

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Tuesday, November 22, 2022
5:30 PM
Student Center, Blue Lounge (C*101)

Meeting Called By: David Tuttle (Chair)

Minutes: Nikki Kapurch

Board Members: Lisa Colombo (Vice-Chair) ; Aleta Fazzone; Karen Lafond; Stephen Madaus; William Mosley; Dina Nichols; Amy Peterson; Emma Polak; Marina Taylor (Vice-Chair); Lawrence Sasso

WSU Staff: Barry Maloney; Ashlynn Allain; Nikki Kapurch; Carl Herrin; Kathy Eichelroth; Stacey Luster; Mike McKenna; Maria Gariepy; Lois Wims

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

AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> A. Call to Order B. Approval of the Minutes: i. Finance & Facilities Committee - October 25, 2022* ii. Full Board Meeting- October 25, 2022*	David Tuttle	i. vote required ii. vote required
2. <i>Equity, Diversity and Inclusion Presentation - 15 minutes w/ Q&A</i> A. Advisory Committee for Equal Opportunity, Diversity and Affirmative Action Fall 2022 Report*	Maria Gariepy Fran Manocchio	A. Informational
3. <i>Sabbatical Presentation -15 minutes w/ Q&A</i> A. Title: "When life gives you lemons..." Dr. Antonio Guijarro-Donados, Associate Professor, Chair, Department of World Languages	Lois Wims	A. Informational
4. <i>Academic & Student Development Committee Report</i> A. November 22 Academic & Student Development Committing Meeting Packet* B. Approval of AY 2023-2025 Sabbatical Leave Proposals	Karen LaFond	A. Informational B. (2) votes required
5. <i>Administrative Updates</i> A. Report of the Chairman I. Next meeting: December 6, 2022 (Sheehan Hall Room 109) B. Report of the Student Trustee C. Report of the President I. President's Update* II. FSTF Update	David Tuttle Emma Polak Barry Maloney	I. Informational II. Informational
6. <i>Adjournment</i>	David Tuttle	6. vote required

*Attachments

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
Finance & Facilities Committee Meeting
Meeting Minutes

CHAIR: Marina Taylor DATE: October 25, 2022

LOCATION: Wellness Center, Room 204 MINUTES BY: Nikki Kapurch

TIME: 4:00 PM

COMMITTEE MEMBERS PRESENT: Lisa Colombo; Aleta Fazzone; Dina Nichols; Lawrence Sasso; Marina Taylor; Will Mosley

NON-COMMITTEE MEMBERS PRESENT: 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, October 25, 2022, in room 204, located in the Wellness Center. Chair Taylor called the meeting to order at 4:03 pm. Trustee Taylor reported that one trustee will participate by remote access and announced that all votes will be by recorded roll call.

Administrative Business

APPROVAL OF THE MINUTES - September 13, 2022

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

VOTED: To approve the September 13, 2022 minutes of the Finance and Facilities Committee meeting as presented.

ROLL CALL VOTE: 5 approved. Lisa Colombo; Aleta Fazzone; Will Mosley; Marina Taylor; Lawrence Sasso

FINANCE & FACILITIES COMMITTEE REPORT

FY 2022 DRAFT FINANCIAL STATEMENT AUDIT REPORT

- Trustee Taylor called upon VP Kathy Eichelroth, who introduced Jim Johnston and Laura Pizzimenti from Bollus Lynch, LLP, to summarize the report.
- Chair Taylor reported that she discussed the report in detail with both President Maloney and VP Eichelroth.
- Audit the financial statements as of and for the years ended June 30, 2022, and 2021.
- Management is responsible for preparing the financial statements, and the auditor's responsibility is to express opinions on the financial statements based on the audit.
- The University presents net position statements, revenues, expenses, and changes in net position and cash flows.

- New to the audit, as discussed in Note 2 to the financial statements, in 2022, the University adopted GASB Statement No. 87, Leases. This is a change in the financial standards and does affect the balance sheets but does not affect our rating with our rating agencies.
- The adoption of this statement requires the University to recognize certain leased assets as capital assets and related lease liabilities on the Statement of Net Position as of June 30, 2022, and 2021.
 - The adoption of GASB Statement No. 87 resulted in a restatement of the University's net position by (\$6,251,754) for the year ended June 30, 2021.
- The financial statements and related footnotes are presented separately from Management Discussion and Analysis.
- Ms. Pizzimenti handed a letter to the Finance and Facilities Committee members informing them of significant matters related to the conduct of the audit and a summary of various matters that must be communicated under auditing standards generally accepted in the United States.
- There was one audit adjustment made to the original trial balance presented in 2022, related to the MSCBA bond refunding. Nothing to be concerned about.
- The opinion was clean. No issues.
- Trustee Taylor stated not only has the University earned clean audits over many years, the institution also gained consistently high bond ratings, both of which attest to prudent fiscal management. Maintaining clean audits is another reason we must act to address the \$9 million structural budget gaps that the University is facing.
- The University did receive one-time federal assistance in the amount of \$13,392,111 in 2022, but going forward, in order to sustain a balanced operating budget, we must look to the FSFT Task Force to develop specific and actionable recommendations to realize cost savings, increase revenues, and achieve greater efficiencies.
- Our budget hole would widen should we fail to implement changes in a timely manner.

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

VOTED: **To recommend to the full Board the approval of Worcester State University's FY 2022 Audited Financial Statements as prepared by the Certified Public Accounting firm of Bollus Lynch**

ROLL CALL VOTE: **6 approved. Lisa Colombo; Aleta Fazzone; Will Mosley; Dina Nichols; Marina Taylor; Lawrence Sasso**

Other Business:

President Maloney introduced Jonathan Walker, Director, of Internal Controls & Risk Assessment. Mr. Walker is a member of the FSTF Steering Committee and Support Team.

- Mr. Walker shared with the members of the Board a Phase 2 Final Report Outline. A template will be used by all seven work groups.
- This template will be used as a data collection template where each group will tell the story of their work and how they arrived at their recommendation(s).
- The completed templates will be due to the steering committee by 11/7/2022.

WSU Board of Trustees
October 25, 2022

- A final FSTF Phase 2 report will be delivered to President Maloney and the Board of Trustees for their review and consideration.
- Management will take over the report and work with the Board of Trustees on implementing the actions.

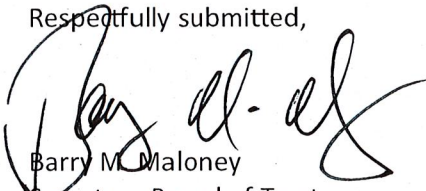
With there being no further business, the WSU Board of Trustees meeting was adjourned.

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

VOTED: **To adjourn the meeting at 5:09 p.m.**

ROLL CALL VOTE: **6 approved. Lisa Colombo; Aleta Fazzone; Dina Nichols; Marina Taylor; Lawrence Sasso; Will Mosley**

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees



FSTF Project Charter - Phase 2 Final Report Outline

Working Group

In preparing the Phase 2 report for multiple audiences (e.g., students, faculty, staff, alumni, BOT, etc.), we would like you to tell the story of your work and how you arrived at your recommendation(s). Due Date: 11/7/2022.

1. Overview: What items did your working group review/consider? Please describe the group's review and vetting process.

2. What priority did you choose: Please describe what item (or items) were ultimately prioritized after the review and vetting process.

3. Data/Information: What data/information do you feel is important to share about the priority or priorities your group selected? For example, this could be data, survey results, interviews with subject matter experts or external consultants, such as EAB.

4. Recommendation (Executive Summary): What are the recommendation(s) of the working group? Note: recommendations should be direct and succinct (or bulleted), and a recommendation may be that additional time is needed to narrow down a specific area of inquiry, for example.

5. Implementation Strategy: Please outline the action steps required to implement your recommendation(s). This should include a statement regarding implementation timing (e.g., this could be implemented immediately, etc.)

6. Importance: Why is this recommendation important to the University? Are you able to project any cost savings, revenue or efficiencies? What are the consequences of not implementing this recommendation? Within this section, it is also necessary to include references to the Strategic Plan (references here: [FSTF Phase 2 Orientation.pdf](#)) or here: <https://webcdn.worcester.edu/wp-content/uploads/2022/06/2020-2025-Strategic-Plan.pdf>

7. Future Considerations: What, if any, additional items may be important to evaluate but your group did not have time?

8. Other Accomplishments: Aside from the recommendation(s), are there any other accomplishments (tangible or intangible), byproducts or outcomes of the FSTF Phase 2 work that should be celebrated?



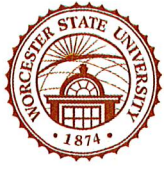
1.) Overview:

What items did your working group review/consider? Please describe the group's review and vetting process. Information from the 'Define' section of your charter may be helpful here.



2.) What priority did you choose?

Please describe what item (or items) were ultimately prioritized after the review and vetting process. Information from the 'Define' section of your charter may be helpful here.



3.) Data/Information:

What data/information do you feel is important to share about the priority or priorities your group selected? For example, this could be data, survey results, interviews with subject matter experts or external consultants, such as EAB. Information from the 'Measure' section of your charter may be helpful here.



4.) Recommendation (Executive Summary)

What are the recommendation(s) of the working group? Note: recommendations should be direct and succinct (or bulleted), and a recommendation may be that additional time is needed to narrow down a specific area of inquiry, for example.



5.) Implementation Strategy:

Please outline the action steps required to implement your recommendation(s). This should include a statement regarding implementation timing (e.g., this could be implemented immediately, etc.).



6.) Importance:

Why is this recommendation important to the University? Are you able to project any cost savings, revenue or efficiencies? What are the consequences of not implementing this recommendation? Within this section, it is also necessary to include references to the Strategic Plan (references here: [FSTF Phase 2 Orientation.pdf](#)) or here: <https://webcdn.worcester.edu/wp-content/uploads/2022/06/2020-2025-Strategic-Plan.pdf> Information from the 'improve and implement' section of your charter may be helpful here.



7.) Future Considerations:

What, if any, additional items may be important to evaluate but your group did not have time?



WORCESTER
STATE
UNIVERSITY

8.) Other Accomplishments:

Aside from the recommendation(s), are there any other accomplishments (tangible or intangible), byproducts or outcomes of the FSTF Phase 2 work that should be celebrated?

October 25, 2022

Finance and Facilities Sub-Committee
Worcester State University
Worcester, Massachusetts

Attention: Ms. Marina Taylor, Finance and Facilities Sub-Committee Chair

This letter is to inform the Finance and Facilities Sub-Committee of Worcester State University (the "University") about significant matters related to the conduct of our audit as of and for the year ended June 30, 2022, so that it can appropriately discharge its oversight responsibility and we comply with our professional responsibilities.

Auditing standards generally accepted in the United States of America (AU-C 260, *The Auditor's Communication With Those Charged With Governance*) require the auditor to promote effective two-way communication between the auditor and those charged with governance. Consistent with this requirement, the following summarizes our responsibilities regarding the financial statement audit as well as observations arising from our audit that are significant and relevant to your responsibility to oversee the financial reporting process.

Our Responsibilities with Regard to the Financial Statement Audit

Our responsibility under auditing standards generally accepted in the United States of America and *Government Auditing Standards* issued by the Comptroller General of the United States have been described to you in our arrangement letter dated May 25, 2022. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities, which are also described in that letter.

Overview of the Planned Scope and Timing of the Financial Statement Audit

We have issued a separate communication dated May 25, 2022, regarding the planned scope and timing of our audit and identified significant risks.

Significant Accounting Practices, Including Policies, Estimates and Disclosures

In our meeting with you, we will discuss our views about the qualitative aspects of the University's significant accounting practices, including significant accounting policies, significant unusual transactions, accounting estimates and financial statement disclosures. The following is a list of the matters, including significant estimates, which you may wish to monitor for your oversight responsibilities of the financial reporting process:

- *Financial Statement Disclosures* – We discussed with you items as they relate to the neutrality, consistency, and clarity of the disclosures in the financial statements.
- *Adoption of, or Change in, Accounting Policies* – Management has the ultimate responsibility for the appropriateness of the accounting policies used by the University. The University adopted GASB Statement No. 87, *Leases* during 2022. This Statement established a single model for lease accounting based on the foundational principle that leases are financings of the right to use an underlying asset. It requires the recognition of certain lease assets and liabilities for leases that previously were classified as operating leases.
- *Significant or Unusual Transactions* – We did not identify any significant or unusual transactions or significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Practices, Including Policies, Estimates and Disclosures (continued)

- *Alternative Treatments Discussed with Management* – We did not discuss with management any alternative treatments within generally accepted accounting principles for accounting policies and practices related to material items during the current audit period.
- *Accounting Estimates* – Accounting estimates are an integral part of the preparation of financial statements and are based upon management's current judgment. The process used by management encompasses their knowledge and experience about past and current events and certain assumptions about future events. Management has informed us that they used all the relevant facts available to them at the time to make the best judgments about accounting estimates, and we considered this information in the scope of our audit. Examples of estimates significant to the financial statements include the allowance for uncollectible accounts receivable, valuation and amortization of deferred service concession arrangements, pension and other post-employment benefit liabilities required by GASB 68 and 75, valuation of leased assets and the related liabilities, and accumulated depreciation allowances for capital assets. The Finance and Facilities Sub-Committee may wish to monitor throughout the year the process used to compute and record these accounting estimates.

Audit Adjustments and Uncorrected Misstatements

There was one audit adjustment made to the original trial balance presented to us to begin our audit, related to the February 2022 MSCBA bond refunding. This adjustment resulted in an increase in the University's change in net position of approximately \$125,000.

We are not aware of any uncorrected misstatements other than misstatements that are clearly trivial.

Disagreements with Management

We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit, or significant disclosures to be included in the financial statements.

Consultation with Other Accountants

We are not aware of any consultations management had with other accountants about accounting or auditing matters.

Significant Difficulties Encountered in Performing the Audit

We did not encounter any difficulties in dealing with management during the audit.

Other Information in Documents Containing Audited Financial Statements

We are not aware of any other documents that contain the audited financial statements. If such documents were to be published, we would have a responsibility to determine that such financial information was not materially inconsistent with the audited statements of the University.

Other Matters – New Accounting Pronouncements

GASB Statement No. 96, *Subscription-Based Information Technology Arrangements (SBITA)* is effective for reporting periods beginning after June 15, 2022. The objective of this Statement is to provide accounting and financial reporting guidance for transactions in which a governmental entity contracts with another party for the right to use their software. A right-to-use asset and a corresponding liability would be recognized for SBITAs. Management has not completed its review of the requirements of this Standard and its applicability.

Other Matters – New Accounting Pronouncements (continued)

GASB Statement No. 101, *Compensated Absences* is effective for reporting periods beginning after December 15, 2023. The objective of this Statement is to better meet the information needs of financial statement users by updating the recognition and measurement guidance for compensated absences, aligning such guidance under a unified model and by amending certain previously required disclosures. Management has not completed its review of the requirements of this Standard and its applicability

Management Representations

A Management Representation Letter has been drafted and will be presented to management for signature. A copy of the executed letter will be available to the Finance and Facilities Sub-Committee when signed.

Closing

We will be pleased to respond to any questions you have about the foregoing. We appreciate the opportunity to continue to be of service to the University.

This report is intended solely for the information and use of the Board of Trustees, Finance and Facilities Sub-Committee, and management and is not intended to be, and should not be, used by anyone other than these specified parties.

Ballus Lynch, LLP

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Meeting Minutes

CHAIR:	David Tuttle (Chair)	DATE: October 25, 2022
LOCATION:	Wellness Center, Room 204	MINUTES BY: Nikki Kapurch
TIME:	5:30 PM	
MEMBERS PRESENT:	Lisa Colombo (Vice-Chair); Aleta Fazzone; Karen Lafond; Stephen Madaus; William Mosley; Dina Nichols; Amy Peterson; Emma Polak; Marina Taylor; David Tuttle; Lawrence Sasso.	
WSU STAFF:	Barry Maloney; Ashlynn Allain; Nikki Kapurch; Kathy Eichelroth; Stacey Luster; Ryan Forsythe; Julie Kazarian; 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, October 25, 2022, in room 204, located in the Wellness Center. Chair Tuttle called the meeting to order at 5:30 p.m. Chair Tuttle reported that one trustee will participate by remote access and announced that all votes will be by recorded roll call.

Administrative Business:

APPROVAL OF THE MINUTES - Full Board Meeting - September 13, 2022

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

VOTED: **to approve the September 13, 2022, minutes of the full Board meeting as presented.**

ROLL CALL VOTE: **11 approved. Lisa Colombo; Aleta Fazzone; Karen LaFond; Stephen Madaus; William Mosley; Dina Nichols; Amy Peterson; Emma Polak; Marina Taylor; David Tuttle; Lawrence Sasso.**

EQUITY, DIVERSITY, AND INCLUSION PRESENTATION

- President Maloney introduced Frances Manocchio, Assistant Dean/Director of Student Accessibility Services, and Laura Murphy, Associate Dean for Health and Wellness.
- Asst. Dean Mannochio presented the PowerPoint presentation that was included in the packet.
 - Asst. Dean Mannochio went over the Student Accessibility Services policies for reasonable accommodations for persons with disabilities and our legal obligations.
 - Discussed the mission of the office, goals, and staffing.
 - Went through the types of accommodations that are offered to the students.
 - An increase in the number of students connecting with SAS is a good thing because students are using the resources that are available, but students are presenting with greater needs,

particularly mental and physical health conditions

- Associate Dean Murphy presented the Counseling Center PowerPoint that was included in the packet.
 - Provided the board with updates to the renovation project of the Counseling Center and staffing since the last presentations to the board.
 - Students are struggling with mental health issues.
 - The Counseling Center is very excited to partner with Christie Campus Health, an innovative mental health and wellness services company partnering with colleges to help meet the mental health needs of students, when and where they need it. The flier was presented to board members. Not rolled out yet to the students.
 - ResilientU@WooState provides immediate access to mental health services through a series of dynamic, online, psychoeducational modules. These modules focus on the foundational aspects of psychological intervention, delivered with structured support specifically designed to improve engagement.
 - We received funds from Governor Baker's Administration to support this program.

Finance & Facilities Committee Report

Trustee Marina Taylor, chair of the Finance and Facilities Committee, reported that the group convened today at 4 p.m. to receive the DRAFT FY 2022 Independent Audit Report and Financial Statements. Trustee Taylor reported that the Audit Report was thoroughly vetted by the committee and that Jim Johnston and Laura Pizzimenti from Bollus Lynch, LLP, reported that during the audit, they did not identify any deficiencies in internal controls that they consider to be material weaknesses. New to the audit, the University adopted GASB Statement No. 87, Leases. This is a change in the financial standards and does affect the balance sheets but does not affect our rating with our rating agencies. The adoption of this statement requires the University to recognize certain leased assets as capital assets and related lease liabilities on the Statement of Net Position as of June 30, 2022, and 2021.

Trustee Taylor stated not only has the University earned clean audits over many years, but the institution also gained consistently high bond ratings, both of which attest to prudent fiscal management. Maintaining clean audits is another reason we must act to address the \$9 million structural budget gaps that the University is facing. The University did receive one-time federal assistance in the amount of \$13,392,111 in 2022, but going forward, in order to sustain a balanced operating budget, we must look to the FSFT Task Force to develop specific and actionable recommendations to realize cost savings, increase revenues, and achieve greater efficiencies.

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

VOTED: **to accept the recommendation of the Finance and Facilities Committee and approve the Worcester State University's FY 2022 Audited Financial Statements as prepared by the Certified Public Accounting firm of Bollus Lynch.**

ROLL CALL VOTE: **11 approved. Lisa Colombo; Aleta Fazzzone; Karen LaFond; Stephen Madaus; William Mosley; Dina Nichols; Amy Peterson; Emma Polak; Marina Taylor; David Tuttle; Lawrence Sasso.**

REPORT OF THE CHAIR

- Next meeting: Tuesday, November 22, 2022 (Blue Lounge)

REPORT OF THE STUDENT TRUSTEE

- Classes are in full swing and excited for Fresh Check Day.

PRESIDENT'S REPORT

- President's Update was provided in the packet.
- Fall marks a change in the administration. We will be electing a new governor.
- Noe Ortega is Massachusetts' next Commissioner of Higher Education.
- President Maloney went over slide #11 of EY Parthenon Strategic Review of Public Higher Education Financing Presentation.
https://www.mass.edu/bhe/documents/221018_MA%20Public%20Higher%20Education%20Finance%20Strategic%20Review_BHE_Summary%20Presentation_vSENT.pdf
- Successful Unity Day.
- We have completed our NECHE Comprehensive Self-Study and the exit report session was recorded.
- We had a very successful Open House. Please feel free to come and walk around and meet new students at the next one, on Saturday, November 5.
- A donor has endowed a presidential speakers series, with a focus on democracy.

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

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

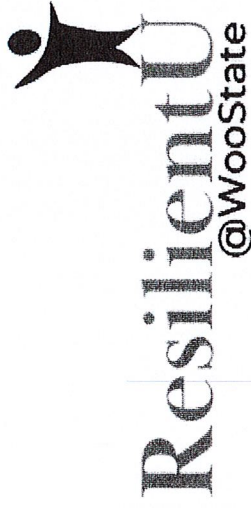
VOTED: **to adjourn the meeting at 6:47 p.m.**

ROLL CALL VOTE: **11 approved. Lisa Colombo; Aleta Fazzone; Karen LaFond; Stephen Madaus; William Mosley; Dina Nichols; Amy Peterson; Emma Polak; Marina Taylor; David Tuttle; Lawrence Sasso.**

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees

Counseling Services Introduces:



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Navigators

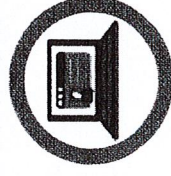
- Provide one-on-one personal assistance for students, including care management and referral assistance
- Guide students through the complexities of the mental health system
- Appointment follow-up and tracking
- Students can access Navigators by speaking with the Counseling Services staff



24/7 Support Line

Telehealth & Face-to-Face Counseling

- Licensed clinicians answer all calls to provide risk assessment, in-the-moment support and more
- Available to students in the U.S.
- Free visits that students can schedule at their convenience—days, nights, and/or weekends
- Allows access to a broad network of counselors via telehealth or face-to-face visits
- Call the 24/7 Support Line for assessment and referral at 833-434-1217



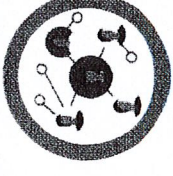
The Wellness Hub

- Best-in-class health and wellness content aimed to engage and inform students
- Access to videos and written content that features diverse student voices and stories
- The Wellness Hub is an easy access point to learn about all the services and resources available
- Visit: worcester.campuswell.com or download CampusWell in any app store and select Worcester State University



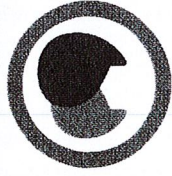
Headspace

- The leading meditation and mindfulness app that helps students build coping and resiliency skills
- The Headspace app offers more than 1,000 hours of mindfulness and well-being content
- Has been shown to have favorable outcomes such as reduced stress, increased positivity and improved satisfaction with life
- Students can access Headspace through the Wellness Hub



SilverCloud

- An online, self-guided mental health and wellness program that helps students manage stress and learn better coping skills
- Students can get help with depression, anxiety, insomnia, alcohol abuse and more
- Each individual program is targeted to meet the students needs—they also have the option to work with a coach if preferred
- Students register at: student.silvercloudhealth.com/signup



Togetherall

- This free online, peer-to-peer platform offers a safe, anonymous space for students to give and get support.
- Moderated by trained professionals 24/7/365 so it's a safer environment
- Students can post about their experiences, ask for advice, show empathy to others, take self-help courses and more!
- Students can access Togetherall through the Wellness Hub



Virtual Prescribing

- Help students get the assistance they need with mental health medications
- MD and APRN prescribers available virtually
- Provide psychiatric evaluations and ongoing medical management
- Students can access virtual prescribing through the Counseling Center

Worcester State University

Advisory Committee for Equal Opportunity, Diversity and Affirmative Action Fall 2022 Report

Board of Trustees
November 2022



Committee Membership 2021 - 2022

- Co-Chairs: Fran Manocchio (staff) and Marc Wagoner (faculty)
- Committee Members: Midaly Carrasquillo (staff), Marilyn Cleary (administrator), Adam Dullea (student), Adrian Gage (administrator), Charlotte Haller (faculty), Cara Powers(faculty), Mark Wagner (faculty/staff)
- Ex-Officio: Maria Isabel Gariepy & Stacey Luster

Purposes

According to the Board of Education's Equal Opportunity, Diversity and Affirmative Action Plan, the purposes of the Advisory Committee for Equal Opportunity, Diversity and Affirmative Action are:

- To serve as an Advisory Group to the President;
- To make recommendations to the President as well as to respective campus and governance committees concerning effective implementation of the Universities' Equal Opportunity, Diversity and Affirmative Action Plan;

Purposes

- To evaluate institutional compliance with respect to all equal opportunity, diversity and affirmative action programs and to recommend appropriate strategies to the President; and
- To keep informed as to federal and state laws and regulations as well as institutional policies impacting equal opportunity, diversity and affirmative action.

Achievements, Initiatives, and Activities

- The Advisory Committee met with the recently hired Faculty Fellow for Equity (Mary Fowler) and their supervisors (Hank Theriault and Emily Soltano) to discuss shared vision.
- The Advisory Committee approved two requests for Diversity Mini-Grants. (History Department and Student Accessibility Services)
- The Advisory Committee explored a potential BIPOC faculty retention resource, North Star Collective and supports the promotion of membership in the National Council for Faculty Development and Diversity. (NOTE: Both resources were funded.)

Achievements, Initiatives, and Activities

- The Advisory Committee reviewed the following documents for relevance in prioritizing recommendations:
 - The New Undergraduate Experience A Vision for Dismantling Barriers, Recognizing Students' Cultural Wealth, and Achieving Racial Equity in Public Higher Education in Massachusetts, January 14, 2022
Department of Higher Education, Commonwealth of MA
 - WSU Five+ Point Plan Towards a More Inclusive Climate
 - Equity Audit initial report of DEI gaps

Recommendations

- Hiring BIPOC Faculty
 - Budget and prioritize strategies that seek out BIPOC faculty and create a sense of community and belonging (e.g., dedicated office space, clerical/administrative support)
 - Consideration of diverse forms of scholarship, including community engaged scholarship

Recommendations

- Supporting and Retaining BIPOC Faculty and Staff
 - Clarify the Faculty Fellow for Equity Position (Mentorship component? advising policy re: diversity initiatives, recruitment efforts?)
 - Fund the Staff Navigator for Equity Position (approximately \$15,000 annually)
 - Support funding membership in the National Council for Faculty Development and Diversity and North Star Collective
 - Increase Mini-Grant allocation from \$300 to \$1,000

Summary

The Advisory Committee collaborates with other DEI committees to challenge WSU to dismantle barriers and provide equity and access to all members of the campus communities.

QUESTIONS?

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
Academic and Student Development Meeting
Tuesday, November 22, 2022
4:00 P.M.
Student Center, Blue Lounge (C*101)

Meeting Called By: Karen LaFond (Chair)

Minutes: Nikki Kapurch

Board Members: Karen LaFond; Aleta Fazzone; Amy Peterson; Emma Polak; Lawrence Sasso

WSU Staff: Barry Maloney; Ashlynn Allain; Carl Herrin; Nikki Kapurch; Stacey Luster; Mike McKenna; Lois Wims

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

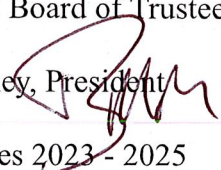
AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> A. Call to Order	Karen LaFond	
2. <i>Academic and Student Development Committee Report</i> A. President memo to BOT* B. Provost memo to President* C. Memo of Agreement of Settlement* D. Sabbatical Summary and Proposal Summaries PowerPoint E. Approval of AY 2023-2025 Sabbatical Leave Proposals	Karen LaFond Lois Wims	A. Informational B. Informational C. Informational D. Informational E. (2) votes required
3. <i>Administrative Updates</i> A. Other Business	Karen LaFond	
4. <i>Adjournment</i>	Karen LaFond	4. vote required

*Attachments



WORCESTER
S T A T E
UNIVERSITY

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

TO: Members, WSU Board of Trustees
FROM: Barry M. Maloney, President 
RE: Sabbatical Leaves 2023 - 2025
DATE: November 10, 2022

I am pleased to concur with the recommendation of Provost Wims and I am forwarding to you twenty-six (26) proposals for sabbatical leave.

Eleven (11) will be recommended for deferral for one year and fifteen (15) will be recommended for approval for 23/24, joining the sixteen (16) that will take place in 23/24 from prior deferral.

The department chairs have affirmed that the individual study for each candidate will contribute to the respective department's course offerings. Also, I concur with Dr. Wims that each area of study will add significantly to their professional development as a scholar and teacher, and will benefit Worcester State University and its students.

Enclosed is a copy of Dr. Wims' recommendation and a brief summary of the proposed sabbatical projects.



**WORCESTER
STATE
UNIVERSITY**

Office of Academic Affairs

Phone: 508-929-8038 and 8938

Fax: 508-929-8187

TO: President Barry Maloney
FROM: Lois A. Wims, Provost
DATE: October 20, 2022
RE: Sabbatical Memo to the President

APPROVED

OCT 28 2022

**BARRY M. MALONEY
PRESIDENT**

I recommend the following sabbaticals for the **23/24 Academic Year**

<u>Full Year:</u>	Vicki Gruzynski	Library
<u>Fall 23:</u>	Alex Briesacher	Sociology
	Meghna Dillip	Chemistry
	Aleel Grennan	Biology
	Nabin Malakar	Earth, Environment, Physics
	Andrew Piazza	Health Sciences
	Jamie Remillard	English
	Brian Xu	Chemistry
<u>Spring 24:</u>	Kathryn Frazier	Psychology
	Stephen Morreale	Criminal Justice
	Alison Okuda	History and Political Science
	Shu Qian	Library
	Jaime Vallejos	Health Sciences
	Eijab Jaber	Chemistry

I recommend the following to be deferred to the **24/25 Academic Year**

<u>Full Year:</u>	Keith Darrow	Communication Sciences and Disorders
<u>Fall 24:</u>	Elena Braynova	Computer Science

Anthony DellAera

Elizabeth Gilbert

Spring 25:

Nathan Angelo

Kristina Curro

Denise Foley

Susan Monaghan

Sam O'Connell

Ana Perez Manrique

Karen Woods Wierman

History and Political Science

Mathematics

History and Political Science

Communication Sciences and Disorders

Education

Education

Visual and Performing Arts

World Languages

English



WORCESTER STATE UNIVERSITY

Office of Academic Affairs

Phone: 508-929-8038 and 8938

Fax: 508-929-8187

TO: Barry Maloney, President
FROM: Lois A. Wims, Provost
DATE: October 20, 2022 - amended November 1, 2022
RE: Amended Sabbatical Memo

APPROVED

NOV 01 2022

**BARRY M. MALONEY
PRESIDENT**

I recommend the following sabbaticals for the 23/24 Academic Year

Full Year:	Vicki Gruzynski	Library
Fall 23:	Alex Briesacher	Sociology
	Meghna Dillip	Chemistry
	Aleel Grennan	Biology
	Nabin Malakar	Earth, Environment, Physics
	Andrew Piazza	Health Sciences
	Jamie Remillard	English
	Brian Xu	Chemistry
Spring 24:	Kathryn Frazier	Psychology
	Stephen Morreale	Criminal Justice
	Alison Okuda	History and Political Science
	Shu Qian	Library
	Jaime Vallejos	Health Sciences
	Eihab Jaber	Chemistry
	Jacquelyn Raftery-Helmer	Psychology

I recommend the following to be deferred to the 24/25 Academic Year

Full Year:	Keith Darrow	Communication Sciences and Disorders
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Fall 24:	Elena Braynova	Computer Science
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	Anthony Dell'Aera	History and Political Science
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	Elizabeth Gilbert	Mathematics
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Spring 25:	Nathan Angelo	History and Political Science
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	Kristina Curro	Communication Sciences and Disorders
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	Denise Foley	Education
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	Susan Monaghan	Education
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	Sam O'Connell	Visual and Performing Arts
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	Ana Perez Manrique	World Languages
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	Karen Woods Wierman	English
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AGREEMENT OF SETTLEMENT

This Agreement of Settlement is by and between the Board of Higher Education, acting by Worcester State University (the "University"), and the Massachusetts State College Association/MTA/NEA (the "Association") (collectively the "Parties").

WHEREAS, the University and the Association are, at all times relevant to the matters to which this Agreement of Settlement pertains, parties to a collective bargaining agreement (the "Agreement") that governed the terms and conditions of employment of, among others, members of the faculty and librarians at the University;

WHEREAS, Provost Wims recommended sixteen (16) sabbatical leaves for approval to occur during the 2023-2024 academic year, rather than during the 2022-2023 academic year as requested;

WHEREAS, the Association filed grievance #10/20-21/9/A; and

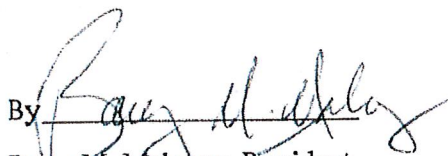
WHEREAS, the University and the Association are desirous of resolving their dispute without additional time;

NOW, THEREFORE, in consideration of the foregoing premises and of the mutual covenants hereinafter set down, the University and the Association hereby agree as follows:

1. The Association shall withdraw with prejudice grievance #10/20-21/9/A.
2. The University may defer no more than fifty percent (50%) of the sabbatical leaves recommended by Provost Wims for approval pursuant to the 2022-2023 and 2023-2024 personnel calendar years.
3. In accordance with the Agreement, any member whose sabbatical leave is approved, but deferred shall be next eligible for a sabbatical leave as if the sabbatical leave was taken during the semester(s) requested.
4. As deferring a sabbatical leave may negatively impact a member's professional progress and standing, each member who has their sabbatical leave deferred under this Agreement of Settlement shall have a letter from the President included in their Official Personnel File indicating that the sabbatical leave deferral may have negatively affected the purpose of the sabbatical request for consideration in all future personnel actions.

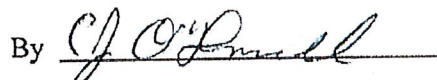
5. In accordance with the Agreement, members whose sabbatical leave request is deferred shall not be required to reapply.
6. Members whose sabbatical leave have been deferred, shall be allowed to modify their sabbatical proposal in a manner mutually agreeable to the member and the President.
7. For the years involved, a form will be developed in consultation with the union. The form will accompany the sabbatical leave application and indicate the member's willingness to a deferral under the conditions of this Agreement of Settlement . To the extent feasible, the University shall choose those sabbatical leaves to be deferred from those members who express a willingness to have their leave deferred.
8. Once the University has decided which sabbatical leaves will be deferred, and prior to notifying the applicants or submitting the sabbatical leave recommendations to the Board of Trustees for approval, for informational purposes only, the University shall provide the Association with an accounting of the number of members who have applied for a sabbatical leave and the number of those requests to be deferred.
9. This Agreement constitutes the entire agreement between the parties, with respect to the grievance referenced herein. Nothing in this Agreement of Settlement modifies the rights of the parties under the Agreement.
10. This Agreement of Settlement does not constitute a precedent and shall not be introduced as evidence in future proceedings, other than to enforce its terms.

Worcester State University

By 
Barry M. Maloney, President

Date: 1-10-22

Massachusetts State College Association

By 
CJ O'Donnell, MSCA President

Date: 1/7/22

President's Update

November 2022



President's Message

What I observed during the height of the pandemic is that Worcester State employees largely focused on other matters – like keeping our campus open and safe, and keeping students connected to us – so they opted not to pursue professional development (PD) opportunities. The pace for PD has picked up since then, and this Update provides some examples of how

that training helps us better serve the university and its students.

As for sabbaticals, a significant focus of the Trustees' November meeting, many faculty members voluntarily agreed to postpone previously approved sabbaticals during the pandemic. We then met with the faculty union at the bargaining table to ensure that we could appropriately phase in delayed sabbaticals. The result is a robust group of sabbatical candidates this year, which we have accounted for in our budget planning. Allow me to share two examples of how sabbaticals have enhanced the academic quality of the university.

Prof. Heather Treseler's (English) sabbatical several years ago allowed her to work on a collection of poems titled "Pantheon" and to attract research funding from the National Endowment for the Humanities. Her writing continues to put Worcester State in the international spotlight. For example, last year, her poem "Chase Street" was recognized as one of four finalists for the world-renowned Moth Poetry Prize. ([Read more here.](#))

And Prof. Sebastian Velez's (Biology) sabbatical, approved by the trustees in 2019, allowed him to work with the Harvard Museum of Zoology and the Santo Domingo Museum of Natural History in the Dominican Republic to study and build undergraduate research projects, which are connected to professional excellent student research opportunities, [such as this one.](#)



**WORCESTER
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Contents

Academic Affairs	2
Administration and Finance	3
Enrollment Management ...	3
General Counsel, Employment, and Equal Opportunity	4
Student Affairs	6
University Advancement	6
Appendix	8

PRESIDENT'S OFFICE

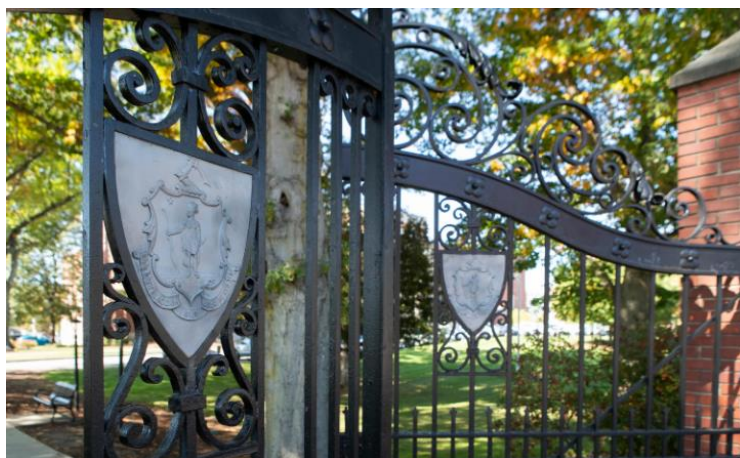
Worcester State University
486 Chandler Street
Worcester, MA 01602
508-929-8000
www.worcester.edu

Sabbatical leaves for faculty are not only an essential and expected part of an academic's development, they also serve to enhance student learning, elevate the reputation of our faculty, and by extension, the university. For our staff, PD is important as well, enriching students' experiences. Both require special attention this year, as a way to invest in our employees at a time when the U.S. labor market is tight, and as employees may be exploring other opportunities.

Academic Affairs

Academic Affairs' primary focus for professional development (PD) is the support of our faculty. Sabbaticals, which are not only necessary for faculty members to stay current in their areas of expertise, but also are investments in their career growth, are an example of PD that the division and the university budget for and otherwise support. Most other types of faculty PD are coordinated through the [Center for Teaching and Learning](#) (CTL). In response to the growing complexity of the faculty role (which was further exacerbated by the COVID pandemic), a new full-time position based in the CTL was established, the Faculty Development Specialist. This addition has enabled the CTL to serve as a comprehensive faculty development center that supports the faculty, from developing classroom strategies to career decision-making.

Additionally, recognizing that diversity, equity, inclusion, and justice (DEIJ) are central to faculty development, the CTL also created the Faculty Fellow for Diversity, Equity, and Inclusion position to help faculty members integrate a DEIJ focus into their teaching to meet the specific needs of ALANA/BIPOC (African, Latinx, Asian, Native American and/or Black, Indigenous, People of Color) students. Commitment to faculty PD is not limited to the CTL. For example, Worcester State joined with Bridgewater State and Framingham State to successfully apply for a [National Science Foundation Alliances for Graduate Education and the Professoriate](#) (NSF-AGEP) grant to provide supportive programming for African American, Latinx, Native American, and Pacific Islander faculty in STEM disciplines. The first Worcester State NSF-AGEP faculty scholar is Dr. Sarah Eagan of the Psychology Department. Additionally, Academic Affairs also has consistently nominated staff members to the [Executive Leadership Institute](#) (ELI), which recently met on our campus to talk to our leaders about DEIJ.



Administration and Finance

It has been challenging to offer a broad catalog of professional development opportunities due to position vacancies and the significantly increased complexity associated with budget management during the COVID pandemic and the university's receipt of a variety of one-time and/or limited duration relief funds. This said, Administration and Finance has made a significant commitment to in-house staff development for the use of information management and database tools, such as Worcester State's enterprise resource planning (ERP) application, Ellucian's Colleague. The university has been an Ellucian partner for more than twenty-five years, and considerable process and cost efficiencies have been—and will continue to be—realized through integrating its many modules into daily and strategic campus operations. This integration requires ongoing staff training.

Enrollment Management

Professional development (PD) opportunities enable staff to acquire a deeper understanding of current issues and concerns in public higher education such as accreditation, enrollment and retention, legislative policy, finance, and governance. Staff also learn to lead in times of crisis, while deepening their understanding of their own leadership styles and how they are perceived by others. Such investment in staff is necessary to encourage employee retention and succession planning.

The university's Dean of Enrollment and Director of Admissions participated in the recent [Executive Leadership Institute](#) (ELI). ELI prepares emerging leaders in regional higher education institutions for senior positions through a year-long program. The institute is designed specifically to prepare senior administrators for important roles, and the program encourages participation by women and ALANA/BIPOC employees. ELI graduates return to campus with a broader understanding of university-wide campus operations. This knowledge and preparation, for example, has made our Dean of Enrollment more qualified to lead one of the subcommittees of the Financial Sustainability Taskforce.



General Counsel, Employment, and Equal Opportunity

Professional development (PD) sessions offered by the Office of Diversity, Inclusion and Equal Opportunity incorporate compliance-based training that promotes cross-racial interactions in our campus community. Additionally, they promote cultural competencies and center diversity management as a priority in all hiring processes. These opportunities help foster a safe environment for all at the university and are delivered in partnership with other offices and divisions in the campus community, as well as with external partners. Additionally, the Equal Opportunity and Title IX (in the Student Affairs Division) Offices offered a series of professional development sessions, including:

- Furthering Inclusion: Establishing Pathways Toward Civility within our Diverse Community
- Identifying Implicit Bias and Microaggressions as a Catalyst for Change
- Equal Opportunity and Title IX Compliance
- LGBTQIA+ Inclusivity & Beyond: Identity, Risk Factors, Student Support & Reporting
- We Speak Up Bystander Intervention Series: Understanding Title IX and How to Support Impacted Individuals
- Beyond Title IX: Identifying and Responding to Disclosures
- Supporting Students Impacted by Racial Stress and Trauma

As stewards of the Department of Higher Education's [Strategic Plan for Racial Equity](#), the university continues to identify literature, best practices, and resources that can be used in support of this mission. Similarly, the DHE's [New Undergraduate Experience \(NUE\)](#) vision of dismantling barriers, recognizing students' cultural wealth, and achieving racial equity in public higher education can only be achieved in connection with more substantial PD opportunities to the wider campus community. For example, in addition to sharing DEI best practices, search committee orientations normalize equal opportunity conversations to advance the University's strategic goals of diversifying our workforce to attract more ALANA/BIPOC staff and faculty from historically underserved and/or marginalized identities.



Student Affairs

Student Affairs is focused on providing opportunities designed to enhance student well-being and belonging. Professional development (PD) programs are offered throughout the year by division experts and established community partners. Topics include community awareness and response to mental health; student support services; and cocurricular and social engagement. Sessions are designed for employee and student participation.

With over 50 training sessions offered so far this semester, Student Affairs professionals developed a series of outreach programs designed to engage faculty and staff in a holistic approach to student support. For example, the Counseling Center offers training on the signs and symptoms of students in distress, along with how and when to refer a student for support. Such campus-wide initiatives that center on student wellbeing and mental health are critical to student success. Additionally, the Office of Title IX provides training on compliance with federal, state, and local regulations. The goal is to promote greater awareness of trauma-informed student support services.

Knowledge gained through training and PD can result in positive organizational change. For instance, the Counseling Center identified the need for the university to become part of the [JED Campus Initiative](#). The JED Foundation is designed to empower schools with a framework to help guide the assessment of campus resources dedicated to emotional well-being.

University Advancement

University Advancement has developed several professional development opportunities during these challenging budget times, such as the quarterly campus Lunch & Learn sessions. These sessions are led by internal or external area experts who focus on specific topics to make daily operations more productive and efficient. Such topics have included workshops on tools like Canva to help staff produce more engaging gift proposals for prospective donors. External area experts who have presented have included Worcester State Alumni and Board members, such as Foundation Board member Allen Falke, Esq., from the firm of Mirick O'Connell, on Planned Giving.

Initiatives like the Lunch & Learn sessions have been critical in enabling the University Advancement team to quickly prepare professional proposals for donors who are considering major gifts. Sharing such practical knowledge has saved hours of time and hundreds of dollars in offsite training, as well as lessened the burden placed on other areas of Worcester State, such as the Printing and Publishing Office.



Appendix

[Making an Impact: Diversity, Equity, and Inclusion Professional Development Sessions \(Fall 2022\)](#)

