtual **high school and community college visits**, along with participating in in-person and virtual **college fairs** over the next several months.

Spread the word! Worcester State University will host the New England Association for College Admission Counseling (NEACAC) College Fair on Sunday, October 2, 2022 from 11am to 1 pm. Over 100 colleges and universities will be exhibiting.

Spring Recruitment Plans:

SAVE THE DATE: Congratulations Day for Accepted Students: Saturday, April 1, 2023

Congratulations Day is held each April and is for students accepted for admission to the university for the fall 2023 semester. The day includes a welcome from the President, campus tours, academic department presentations, and a student life and academic fair. Students and families also enjoy lunch in the dining hall and free admission to athletics events being held on campus that day. This event is extremely important in showcasing the campus as students decide which university to enroll in for the fall.

How can you help? If you are hosting an event where prospective students will be in attendance, we'd be happy to provide admission materials/information and/or an “admissions welcome” at your event. Contact Joe DiCarlo, Dean of Enrollment & Director of Admissions at joseph.dicarlo@worchester.edu for more information.



Become an Admissions Liaison

Throughout the year, the Admissions Office engages in a variety of on and off-campus activities aimed at supporting the recruitment of new students to Worcester State. These activities are critical to meeting our new student enrollment goals each year. **The admissions staff promotes the university to prospective students generally, sharing information on academic programs, study abroad, internships, and research, student life, graduate outcomes and the admissions process.** As the higher education landscape becomes increasingly more competitive, and the demographics of traditionally-aged high school students continues to decline, the ability to recruit new students to the university has never been more challenging. The admissions staff will continue to use all opportunities available to us to support our recruitment efforts. However, we need your help! **To support our efforts, we are asking for you to consider partnering with us to help recruit new students.** Prospective students find tremendous value in connecting with faculty to learn more about their academic interest in greater detail. **By serving as an “Admissions Liaison” for your department, you will be able to make connections with future students and help support new student enrollment for the university and your department!**

Ways you can serve as an admissions liaison:

- “Meet and Greet” with students and family members before they take a campus tour
- Follow up via personalized emails/phone calls to prospective students interested in your academic programs after they visit campus
- Provide laboratory/facility tours to prospective students and families
- Participate at admission events such as fall open houses and Congratulations Day for Accepted Students
- Offer in-person or virtual meetings to prospective students interested in learning more about your academic programs
- Attend off-campus college fairs or high school visits with an admissions staff member

Interested in becoming an admissions liaison for your department?

Contact Joe DiCarlo, Dean of Enrollment & Director of Admissions at joseph.dicarlo@worchester.edu to learn how you can serve as an admissions liaison.



MAJORPLUS

4 YEARS 2 PROGRAMS

ENDLESS OPPORTUNITIES

ACADEMIC EXCELLENCE at Worcester State University goes far beyond exceptional professors, abundant course offerings, and a history of being recognized as one of the nation's Best Colleges and Universities by U.S. News and World Report, The Princeton Review, and Money Magazine.

Imagine a competitive edge that you cannot automatically get anywhere else. Worcester State University is known as the Home of MajorPlus, which gives every student the opportunity to graduate with two majors or a major and minor within four years. This advantage doubles the value of your education, puts you ahead of your peers by increasing your marketability after graduation, and opens the door to endless opportunities.

With MajorPlus, you can learn, grow, and experience more, all within four years. By concentrating more on what you are interested in and not having to take classes that you don't want, MajorPlus was designed to give you a much stronger and fulfilling academic experience, with flexibility too. With more than 80 majors and minors to choose from, MajorPlus offers boundless opportunities to pair disciplines to meet your needs. Explore your passion while building the skills and knowledge you need to pursue an exciting career in today's global economy.

Our goal is to help you achieve what's most important to you. MajorPlus delivers on that promise by allowing you to forge your own path with multiple areas of study that are meaningful to you. Our students emerge from their academic experience ready to lead, to take on new challenges, and achieve their success.

**DOUBLE YOUR
SKILL SET.
EXPAND
YOUR CAREER
OPPORTUNITIES.**



Explore our
MAJORPLUS Website
worcester.edu/majorplus



**LEARN MORE:
WORCESTER.EDU/MAJORPLUS**

**SCHEDULE A VISIT:
(VIRTUAL OR IN-PERSON)
WORCESTER.EDU/VISIT**

**CONTACT AN
ADMISSIONS COUNSELOR:
508-929-8040
ADMISSIONS@WORCESTER.EDU**

WORCESTER STATE

MAJORS, MINORS, AND CONCENTRATIONS

Accounting
 Actuarial Mathematics*
 Actuarial Studies
 Addictions Counseling*
 Advertising and Public Relations
 African and African
 Diaspora Studies*
 Arabic
Art*
 Asian Studies*
 Astronomy*
 Big Data Analytics
 Biochemistry
 Bioinformatics
Biology
Biotechnology+
Business Administration**
 Cellular and Molecular Biology*
Chemistry**
 Civic Engagement*
Communication*
 Communication Education*
Communication Sciences and Disorders*
 Composition and Music
 Technology*
Computer Science*
Criminal Justice*
 Data Science*
 Developmental Processes
 Digital Media Production
 Disabilities Studies*
Early Childhood Education
Early Education and Care
 Earth Science Education
 Earth System Science
 Ecology*
Economics*
Education Studies*
Elementary Education

English**
 Entrepreneurial Studies and
 Small Business Management
 Environmental and Sustainability
 Studies*
Environmental Science**
 Environmental Studies
 Ethnic Studies*
 Finance
 Forensic Science*
 French*
 Geographic Information Systems
Geography*
 Geospatial Information Science*
 Gerontology
 Global Studies*
 Green Chemistry and
 Environmental Chemistry
 Health Education
History**
 Human Development*
 Human Rights and Social Justice*
 Intergenerational Studies and
 Community Service*
 International Business
 Journalism*
 Latin American and
 Latinx Studies*
Liberal Studies
 Literature*
 Management
 Marketing
 Material Science and
 Inorganic Chemistry
Mathematics**
**Mathematics for Elementary
 Education**
 Mathematics for K-8 Education*
 Mathematics for Secondary
 Education
 Mental Health Services

Middle East Studies*
 Middle School Education*
 Music*
 Narrative Studies of Health
 and Body*
 Normal and Disordered Speech,
 Language, and Hearing*
Nursing+
Occupational Studies
 Philosophy*
 Physics*
Political Science**
 Pre-Law*
 Pre-Medicine
 Pre-Nursing
 Psychobiology*
Psychology*
 Public Administration & Planning
Public Health*
**Public Health (Worcester State)/
 Nursing (MCPHS University)**
 Public History*
 Secondary Education*
 Social Work and Social Policy*
Sociology**
 Software Development
Spanish*
 Spanish/Education
 Spanish for Health Professionals*
 Spanish for the Professions
Spanish Translation
 Statistics and Modeling
Theatre*
 Traditional Mathematics*
Urban Studies**
Visual and Performing Arts
 Women's, Gender, and
 Sexuality Studies*
 Writing*

BEYOND I50

LEAD, SUCCEED, ENGAGE

BE A LEADER
BE SUCCESSFUL
BE ENGAGED

EQUITY



**ACADEMIC
EXCELLENCE &
DISTINCTION**



**STUDENT SUPPORT
& SUCCESS**



**MARKETING &
ENROLLMENT**



**COMMUNITY
ENGAGEMENT &
PUBLIC GOOD**



**PEOPLE &
CULTURE**



**RESOURCES &
INFRASTRUCTURE**



**WORCESTER
STATE
UNIVERSITY**

<https://www.worcester.edu/about/presidents-office/strategic-planning/>

Diversity, Equity & Inclusion Professional Development Series

The Equal Opportunity and Title IX Offices invite you to a series of Professional Development opportunities incorporating Diversity, Equity & Inclusion discussion, the Equal Opportunity, Diversity and Affirmative Action Plan Policy & Procedures, as well as Compliance with the Title IX Regulations and the Jeanne Clery Act.

To Register: <https://forms.gle/WkEY7D3wQ4DL6CyN7>

Title: Furthering Inclusion: Establishing Pathways Toward Civility within our Diverse Community (#1)

Description: This introductory session covers basic compliance and reporting at WSU, awareness, cultural competencies that contribute to inclusivity.

Length: 60 minutes

Presenters: Omarthan Clarke and Maria Isabel Gariepy

Intended Audience: All campus community (employees and students)

Dates: ***September 27th, Tuesday - 1 p.m. to 2 p.m. - Wellness 204***

Title: Identifying Implicit Bias and Microaggressions as a Catalyst for Change

Description: This session will explore definitions and strategies for identifying and responding to perceived implicit bias and microaggressions.

Recommended to attend # 1 prior (but not prerequisite)

Length: 60 minutes

Presenters: Maria Isabel Gariepy and Omarthan Clarke

Intended Audience: All campus community (employees and students)

Dates: ***November 3rd, Thursday- 1 p.m. to 2 p.m. - Wellness 204***

Title: Equal Opportunity and Title IX Compliance

Description: This mid-level session will explore the Equal Opportunity and Title IX Regulations, as well as a staff member's duty to report and investigation protocols, including the sexual harassment policy.

Length: 60 minutes

Presenters: Maria Isabel Gariepy and Jennifer Quinn

Intended Audience: Faculty and Staff

Dates: ***September 19th, Monday - 11:30 a.m. to 12:30 p.m. - Wellness 204***

November 8th, Tuesday - 3 p.m. to 4 p.m. - Via Zoom

Title: LGBTQIA+ Inclusivity & Beyond: Identity & Risk Factors (Part 1)

Description: LGBTQIA+ definitions, risk factors, stressors; recognizing microaggressions and hidden biases; using inclusive language.

Length: 60 minutes

Presenters: Maria Isabel Gariepy, Sarah Strout and Sarah Valois

Intended Audience: All campus community (employees and students)

Dates: ***October 24th, Monday - 12:30 p.m. to 1:30 p.m. - Wellness 204***

Title: LGBTQIA+ Inclusivity & Beyond: Cultural Competencies, Student Support & Reporting (Part 2)

Description: LGBTQIA+ student support and response, resources and reporting, compliance and duty to report.

Attendance at Part 1 is strongly encouraged/recommended

Length: 60 minutes

Presenters: Maria Isabel Garipey, Sarah Strout, Sarah Valois, LGBTQIA+ Resource Coordinator

Intended Audience: All campus community (employees and students)

Date: **October 31st, Monday - 12:30 p.m. to 1:30 p.m. - Wellness Center 204**

Title: We Speak Up Bystander Intervention Series: Bystander Intervention as a mechanism to interrupt discrimination and microaggressions on campus. (Part 1)

Description: WSU's bystander empowerment program designed to provide bystander education and essential intervention skills training, with a focus on opportunities to take action, best practices for difficult conversations.

Length: 60 minutes

Presenters: Omarthan Clarke and Sarah Valois

Intended Audience: Faculty and Staff

Date: **November 16th, Wednesday - 8:30 a.m. to 9:30 a.m. - Wellness 204**

Title: Understanding Title IX and How to Support Impacted Individuals

Description: Title IX policies, procedures and reporting requirements. Understanding types of Title IX incidents and how to support those impacted when a disclosure is made.

Length: 60 minutes

Presenters: Jennifer Quinn and Sarah Valois

Intended Audience: Faculty and Staff

Dates: **September 23rd, Friday, 9 a.m. to 10 a.m. - Via Zoom**

October 17th, Monday - 11:30 a.m. to 12:30 p.m. - Wellness 204

Title: Beyond Title IX: Identifying and Responding to Disclosures

Description: A deeper dive into understanding types of sexual misconduct and gender-based discrimination. Enhance skills to support students using a trauma informed approach.

Length: 60 minutes

Presenters: Jennifer Quinn and Sarah Valois

Intended Audience: Faculty and Staff

Dates: **October 4th, Tuesday - 2:30 p.m. to 3:30 p.m. - Via Zoom**

November 4th, Friday - 12:30 p.m. to 1:30 p.m. - Wellness 204

Title: Supporting Students Impacted by Racial Stress and Trauma

Description: Recognizing the impact of discrimination, harassment, and racial violence as a source of traumatic stress. Prevalence and impact of trauma on those who experience it. Do's

and don'ts of utilizing trauma informed approach as a way to listen to, support and empower those impacted while minimizing the risk of re-traumatization.

Length: 60 minutes

Presenters: Lucia Alfaro and Sarah Valois

Intended Audience: Faculty and Staff

Date: ***December 2nd, Friday - 11:30 a.m. to 12:30 p.m. - Wellness Center 204***

Title: Campus Security Authority Training

Description: CSA's are individuals responsible for student and campus activities and as a result of their role at the University, have specific crime reporting obligations under the law. This training is required for all Campus Security Authorities. If you are a campus security authority you will have received an email indicating such.

Length: 60 min.

Presenters: Jennifer Quinn and Mike Vigeant

Intended Audience: Campus Security Authorities

Dates: ***September 16th, Friday - 11 a.m. to 12 (noon) - Fallon Room***

September 26th, Monday - 9 a.m. to 10 a.m. - Fallon Room

October 3rd, Monday - 3 p.m. to 4 p.m. - Fallon Room

Student Accessibility Services

INFORMATION FOR OUR FACULTY AND STAFF PARTNERS

We appreciate your support of our shared students and your commitment to access and equity for our disabled students.

Process for Students



Student registers with SAS via an electronic form and provides documentation related to their disability.

Student participates in an interactive intake meeting and SAS approves or denies request for reasonable accommodations.

Student shares and discusses SAS issued Accommodation Letter with faculty each semester.

Faculty and Staff Reminders



SAS encourages students to meet with faculty to discuss accommodations.

Hold student meetings in a confidential area, not in the classroom with others present.

Only accept SAS issued accommodations. High school documentation is not appropriate.

Student's diagnosis is confidential; SAS holds all documentation. Please do not request documentation from our shared students. Please refer students who disclose a disability to SAS.

Questions, Concerns, Suggestions Contact Us!

Administration Building, Room 131 Main Phone: 508.929.8733 Fax: 508.929.8214

Fran Manocchio, Director and Assistant Dean of Student Affairs
fmanocchio@worchester.edu 508.929.8238

Sharon de Klerk, Assistant Director
Sdeklerk@worchester.edu 508.929.8284

Stephanie Giguere, Accessibility Specialist
Sgiguere2@worchester.edu 508.929.8932

Brendan Boyle, Clerk
sas@worchester.edu 508.929.8733

Our Mission

Student Accessibility Services (SAS) cultivates an accessible and inclusive community where students with permanent or temporary disabilities have an equal opportunity to participate in all aspects of campus life through appropriate academic accommodations. SAS promotes accessibility awareness through the development of student self-advocacy, collaboration and partnerships with faculty, staff and departments, and the broader campus community.

Student Accessibility Services is committed to:

- Establishing a welcoming, respectful, supportive and engaging environment in SAS and on the campus community,
- Assisting disabled students to increase self-advocacy,
- Supporting disabled students to achieve their postsecondary education goals,
- Collaborating with faculty to provide equitable access and the appropriate reasonable accommodations within courses and programs for disabled students,
- And promoting disability as an aspect of diversity.

The Student Accessibility Services department coordinates support services and programs that enable equal access to education and university life for disabled students—including temporary or permanent challenges with mental health, chronic health, sensory ability, physical health/mobility, and learning ability.

Worcester State University is committed to equal access for students, visitors and employees, and encourages all to participate in its programs and activities.

Celebrating Our Students

Student Accessibility Services sponsors the Gamma Chi chapter of [Delta Alpha Pi](#) (DAPI). SAS students with a GPA of 3.1 or higher, and at least 24 credits, are invited to join. The Gamma Chi chapter is active and engaged, and provides peer mentoring for incoming SAS freshman and transfer students.

Delta Alpha Pi is an academic honor society founded to recognize high-achieving students with disabilities who are attending colleges (including community colleges) and universities as undergraduate or graduate students. This dynamic organization celebrates and supports academic achievement, leadership and advocacy for post-secondary students with disabilities..

You can find Gamma Chi on Instagram at [@wsu_dapi](#) and on Facebook at [WSU DAPI](#).

Please Join Us In September for Homecoming Weekend!

Friday, Sept. 23
Saturday, Sept. 24

2022

Save
the date!
It's gonna
be great!



Our weekend is going to be fun-filled with:

- » George H. Albro '65 Memorial Golf Tournament
- » Athletic Hall of Fame Induction Ceremony
- » Homecoming Football Game WSU vs. UMASS Dartmouth
- » Office of Multicultural Affairs 50th Anniversary Celebration and more!



Watch for details

Go to worchester.edu/homecoming



Contact us

Office of Alumni Relations and Engagement
508-929-8141

** There will be NO TAILGATING ALLOWED at Homecoming. Alcohol may be purchased and consumed at the beer/wine garden located on Central Campus. Alcohol may not be brought onto campus. Our aim is to curtail excessive drinking, with special attention on undergraduate students, while maintaining our tradition of Lancer camaraderie and pride. For more information visit: worchester.edu/homecoming OR <https://alumni.worcester.edu/tailgating>*

2022 Family Day
Saturday, September 24th

10am-11am	Family Day Check In <i>Sheehan Hall, Multipurpose Room</i>
10am-11:30pm	Family Day Brunch <i>Sheehan Hall Dining Hall</i> Come and enjoy a wonderful brunch in our state of the art dining facility. Pre-registration is required.
10am-12pm	Giant Games <i>Wasylean Patio, Upper Campus</i> Challenge your family members to a number of outdoor games outside on the patio.
10:30am-2:30pm	Student Center Showcase Feeling creative? Stop by and take part in fun arts and crafts projects. Come and paint a pumpkin and enjoy donuts and hot cider. While supplies last. Game Lounge - Living Room (2nd floor) Pumpkin Decorating - North/South Room (1st floor) Board Games - Exhibit Area (1st floor) Fall Arts & Crafts - Food Court (1st floor)
11am	WSU Women's Soccer vs. Fitchburg State University <i>Coughlin Field</i>
11am-2:30pm	Baby Animal Farm <i>Outside of the Student Center</i> Stop by the farm to see a variety of baby farm animals.
11am-2:30pm	Family Fun Fair <i>Student Center Parking Lot (rain location: inside of Student Center)</i> Have some fall fun at our fair including vendors, giveaways, food, and many more activities.
12:30pm	Family Bingo <i>Student Center, Blue Lounge (1st floor)</i> Enjoy a fun filled game of bingo with your family and win great prizes, including WSU swag.
2:30pm	WSU Football vs. UMass Dartmouth <i>Coughlin Field</i>

The Worcester State University Bookstore will be open from 9:30am-4pm for families and is located on the first floor of the Student Center.

The Family Day Check In will relocate to the front of the Student Center at 11am.

Worcester State University Family Day events are sponsored by the Office of Student Involvement & Leadership Development, Office of Student Affairs, Alumni Office, Athletics Office, and WSU student organizations



WE ARE WORCESTER STATE

FALL DAYS OF GIVING

OCTOBER 26 - 27

Mark your calendars!

TOGETHER WE CAN MAKE A DIFFERENCE!

WHY PARTICIPATE?

Make a powerful statement about our shared commitment to our students and set an amazing example for our alumni, friends, and communities we serve.

WHERE WILL MY GIFT GO?

You can designate 100% of your gift to your academic department or a program, project or scholarship fund of your choice!

IMAGINE THE IMPACT...



100 employees give \$10 biweekly - \$26,000 goes to great causes!

400 employees make \$25 one-time gifts \$10,000 supports our students!

Please join your colleagues in making a gift to WSU! Together we can make a BIG IMPACT!



Our students have need*.

\$10,524 is average financial aid award
79% of students received financial aid
\$5,830 is the average loan amount



In FY22 the Worcester State Foundation awarded over **\$900,000** in scholarships, awards, and internships to Worcester State students.

**According to WSU Fact Book 2020*

When you **LEARN, TEACH.**
When you **GET, GIVE.**

— Maya Angelou



A biweekly donation of ANY amount makes a difference!

Donating the cost of 1 cup of coffee per pay period would add up to a \$75 donation.



GIVING IS EASY!

Make a donation or set up a payroll deduction at
alumni.worcester.edu/facstaff

You can support multiple causes with a single recurring gift!

WHAT HAVE DONORS SUPPORTED IN THE PAST?

- Student Emergency Fund
- Thea's Pantry
- Student Scholarships
- Athletic Funds
- Resilience & Retention Fund
- Experiential Learning Fund
- Worcester State Fund



Are you a WSU alum?

Your gift will help increase our faculty/staff participation and alumni participation rate!



Interested in legacy or planned gift options?

Jodi Briggs-Pickett Advancement
(508) 929-8786

jbriggspickett@worcester.edu

alumni.worcester.edu/facstaff

UNITY Day

WORCESTER STATE UNIVERSITY STUDENTS, FACULTY AND STAFF UNITE

OCTOBER 11, 2022 | 9 A.M.—9 P.M.

Join us as we unite to celebrate our collective authenticity in an inclusive environment for all members of the campus community regardless of:

- Race
- Color
- Religion
- National Origin
- Age
- Disability
- Sex/Gender
- Sexual Orientation
- Gender Identity
- Gender Expression
- Genetic Information
- Marital/Parental status
- Veteran Status

PROPOSED AGENDA

9-10 Unity Day Kick off—May Street

10-10:30 Unity Walk to the Common Ground

10:30-12 Common Ground (rain location Student Center)

- Flag Raising
- Student Reflections
- Student Club Fair
- Employee Resource Tables

12-2 Concurrent Lunch and Learn Sessions

- LGBTQ+—Sheehan Multipurpose
- Spiritual, Physical and Emotional Health—North/South
- Student Accessibility—Blue Lounge

2-6 Common Ground (rain location Student Center)

- DJ
- Dancing
- Mascot
- Games and ice cream

2-6 Student, Faculty, and/or Staff Lead Activities—locations tbd

3-7 Campus Spirit (October 11 and 12 pre-registration required)—May Street

The U.S. Department of Justice Community Relations Service (CRS) helps campus leaders address issues impacting their community through its Campus-Site Problem Identification and Resolution of Issues Together (Campus-SPIRIT) program. The program helps campus communities address tension and conflict related to issues of race, color, national origin, gender, gender identity, sexual orientation, religion, or disability

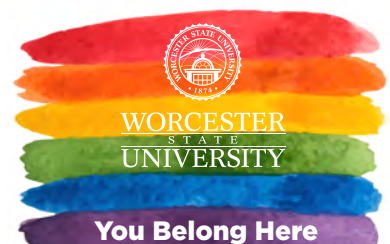
6-7 Graduate Student Fireside Chat about Campus Climate at WSU—President's Conference Room

6-9 Student, Faculty, and/or Staff Lead Activities—locations tbd

For more information or to offer programming, please contact
Maria Gariepy: diversity@worchester.edu

On this Day of Unity, one small step toward a more just society is acknowledging and naming the wrongs that have been done in the past and woven into our life together today, but are too often erased from our view. Therefore, with deep respect, we acknowledge that we are here today on the ancestral land of the Indigenous people of the Nipmuc and Wampanoag nations and acknowledge the painful history of genocide, slavery, and forcible relocation onto reservations.

SCAN FOR UP-TO-DATE SCHEDULE



5 POINTS OF ACTION

Toward a More Inclusive Campus Climate

POINT 1

CLASSROOM CONTEXT

Incorporate diverse perspectives and abilities to the classroom. Diversity (as its own) content area.

POINT 2

STUDENT ENGAGEMENT

Elicit student experiences and gauge the level of concern through student surveys and forums, as well as through formal and informal direct interactions.

POINT 5

DIVERSITY IN ALL HIRING PROCESSES

Best practices and AA/EO goals.

POINT 3

CROSS- RACIAL INTERACTION

Campus programming designed to enhance the experiences of all.

POINT 4

CULTURAL COMPETENCY TRAINING

For all campus constituents.





SEE SOMETHING HEAR SOMETHING SAY SOMETHING

**Don't be afraid to take a stand against
bias statements or actions.**

No member of the University community can ignore a report of discrimination, discriminatory harassment or retaliation. They should provide the reporter as much assistance as is reasonably appropriate in bringing it to the attention of the Director of Diversity, Inclusion, AA/EO; the Director of Student Accessibility Services; and/or the Title IX Coordinator.

Trustees, administrators, department chairs, program coordinators, managers or supervisors are obligated to report the complaint as soon as he or she becomes aware of it.

Other members of the campus community are encouraged to report to the EO Officer any conduct of which they have direct knowledge and which they in good faith believe constitutes discrimination, discriminatory harassment or retaliation in violation of this Policy.

To report anonymously, go to **worcester.edu/diversity** and fill out the Bias Incident Reporting form at the bottom of the web page. Any member of the University community who needs any assistance relating to these Policies may access the following resources:

DISCRIMINATION

Diversity, Inclusion,
and AA/EO
Administration Building, A-335
508-929-8053
diversity@worcester.edu

STUDENT ACCESSIBILITY

Student Accessibility Services
Administration Building, A-131
508-929-8238
accessibility@worcester.edu

TITLE IX / SEXUAL VIOLENCE

Office of Health & Promotion
Student Center, SC-344
508-929-8243
wsu_titleIX@worcester.edu

Duties and Responsibilities regarding Title IX and our Sexual Violence Policy are included in the Equal Opportunity, Diversity and Affirmative Action Plan which can be found at **worcester.edu/diversity**.





Join a Committee, Make a Difference

.....

Each of the following committees is comprised of faculty, staff, and students who represent various divisions, departments, and disciplines and are committed to creating a safe and welcoming campus environment:

Campus Climate Committee

The Campus Climate Committee (CCC) works collaboratively on a multi-stage approach to evaluating diversity, inclusion and equity, utilizing quantitative and qualitative data, to propose, design and assess short- and long-term systemic initiatives.

Bias Incident Response Team

The Bias Incident Response Team (BIRT) is responsible for providing a comprehensive approach to addressing incidents of bias that challenge the University's mission, core values, civility policies, policy against discrimination, discriminatory harassment, and retaliation, and efforts toward improving campus climate.

Advisory Committee for Equal Opportunity, Diversity, and Affirmative Action

The Advisory Committee for Equal Opportunity, Diversity, and Affirmative Action is explicitly derived from the state-wide Equal Opportunity, Diversity, and Affirmative Action Plan.

LGBTQ+ Advisory Group

The mission of the LGBTQ+ Advisory Group is to advocate for the needs of the LGBTQ+ community and work towards a campus culture where members of the LGBTQ+ community are welcomed and respected.



Learn more: worchester.edu/diversity | 508-929-8053

Title IX

Non-Discrimination Notice

Worcester State University is committed to creating and maintaining an academic and work environment, and in adherence with federal law, prohibits discrimination based on race, color, religion, national origin, age, disability, gender, sexual orientation*, gender identity*, gender expression*, genetic information, marital or parental status, or veteran status, sex: including sexual violence

We reach these commitment goals by ensuring compliance with The U.S. Department of Education's [Office for Civil Rights \(OCR\)](#) Title IX of the Education Amendments of 1972, The Jeanne Clery Act, VAWA, SaVE, Drug Free Schools and Campuses regulations, MA Legislature Bill S.2979, and University Student Code of Conduct and Employee Handbook. Title IX protects people from discrimination based on sex in education programs or activities that receive federal financial assistance.

Title IX states:

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

Title IX Scope:

Title IX prohibits sex discrimination in all university programs and activities, including, but not limited to, admissions, recruiting, financial aid, academic programs, student services, counseling and guidance, discipline, treatment of pregnant and parenting students, class assignment, grading, recreation, athletics, housing, and employment. Incidents falling outside the Final Rule's definition of sexual harassment and jurisdiction, and policy violations that do not fall under the scope of standards defined by the Title IX Sexual Harassment Policy or misconduct falling outside the Title IX Sexual Misconduct Policy that is discovered in the course of investigating, Worcester State retains authority to investigate and adjudicate the allegations under the policies and procedures defined within the Policy Against Discrimination, Discriminatory Harassment, and Retaliation: found on pg. 9 of the Board of Higher Ed. Equal Opportunity, Diversity and Equal Opportunity Plan and the Worcester State Code of Conduct.

Title IX Coordinator

The Title IX Coordinator, Jen Quinn, serves as the Universities central resource for faculty, staff and students on issues related to sexual violence, sexual and gender-based harassment, which includes reports of sexual assault, sexual harassment, gender-based harassment, dating violence, domestic violence, stalking, and retaliation. Title IX Coordinator manages the University's response to reports, aims to ensure that the University's response promptly and effectively addresses the incident, prevents its recurrence, and remedies the effects of all forms of such

prohibited conduct. Inquiries regarding Title IX or to make a report contact Jen Quinn, Director of Title IX at Jquinn@worchester.edu, wsu_titleix@worchester.edu, 508-929-8243, or in person in the Student Center, room 335. A report may also be filed at this link:

https://cm.maxient.com/reportingform.php?WorcesterStateUniv&layout_id=7.

Members of our community who report having experienced discrimination can continue to expect thoughtful and compassionate support, including the implementation of specific supportive measures, regardless of whether they choose to file a formal complaint.



WORCESTER
STATE
UNIVERSITY

Recreation & Wellness

Academic Year Programmatic Hours:

Mondays-Thursdays: 7:00am-9:00pm

Fridays 7:00am-8:00pm

Saturdays: 9:00am-5:00pm

Sundays: 10:00am-9:00pm

Website: wsulancers.com

Phone: 508-929-8158

Email: wellnesscenter@worchester.edu

Social: [wsu_recwellness](#)

We are happy to welcome you back!

Our team in the Wellness Center will continue to offer a comfortable and safe space for you to be well.

DeFeudis Fitness Center Membership:

Students (graduate and undergraduate registered for at least one credit): Access is free for Fitness Center and unlimited Group Exercise classes (covered by tuition/fees). Will need to complete online waiver at wellnesscenterportal.worcester.edu using WSU credentials.

IELI, Elder Students and Faculty & Staff: Access for \$15.00/month, \$62.50/academic semester, or \$150.00/annual membership. Payable via OneCard Common Funds, credit/debit card in-person or at wellnesscenterportal.worcester.edu and complete the online waiver WSU credentials.

Alumni & Community: Annual memberships are available – stop by for more information.

Recreation & Wellness Programming & Services:

Korzec Golf Simulator: Take a swing for only \$10/hour per person, or purchase a month, semester, or annual membership for unlimited uses. Register and purchase your membership at wellnesscenterportal.worcester.edu.

Bike Rental: Take a ride with us! For as little as \$15 you'll be able to check out a bike for up to three days at a time through the semester. Find more information at wsulancers.com/Wellness/Bike_Rental. *Limited.*

Group Exercise: Instructors will lead you through great experiences with a variety of classes like Zumba®, Yoga, CycleFit, Pink Gloves Boxing® and much more! Access to unlimited Group Exercise classes for \$75/semester (*faculty/staff*). Purchase membership and register at wellnesscenterportal.worcester.edu. *Subject to class availability.*

Intramurals: Quarterly sports leagues and one day tournaments available for all! Sports include Basketball, Indoor Soccer, Volleyball, Dodgeball and more! More information at wsulancers.com/Wellness/intramurals.

Open Recreation: Students, faculty/staff (*membership not required*) and members will have access to open recreation times when scheduled and staffed, including the rental of available equipment. wsulancers.com/Wellness/Open_Recreation

Personal Training & Wellness Coaching: Fee based 30 & 60 minute sessions to all of our members. Free fitness orientations- contact dbowen2@worchester.edu. More information at wsulancers.com/Wellness/Personal_Training

Virtual Recreation & Wellness / CampusWell: We will continue offering a wide variety of Wellness for everyone virtually as well. Check out the comprehensive opportunities at wsulancers.com and worchester.campuswell.com/

Visit wsulancers.com for detailed information including membership, golf simulator, open recreation, programming, policies, opening information, complete facility hours and MORE.

WSU Library Services for Success

Learn about how the library can help you!

The [Library](#) is the intellectual heart of Worcester State University, a place where members of the campus community converge, collaborate, learn, and discover. [Library staff](#) assist users at the research help desk and by [phone](#), [email](#), and [online chat](#). [Liaison Librarians](#) provide [classroom instruction](#) about information literacy and research skills helping students understand the contours and the changing dynamics of the world of information.

The Library, located on the 2nd and 3rd floors of the Learning Resource Center, is open [over 100 hours per week](#) during the fall and spring semesters. Users will find a variety of spaces to meet their needs including collaborative areas with large, flat-screen displays, individual carrels for independent study, tables with ample space to spread out, lounge chairs with built-in desks, and comfortable café seating.

What can I get from the library?

You can access an expansive collection of documents and media including:

- [Print Collections](#) with more than 140,000 books, 200 journals, magazines, and newspapers, and 3,500 multimedia materials.
- [Electronic Collections](#) with over 210,000 e-books, 170,000 e-journals, 300 databases, and 100,000 streaming videos. [Remote access](#) is available 24/7/365.
- The Worcester State [Archives & Special Collections](#) which features archival materials related to Worcester State University history, rare books, and the papers of poet and activist Dennis Brutus.
- Items from other libraries via [HELM](#), a network of 13 Massachusetts public higher education institutions, and via [Interlibrary Loan](#).
- [Open Educational Resources \(OER\)](#) from the Library's directory of open content including open textbooks, journals, courses, images, and media.

Questions? Contact us!

library@worchester.edu

Phone: 508-929-8027

Fax: 508-929-8198



Worcester State is now part of



The WSU Library has joined the HELM consortium and has migrated to new systems! As a member of HELM, WSU patrons can borrow materials from the twelve other libraries in the consortium via a shared catalog.

Looking for books and ebooks?

With our new catalog, you can search for WSU ebooks and physical materials and even request books from other HELM libraries to be sent to the WSU Library for pickup.

Visit worc-catalog.helmlib.org
or scan this QR code to begin
your search!



Looking for e-resources and more?

Our new Discovery search will look at both our physical and electronic resources for scholarly and peer-reviewed resources, and even provides citations for those resources.

Visit worcester.edu/library
or scan this QR code to find out
more!



Other institutions in the HELM consortium

- ♦ Berkshire Community College
- ♦ Bristol Community College
- ♦ Holyoke Community College
- ♦ Massachusetts College of Liberal Arts
- ♦ Massasoit Community College
- ♦ MassBay Community College
- ♦ Middlesex Community College
- ♦ Northshore Community College
- ♦ Northern Essex Community College
- ♦ Quinsigamond Community College
- ♦ Roxbury Community College
- ♦ Springfield Technical Community College

Have a question or want more information?

Ask us at the Circulation Desk or online at
libguides.worcester.edu/askus
library@worcester.edu
worcester.edu/library

CAREER SERVICES

IMPORTANT ANNOUNCEMENTS

STAFF CHANGES:

- New Director- Melisa Alves, M.Ed
- New Administrative Assistant- Emily Tremarche '16
- Hiring: Career Advisor/Program Coordinator & Associate Director of Employer Relations

SERVICES & RESOURCES:

- **Drop-In Hours-** Students can stop by the office to meet with an advisor with no prior appointment necessary. *Schedule will be shared at the beginning of the new semester.*
- **Mock Interviews-** We are now offering mock interviews throughout the academic year. Students can schedule a mock interview before an upcoming job/internship interview.
- **Workshops and Presentations-** We have expanded our campus wide workshop offerings and will continue to schedule in-class presentations. Presentation requests can be submitted via the WSU Career Services Website.
- **One-on-One Advising:** Refer students to schedule an appointment with a career advisor. Appointments can be scheduled via **LancerLink**-powered by *Handshake* or by contacting our office.
- **Social Media:** Follow us on Instagram @wsu.careerservices for job/internship highlights, career resources and more!
- **Career Closet:** Available to all students who are looking for support with putting together professional attire for an upcoming interview or need clothing for an internship or job. The Career Closet is located on the 3rd floor of the Student Center.

CONTACT US

Career Services

Student Center 3rd Floor

careerservices@worchester.edu

508-929-8941

 wsu.careerservices



WORCESTER
S T A T E
UNIVERSITY

FY 2023

Comprehensive University Budget

Memorandum

DATE: May 31, 2022

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance

RE: FY 2023 COMPREHENSIVE BUDGET

The FY 2023 budget builds upon the FY 2022 budget and is intended to provide a bridge plan to FY 2024 as the University emerges from the pandemic, assesses trends in enrollment, and evaluates long standing operational practices through the work of the Financial Sustainability Task Force.

The comprehensive budget for FY 2023 of \$123,589,226 includes state appropriations and state funded fringe benefits, federal relief grants, state relief grants, and an appropriation of reserves, in addition to nine trust funds. An annual payroll budget of \$47,087,232 provides for 624 full time equivalent employees. The campus is further supported by a \$9,822,506 budget to fund part-time non-benefitted faculty and staff who support core functions of the University. The University budget supports activities in seven functional areas; President, Administration and Finance, University Advancement, Academic Affairs, Student Affairs, Enrollment Management, and Institutional Expense. The functional areas are comprised of at least 111 active budget units, each overseen by a designated budget manager.

Institutional funds generated locally represents 48% of the total budget. Student financial aid from state and federal sources represents 9% of the budget, other state revenues is 3%, state operating appropriation is 28% of the budget, and state funded fringe benefits make up the remaining 12%.

Resource Plan – General Operations

State funds

As we close out FY 2022 the Commonwealth is in the process of funding collective bargaining agreements back to July 1, 2020. Annual salary increases for FY 2021 and FY 2022 for unit members whose pay was funded by state appropriations are being funded by additional state resources. The remaining unit members, in addition to non-unit members, will also receive salary adjustments that will be funded by campus trust funds. \$1,359,671 will be added to the University's state appropriations in FY 2023 to fund these base pay increases. In addition, the FY 2023 base state appropriation will be increased by previously approved formula funding of \$671,021, FY 2023 2% salary increase for unit member positions funded through state appropriations of \$629,324, in addition to WSU's anticipated share of FY 2023 formula funding currently proposed of \$364,214. When reconciling the FY 2022 state appropriated funds of \$31,201,398, there is a reduction of a \$75,000 one-time earmark and cumulative additional new resources described above of \$2,949,230, to arrive at a FY 2023 State Appropriation figure of \$34,150,628.

In addition to the increase in state appropriations, fringe benefit funding on the part of the Commonwealth has increased to \$14,305,698. The reason for the increase is two part; an increase in state funding for payroll costs provides the opportunity for an increased offset of fringe benefits funded by the Commonwealth in addition the Commonwealth's rate used to back charge departments for the costs associated with fringe benefits has increased to 41.89%.

In FY 2023 the state university system will be receiving American Recovery Plan Act (ARPA) funds from the Commonwealth of Massachusetts. The funds have been authorized by Chapter 102 of the Acts of 2021 which appropriates \$4 billion to support recovery from the pandemic, including \$2.55 billion in spending from the ARPA Coronavirus State Fiscal Recovery Funds (CSFRF) and \$1.45 billion in spending from the Transitional Escrow Fund, made up of state fiscal 2021 surplus funds. The bill assigns the Secretary of Administration and Finance the responsibility of matching expenditures to the most appropriate funding source, which provides important flexibility in recognition of the significant federal rules and regulations associated with federal funds. WSU will be accessing \$2M in state funds from the Transitional Escrow Fund in FY 2023. This allocation represents a one-time grant.

In FY2022 WSU was the recipient of a multi-year grant from the DHE to fund operating costs associated with transitioning Becker College nursing students to WSU's nursing program. The FY 2023 budget continues to carry costs associated with supporting this cohort of students which are offset by the second year of state funding of \$649,118.

Institutional revenue

WSU has been experiencing an ongoing decline in institutional revenue since FY 2019. Realized revenue has declined 8.64 % from FY 2019 to FY 2021. During the current fiscal year, through mid-May, revenue has declined an additional 7.08%. The FY 2023 institutional revenue budget is \$40,069,049. This figure is similar to the current year budget. Institutional revenue budgeted at this figure anticipates a 18.4% decline in campus generated revenue since June 30, 2019, reflecting changing demographics on top of a loss of market share in many areas due to the pandemic.

While enrollment projections for the fall of 2022 appear favorable in comparison with similar figures for fall of 2020 and fall of 2021 the budget has been prepared using the declining trend line that we have experienced over the past three years. In the event we realize increased enrollment there will be opportunities to consider budget amendments to reflect an improving financial trend.

Federal funds

In FY 2022 Federal COVID relief funds were used to underwrite the revenue shortfall budgeted at \$4.6M. During the year a revenue loss compared to budget was realized of \$4,196,875. The University drew down COVID relief funds to underwrite that loss. In FY 2023 we continue to experience that initial projected revenue shortfall from FY 2019 while the budget gap has grown. As we close FY 2022 we anticipate having \$3,871,463 of Federal COVID relief funds available for FY 2023. Funds have been set aside for lingering pandemic related costs of \$374,573 and \$3,496,890 has been budgeted to recover a portion of the ongoing loss of revenue since FY 2019.

Other resources and summary

Total operational costs for FY 2023 are budgeted at \$97,919,586. Total resources identified above includes State appropriations, State fringe benefits, State operating grants, institutional revenue and Federal COVID relief funds which cumulatively offset costs in the amount of \$95,045,956. The remaining budget gap of \$2,873,630 is proposed to be funded by an appropriation of unrestricted reserves.

This resource plan reflects reliance on \$6,520,581 of one time grants from the federal and state government, in addition to a draw on reserves. This plan to offset the budget gap of approximately \$9M is not sustainable beyond FY 2023. We offer this solution as a bridge budget to allow the University a period of intense analysis of operations with the intent of identifying and implementing organizational change across all university functions to be realized over several years.

A focus on organizational change with a heavy reliance on sharing of best practices across the higher education industry is intended to strengthen the university. Institutions across the country are engaging in similar exercises with an eye towards updating practices to reflect current technology and student demand while reducing redundancies and unintentional inefficiencies. Faculty and staff time is valuable and should be focused on activities that will lead us to achieving our strategic plan. Successful process improvement will allow for a refocus and shift of time to strategic matters to progress the mission of the University. Throughout this process data sets, definitions and terminology will be discussed with the goal of achieving a community wide understanding of these tools for assessment and decision making. While the momentum for this effort is the financial sustainability of WSU, the process of operational review is intended to strengthen our roles within our operational areas and ensure our collective time and financial resources are best used on activities that will prepare WSU for the future.

Operational Costs

During FY 2022 University operations began to return to a more traditional model. The Administration expects operations to be relatively free of pandemic restrictions in FY 2023 and consideration has been given to the prioritization of limited resources in an effort to ensure a quality experience for the student body and funding for existing obligations.

The most financially significant obligation is the \$1.3M net increase in labor costs after considering the \$5M increase in state funding. Labor costs that fall to campus trust funds are not eligible for state funding. As a result, collective bargaining increases on those labor costs must be funded with campus resources. In addition, campus resources are necessary to fund the fringe benefit costs assessed by the State Comptroller's Office on those direct labor costs. To make matters worse, the fringe benefit back charge from the state has increased to 41.89% for FY 2023. Additional funds have also been added to the budget to address sabbatical deferrals due to COVID 19 response.

The FY 2023 budget includes \$4M for full funding of the annual Capital Adaptation and Renewal line in an effort to maintain the integrity of campus infrastructure which is subjected to constant use and reconfiguration. We have not increased the funding of this line in years and more recently reduced it by 50% in FY 2020 and FY 2021. Restoration of funds to pre-COVID

levels along with an infusion of state funds for critical repairs projects will ensure buildings are safe and in good repair. This level of funding is not sufficient to address programmatic needs necessary to remain competitive with other institutions.

Information technology services and agreements, in addition to library license agreement costs, increase annually. It is a challenge to keep pace with these rising costs and maintain a consistent level of service and offerings. Similarly, the costs associated with maintaining employee access to current technology and maintaining quality technology in the classroom is an ongoing fiscal challenge. In the past we have been able to fund several small replacement cycles for employee equipment. Those resources have created a baseline of funding to create a multi-year renewal cycle for a small portion of existing inventory. Plans were being developed to upgrade classroom technology prior to the pandemic. Classroom technology needs should be evaluated post-pandemic and a financing plan developed that could be worked in to future budget plans. The FY2023 budget does include funding to address increasing technology and library costs in the coming year and an additional replacement cycle for IT equipment at a combined cost of \$.6M

The restoration of all in person programming, events, activities and operations requires the selective add back of scaled funding for expenses such as food, speakers and travel at a cost of \$.9M. Activities restored include 100% programming for Division III athletic programs, Graduate School commencement, student and parent orientation, family weekend, fund raising events, admissions events and centralized travel funds with each division.

The items highlighted above have been added to the operating budget at a cost of approximately \$4.8M increasing the operating budget shortfall to over \$9M as referenced above in the "Resource Plan".

Other Trust Funds

The Residence Hall Trust Fund (445) has been budgeted at 90% occupancy for FY 2023. In addition, the Massachusetts State College Building Authority (MSCBA) approved a \$220 a year increase to all room rates for the upcoming academic year. The budget as presented and approved by the MSCBA restores operations close to pre-pandemic levels. While the Residence Hall Trust Fund experienced losses during the pandemic, the fund is expected to close FY 2022 with an operating surplus as the result of additional debt restructuring during the year by the MSCBA. WSU's most recent occupancy rates as reported by MSCBA have been 95.5% in FY 2018, 96% in FY 2019, 95.6% in FY 2020 and 50.4% in FY 2021.

Over the past few years campus health services have been burdened with the administration of COVID protocols. Prior to the pandemic, WSU had been considering changes to the Health Services Trust Fund (442) in response to the rising cost of healthcare. WSU received Federal COVID relief funds during the pandemic that allowed costs assessed to this trust fund to be scaled back. The FY 2023 budget reflects a return to traditional student health services and several years of rising health care costs. In order to fulfill the demand for traditional health services for students the student health service fee is being increased to \$310 a year. This new annual rate will clear past operating deficits, stabilize revenue and restore the services students had available to them prior to the pandemic.

The Strategic Plan Trust Fund (410) was re-established in FY 2022 in the amount of \$524,831. \$321,331 remained unallocated during the year. The FY 2023 budget provides \$102,500 to fund

initiatives that had been approved by the administration as part of a multi-year plan in FY 2022. The Strategic Plan Trust Fund reserve balance remaining for future projects is \$218,831.

The Wellness Center Trust Fund (429) experienced a decline in revenue during the pandemic as the fitness center and fitness classes were suspended. While the staff are optimistic revenue will build back to prior levels, the FY2023 budget reflects conservative revenue growth as the community begins to get back to engaging with others in public spaces. The Wellness Center Trust Fund has generated a reserve of approximately \$270K since it was established in FY 2017. The FY 2023 budget includes an appropriation of reserves to refresh equipment and technology.

The Capital Improvement Trust Fund (405), Parking Garage Trust Fund (408), Parking Fines Fund (439), Student Activities Trust Fund (446), and Residence Hall Technology and Equipment Trust Fund (448) have remained relatively consistent over the past few years and there is very little change in the activity budgeted for these trust funds in FY 2023.

Other changes

The FY 2023 operating budget reflects an increase in rates in the Division of Graduate and Continuing Education. The Administrative Fee assessed for Undergraduate and Graduate courses will increase to \$143 per credit hour. The increase is intended to fund collective bargaining increases for part-time faculty and new program costs intended to enhance enrollment.

Resident student meal plans are also planned to increase in the fall by approximately 5% with the least expensive plan set at \$4,044 for the year.

An International Student Fee will be implemented in the fall of 2022. The purpose of the fee is to partially offset costs associated with recruitment and operational obligations related to the enrollment of international students. A flat rate of \$250 a semester will be assessed during the fall and spring semesters. A rate of \$125 will be assessed per summer session attended. The fee will be assessed for international students enrolled in undergraduate, graduate and DGCE programs.

Other discretionary student fees and charges will remain unchanged in FY 2023.

Planning for the Future

The Comprehensive FY 2023 budget as presented in this package is intended to support current operations through June 30, 2023.

Looking towards FY 2024 and beyond it will be vital that the work of the Financial Sustainability Task Force be integrated into future operational and financial plans. The recommendations coming out of Phase I of the task force are intended to create opportunities for increased net revenue, increased operational efficiencies and a common set of means and methods to inform decisions and measure success. The purpose of the Financial Sustainability Task Force, regardless of the phase of work, is to provide the opportunity for employees across all areas to come together to identify and develop plans to strengthen operations, refresh processes and practices, and ensure the university is fiscally healthy and focused on student success while achieving the goals of the strategic plan.

Worcester State University
Summary of Sources and Uses of Funds
FY 2023 - All Sources and Trust Funds

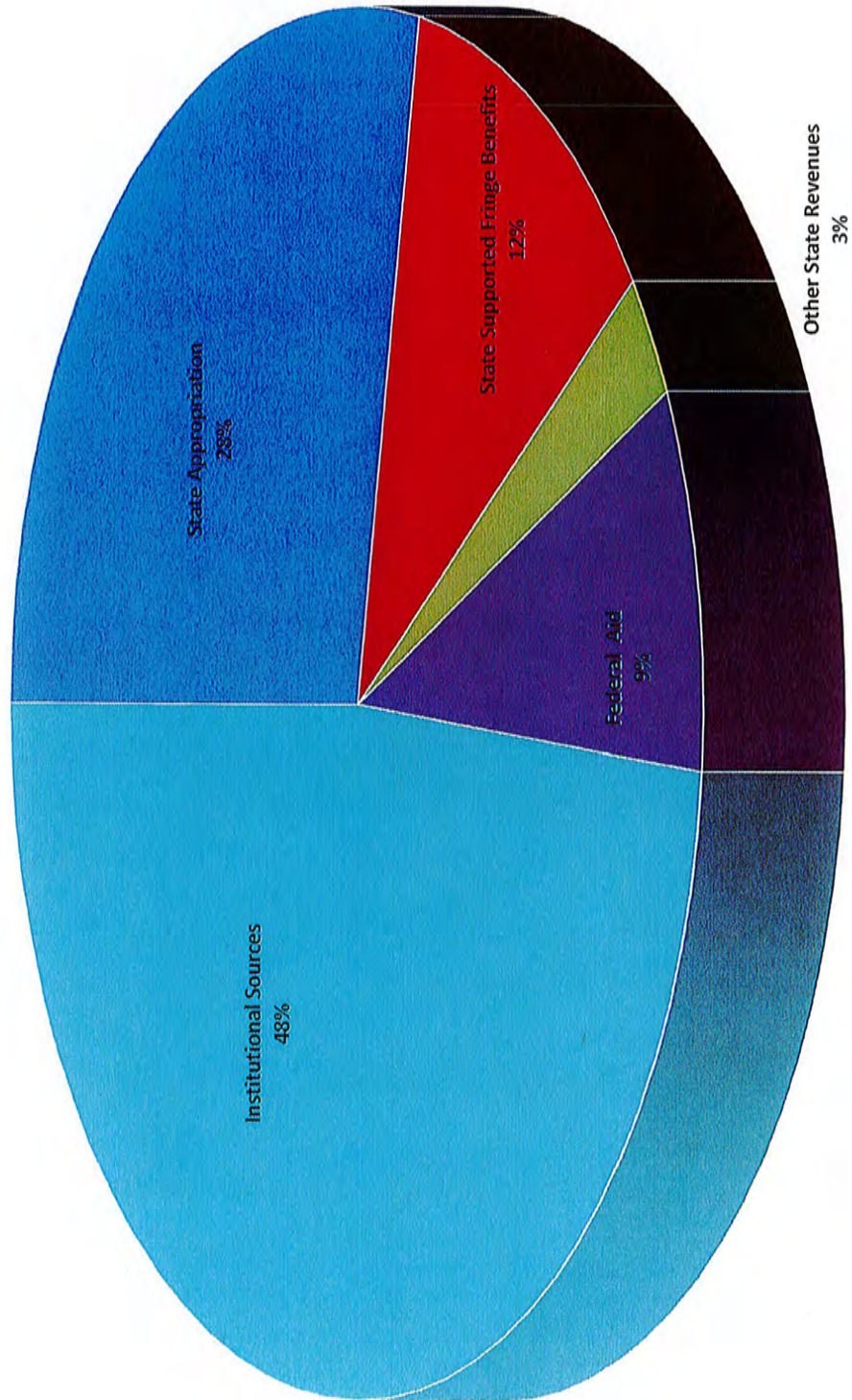
Sources of Funds:

State Appropriation	\$ 34,150,628
State Supported Fringe Benefits	14,305,698
Other State Revenues	3,726,818
Federal Aid	10,790,642
Institutional Sources	60,615,440
Total Sources	<u><u>\$ 123,589,226</u></u>

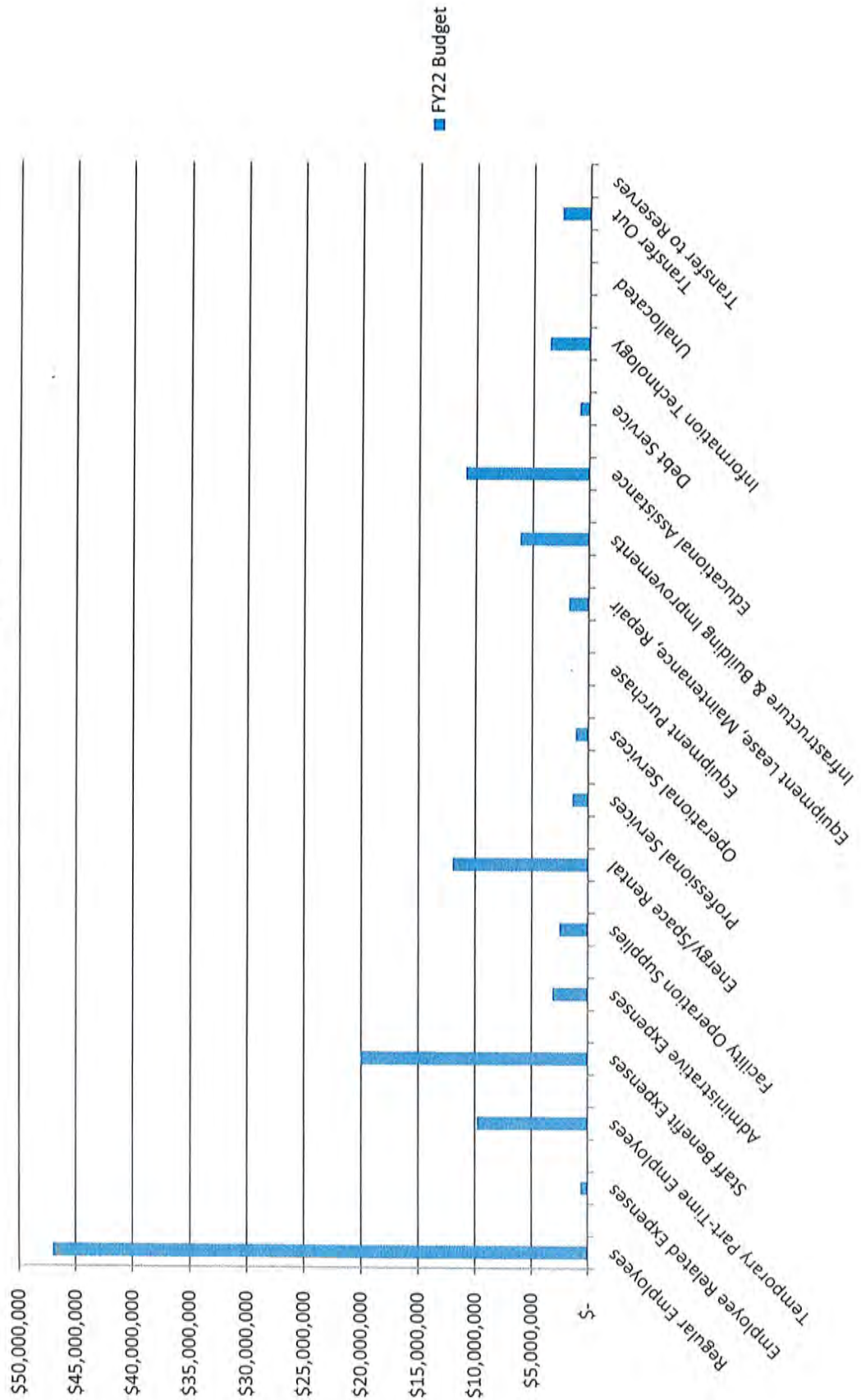
Uses of Funds:

AA	Regular Employees	\$ 47,087,232
BB	Employee Related Expenses	601,473
CC	Temporary Part-Time Employees	9,822,506
DD	Staff Benefit Expenses	19,984,526
EE	Administrative Expenses	3,132,985
FF	Facility Operation Supplies	2,536,029
GG	Energy/Space Rental	12,008,656
HH	Professional Services	1,393,369
JJ	Operational Services	1,123,900
KK	Equipment Purchase	40,000
LL	Equipment Lease, Maintenance, Repair	1,785,372
NN	Infrastructure & Building Improvements	6,185,100
RR	Educational Assistance	10,954,240
SS	Debt Service	861,617
UU	Information Technology	3,554,748
XX	Unallocated	-
	Transfer Out	2,517,473
	Transfer to Reserves	-
	Total Uses	<u><u>\$ 123,589,226</u></u>

Worcester State University
Sources Of Funds
FY 2023 Budget



Worcester State University Uses of Funds FY 2023 Budget



Worcester State University
Summary of Sources
FY 2023 - All Sources and Trust Funds

State Sources

Annual State Maintenance Appropriation		\$	34,150,628
State Supported Fringe Benefits	14,305,698		
Student Aid Program (Cash Grant & PT Student)	1,077,700		
ARPA Allocation- State Grant	2,000,000		
State Grant- Becker Nursing Students	649,118		
Total Other State Sources			18,032,516
Total State Sources			<u>52,183,144</u>

Federal Sources

Federal Grant -HEERF	3,871,463		
SEOG Program	216,809		
College Work Study Program	112,882		
Pell Grants	6,487,340		
Local match (Transfer from General Trust Fund Reserve)	102,148		
Total Federal Sources			<u>10,790,642</u>

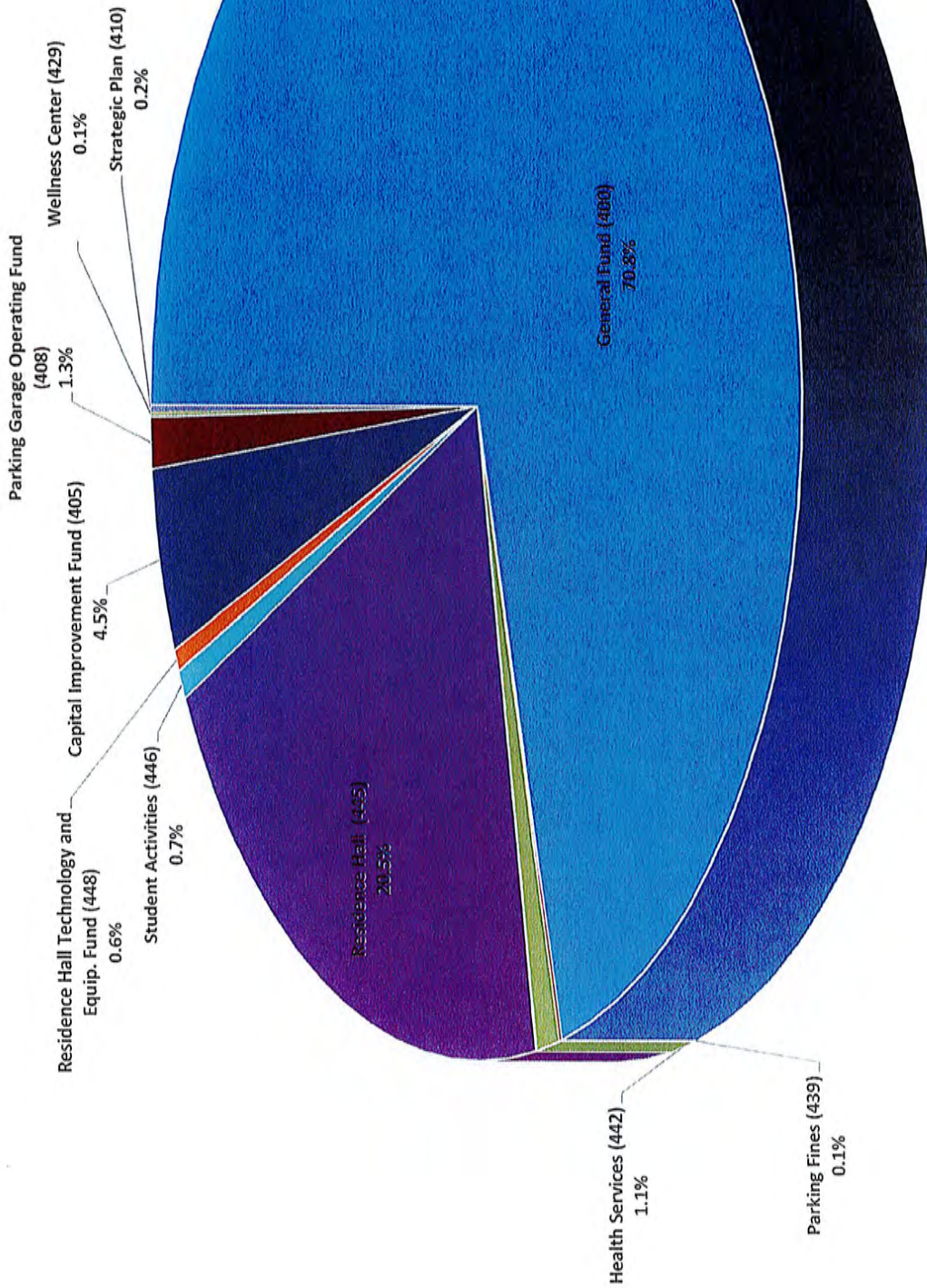
Institutional Sources

Revenue			
General Fund	40,069,049		
Parking Fines Fund	43,715		
Health Services Fund	695,400		
Residence Halls Fund	12,420,520		
Student Activities Fund	250,414		
Residence Hall Technology and Equip. Fund	336,380		
Capital Improvement Fund	2,740,301		
Wellness Center Trust Fund	28,661		
Transfers In			
*Transfer from Health Services Fund Reserve	-		
*Transfer from Resident Hall Trust Fund Reserve	-		
*Transfer from Student Activities Trust Fund Reserve	190,153		
*Transfer from Capital Improvement Trust Fund Reserve	761,893		
*Transfer from Parking Fines Trust Fund Reserve	46,285		
*Transfer from Wellness center Trust Fund Reserve	56,539		
*Transfer from Strategic Plan Trust Fund Reserves	102,500		
*Transfer from Reserves	2,873,630		
Total Institutional Sources			<u>60,615,440</u>
Total Sources		\$	<u>123,589,226</u>

Worcester State UniversityTrust Fund Summary
FY 2023 Requested Budget

	Budget FY 2023		
	Sources	Uses	
General Fund (400)	\$42,942,679	\$ 42,942,679	70.8%
Parking Fines (439)	90,000	90,000	0.1%
Health Services (442)	695,400	695,400	1.1%
Residence Hall (445)	12,420,520	12,420,520	20.5%
Student Activities (446)	440,567	440,567	0.7%
Residence Hall Technology and Equip. Fund (448)	336,380	336,380	0.6%
Capital Improvement Fund (405)	2,740,301	2,740,301	4.5%
Parking Garage Operating Fund (408)	761,893	761,893	1.3%
Wellness Center (429)	85,200	85,200	0.1%
Strategic Plan (410)	102,500	102,500	0.2%
Total Trust Fund Budget	<u>\$60,615,440</u>	<u>\$ 60,615,440</u>	

Worcester State University
Trust Fund Summary
FY 2023 Budget



Worcester State University

Operating Revenue

FY 2023 Revenue

	FY 2023 Proposed Budget	FY 2022 Approved Budget
<i>State Sources</i>		
State Maintenance	34,150,628	31,201,398
State Funded Fringe Benefits	14,305,698	12,294,927
Total State Sources	48,456,326	43,496,325
<i>Institutional Sources</i>		
<i>General Trust Fund</i>		
Tuition/ In state Undergraduate	3,603,306	3,603,306
Tuition/ Graduate	1,406,815	1,406,815
Tuition/ Out of State Undergraduate	1,214,237	1,214,237
Total Tuition	6,224,358	6,224,358
Waivers/Undergraduate	(110,504)	(110,504)
Waivers/Graduate	(188,112)	(188,112)
Total Tuition Waivers	(298,616)	(298,616)
Net Tuition	5,925,742	5,925,742
Undergraduate Day Division	30,069,328	30,446,989
Undergraduate Eve/Summer Programs	2,535,234	2,225,796
Graduate School	1,218,192	1,056,954
Total Fees	33,822,754	33,729,739
Undergraduate Day Division waivers	(620,589)	(620,589)
Undergraduate Eve/Summer Programs/waivers	(45,670)	(45,670)
Graduate Fee waiver	(131,351)	(131,351)
Total Fees Waivers	(797,610)	(797,610)
Net Fees	33,025,144	32,932,129
Application Fees	38,152	38,152
Special fees	263,675	263,675
Commencement Fees	1,215	1,215
Transcript Fees	37,745	37,745
Orientation Fees	36,375	36,375
Testing Fees	600	600
Activity income	388	388
Commissions	99,717	99,717
Non-Credit Courses incl Restricted	155,660	155,660
Center for Effective Instruction	39,685	39,685
Intensive English Institute	152,080	152,080
Center for Business & Industry	32,354	32,354
Facilities rentals	90,731	90,731
Miscellaneous	169,786	169,786
Other income	1,118,163	1,118,163
Total General Trust Fund Source	40,069,049	39,976,034
General Operating Budget Income	\$ 88,525,375	\$ 83,472,359

Answers to questions big and small.

Wouldn't it be nice to have a personal assistant to help you with your busy life? Good news! You have one with **Mass4You**.

Mass4You is a new Employee Assistance Program brought to you by the Group Insurance Commission (GIC) and the Commonwealth of MA, powered by Optum. **Mass4You** is a friendly and confidential service that provides a wide range of resources for any life situation.

Need a rental car? Meals delivered to your home? A pet-friendly hotel? We can help.

Save precious time — let us do the research for you.

Our program specialists will search and verify services for you. We will get you pricing, professional credentials and contact information. Here are just a few of the ways **Mass4You** can help you and your family:

- ▶ WorkLife services referrals
- ▶ Financial and legal help
- ▶ Child, family and parenting support
- ▶ Stress Management

Get support **when times are tough.**

Our **Mass4You** Employee Assistance Program (EAP) can help you with family concerns, financial issues, separation and divorce, substance abuse, stress and anxiety, and more. Call to speak confidentially with a specialist to get referrals or prior approval for services. You may also visit liveandworkwell.com to search for a provider.

Substance Use Treatment Helpline

Identifying substance use disorders can be confusing. Call the toll-free Substance Use Treatment Helpline at **1-855-780-5955**



Your Employee Assistance Program

Talk with a specialist
who cares, 24/7

1-844-263-1982

For the deaf and hard of hearing,
TTY support is available by dialing
711+1-844-263-1982

Unlimited telephonic consultations and referrals. Receive three in-person or virtual visits if you need to see a provider.

Visit **liveandworkwell.com**
and use the access code **mass4you**.

- Provider search
- Well-being tools, articles and videos
- Obtain EAP Authorization for 3 In-Person or Tele-EAP Counseling Visits

Download the **myliveandworkwell**
mobile application and use access
code **mass4you**.

Available to all active state and municipal employees
and their families eligible for GIC benefits.



This program should not be used for emergency or urgent care needs. In an emergency, call 911 or go to the nearest emergency room. This program is not a substitute for a doctor's or professional's care. Due to the potential for a conflict of interest, legal consultation will not be provided on issues that may involve legal action against Optum or its affiliates, or any entity through which the caller is receiving these services directly or indirectly (e.g., employer or health plan). This program and its components may not be available in all states or for all group sizes and is subject to change. Coverage exclusions and limitations may apply.

© Optum, Inc. All rights reserved. WF269617 75651-062018

Get support. Save time. Enjoy life.

Get referrals to WorkLife Services with one quick call to **1-844-263-1982**.

We have 100+ ways to help you manage your life, including:



PERSONAL SERVICES

- Dining
- Entertainment
- Household services
- Pet services
- Recreation
- Relocation
- Repair: auto, home
- Shopping
- Travel
- Yard and lawn care



CHILD, FAMILY AND PARENTING SUPPORT SERVICES

- Adoption
- Before- and after-school programs
- Childcare options
- Help with parenting questions
- Infertility resources
- New parent support groups
- Prenatal services
- Special needs care
- Summer camps and activities



EDUCATIONAL RESOURCES

(from kindergarten through adult)

- Adult education classes
- At-risk youth programs
- College solutions
- Career consulting
- Home schooling
- Nursery schools
- Private school resources
- Sports and recreation programs



ADULT AND ELDERCARE SUPPORT SERVICES

- Adult day care programs
- Alzheimer's and related disorders
- Community programs
- Elder abuse
- Financial issues
- Grief/loss
- In-home/nursing care options
- Retirement planning
- Skilled nursing facility information



CHRONIC ILLNESSES AND CONDITIONS SUPPORT SERVICES

- Advocacy
- Affordable housing
- Caregiving resources
- Condition-specific support
- Food service and nutrition help lines
- Living with a disability
- Remodeling for accessibility
- Transportation
- Work issues

We're here to help.

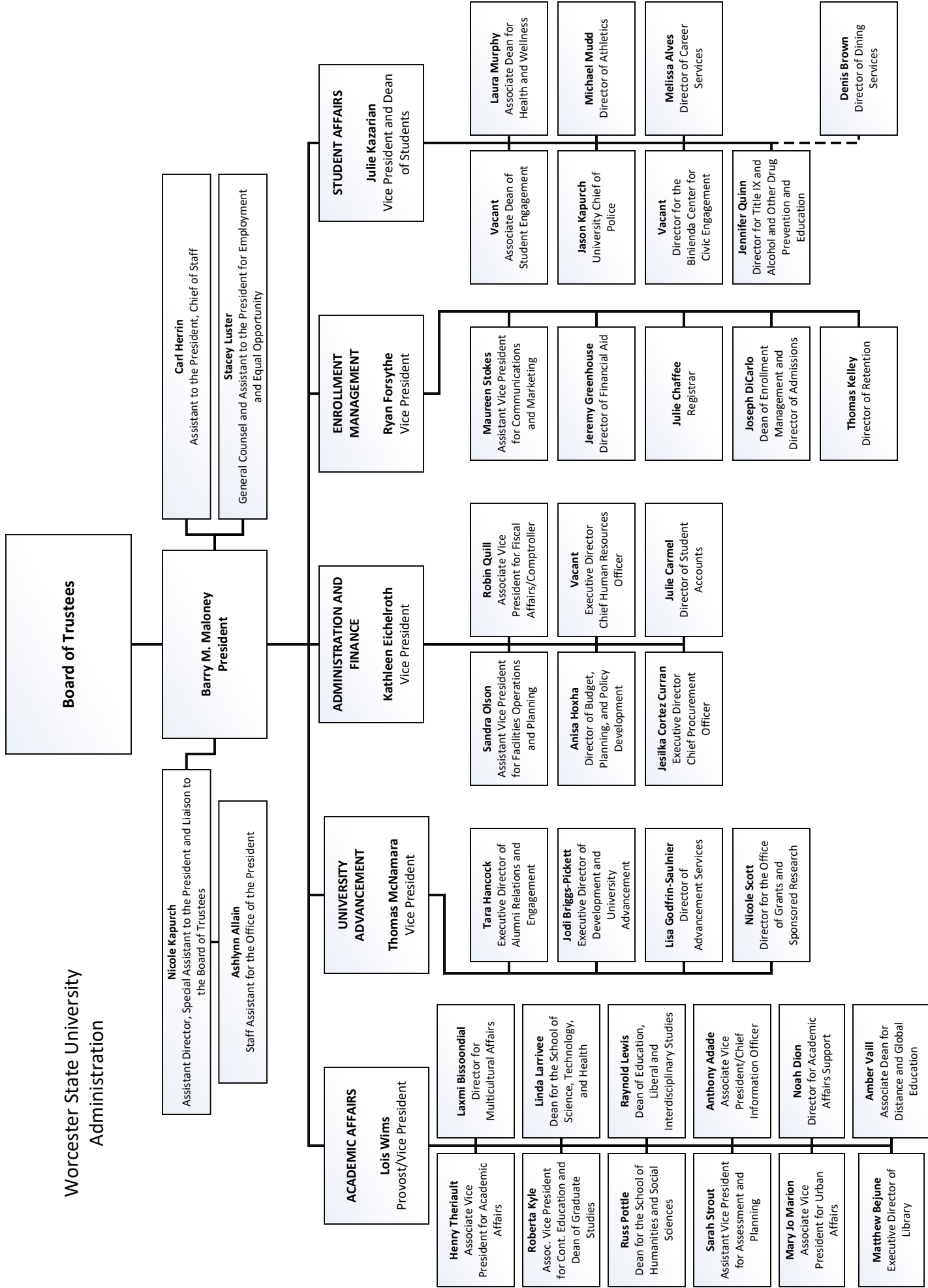
Call any time.

1-844-263-1982



Your Employee Assistance Program

Worcester State University Administration





2022 Faculty Appointments

Fatima Alzyoud Ph.D.

Ph.D., University of Massachusetts Dartmouth
M.S.N., B.S.N. Jordan University of Science and
Technology

Assistant Professor

Nursing

Tenure Track

Anne Armstrong Ph.D.

Ph.D., M.S., Cornell University
M.P.S., SUNY College of Environmental Science and
Forestry
B.A., Hamilton College

Assistant Professor

Earth Environment & Physics

Tenure Track

Jeremy Birkline

M.F.A., Emerson College
B.A., University of Texas at Austin
A.A., Lonestar Community College

Visiting Assistant Professor

English

One Year Temporary

Andrew Burkhardt Ph.D.

Ph.D., M.S., University of Virginia
M.S., University of Michigan

Assistant Professor

Earth Environment & Physics

Tenure Track

Sarah Eagan Ph.D.

Ph.D., University of Nebraska
M.A., Ball State University
B.A., Sonoma State University

Assistant Professor

Psychology

Tenure Track

Jake Garner

M.A., California Polytechnic State University
B.A., Sterling College
B.A., Warren Wilson College

Visiting Instructor

English

One Year Temporary



2022 Faculty Appointments

Stephen Gee Ph.D.

Ph.D., University of North Carolina at Chapel Hill
M.S., Medical University of South Carolina
B.S., University of South Carolina, Columbia

Visiting Assistant Professor

Biology

One Year Temporary

Carter Hardy Ph.D.

Ph.D., M.Phil., University of South Florida
B.A., University of Central Florida

Assistant Professor

Philosophy

Tenure Track

Saba Kadady

B.S., MS., Al Nahrain University, Iraq

Instructor

Computer Science

Tenure Track

Sharisse Kanet Ph.D.

Ph.D., B.A., CUNY Graduate Center
B.A., Wesleyan University

Visiting Assistant Professor

Philosophy

One Year Temporary

Annie Lamontagne Ph.D.

Ph.D., University of California, Santa Barbara
B.S., University of New Hampshire

Visiting Assistant Professor

Earth Environment & Physics

One Year Temporary

Kym Meyer, M.S., Ph.D., CCC-A

Ph.D., University of Massachusetts-Amherst
M.S., Gallaudet University, Washington, DC
B.A., Hofstra University, Hempstead, NY

Assistant Professor

Communication Sciences & Disorders

Tenure Track

Rita Mookerjee Ph.D.

Ph.D., Florida State University
M.A.L., B.A., Temple University

Assistant Professor

Interdisciplinary Studies

Tenure Track

Danielle Morales Ph.D.

Ph.D., M.S., Texas A&M University, College Station
B.S., Renmin University of China, Beijing, China

Assistant Professor

Urban Studies

Tenure Track



2022 Faculty Appointments

Kaushik Mukherjee Ph.D.,

Ph.D., University of Mississippi, University
M.B.A. XLRI, Jamshedpur, India
B.S., Jadavpur University, Kolkata, India

Assistant Professor

Business

Tenure Track

Sunny Ruggeri Ph.D.

Ph.D., University Missouri-Kansas City
M.S.N., Sacred Heart University
M.S., B.S., SungKyunKwan University

Instructor

Nursing

Tenure Track

Samantha Scripture Ph.D.

Ph.D., M.A., University of Massachusetts Amherst
B.A., Elms College

Assistant Professor

Communication Sciences & Disorders

Tenure Track

Noa Shaindlinger Ph.D.

Ph.D., M.A., University of Toronto
B.A., Tel Aviv University, Tel Aviv, Israel

Assistant Professor

History

Tenure Track

Nafisa Tanjeem Ph.D.

Ph.D., Rutgers – The State University of New Jersey
M.A., University of Toronto
B.S., University of Dhaka

Associate Professor

Interdisciplinary Studies

Tenure Track

Jamie Wronka

M.S., B.S., University of New Hampshire

Visiting Instructor

Occupational Therapy

One Year Temporary



2022 Staff Appointments

Division of Academic Affairs

Vida Ampofo	Staff Assistant	Academic Success
Juliet Boisselle	Staff Associate	Associate VP Academic Affairs
Nicholas Dudo	Staff Associate	ITS - Administrative Services
Teresita Encarnacion	Director	Center for Business & Industry
Michale Friedrich	Staff Associate	ITS - End User Services
Guy Gauvin	EDP Systems Analyst II	ITS - Administrative Services
David Joseph	Staff Assistant	Center for Business & Industry
Maria Juncos-Gautier	Executive Director	Latino Education Institute
Chyna Kavan	Staff Assistant	Provost/VP Academic Affairs
Brenda Kinnes	Technical Assistant I	Chemistry
Sacha Langford	Staff Assistant	Academic Success
Lordia Larbi-Asare	Staff Associate	Minority Affairs/Learning Assistance
Caterina Maina	Photo Technician I	Communications
Diane Muller	Clerk IV	Business Administration/Economics
Thuong Nguyen	Clerk IV	Minority Affairs/Learning Assistance
Amy Sequeira	Clerk IV	Graduate Admissions
Pamela Stark	Administrative Assistant I	Occupational Therapy



2022 Staff Appointments

Division of Administration and Finance

Henry Alexandre	Maintainer II	Facilities Operation
Lady Calero	Maintainer II	Facilities Operation
Jesilka Cortez Curran	Executive Director/Chief Procurement Officer	Purchasing/Accounts Payable
William Fescharek	Maintainer II	Facilities Operation
Leonard Giustino	Plumber And Steamfitter II	Facilities Operation
Patrick Jackson	Maintainer II	Facilities Operation
James Powers	Maintainer II	Facilities Operation

Division of University Advancement

Caitlyn Costello	Assistant Director	Institutional Advancement
Elizabeth Doyle	Clerk IV	Institutional Advancement
Anna Griffin	Staff Associate	Grants & Sponsored Research
Tyler Hundley	Staff Associate	Institutional Advancement
Nicole Scott	Director	Institutional Advancement
Andrew Vizzachero	Staff Assistant	Institutional Advancement

Division of the President's Office

Ashlynn Allain	Staff Assistant	President's Office
Omarthan Clarke	Assistant Director	General Counsel/EEO
Tenere Taylor	Staff Assistant	General Counsel/EEO



2022 Staff Appointments

Division of Enrollment Management

Michelle Blakeney Couture	Staff Assistant	Financial Aid
Alex Gariepy	Assistant Director	Admissions
Kelly Lin	Director	Marketing
Deborah O'Neil	Director	Communication & Marketing
Bolaji Ojo	Staff Associate	Enrollment Management
Malina Vongsamphanh	Clerk IV	Financial Aid

Division of Student Affairs

Lucia Alfaro	Staff Associate	Counseling Center
Melisa Alves	Director	Career Counseling
Melanie Bolduc	Administrative Assistant I	Counseling Center
Tyler Culross	Institution Security Officer III	Public Safety
Kathleen Edwards	Staff Assistant	Residence Life
Akim Green	Staff Assistant	Residence Life
Benjamin Lima	Campus Police Officer II	Public Safety
Paige Massey	Campus Police Officer II	Public Safety
Fernando Montalban	Institution Security Officer III	Public Safety
Junilda Palla	Institution Security Officer III	Public Safety
Justine Paoletti	Staff Associate	Counseling Center
Krystyanna Ramsdell	Staff Associate	Athletics
Emily Tremarche	Clerk IV	Career Counseling



Fall 2022 Academic Calendar

SEPTEMBER						
S	M	T	W	TH	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

OCTOBER						
S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

NOVEMBER						
S	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

DECEMBER						
S	M	T	W	TH	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

SEPTEMBER	1	Pre-College Conference
	5	Labor Day: NO CLASSES
	6	Classes begin: day, evening, graduate
	6	Academic Convocation
	13	Last day to add day courses (state-supported)
	20	Last day to drop day courses (state-supported)
	20	Last day to add/drop evening/graduate courses (non state-supported)
OCTOBER	10	Indigenous Peoples' Day: NO CLASSES
	19	Last day to make up Incomplete grades from Spring/Summer 2022
	20	Last day to declare/change major/minor
	24	Failure warnings due in the Registrar's Office
	25	Failure Warnings issued to students
NOVEMBER	10/31-11/14	Advising for Pre-registration
	2	Last day to withdraw from courses/school
	9	Last day to elect Pass/Fail option
	11	Veterans' Day: NO CLASSES
	15-18	Pre-registration for Spring 2023
	23-26	Thanksgiving Recess
DECEMBER	2	Student evaluation of the faculty due
	8	All classes end
	9	Reading Day
	12	Professional Development Day
	13-21	Final Exams
	22-23	Make-up days for exams postponed due to inclement weather
	30	Final grades for Fall 2022 due in Registrar's Office
	31	Semester ends

EXAMINATION SCHEDULE

CLASS DAY & TIME..... EXAMINATION DAY & TIME

MWF	8:00/8:30 a.m.....	Wednesday.....	December 14	8:30 a.m.
MWF	9:30 a.m.	Friday	December 16	8:30 a.m.
MWF	10:30 a.m.	Monday	December 19	8:30 a.m.
MW/MWF	11:30 a.m.	Wednesday.....	December 14 ..	12:30 p.m.
MW/MWF	12:30 p.m.	Friday	December 16 ..	12:30 p.m.
MW/MWF	1:30/2:00 p.m.....	Monday.....	December 19 ..	12:30 p.m.
MW	3:30 p.m.....	Wednesday.....	December 21	8:30 a.m.
F	11:30/12:30/1:30 p.m.	Wednesday.....	December 21 ...	12:30 p.m.
TR	8:00/8:30 a.m.....	Tuesday.....	December 13	8:30 a.m.
TR	10:00 a.m.	Thursday	December 15	8:30 a.m.
TR	11:30 a.m.	Tuesday.....	December 13 ...	12:30 p.m.
TR	1:00 p.m.....	Thursday	December 15 ...	12:30 p.m.
TR/T	2:30 p.m.....	Tuesday.....	December 20	8:30 a.m.
R	2:30 p.m.....	Tuesday.....	December 20 ...	12:30 p.m.

Continuing Education (Evening) and Graduate Courses may have a final exam at the same day and time slot of their regularly scheduled class during the first week of the Final Exam period. See course syllabus for details.



Spring 2023 Academic Calendar

JANUARY

S	M	T	W	TH	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

FEBRUARY

S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

MARCH

S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

APRIL

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24	25	26	27	28	29

MAY

S	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

JANUARY 16 Martin Luther King Day: **NO CLASSES**

17 Classes begin: day, evening, graduate

24 Last day to add day courses (state-supported)

31 Last day to drop day courses (state-supported)

31 Last day to add/drop evening, graduate courses (non state-supported)

FEBRUARY 20 President's Day: **NO CLASSES**

MARCH 1 Last day to make up Incompletes from Fall 2022

13-18 Spring Break: **NO CLASSES**

20 Last day to declare or change major or minor

22 Failure warnings due in the Registrar's Office

23 Failure warnings issued to students

3/27-4/7 Advising for pre-registration

29 Last day to withdraw from courses/school

APRIL 5 Last day to elect Pass/Fail status

10-14 Pre-registration for Fall 2023

17 Patriot's Day: **NO CLASSES**

28 Student evaluation of faculty due

MAY 1 All classes end

2 Reading Day

3 Professional Development Day

4-12 Final Exams

12 Graduate Commencement

13 Undergraduate Commencement and end of semester

19 Final Grades for Spring 2023 due in the Registrar's Office

EXAMINATION SCHEDULE

CLASS DAY & TIME

EXAMINATION DAY & TIME

MWF	8:00/8:30 a.m.....	Friday	May 5	8:30 a.m.
MWF	9:30 a.m.....	Monday	May 8	8:30 a.m.
MWF	10:30 a.m.....	Wednesday	May 10	8:30 a.m.
MW/MWF	11:30 a.m.....	Friday	May 5	12:30 p.m.
MW/MWF	12:30 p.m.....	Monday	May 8	12:30 p.m.
MW/MWF	1:30/2:00 p.m.....	Wednesday	May 10	12:30 p.m.
MW	3:30 p.m.....	Friday	May 12	8:30 a.m.
F	11:30/12:30/1:30 p.m.....	Friday	May 12	12:30 p.m.
TR	8:00/8:30 a.m.....	Thursday	May 4	8:30 a.m.
TR	10:00 a.m.....	Tuesday	May 9	8:30 a.m.
TR	11:30 a.m.....	Thursday	May 4	12:30 p.m.
TR	1:00 p.m.....	Tuesday	May 9	12:30 p.m.
TR/T	2:30 p.m.....	Thursday	May 11	8:30 a.m.
R	2:30 p.m.....	Thursday	May 11	12:30 p.m.

Continuing Education (Evening) and Graduate Courses may have a final exam at the same day and time slot of their regularly scheduled class during the first week of the Final Exam period. See course syllabus for details.



OCTOBER 2022

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	12	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

NOVEMBER 2022

S	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

DECEMBER 2022

S	M	T	W	TH	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JANUARY 2023

S	M	T	W	TH	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

OCTOBER 2022

12 Winter Session 2023 Registration Begins

DECEMBER 2022

27 Winter Session 2023 Begins

30 Last Day to Add/Drop

JANUARY 2023

6 Last day to Withdraw or request Pass/Fail

16 Winter Session 2023 Ends



MARCH

S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

MAY

S	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

JUNE

S	M	T	W	TH	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

JULY

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

AUGUST

S	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

THERE ARE THREE "TERMS" FOR SUMMER:

Full Summer runs from May 15 – August 25

Summer I runs from May 15 – June 30 (7 weeks)

Summer II runs from July 10 – August 25 (7 weeks)

MARCH 7 Summer Registration Begins (for all terms)

MAY 11 Older Student Registration for Full Summer and Summer I
15 Full Summer Session (14 wk) Begins
Summer Session I Begins
22 Last day to Add/Drop (Summer I) –100% online graduate programs do not have an "add" option
29 Memorial Day: NO CLASSES/UNIVERSITY CLOSED
30 Last day to Add/Drop (Full Summer)

JUNE 2 Last day to Withdraw or request Pass/ Fail (Summer I)
19 Juneteenth Holiday Observed: NO CLASSES/ UNIVERSITY CLOSED
30 Summer Session I Begins
(Registration shuts down at 11:30 a.m. then restarts on July 1)

JULY 3-7 Full Summer Break (for 14 week classes) NO CLASSES
6 Older Student Registration for Summer II
7 Summer Session I Grades Due
10 Summer Session II Begins
14 Last day to Withdraw (Full Summer)
17 Last day to Add/Drop (Summer II) – 100% online graduate programs do not have an "add" option
21 Last day to request Pass/Fail (Full Summer)
28 Last day to Withdraw or request Pass/Fail (Summer II)

AUGUST 25 Full Summer Session (14 wk) Ends
Summer Session II Ends
27 End of Summer Semester

SEPT. 1 Summer II and Full Summer Grades Due



MARCH

S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

MAY

S	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

JUNE

S	M	T	W	TH	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

JULY

S	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

AUGUST

S	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Full Summer (14 weeks)

MARCH	7	Summer Registration Begins (for all terms)
MAY	11	Older Student Registration for Full Summer
	15	Full Summer Session (14 wk) Begins
	29	Memorial Day: NO CLASSES/COLLEGE CLOSED
	30	Last day to Add/Drop (Full Summer)
JUNE	19	Juneteenth Holiday Observed: NO CLASSES/ UNIVERSITY CLOSED
JULY	3-7	Full Summer Break (for 14 week classes) NO CLASSES
	14	Last day to Withdraw (Full Summer)
	21	Last day to request Pass/Fail (Full Summer)
AUGUST	25	Full Summer Session (14 wk) Ends
SEPT.	1	Full Summer Grades Due

Summer I (7 weeks)

MARCH	7	Summer Registration Begins (for all terms)
MAY	11	Older Student Registration for Summer I
	15	Summer Session I Begins
	22	Last day to Add/Drop (Summer I)
	29	Memorial Day: NO CLASSES/UNIVERSITY CLOSED
JUNE	2	Last day to Withdraw or request Pass/ Fail (Summer I)
	19	Juneteenth Holiday Observed: NO CLASSES/ UNIVERSITY CLOSED
	30	Summer Session I Ends
JULY	7	Summer Session I Grades Due

Summer II (7 weeks)

MARCH	7	Summer Registration Begins (for all terms)
JULY	6	Older Student Registration Day for Summer II
	10	Summer Session II Begins
	17	Last day to Add/Drop (Summer II)
	28	Last day to Withdraw or request Pass/Fail (Summer II)
AUGUST	25	Summer Session II Ends
	27	End of Summer Semester
SEPT.	1	Summer II Grades Due



**MEMBERS OF THE BOARD OF TRUSTEES
WORCESTER STATE UNIVERSITY
2022-2023**

David H. Tuttle '01, Chair

Lisa M. Colombo '87, Vice Chair

Marina L. Taylor, Vice Chair

Aleta M. Fazzone

Karen M. LaFond

Stephen F. Madaus

William D. Mosely

Dina A. Nichols

Amy Peterson '03

Lawrence M. Sasso '90, '13

Emma Polak, Student Trustee



**Worcester State Foundation Board Members
2021-2022**

Ann L. DeBiasio '79, Chair
James D. Glickman, Vice Chair
Kevin T. Campbell '73, Vice Chair
Edward L. Sherr, Treasurer
Thomas M. McNamara '94, President/Clerk
Craig A. Bovaird '77, Immediate Past Chair

Omozuanvbo Aisiku '98, Ph.D
Greta Bajrami
David E. Bedard '74
John P. Brissette '88
John R. Buckley III '94
Mary Burk Fallon
Marybeth Campbell
Kurt M. Correia '16
Renee A. Diaz '12
Geovanna I. Diaz-Chavez '12
Allen J. Falke '93
Daniel F. Figueiredo '15
Ellen J. Gaucher '76, M.S.N., M.S.P.H.
Alan I. Gordon '80
Christopher J. Grondin '97
Maryanne M. Hammond '69
Warren D. Hayden '86
Sandy Hubbard
Barbara Mahoney
Robert C. Mailloux '67
Barry M. Maloney
Dorothy J. Manning '88
Rosanne Matulaitis '65
Catheryn C. McEvoy '95
Michael J. Mills '72
Satya B. Mitra
Robert J. Morton '87
Suzanne Nebelung '00
Dina A. Nichols, Board of Trustees Representative
Alan O. Osmolowski '91, C.P.A
Vincent Pellegrino
Robin J. Quill '97, Asst. Treasurer
Diego Rodrigues Mendes Alves '14
Gregg H. Rosen '86
Kimberly M. Salmon
Samantha L. Santiago '04
Sharen C. Shipley '74
Robert J. Spain Jr. '78
Peter J. Staiti '02
George W. Tetler III, Esq.
Randal D. Webber '91



Alumni Association's Advisory Board 2022-2023

President

Kurt M. Correia '16

Vice President

Andrew Huy D. Ngo '17

Secretary

Theresa M. Dorsey-Potts '73

Executive Committee at Large

David A. Meyers '76

Beth Sannella '69, M.Ed. '73

Directors

Elena Arranz Alonso '12

Thomas P. Cieszynski '07

Caitlyn A. Costello '13

Ellis J. Cropper '96

Nana A. Darkwa '19

Robert G. Doyle '73

Daniel C. Duclos '11

Shakira E. Floyd '13

Timothy Hagopian '85

Tara A. Hancock, M.S. '06, Executive Director of Alumni

Manasseh A. Konadu '20

Jacob Labonte '22

Lauren M. O'Neill '13

Dana F. Perry '16

Maia Shalev '20

Elizabeth Wheeler '18, M.S.N. '22

Michael Whitman, M.S. '21

SGA President/ Senate Chair-Student Representative

Erica Hanlon '23

Effective 7/1/22

HR/CMS PAY CALENDAR 2022

JANUARY 2022

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

FEBRUARY 2022

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

MARCH 2022

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

APRIL 2022

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

MAY 2022

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JUNE 2022

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

JULY 2022

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

AUGUST 2022

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

SEPTEMBER 2022

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

OCTOBER 2022

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

NOVEMBER 2022

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

DECEMBER 2022

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

WORCESTER STATE



Home of MajorPlus:
4 years, 2 programs,
endless opportunities
with 80+ majors and
minors



**Tuition
&
Fees**



40+

clubs and student
organizations



94%

of recent graduates
are employed, in
graduate school,
or both within six
months of graduation

\$10,786

In-State

\$16,866

Out-of-State

\$12,500

Average Room & Board



5,417

students

14:1

faculty-to-student
ratio



Worcester is a vibrant
city - home to over
33,000 college
students



**WORCESTER
STATE
UNIVERSITY**



21

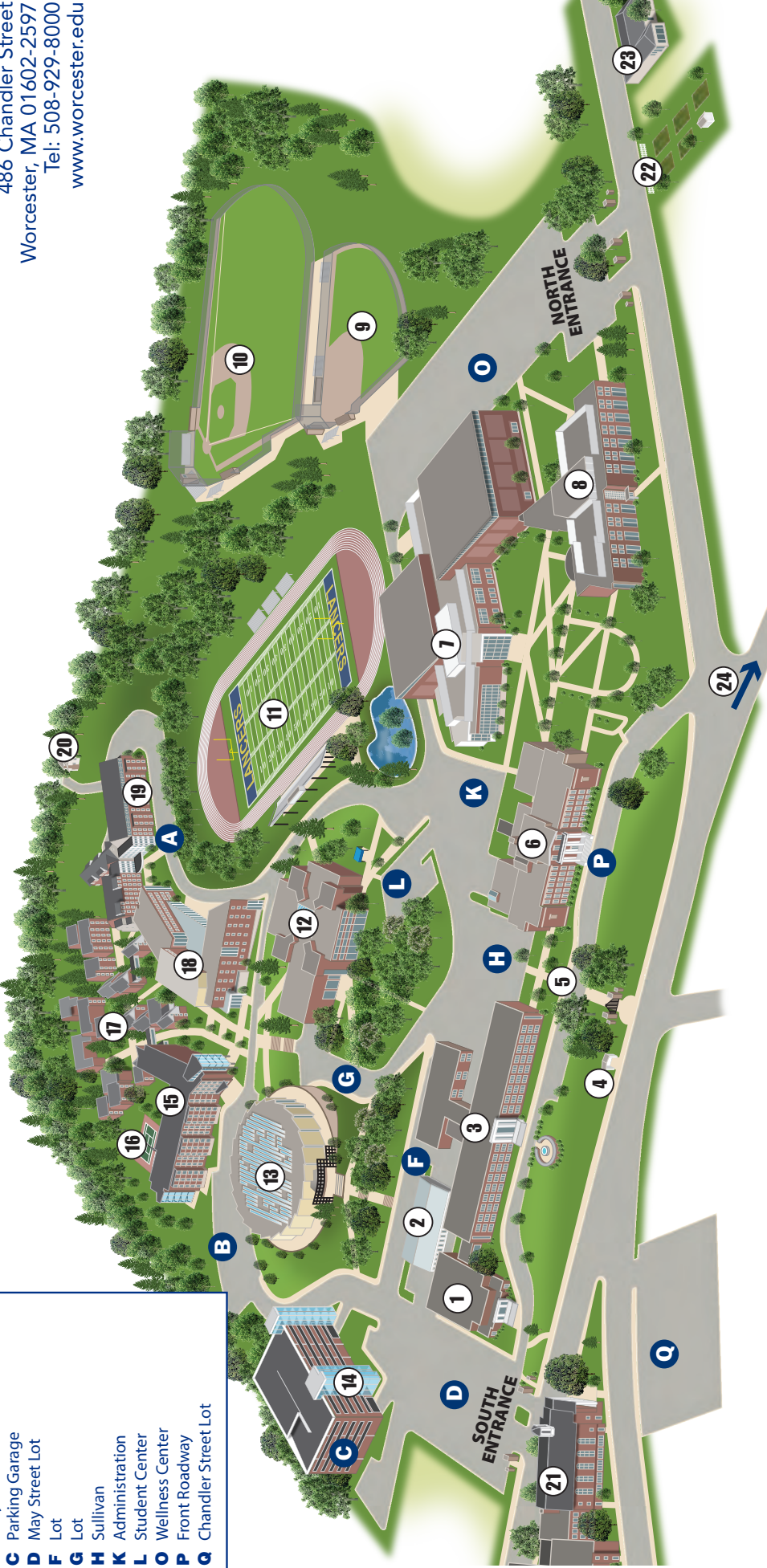
NCAA Division III
varsity teams



PARKING LOTS

Visitor Spots are in H Lot

- A** Dowden
- B** Wasylean
- C** Parking Garage
- D** May Street Lot
- F** Lot
- G** Lot
- H** Lot
- K** Sullivan
- L** Administration
- M** Student Center
- N** Wellness Center
- O** Front Roadway
- P** Chandler Street Lot



- 1** Sullivan Auditorium
- 2** Facilities (TA)
- 3** Sullivan Academic Center (S)
Eager Auditorium—1st floor
- 4** WRTA Bus Shelter
- 5** Sagamore Road Studios Shuttle Stop
- 6** Shaughnessy Administration Bldg. (A)
Academic Mall (various services)—1st floor
Admissions, Fuller Theater—2nd floor

- 7** Wellness Center (WELL)
- 8** Ghosh Science & Technology Center (ST)
102 Auditorium—1st floor
Mary Cosgrove Dolphin Gallery—1st floor
Speech-Language-Hearing Center—1st floor
- 9** Rockwood Softball Field
- 10** Kevin Lyons Baseball Diamond
- 11** Coughlin Athletic Field
- 12** Student Center (SC)
Bookstore, Food Court, Blue Lounge,
North & South Conference Rooms—1st floor
Lancer's Loft, Fallon & Foster Rooms—3rd floor

- 13** Learning Resource Center (LRC)
Mail Center—1st floor (student package pickup)
Multicultural Affairs—1st floor
Library—2nd & 3rd floors
Information Technology Services—3rd floor
- 14** Parking Garage
- 15** Wasylean Hall—Residence (W)
- 16** Tennis Courts
- 17** Chandler Village—Residence (CV)

- 18** Sheehan Hall—Residence (SRH)
Health Services—Lower Level
Sheehan Dining Hall—1st floor
- 19** Dowden Hall—Residence (DH)
Market at Dowden—Lobby
- 20** Campus Ministry
- 21** May Street Building & Auditorium (M)
- 22** IUI Garden for All Ages
- 23** Latino Education Institute (LEI)
- 24** Sagamore Road Studios
Worcester Center for Crafts

Bus and Shuttle Stops: 4 & 5

**NON-UNIT JOB DESCRIPTION**

Position Number: 00105575

Reports to: 00104988

Incumbent: Vacant

Department: 360

OFFICIAL TITLE: Assistant Vice President for Employee Services, Chief Human Resources Officer

General Statement of Duties: The Assistant Vice President for Employee Services, Chief Human Resources Officer is responsible for the leadership, direction, and administration of the human resources and payroll operations for a public university. The incumbent is responsible for providing strategic leadership to guide the University's efforts to appropriately staff its departments to achieve the mission and goals of the strategic plan.

SUPERVISION RECEIVED: Vice President for Administration and Finance

SUPERVISION EXERCISED: Subordinate employee services staff

Responsibilities:

1. Recommends plans, programs, policies, and procedures and provides leadership in all areas of responsibility. Serves as a member of Cabinet and senior leadership team. Educates and advises the executive team on strategic HR issues as a factor in decision-making.
2. Oversees regulatory compliance with applicable federal and state laws, rules, regulations, and statutes
3. Oversees and ensures proper authorization of all personnel actions
4. Oversees the generation of internally and externally requested or mandated reports in the Department, and develops, manages, and oversees the maintenance of all Human Resource and Payroll Information Systems.
5. Ensures the maintenance, accuracy, and retention of all personnel records, including the official personnel files of all administrators and staff.
6. Oversees the management of the position classification and compensation of all state exempt and non-exempt titles
7. Responsible for the administration of the HR/CMS (state payroll system).
8. Develops and implements a system for the analysis and compensation of positions in the administrative workforce; conducts periodic compensation audits.
9. Oversees the implementation of evaluation systems for all personnel.
10. Oversees the implementation of collective bargaining agreements, including the grievance functions of the contracts, and provides direction to academic and administrative personnel on collective bargaining matters.
11. Oversees and participates in all Employee Relations Programs as necessary, including but not limited to: Employee Communications, Employee Recognition Programs Health and Recreation Programs, Life Planning Programs, employee referral services, the Employee Assistance Program (EAP).
12. Oversees the administration of all fringe benefit programs including health and dental insurance, life insurance, long term disability insurance, Dependent Care Program, retirement programs, and Tuition Remission Program.
13. Oversees the administration of the Worker's Compensation Program and may represent the College at conciliations, conferences, and hearings.



14. Oversees the university's remote and hybrid work programs.
15. Oversees and participates, as needed in the development and implementation of all Employee Onboarding and Employee Development Programs
16. Serves as internal consultant for executives, managers, and supervisors in dealing with employee performance and disciplinary issues. As needed creates conflict resolution strategies and processes throughout the organization.
17. Responsible for the integrity and use of the applicant tracking, onboarding, and background check systems, including CORI checks.
18. Oversees the maintenance of employee data in a manner that complies with current collective bargaining agreements and applicable laws.
19. Oversees and/or participates in orientation sessions for new employees.
20. Develops and maintains the Employee Services budget
21. Serves on committees as assigned by the Vice President or President.
22. Demonstrates civility and professional, customer-service oriented behavior, worthy of emulation by other staff and students.
23. Responsible for contributing to the Worcester State University Strategic Plan.
24. Responsible for contributing to Equal Opportunity/Affirmative Action objectives.
25. Performs other duties as assigned.

Required Qualifications:

1. Master's degree in business management, human resource management, or similar field
2. At least 10 years of full-time, progressively responsible, professional experience in human resources
3. At least 3 years of supervisory experience in human resources
4. Extensive experience as a human resource administrator in a collective bargaining environment
5. Excellent oral and written communication skills
6. Ability to address challenging and complicated situations tactfully and appropriately
7. Ability to work effectively in a remote capacity, when necessary
8. Strong attention to detail, excellent organizational and time management skills, ability to effectively balance multiple tasks with competing deadlines and demands
9. Ability to remain objective in all situations and appropriately apply logic and the parameters of collective bargaining agreements, regulations, law, policies, etc. always
10. Ability to successfully pass a thorough background check and CORI check
11. Ability to perform the essential functions of the position with or without reasonable accommodation
12. Knowledge of current trends and issues in the Human Resources field.

Preferred Qualifications:

1. Professional HR certification(s)
2. Experience working in higher education

- New cost items in the original FY 2015 budget included funds to manage the temple property had it been acquired during the fiscal year. The acquisition by Worcester State Foundation has been deferred to a later date.
- The Strategic Plan Trust Fund, established in 2010 and funded as a result of the University receiving ARRA grant funds, has an unexpended fund balance from previously approved projects of \$257,242.
- The fund balance will be repurposed towards the new strategic plan as available grant dollars.
- As a result a portion of the funds set aside for the new strategic plan initiatives can be released back to the operating budget and a transfer of the reserved funds of \$166,213 will be made to the Strategic Plan Trust Fund.
- The original approved level of funds for the strategic plan grants of \$423,455 remains available under this scenario.
- The amended version of the General Purpose Trust Fund FY 2015 budget was also provided.

Reconciliation of sources and uses that have been posted to accounts to reflect the amended budget. No new revenue sources, the amendment reflects a net zero transfer among expenditure categories.

Sources

Management of Temple Building	\$250,000
Reserve for Strategic Plan Trust Fund	423,455
Miscellaneous Funds	<u>25,000</u>
Total	<u>\$698,445</u>

Uses

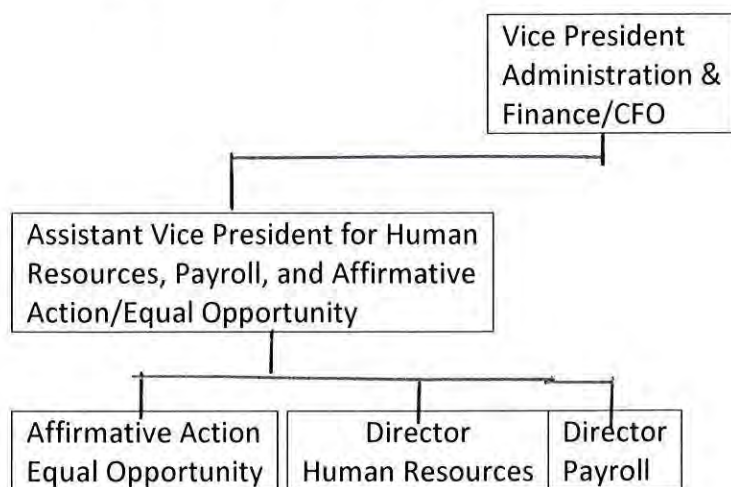
Collective Bargaining Shortfall	\$218,460
Fringe Benefits	59,574
Various Software Licensing Fees	29,525
Minimum Wage Increase	55,173
Increase in Utility Rates	169,500
Transfer to Strategic Plan Trust Fund	<u>166,213</u>
Total	<u>\$698,445</u>

TABLE OF ORGANIZATION FOR ADMINISTRATION & FINANCE

President Maloney reminded the trustees that two years ago we had a consultant come in to review practices in our Human Resources Division and other related areas. Since that time the following employee changes have occurred:

- Director of Human Resources retired.

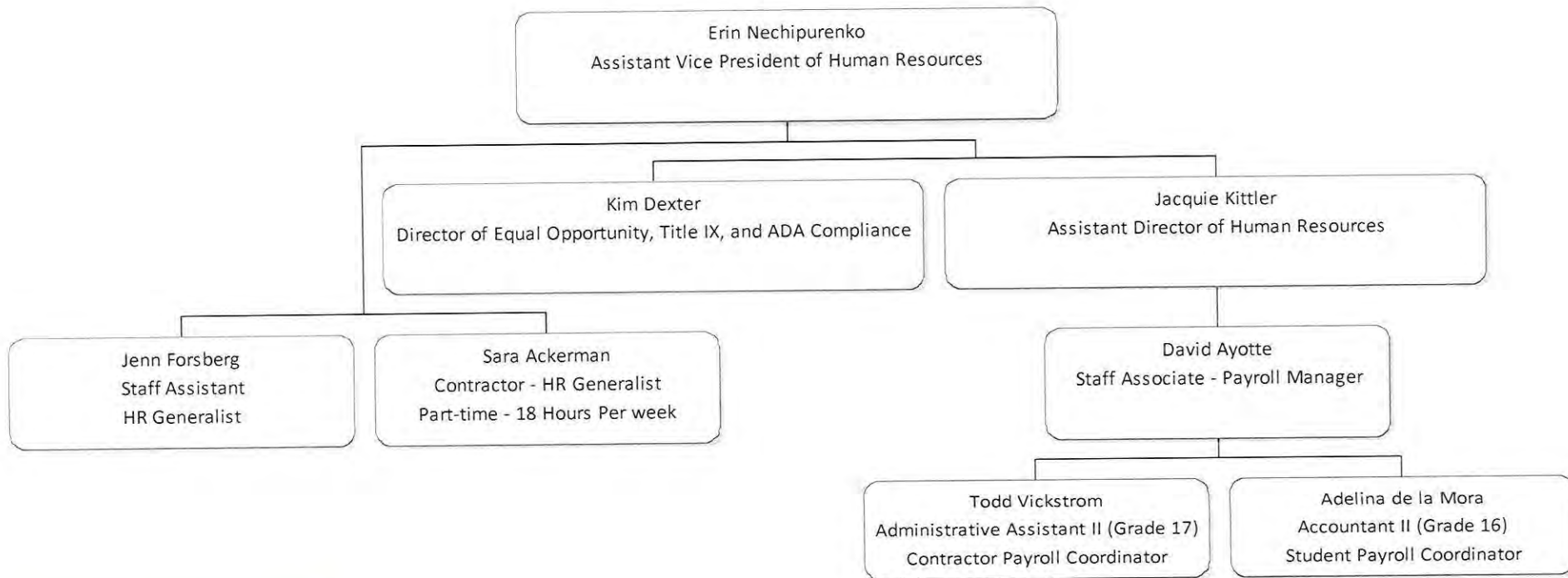
- Assistant to President and Director of Diversity, Inclusion & Equal Opportunity resigned. This position is very closely connected with the HR Director and also has responsibility as the Title IX Coordinator.
- Presently, Mr. Jack Giarusso is serving as Interim Director of Human Resources and recently retired Dr. Sibby Brownlee, is serving as the Interim Director of Diversity, Inclusion & Equal Opportunity.
- The proposed reorganization that follows the recommendation of the consultant will eliminate the position of Assistant to the President for Diversity, Inclusion & Equal Opportunity and replace it with the position of Assistant Vice President for Human Resources, Payroll, and Affirmative Action/Equal Opportunity who will be a direct report to VP Eichelroth. The position will have a dotted reporting line directly to the president as needed for certain issues.
- The Director of Human Resources, Director of Affirmative Action/Equal Opportunity and Director of Payroll will be direct reports to the Assistant Vice President for Human Resources, Payroll, and Affirmative Action/Equal Opportunity.
- No new salary costs involved in reorganization.
- All positions will be searched and posted according to policy.



- Chairman Valerio asked that management share this with Trustee Shanley specifically since this is in his area of expertise.
- Chairman also asked to have organizational charts for sister institutions.

Upon a motion by Trustee Albro and seconded by Trustee Madaus, it was

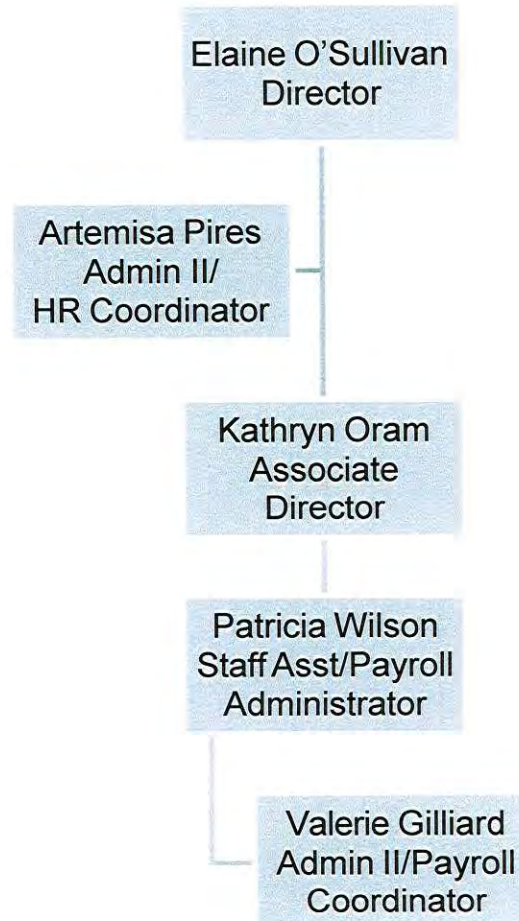
VOTED: to approve the proposed reorganization of the Division of Administration and Finance as proposed.



FRAMINGHAM STATE UNIVERSITY

MASSACHUSETTS COLLEGE OF ART

Human Resources Office



MASSACHUSETTS MARITIME ACADEMY

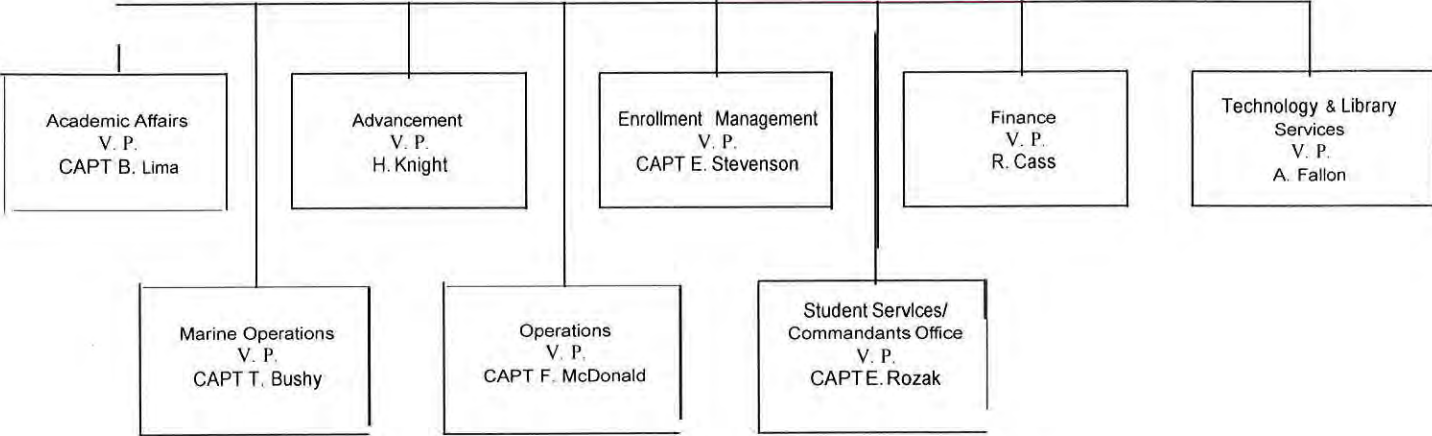
Board of Trustees

President
Richard G. Gurnon

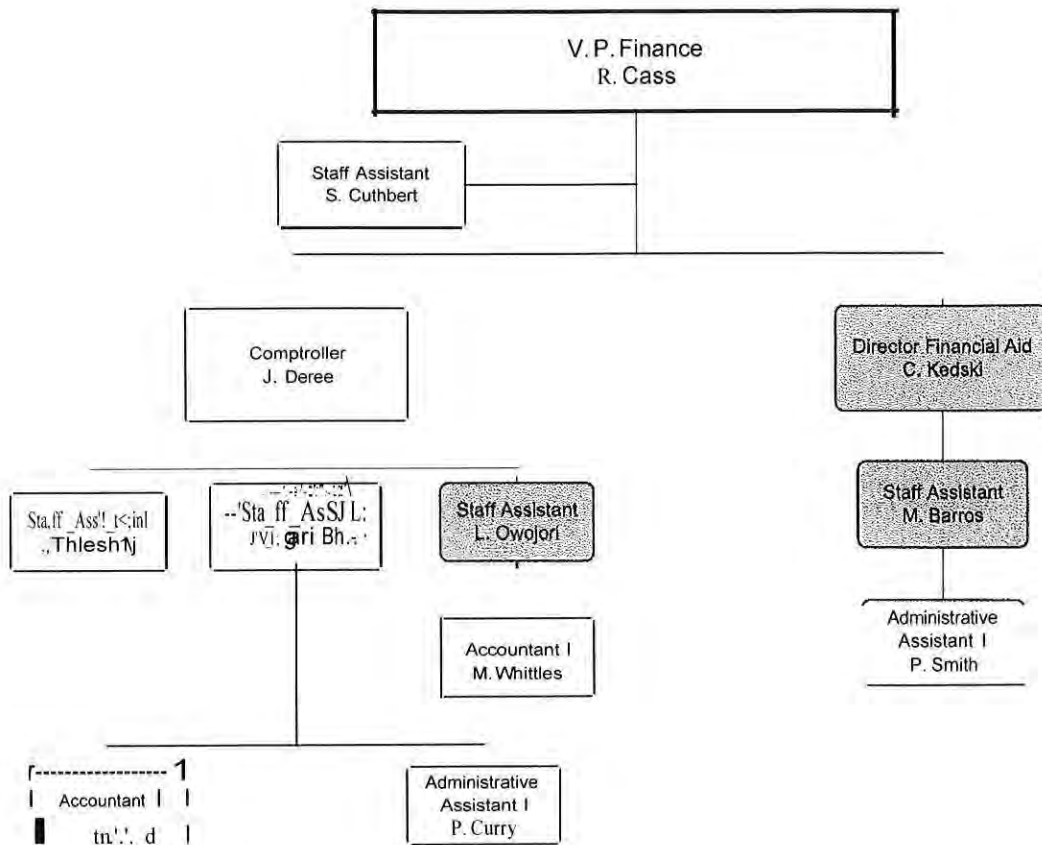
President
Mia J. Jons
C. Ryan

Staff Associate
C. Aquitano

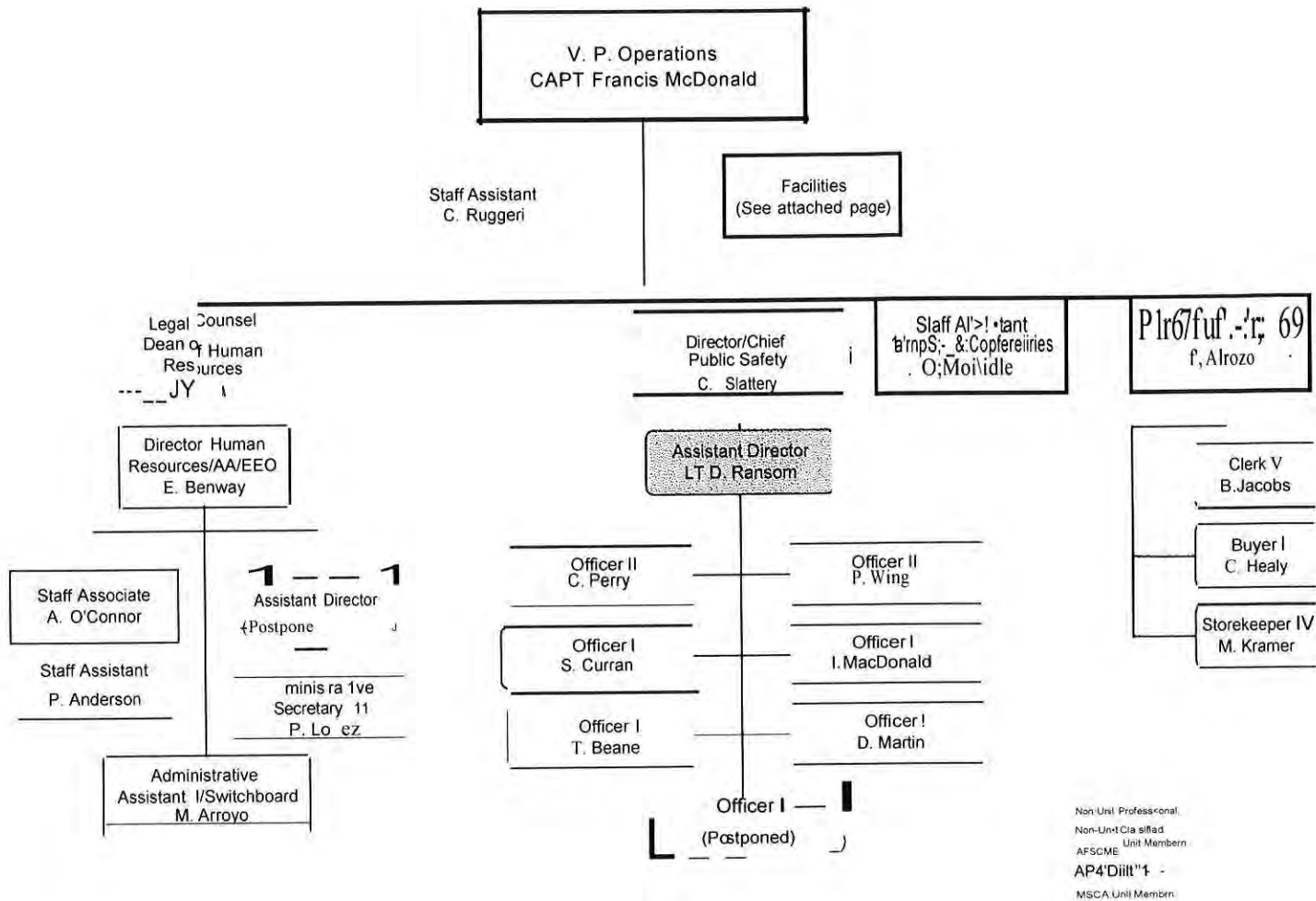
Staff Assistant
C. Ruggeri



Non-Unit Professionals
Non-Unit Classified
AFSCM Unit Members
APA Unit Members
MSCA Unit Members

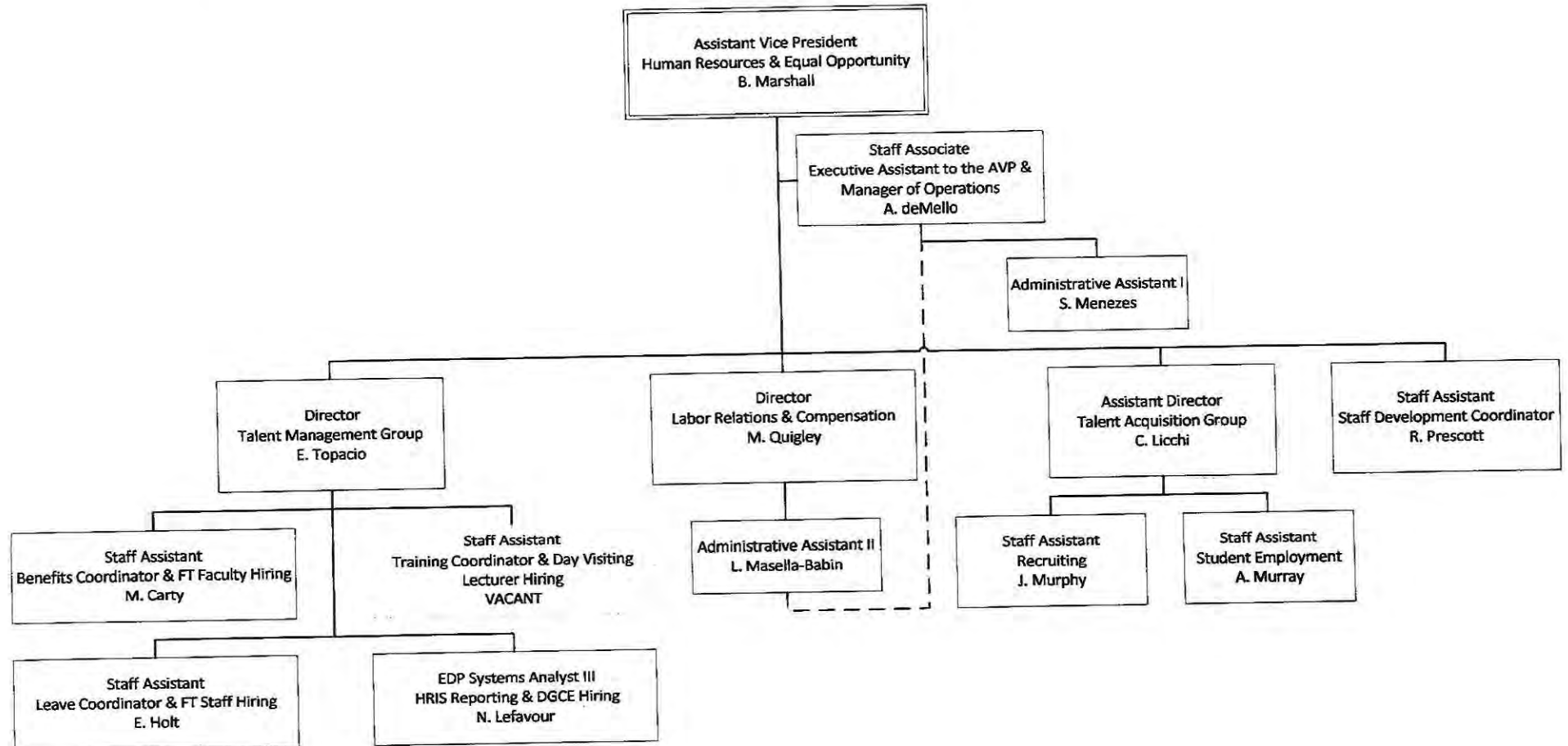


Non-Unit Professionals
 Non-Unit c1 ved
 AFSCM Unit Member/S
 AA'Unit-...
 MSCA Unit Member/S



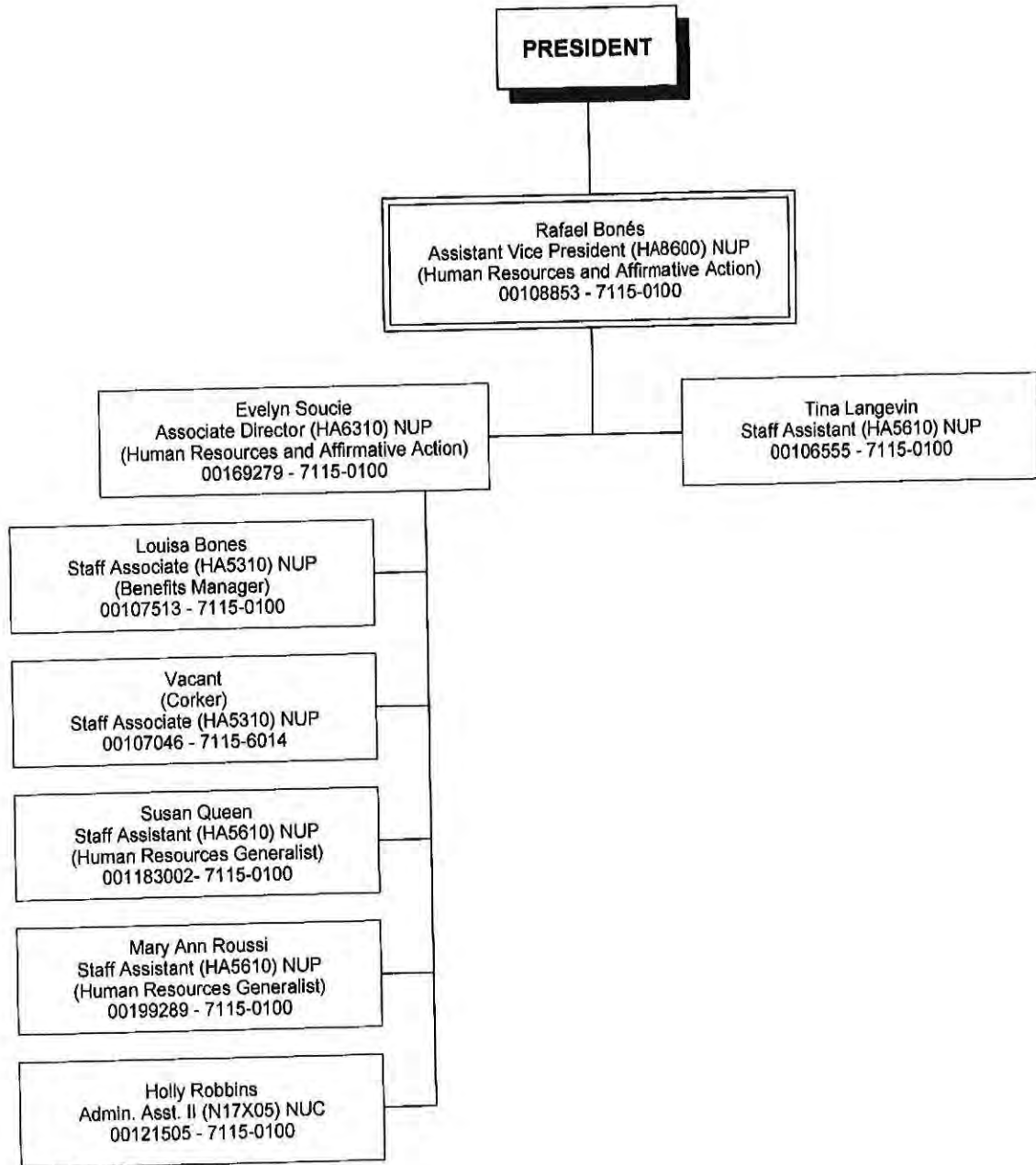
11/24/14

Salem State
Human Resources and Equal Opportunity
November 2014



DIVISION: OFFICE OF THE PRESIDENT

HUMAN RESOURCES



Institution	Name/Title	Email	Telephone
Berkshire Community College 1350 West Street, Pittsfield, MA 01201	Deb Cote, VP for HR & Affirmative Action Susanne Grant, Asst Director of HR	dcote@berkshirecc.edu scrant@berkshirecc.edu	(413) 236-1022 (413) 236-1021
Bridgewater State University Boyden Hall, Bridgewater MA 02325	Keri Powers, Associate VP for HR Jane Thomas, Associate Director Jean Galego, Benefits Assistant Shawn Flynn	keri.powers@bridgew.edu jthomas@bridgew.edu jean.galego@bridgew.edu shawn.flynn@bridgew.edu	(508) 531-1325 (508) 531-2839 (508) 531-1714
Bristol Community College 777 Elsbree Street, Fall River MA 02720	Tafa Awolaju, VP of HR & AA Lisa Tarantino, Associate Director Debbie Dziedzic	tafa.awolaju@bristolcc.edu lisatarantino@bristolcc.edu Deborah@bhcc.mass.edu	(508) 678-2811 x2194 (508)-678-2811 x2569
Bunker Hill Community College 250 New Rutherford Avenue, Boston, MA	Molly B. Ambrose, Exec. Dir. of HR & Labor Cheryl Cephas, HR Manager Milagros Herrera	mambrose@bhcc.mass.edu ccephas@bhcc.mass.edu	(617) 228-2457 (617) 228-3331
Cape Cod Community College 2240 Lyannough Rd. West Barnstable MA	Victor Santos, Asst. VP of HR HR Specialist Donna Bishop	vcsantos@capecod.edu dbishop@capecod.edu	(508) 362-2131 x4307 (508)365-2131 x4477
Fitchburg State University, 160 Pearl 160 Pearl Street, Fitchburg, MA 01420	Jessica Murdoch, Asst. VP of HR & Payroll Susan Moore, Asst. Director HR & Payroll	jmurdoch@fitchburgstate.edu smoore31@fitchburgstate.edu	(978) 665-3338 (978) 665-3850
Framingham State University 100 State Street/PO Box 9101 -	Erin Nechipurenko, Director of HR Jacquie Kittler, Asst. Director of HR Jenn Forsberg, Benefits Coordinator/HR	enechipurenko@framingham.edu jkittler@framingham.edu jforsberg@framingham.edu	(508) 626-4978 (508) 626-4570 (508) 626-4860
Greenfield Community College 1 College Drive, Greenfield MA 01301	Peter Sennett, Exex. Dir. HR & Chief kathy Forster	sennett@gcc.mass.edu forsterk@gcc.mass.edu	(413) 775-1312 (413) 7751315

Holyoke Community College

303 Homestead Avenue, Holyoke MA

Clara Elliott, **Dean of HR**
Michelle Robak, Staff Associatecelliotth@hcc.edu
mrobak@hcc.edu(413) 552-2219
(413) 552-2143 fax**Massachusetts Bay Community College**

50 Oakland Street, Wellesley Hills MA

Robin Nelson-Bailey, **VP of HR, Labor**
Kim Pratt, Asst. Director of HR
Daniel Pace, HR Generalistrneelsonbailey@massbay.edu
kpratt@massbay.edu
dppace@massbay.edu(781) 239-3171
(781) 239-3175
(781) 239-3173**Massachusetts College of Art and**

621 Huntington Avenue, Boston, MA 02115

Elaine O'Sullivan, Director of HR
Kathy Oram, Associate Directorelaine.osullivan@massart.edu
koram@massart.edu(617) 879-7911 fax
(617) 879-7908**Massachusetts College of Liberal Arts**Mary Ellen Olenyk, Director of HR
Emily Bouplon, HR Manager
Maya BonatzM.Olenyk@mcla.edu
Emily.Bouplon@mcla.edu
maya.bonatz@mcla.edu**Massachusetts Maritime Academy**

101 Academy Drive, Buzzards Bay MA

Francis McDonald, VP of Operations
Elizabeth Benway, Director of HR, AA
Erin DeBobes, Staff Assistant, Affirmative
Anne O'Connor, Payroll & Benefitsfmcdonald@maritime.edu
ebenway@maritime.edu
edebobes@maritime.edu
aconnor@maritime.edu(508) 830-6441
(508) 830-5086
(508) 830 5052
(508)830-5083**Massasoit Community College**

1 Massasoit Boulevard, Brockton, MA

Vacant
Donna R. Boissel, Associate Director of HR
Donna Beals, Benefits Coordinatordboissel@massasoit.mass.edu
dbeals@massasoit.mass.edu(508) 588-9100 x1550
(508) 588-9100 x1505
(508)588-9100x1551**Middlesex Community College**

591 Springs Road, Bedford, MA 01730

Gary McPhee, Director of HR
Kimberly McMahon, Associate Director
Raymond LoCicero, Asst. Director of HR
Jully Kelley, Benefits Coordinatormcpheeg@middlesex.mass.edu
mcmahonk@middlesex.mass.edu
locicero@middlesex.mass.edu
kellyj@middlesex.mass.edu(781) 280-3530
(781) 280-3624
(781)280-3531**Mount Wachusett Community College**

444 Green Street, Gardner, MA 01440-

Diane Ruksnaitis, **VP of HR & AA Officer**
Heather Mulry, Director of HR
Connie Helstowski, Director of Payroll &d_ruksnaitis@mwcc.mass.edu
hmulry@mwcc.mass.edu
chelstowski@mwcc.mass.edu(978) 630-9160
(978) 630-9374
(978)630-9342

North Shore Community College

1 Ferncroft Road, Danvers MA 01923

Madeline Wallis, **VP of HR Development**
 Thanh Giddarie, Director of HR
 Patty Bradford
 Kim Bevan

mwallis@northshore.edu
tgiddari@northshore.edu
pbradford@northshore.edu
kbevan@northshore.edu

(978) 739-5553
 (978) 739 - 5470
 (978) 739-5558
 (978) 739-5572

Northern Essex Community College

100 Elliot Street, Haverhill MA 01830

Steve Fabbrucci, **VP of HR**
 Mary Chatigny, Director of HR & AA
 Justine Caron, Assoc. Dir. of HR

sfabbrucci@necc.mass.edu
mchatigny@necc.mass.edu
jcaron@necc.mass.edu

(978) 556-3923
 (978) 556-3925
 (978) 556-3926

Quinsigamond Community College

670 West Boylston Street, Worcester MA

William Daring, **Assoc. VP for HR**
 Anita Bowden, Dean of Employment &
 Elizabeth Austin, Director of HR

wdaring@gcc.mass.edu
anitab@gcc.mass.edu
eaustin@gcc.mass.edu

(508) 854-4415
 (508) 854-4206
 (508) 854-2777

Roxbury Community College

1234 Columbus Avenue, Roxbury MA

Charles Walker, Chief HR & AA Officer
 Faye Naderi, Asst Director of HR & AA
 Gretchen Jones, Human Resources

cwalker@rcc.mass.edu
fnaderi@rcc.mass.edu
gjones@rcc.mass.edu

(617) 541-5386
 (617) 541-5378
 617.541.5302

Salem State University

352 Lafayette Street, Salem MA 01970

Beth Marshall, **Asst. VP of HR**
 Emily Topacio, Associate Director of HR
 James Fitzgerald, Benefits

bmarshall@salemstate.edu
emily.topacio@salemstate.edu
jfitgerald@salemstate.edu

(978) 542-6062
 (978) 542-6030

Springfield Technical Community

1 Armory Square Assistant, Springfield, MA

Joan Nadeau, Interim Sr. Director of HR &
 Michelle Capdeville, Director of HR &
 Joan Nadeau, Director of EE Benefits &
 Wendy Authier, Staff Assistant EE Benefits &

Dfdower@stcc.edu
capdeville@stcc.edu
jdnadeau@stcc.edu
wmauthier@stcc.edu

(413) 755-4414

 (413) 755-4749
 (413) 755-4428

Westfield State University

333 Western Avenue, Westfield MA 01086

Rafael Bones, **Asst. VP of HR & AA**
 Evie Soucie, Assoc. Director of HR & AA
 Tina Bones

rbones@westfield.ma.edu
esoucie@westfield.ma.edu

(413) 572-8277
 (413) 572-5637

Worcester State University

486 Chandler Street, Worcester, MA 01602

Jack Giarusso, Acting Director of HR

jgiarusso1@worcester.edu

(508) 929-8022

Community College Office of General

c/o Middlesex Community College, 591

John Casey, Labor Counsel

jcasey@middlesex.mass.edu

(781) 275-9400

Carol Wolff Fallon, General Counsel

Fallonc@middlesex.Mass.edu

(781) 275-9400

Counsel to State Universities

Rubin & Rudman, 50 Rowes Wharf,

Jim Cox

jcox@rubinrudmin.com

(617) 330-7089

Julie McKenzie

jmckenzie@rubinrudmin.com

(617) 330-7009

Alison Sabatello

asabatello@rubinrudmin.com

(617) 330-7094

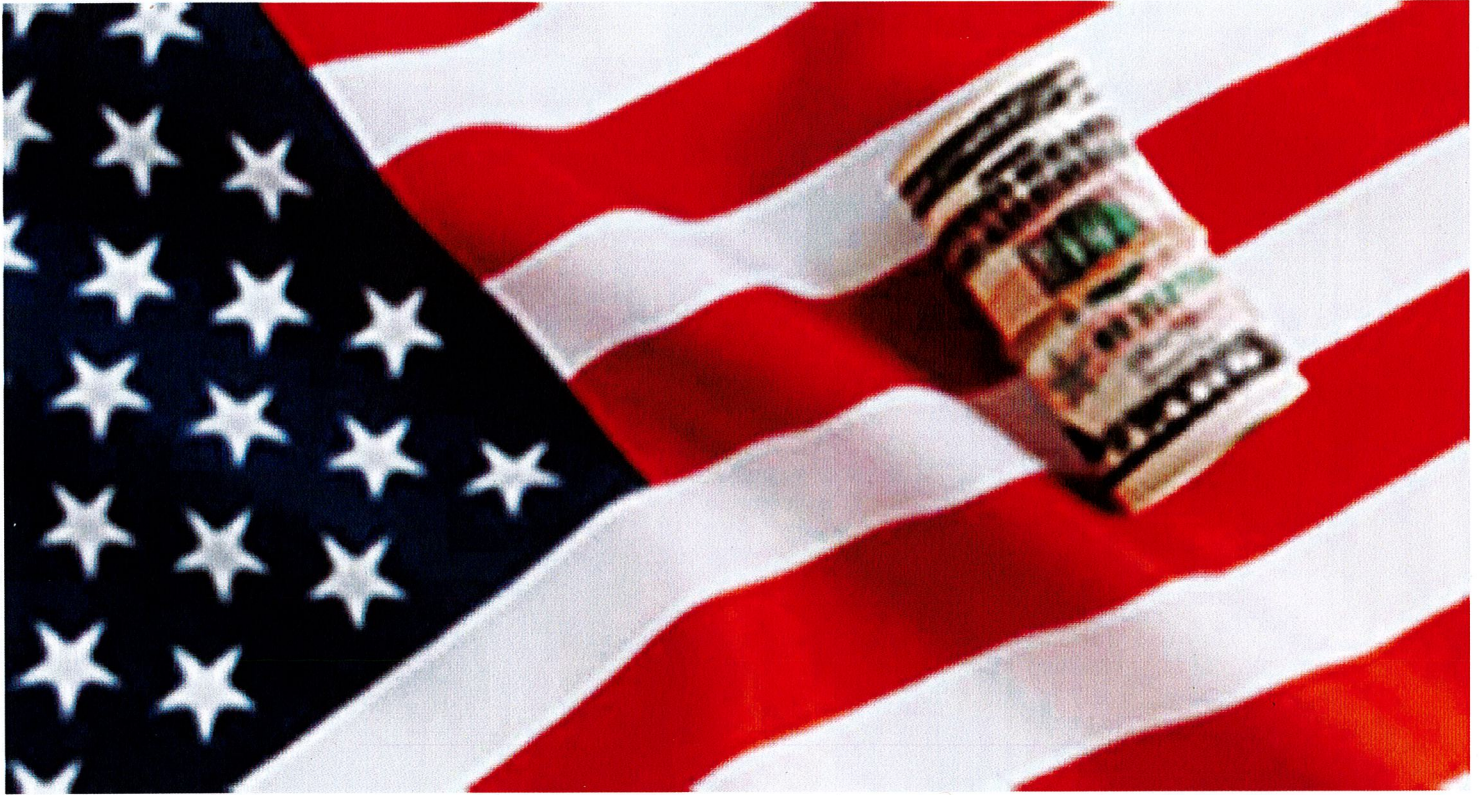
Department of Higher Education

1 Ashburton Place, Boston, MA 02108

Michael Murray

mmurray@bhe.mass.edu

(617) 994-6917

Alumni: You may be eligible for student loan forgiveness

Dear Worcester State Alumni:

We know that your WSU education was valuable. We also know that you may have had to borrow student loans to make the educational investment in yourself affordable. As you may have heard, President Biden recently announced [the Student Loan Debt Plan](#), a student loan forgiveness program for many individuals with current student loan debt. The Student Loan Debt Plan, which may apply to you, offers debt relief as follows:

- Up to \$20,000 of debt cancellation for you if you received a Pell Grant while in college.
- Up to \$10,000 of debt cancellation for you if you did not receive a Pell Grant.
- All relief is limited to individuals who earned less than \$125,000 in 2021 and families who earned less than \$250,000 in 2021.
- The pause on all student loan payments has been extended to Dec. 31, 2022.

More information about this new loan forgiveness can be found at <https://studentaid.gov/debt-relief-announcement/>. Borrowers can view their loan balances and check their Pell Grant status by logging into their Federal Student Aid account online at <https://studentaid.gov/fsa-id/sign-in/>. Worcester State's enrollment staff are here to support you with understanding this new opportunity. Feel free to reach out to us at 508-929-8498 or ryan.forsythe@worcester.edu.

Additionally, if you are employed by a non-profit organization and/or governmental agency, you may be eligible for additional student loan forgiveness from the Federal government. The [Public Service Loan Forgiveness \(PSLF\)](#) program forgives loans of public servants who have made 120 qualifying loan payments. Recent changes to the PSLF program, which make loan forgiveness more likely, include:

- Counting most or all prior student loan payments toward PSLF, regardless of loan repayment plan.

- Counting additional types of student loan payments toward PSLF, possibly including late payments and partial payments.
- Including payments made on Federal Family Education Loan (FFEL) Program loans and Federal Perkins Loans (if consolidated into a Direct Loan).
- Further qualifying Federal employees and members of the military for the PSLF program.
- Reviewing previously denied PSLF applications.
- And more...

If you have Federal student loans and work for a non-profit or governmental organization, you may benefit from taking steps in the near future to increase your eligibility for PSLF. Some of these changes are only in place until Oct. 31, 2022. To apply for Public Student Loan Forgiveness, please use the [PSLF Help Tool](#). Additional information about the Public Service Loan Forgiveness program can be found at <https://studentaid.gov/manage-loans/forgiveness-cancellation/public-service>.

The WSU Enrollment Division and Financial Aid Office are available to help with any questions that you may have about the new Student Loan Debt Plan or PSLF. Worcester State's Enrollment Division is available to help with any questions you have about these new opportunities. Please feel free to contact us at 508-929-8498 or ryan.forsythe@worcester.edu.

Best,

Ryan

Ryan G. Forsythe

Vice President for Enrollment Management