

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Thursday, April 13, 2023
5:30 P.M.
Wellness Center, Room 204**

Meeting Called By: David Tuttle (Chair)

Minutes: Nikki Kapurch

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

WSU Staff: Barry Maloney; Ashlynn Allain; Nikki Kapurch; Carl Herrin; Kathy Eichelroth; Stacey Luster

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: I. Human Resources Committee - March 6, 2023* II. Full Board -March 7, 2023*	David Tuttle, Chair	I. vote required II. vote required
2. Recognition of Winter Sports Teams A. Recognition of Women's Ice Hockey Team (ECHA Champions) B. Recognition of Men's Basketball Team (MASCAC Champions/NCAA Tournament Qualifier) C. Recognition of Team USA participation for Clare Conway (WIH) and Max Roth (MIH)	Michael Mudd	Informational
3. Equity, Diversity and Inclusion Presentation - 20 minutes / Q&A A. Office of Multicultural Affairs (OMA) powerpoint* B. Latino Education Institute (LEI)powerpoooint* I. New LEI Brochure*	Maria Garepy Laxmi Bissoondial Maria Juncos-Gautier	A. Informational B. Informational
4. Finance & Facilities Committee Report A. Finance & Facilities Committee Meeting Packet*	Marina Taylor	A. Informational and vote required
5. Academic & Student Development Committee Report A. Academic & Student Development Committee Meeting Packet*	Karen LaFond	A. Informational and (4) votes required
6. Administrative Updates A. Report of the Chairman I. Appointment of the Nominating Committee II. Next meeting: June 13, 2023 C. Report of the Student Trustee B. Report of the President I. President's Update*	David Tuttle Emma Polak Barry Maloney	I. Informational
7. Adjournment	David Tuttle	7. vote required

*Attachments

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

CHAIR:	Dina Nichols (Chair)	DATE:	March 6, 2023
LOCATION:	Remote Participation	MINUTES BY:	Ashlynn Allain
TIME:	3:00 PM		
MEMBERS PRESENT:	William Mosley; Dina Nichols; Marina Taylor		
MEMBERS ABSENT:	Amy Peterson		
WSU STAFF:	Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Carl Herrin; Stacey Luster; Ryan Forsythe; Julie Kazarian		

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Board of Trustees was held on Monday, March 6, 2023, through a Zoom remote call. Chair Nichols called the meeting to order at 3:01 p.m. Trustee Nichols reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

HUMAN RESOURCES COMMITTEE REPORT

- Chair Nichols introduced VP Kathy Eichelroth. VP Eichelroth provided context on the search process for the Assistant Vice President for Employee Services, how it was carried out, and how the finalist was selected.
- It was mentioned that any position dean or above is considered for approval by the board.

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

VOTED: **to recommend to the full board the approval of the appointment of Sathi Mitra, as the Assistant Vice President for Employee Services, Chief Human Resources Officer.**

ROLL CALL VOTE: **3 approved. William Mosley; Dina Nichols; Marina Taylor**

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

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

VOTED: **to adjourn the meeting at 3:18 p.m.**

ROLL CALL VOTE: **3 approved. William Mosley; Dina Nichols; Marina Taylor**

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees

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

CHAIR:	David Tuttle (Chair)	DATE:	March 7, 2023
LOCATION:	Sheehan Hall, Room SH109	MINUTES BY:	Nikki Kapurch
TIME:	4:00 PM		
MEMBERS PRESENT:	Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson; Emma Polak; Marina Taylor (Vice-Chair); David Tuttle; Lawrence Sasso		
MEMBERS ABSENT:	Aleta Fazzone; William Mosley; Maureen Power		
WSU STAFF:	Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Stacey Luster; Ryan Forsythe; Julie Kazarian; Tom McNamara; 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, March 7, 2023, in room SH109, located in Sheehan Hall. Chair Tuttle called the meeting to order at 4:05 p.m. Chair Tuttle reported that two trustees will participate by remote access and announced that all votes will be by recorded roll call.

President Maloney invited and recognized members of the campus community who were involved in the sudden loss of one of our resident students and the bursting of several frozen pipes throughout the campus. President Maloney thanked the group for their teamwork, offering appreciation for their dedication to making sure our students were safe and gratitude that their rapid, caring response helped lessen the impact on the campus at large.

Administrative Business

APPROVAL OF THE MINUTES - Full Board Meeting - December 6, 2022

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

VOTED: to approve the December 6, 2022 minutes of the full Board meeting as presented.

ROLL CALL VOTE: 6 approved. Lisa Colombo; Dina Nichols; Emma Polak; Lawrence Sasso; Marina Taylor; David Tuttle

2 abstained: Karen LaFond; Amy Peterson

APPROVAL OF THE MINUTES - Full Board Meeting - February 6, 2023

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

VOTED: to approve the February 6, 2023 minutes of the full Board meeting as presented.

ROLL CALL VOTE: 8 approved. Lisa Colombo; Karen LaFond; Dina Nichols; Amy Peterson; Emma Polak; Lawrence Sasso; Marina Taylor; David Tuttle

PRESENTATION - 30 MINUTES W/ Q&A

- **A Comprehensive Approach to Operational Excellence: Lean Higher Education**
- VP Eichelroth introduced Jesilka Cortez Curran. Jesilka holds an M.S. in organizational leadership and is Lean Six Sigma certified and chief procurement officer. Jesilka will serve as the campus lead on this project going forward along with Jonathan Walker, director of Internal Controls and Risk Assessment, and externally by Dr. Bill Balzer, professor emeritus of Industrial-Organizational Psychology and author of *Lean Higher Education*.
- Jesilka provided some introductory comments on Dr. Balzer's work and how his work is a framework for organizations to focus on growth and execute their strategic plans better than their competitors while achieving operational efficiencies.
- This semester there will be two upcoming demonstration projects that will be reviewed; Improve Scheduling and Retention Process. These were selected for demonstration, as the categories suggest because they can have a near-term positive impact on both our campus budget and on the student experience, as well as provide a framework for how we will engage in the review, analysis, and sustainability of each of the other recommendations.
- Ms. Cortez Curran introduced Dr. Bill Balzer, emeritus faculty from Bowling Green State University and author of *Lean Higher Education*. He will take us through "A Comprehensive Approach to Operational Excellence: Lean Higher Education." Dr. Balzer is an expert who has led institutions and organizations through this process.
- Dr. Balzer presented his PowerPoint and led the board members through the methodology and best practices in Lean Higher Education. PowerPoint was included in the packet.
- The university has started framing out communications strategies so the entire campus will have an opportunity to get involved in a culture of continuous improvement by holding Information sessions with the campus community to orientate students, faculty, and staff on the lean higher education process. The first session, a virtual campus briefing, will be held on Thursday, March 9 from 2:30 to 3:30 p.m. This is a presentation format and will be recorded.
- The challenges will be communicating and messaging to campus for success.

PRESENTATION

FY 2022 Federal Funds Audit Report

- VP Kathy Eichelroth joined Jim Johnston from Bollus Lynch for an overview of the Federal Financial Aid Audit Report being presented for approval.
- The Federal Financial Aid Audit Report, from pages 3 through 48, has the same information as the General Audit Report of the University and Foundation that was presented and approved in the fall.

March 7, 2023

- The audit was conducted for the purpose of forming an opinion on the financial statements as a whole.
- The work is now complete and ready for board review and approval.
- No findings, favorable report.

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

VOTED: to approve the FY 2022 Federal Funds Audit report as presented by Bollus Lynch.

ROLL CALL VOTE: 8 approved. Lisa Colombo; Karen LaFond; Dina Nichols; Amy Peterson; Emma Polak; Lawrence Sasso; Marina Taylor; David Tuttle

EQUITY, DIVERSITY, AND INCLUSION PRESENTATION

Campus Climate Committee

- President Maloney welcomed Maria Gariepy, Director of Diversity, Inclusion, & Equal Opportunity, who introduced Edgar Moros, Director of Intensive English Language Institute and Alex Briesacher, associate professor, Department of Sociology, who serve as co-chairs of the Campus Climate Committee.
- Presented the PowerPoint presentation that was included in the packet.
- Discussed what they will be focusing on during the 2022-2023 academic year.
- Trustee Polak asked if the survey could go sooner. Co-chairs will get the survey out in April 2023.

HUMAN RESOURCES COMMITTEE REPORT

- Chair Nichols reported that the committee convened on Monday, February 6, 2023, at 3 p.m. over zoom to discuss the Assistant Vice President for Employee Services, Chief Human Resources Officer position.
- The Assistant Vice President for Employee Services, Chief Human Resources Officer job title was already approved by the board at the January 20, 2015 meeting.
- There was discussion among the committee members.
- Chair Nichols mentioned that any position dean or above is considered for approval by the board.

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

VOTED: to accept the recommendation of the Human Resources Committee and approve the appointment of Sathi Mitra as the Assistant Vice President for Employee Services, Chief Human Resources Officer.

ROLL CALL VOTE: 8 approved. Lisa Colombo; Karen LaFond; Dina Nichols; Amy Peterson; Emma Polak; Lawrence Sasso; Marina Taylor; David Tuttle

REPORT OF THE CHAIR

- Chair Tuttle reported that he received notice from the Commissioner to authorize and award President Maloney a two percent cost of living adjustment, including retroactive pay to July 1, 2022.

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

VOTED: **to award President Barry Maloney a 2.0% cost of living adjustment including retroactive pay to July 1, 2022.**

ROLL CALL VOTE: **8 approved. Lisa Colombo; Karen LaFond; Dina Nichols; Amy Peterson; Emma Polak; Lawrence Sasso; Marina Taylor; David Tuttle**

- Chair Tuttle mentioned that the Human Resources Committee will be gearing up to start the evaluation process of President Maloney. The Chairman received a memorandum from Commissioner Ortega with the FY2023 Presidential Evaluations - Statewide Priorities and Procedures for Annual Reviews; and New Salary Retention Adjustment Guidelines.
- The president also shared with Chair Tuttle and Chair Nichols a copy of the EY Market Assessment of Presidential Compensation for Massachusetts Public Higher Education System that will be shared and reviewed by the committee members.
- Next meeting: Thursday, April 13, 2023, in the Wellness Center, Room 201
3 pm – Academic & Student Development Committee meeting to discuss promotion and tenure.
4 pm – Finance & Facilities Committee meeting
5:30 pm – Full Board of Trustees meeting

REPORT OF THE STUDENT TRUSTEE

- Trustee Polak reported that the student Senate would like to host a transfer event for the fall semester of 2023 in honor of Stephanie Barry, a member of SGA, who passed away last month. Stephanie's goal as a senator was to find a way to make transfer students feel more included in campus life.

PRESIDENT'S REPORT

- President's Update was provided in the packet.
- FY 2023 Quarter 1 Comparative Financial Reports are provided in the packet as information only.
- Wednesday, March 29, 2023, at 4 p.m. there will be a Celebration of Life in loving memory of the late President, Dr. Janelle Ashley
- April 1 is Congratulations Day. Congratulations Day is a critically important day for the University, as we welcome over 1,000 accepted students and family members to campus to take a "last look" before making the big decision on where to enroll in the fall.
- Dr. Kristien Lee has accepted the invitation to be WSU 2023 Commencement Speaker.
- On April 21 at 9:30 a.m., the President and the Provost will attend our NECHE Commission meeting where we will be asked questions about the evaluation and our written response. We will then have the opportunity to make a brief closing statement defending the draft report.

WSU Board of Trustees
March 7, 2023

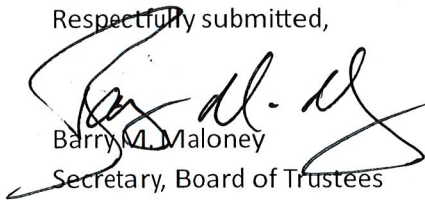
With there being no further business, the WSU Board of Trustees meeting was adjourned.

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

VOTED: **to adjourn the meeting at 5:51 p.m.**

ROLL CALL VOTE: **8 approved. Lisa Colombo; Karen LaFond; Dina Nichols; Amy Peterson; Emma Polak;
Lawrence Sasso; Marina Taylor; David Tuttle**

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees

The Office of Multicultural Affairs



Laxmi Bissoondial, Director

lbissoondial@worcester.edu

www.worcester.edu/oma

508-929-8049

Mission: Increase access, retention, and graduation among our underrepresented students: first generation, low income, and/or ALANA/BIPOC.

OMA programs

Alternatives for Individual Development (A.I.D.)

Upward Bound Program

Women's Circle

Young Men's Group

Brotherhood Conference

Multicultural Programming Committee

Antiracism Subcommittee

Intercultural Student Alliance (ISA-TWA)

Multicultural Affairs Alumni Council

2022-23 Initiatives **UPDATES**

Alternatives for Individual Development (A.I.D.)

Brotherhood/**Sisterhood** Conference

Multicultural Programming Committee

First Generation Campus Committee

Multicultural Affairs Alumni **Association**.

Multicultural Affairs Alumni Association (MAAC)



50th Year Anniversary

Increase BIPOC/ALANA Alumni Participation.

Increase ALANA/BIPOC call to action for financial and active support.

Reignite, Re-activate and Re-establish connection with Alumni Office under Multicultural Affairs Alumni Association-

- a) ALANA Homecoming Experience
- b) Spring Event
- c) ALANA/BIPOC Alumni Directory

Alternatives for Individual Development

Academic Preparation
Retention
Student Support Services
Financial & Career Adjustment

Latinx Experience at WSU

First Generation Experience at WSU

ALANA/BIPOC Experience at WSU

TRIO wraparound student support services

Private funding for expansion and capacity building of AID program (\$260,000)

Financial & Career Development



A Sense of Belonging

Ethnic & Cultural
Affirmation & Development

Brotherhood/Sisterhood Conference

Inclusion of sisterhood into the mission of the conference

Private funding for expansion of conference attendees (\$5,000)

Multicultural Programming Committee

Cross Collaborations with colleges/universities across the United States

Antiracism Subcommittee

Cross Collaboration with the HEIF Grant 1 & @

OMA Ambassadors

Intercultural Student Alliance (ISA-TWA)

First Generation Nation Student Club

Questions



Presentation WSU Board of Trustees

April 13, 2023



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

A PLACE TO LEARN, EXPLORE, & GROW

Outline

- LEI's Mission and Programs
- Impact at a Glance
 - College and Career Success at **WSU**
 - Building Relationships
 - Community Engagement
 - Research and Policy



Our Mission

Improving the **academic achievement** and **well-being** of Latinx students (**grades K-16**) and their families from the City of Worcester.

College and Career Success

Building Relationships

Community and Civic Engagement

Research and Policy



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

LEI's Programs



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

11 programs serving more than **2,000 families** yearly at **WSU**:

- after-school and summer education support and literacy
- orientation and access to postsecondary education
- socio-emotional learning
- leadership and civic engagement
- multiculturalism and biliteracy
- English as a second language (ESL)
- parent engagement
- health promotion and awareness
- violence prevention



A **SNAPSHOT** OF OUR PROGRAMS

High School



Latinos Involved in
Discovering Educational
Resources (LIDER)



Youth Civics Youth
(YCU)

Post-Secondary



Early College



Club Education (Club E)

Family & Community Engagement



Parents Navigation
Center



REACH Initiative



A ***SNAPSHOT*** OF OUR PROGRAMS

Middle School



Encouraging Latinos
to Achieve Excellence
(ENLACE)



One Circle



APIRE Summer
Academy

Elementary School



Innovative Services for
Latino Achievers (ISLA)



Reader's Theater



Latina Achievers in
Search of Success (LASOS)



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

Impact at a Glance

2022-2023



320+ enrolled youth in out-of-school
(over 75% completion rate)



366+ Early College/high school students
mentored by LEI staff



2000+ Worcester families served
through our different programs



102,000+ reached through health and
wellness programs



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

College & Career Success

2022-2023



79% honors, Advancement Placement, or Early College enrollment



80% college enrollment



93% college retention **among**
LEI-WSU student staff

← Tweet

👏 After being accepted to WSU at our MCAC event, Mariandy said, "This is my dream. I first saw the Worcester State campus in 6th grade. I participated in the LASOS program through the Latino Education Institute. I said to myself, if I start here, I'll finish here."

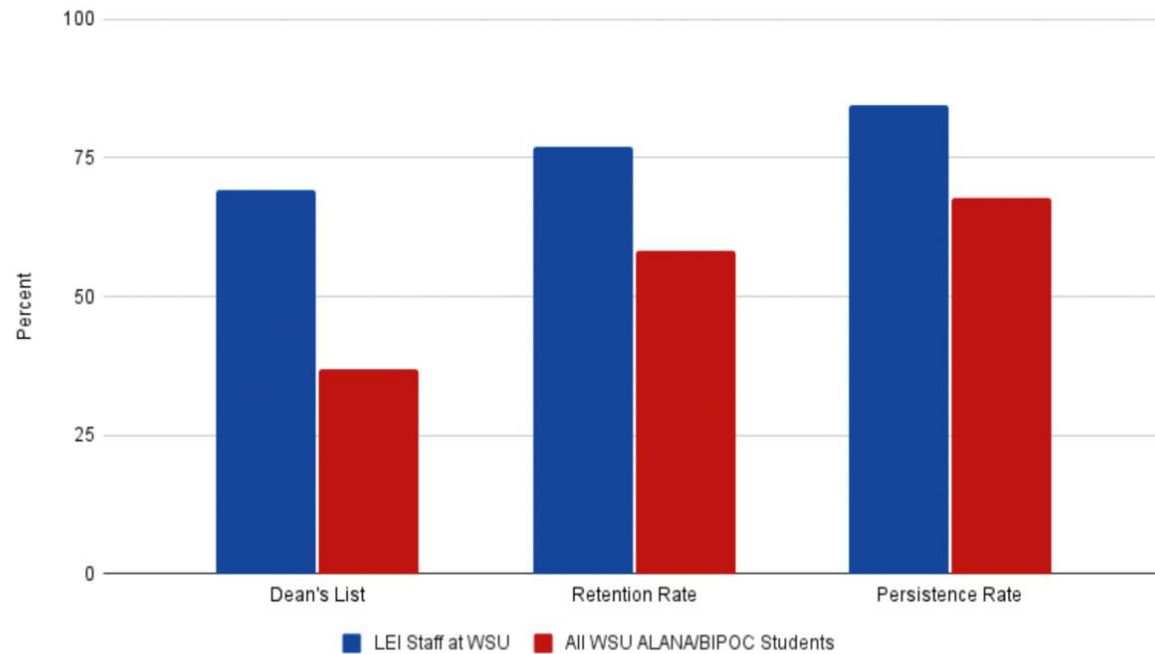


WORCESTER STATE UNIVERSITY
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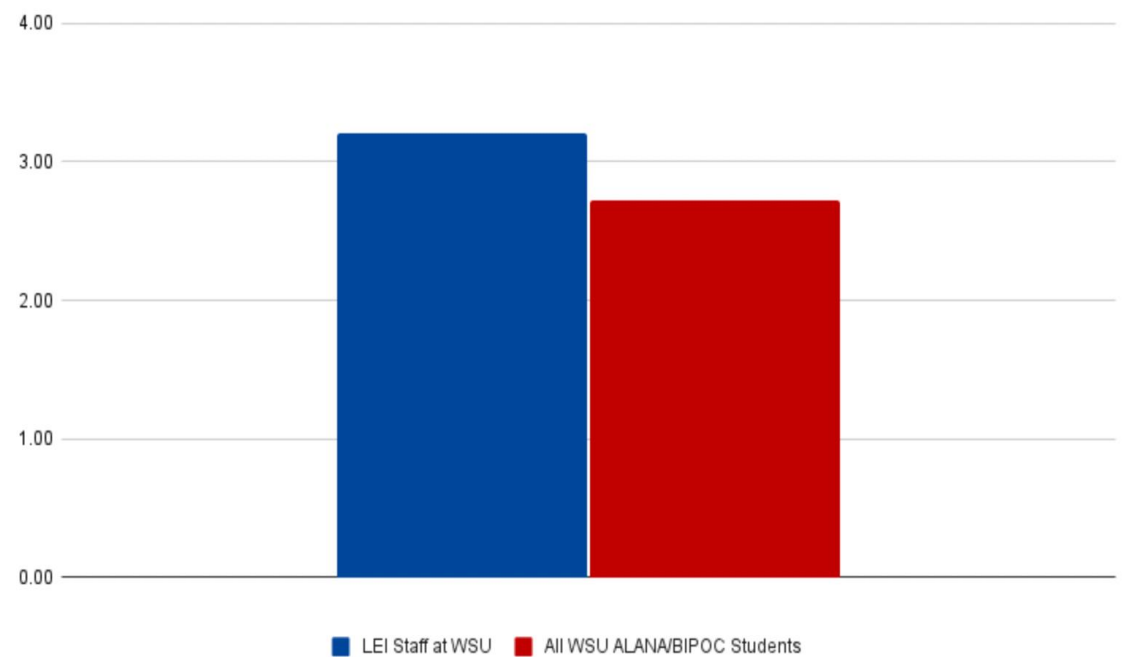
College & Career Success

2022-2023

LEI Staff Enrolled at WSU: Finishing College with Honors



LEI Staff Enrolled at WSU: Average GPA (Cumulative)



Career Success / Adult Learners

2022-2023



87% use English in their job and daily life



82% improved English



76% are more confident in applying for jobs



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LATINO EDUCATION INSTITUTE

Building Relationships

Impact 2022-2023

After completing LEI programs, youth:

- **80% improved relationships** with caregivers, school staff, and peers (**LASOS**)
- **90% feel that our program creates safe spaces**, build trust and encourage effective communication (**ENLACE**)
- **87% worked collaboratively** in discussions and activities about identity, culture and relationship building (**ISLA**)



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

Community Engagement: Health Equity

Impact 2022-2023



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

Community Engagement: Health Equity

Impact 2022-2023

**FREE FLU
VACCINE
CLINIC**

FOR CHILDREN UNDER 18 YEARS OLD



Three pink chevrons pointing right.

REACH
Racial and Ethnic Approaches to Community Health
WORCESTER

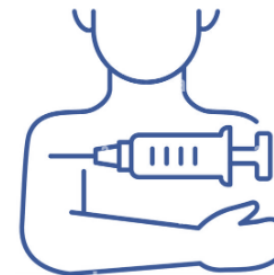
WORCESTER
PUBLIC LIBRARY

 **WORCESTER STATE UNIVERSITY**
LATINO EDUCATION INSTITUTE

Health Ambassadors
(COVID-19 and Flu)

REACH
Racial and Ethnic Approaches to Community Health
WORCESTER

170,000+ people reached



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LATINO EDUCATION INSTITUTE

Community Engagement: Health Equity

Impact 2022-2023

**LEI Promotores de Salud are in the community
ready to provide you with information on Nutrition,
Physical Activity, Breastfeeding and Built Environment.**



Health Promoters

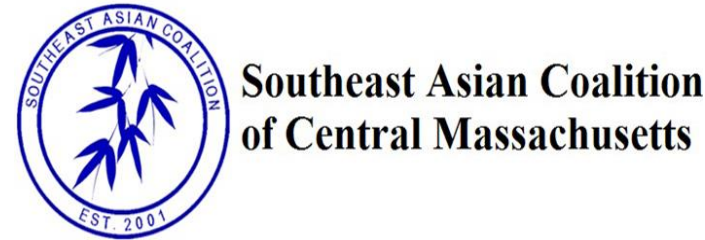
REACH
Racial and Ethnic Approaches to Community Health
WORCESTER 

2,000+ families reached



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

Community Engagement: Example Partners



Research and Policy

Collaboration with WSU Professor / LEI's Community Advisory Board
Impact 2022-2023 - **Over \$2 million in Grant Collaborations**



Prof. Marina Calle, nutrition and health, food insecurity



Prof. Francisco Vivoni, Latinxs/Immigrant Youth Voices through Participatory Action research (PAR)



Prof. Jaime Vallejos, health equity, public health pedagogy



Prof. Antonio Guijarro-Donadiós, Reader's Theater, Spanish, theater, literature



Prof. Thomas Conroy, urban issues around exclusion, justice and equity



Prof. Siri Colom, politics, race, and social and urban and environmental change



Learning and Earning at LEI

Impact 2022-2023



30+ Students employed by LEI yearly

\$8,775 earning per year working at LEI

\$17,500 in LEI scholarship funds disbursed



Questions?



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE



Maria A. Juncos-Gautier
Executive Director
mjuncosgautier@worcester.edu



Mary Jo Marión
Associate Vice President for
University and Community Engagement
mmarion@worcester.edu

Latino Education Institute

486 Chandler Street, Worcester, MA 01602

508-929-2460 or 508-798-6507 Fax: 508-798-6508 worcester.edu/lei lei@worcester.edu

OUR IMPACT 2021 - 2022



**1,844
FAMILIES**

were given academic
and social support



**203
ADULTS**

in English as a Second
Language (ESL)
programs



**1,433
FAMILIES**

Reached by
PROMOTORES DE SALUD



**320
YOUTH**

a team of 8 LEI mentors
provided year-long
academic assistance



**102,011
PEOPLE**

Reached by Health
Ambassadors, COVID-19
& FLU outreach



We appreciate the commitment of our funders
whose generous financial support has made it
possible for us to carry out our mission:

American Student Assistance
Balfour Foundation
Boston Foundation
City of Worcester
Department of Elementary & Secondary Education
(DESE)
Department of Higher Education (DHE)
Digital Credit Union
Fred Harris Daniels Foundation
Gandara Center
Greater Worcester Community Foundation
Massachusetts Biomedical Initiatives (MBI)
Nellie Mae Education Foundation
Pursuit of Equity, Accountability and Success (PEAS)
Ruth Elsworth Foundation
Springfield Empowerment Zone
United Way of Central Massachusetts
United Way of Central MA - Women's Initiative
Woo Lab
Worcester Division of Public Health
Worcester Public Schools
Worcester State University

Latino Education Institute
486 Chandler Street,
Worcester, MA 01602

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lei@worcester.edu
508-929-2460 or 508-798-6507
Fax: 508-798-6508



WORCESTER STATE UNIVERSITY
LATINO EDUCATION INSTITUTE

A PLACE TO LEARN, EXPLORE, & GROW



OUR MISSION

Improving the **academic achievement** and **well-being** of Latinx students (grades K-16) and their families from the City of Worcester.

The LEI of Worcester State University offers a variety of programs for Worcester's Latinx children, youth and their families to ensure the academic success and overall well-being in our community.

Elementary School

Innovative Services for Latino Achievers (ISLA) is an after-school program for grades 1-6 that focuses on drama, literacy, math, and health.

Reader's Theater is a fun, engaging, and entertaining method of reading aloud that captivates young children promoting high literacy skills, developing linguistic competence, and promoting school based, and community-based integration.

Latina Achievers in Search of Success (LASOS) engages 6th grade Latina girls and their mothers in a resiliency-building program focusing on self-exploration, personal development, cultural enrichment, early college awareness, and career exploration.

www.worcester.edu/latino-education-institute/programs/

Middle School

Encouraging Latinos to Achieve Excellence (ENLACE) inspires and transforms boys into scholars through life skills, personal development, educational and cultural enrichment, career exploration, early college awareness, and sports.

One Circle is a program for BIPOC girls ages 10-14 that explores cultural identity, stress reduction, and wellness to empower girls and their families to address issues associated with the coming of age, puberty, self-esteem, and the feelings of isolation and depression caused by the pandemic and subsequent life changing events.

High School

Latinos Involved in Discovering Educational Resources (LIDER) is a program engaging students and parents with year-round activities that increase access to higher education and enrollment in post-secondary education.

Youth Civics Union (YCU) is a youth-led leadership program which increases student achievement and post-graduation readiness through education policy advocacy, and social and emotional support at school and in the community.



Post-Secondary

Club Educación (Club E) is an adult ESL program that strives to increase the educational levels of parents and adults in order to fully realize the overall academic goals of the entire family. Parents participate in training in the areas of computer, financial, & health literacy through a series of workshop.

Family & Community Engagement

REACH Initiative (Racial & Ethnic Approaches to Community Health) is a health and wellness project that aims to address health disparities and Social Determinants of Health towards the Latino community in Worcester. The project includes public health communications, and an LEI-REACH Promotores de Salud & Health Ambassadors team to connect with Worcester's Latino community.

Parent Navigation Center This program provides parents and caretakers with one-on-one sessions to equip them with the knowledge, skills, and tools to collaborate with schools and community to ensure that their children achieve their full potential.

Summer Program

ASPIRE Community Academy is dedicated to engaging our children in positive youth development & enrichment opportunities, while helping their families support their children's academic success.

www.worcester.edu/latino-education-institute/programs/

**WORCESTER STATE UNIVERSITY
FINANCE & FACILITIES COMMITTEE MEETING
Thursday, April 13, 2023
4:00 P.M.
Wellness Center, Room 204**

Meeting Called By: Marina Taylor (Chair)

Minutes: Nikki Kapurch

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

WSU Staff: Barry Maloney; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Ashlynn Allain

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	Marina Taylor	
2. <i>Finance & Facilities Committee Report</i> A. FY 2023 Quarter 2 Comparative Financial Reports* B. FY 2023 Amendment #2* C. FY 2024 Budget Resource Discussion*	Marina Taylor Kathy Eichelroth	A. informational B. vote required C. vote required
3. <i>Administrative Updates</i> A. Other Business	Marina Taylor	
4. <i>Adjournment</i>	Marina Taylor	4. vote required

*Attachments

FY 2023 Quarter 2 Comparative Financial Reports

All Trust Funds

Comparative Revenue through December 31, 2022 and 2021

Comparative Expenses through December 31, 2022 and 2021

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

Comparative Revenue through December 31, 2022 and 2021

Comparative Expenses through December 31, 2022 and 2021

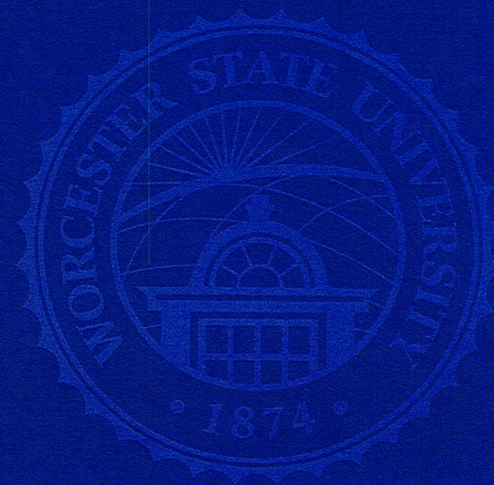
Resident Hall Trust Fund

Comparative Revenue through December 31, 2022 and 2021

Comparative Expenses through December 31, 2022 and 2021



All Trust Funds



Worcester State University
All Trust Fund Report - Quarter 2
FY23 vs FY22 Budget vs Actuals
Revenues 12/31/2022 & 12/31/2021

Account Description	FY 2023					FY 2022				
	Amendment #1 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	Amendment #3 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
General Trust Fund (400)	49,463,260.00	40,069,049.00	37,361,732.14	93.24%	2,707,316.86	45,903,186.00	40,194,784.00	36,866,548.77	91.72%	3,328,235.23
Capital Improvement Trust Fund (405)	2,740,301.00	2,740,301.00	2,475,948.87	90.35%	264,352.13	2,740,301.00	2,740,301.00	2,801,820.18	102.24%	(61,519.18)
Parking Garage Operating Fund (408)	761,893.00	-	-	0.00%	-	744,174.00	-	-	0.00%	-
Strategic Plan Trust Fund (410)	152,500.00	-	-	0.00%	-	524,831.00	-	-	0.00%	-
Wellness Center Trust Fund (429)	85,200.00	28,661.00	31,887.82	111.26%	(3,226.82)	45,000.00	45,000.00	7,905.34	17.57%	37,094.66
Parking Fines Fund (439)	90,000.00	43,715.00	22,031.90	50.40%	21,683.10	90,000.00	25,000.00	24,275.00	97.10%	725.00
Health Services Trust Fund (442)	695,400.00	695,400.00	969,959.01	139.48%	(274,559.01)	410,243.00	410,243.00	369,141.97	89.98%	41,101.03
Resident Hall Trust Fund (445)	12,420,520.00	12,420,520.00	10,992,572.67	88.50%	1,427,947.33	7,798,282.00	8,250,482.00	10,909,070.61	132.22%	(2,658,588.61)
Student Activities Trust Fund (446)	440,567.00	250,414.00	224,491.25	89.65%	25,922.75	267,076.00	267,076.00	241,268.21	90.34%	25,807.79
Residence Hall Technology and Equipment Trust Fund (448)	336,380.00	336,380.00	265,100.00	78.81%	71,280.00	268,934.00	174,570.00	266,860.00	152.87%	(92,290.00)
	67,186,021.00	56,584,440.00	52,343,723.66	92.51%	4,240,716.34	58,792,027.00	52,107,456.00	51,486,890.08	98.81%	620,565.92

Approved Budget	67,186,021.00	58,792,027.00	Approved Budget
Not earned revenue but transfers to fund current activity	(761,893.00)	218,750.00	Budget Load for Women's Ice Hockey
Not earned revenue but reserve balances budgeted to fund current activity	(445,477.00)	(744,174.00)	Not earned revenue but transfers to fund current activity
Amount Transferred in from Reserves	(2,873,630.00)	(589,831.00)	reserve balances budgeted to fund current activity
Amount Transferred in from State Grant Becker Nursing (src 600)	(649,118.00)	(94,364.00)	Amount Transferred in from Reserves
Amount Transferred in from ARPA Allocation	(2,000,000.00)	(1,250,000.00)	Amount Transferred in from Reserves - Amend. 3
Amount Transferred in from HEERF	(3,871,463.00)	452,200.00	transfer from revenue to expenses to cover facilities in fund 445
	56,584,440.00	52,107,456.00	(4,677,152.00) Amount Transferred in from ARP
Variance	-	-	Variance

Worcester State University
All Trust Fund Report - Quarter 2
FY23 vs FY22 Budget vs Actuals
Expenses 12/31/2022 & 12/31/2021

Account Description	FY2023					FY2022				
	Amendment #1 Budget - BOT	Expenditure Budget	Expenditure Actual	Percent of Budget Spent	Available	Amendment #3 Budget - BOT	Expenditure Budget	Expenditure Actual	Percent of Budget Spent	Available
General Trust Fund (400)	49,463,260.00	49,088,687.00	19,896,154.02	40.53%	29,192,532.98	45,903,186.00	46,121,936.00	18,077,524.77	39.20%	28,044,411.23
Capital Improvement Trust Fund (405)	2,740,301.00	1,286,617.00	313,601.48	24.37%	973,015.52	2,740,301.00	1,429,087.00	184,739.35	12.93%	1,244,347.65
Parking Garage Operating Fund (408)	761,893.00	761,893.00	110,887.33	14.55%	651,005.67	744,174.00	744,174.00	106,849.46	14.36%	637,324.54
Strategic Plan Trust Fund (410)	152,500.00	152,500.00	-	0.00%	152,500.00	524,831.00	524,831.00	93,500.00	17.82%	431,331.00
Wellness Center Trust Fund (429)	85,200.00	85,200.00	31,923.88	37.47%	53,276.12	45,000.00	45,000.00	30,264.29	67.25%	14,735.71
Parking Fines Fund (439)	90,000.00	90,000.00	105,219.31	116.91%	(15,219.31)	90,000.00	90,000.00	18,521.48	20.58%	71,478.52
Health Services Trust Fund (442)	695,400.00	572,337.00	255,498.35	44.64%	316,838.65	410,243.00	332,347.00	88,443.01	26.61%	243,903.99
Resident Hall Trust Fund (445)	12,420,520.00	11,594,294.00	5,516,752.68	47.58%	6,077,541.32	7,798,282.00	8,250,482.00	4,449,638.20	53.93%	3,800,843.80
Student Activities Trust Fund (446)	440,567.00	440,567.00	135,861.92	30.84%	304,705.08	267,076.00	267,076.00	92,236.63	34.54%	174,839.37
Residence Hall Technology and Equipment Trust Fund (448)	336,380.00	221,880.00	127,578.70	57.50%	94,301.30	268,934.00	268,934.00	80,169.81	29.81%	188,764.19
	67,186,021.00	64,293,975.00	26,493,477.67	41.21%	37,800,497.33	58,792,027.00	58,073,867.00	23,221,887.00	39.99%	34,851,980.00

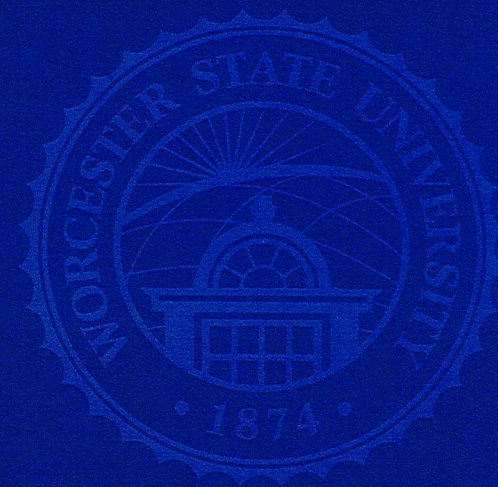
Approved Budget	67,186,021.00
budgeted transfer from fund 405 to fund 408	(761,893.00)
transfer to fund balance to increase reserves in fund 442	(123,063.00)
transfer to fund balance to increase reserves in fund 405	(691,791.00)
transfer to fund balance to increase reserves in fund 445	(826,226.00)
transfer to fund balance to increase reserves in fund 448	(114,500.00)
Amount Loaded into Safe Return Budget - HEERF II	(374,573.00)
	<u>64,293,975.00</u>

Variance

-

58,792,027.00	Approved Budget
218,750.00	Budget Load for Women's Ice Hockey
(744,174.00)	transfer from fund 405 to fund 408
(77,896.00)	transfer to fund balance to increase reserves in fund 442
(567,040.00)	transfer to fund balance to increase reserves in fund 405
452,200.00	transfer to cover facilities expenses in fund 445
<u>58,073,867.00</u>	

Operating Budget



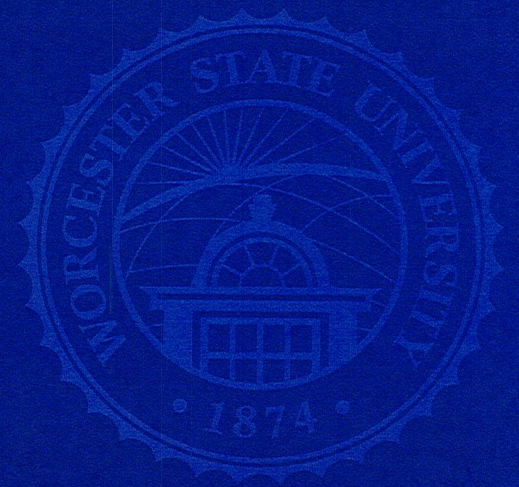
Worcester State University
FY23 vs FY22 Budget vs Actuals - Quarter 2
Revenues 400, 111, & Closing Sources
12/31/2022 & 12/31/2021

FY 2023						FY 2022				
Description	Amendment #1 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	Amendment #4 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
Academic Fees	(34,199,916.00)	(34,199,916.00)	(31,489,526.05)	92.07%	(2,710,389.95)	(34,068,433.00)	(34,068,433.00)	(32,840,221.50)	96.39%	(1,228,211.50)
Fee Waivers	797,610.00	797,610.00	867,074.00	108.71%	(69,464.00)	797,610.00	797,610.00	673,317.38	84.42%	124,292.62
Tuition	(6,604,137.00)	(7,204,137.00)	(6,618,106.99)	91.87%	(586,030.01)	(6,642,605.00)	(7,042,605.00)	(4,980,562.06)	70.72%	(2,062,042.94)
Tuition Waivers	298,616.00	298,616.00	211,121.40	70.70%	87,494.60	298,616.00	298,616.00	220,481.00	73.83%	78,135.00
Activity Income	(170,174.00)	(170,174.00)	(913.41)	0.54%	(169,260.59)	(170,174.00)	(388,924.00)	(991.98)	0.26%	(387,932.02)
Other Student Charges	(191,048.00)	(241,448.00)	(434,723.07)	180.05%	193,275.07	(4,868,200.00)	(239,448.00)	(69,586.11)	29.06%	(169,861.89)
State Maintenance	(48,456,326.00)	(48,506,326.00)	(22,557,609.33)	46.50%	(25,948,716.67)	(43,496,325.00)	(43,496,325.00)	(20,800,932.00)	47.82%	(22,695,393.00)
	(88,525,375.00)	(89,225,775.00)	(60,022,683.45)	67.27%	(29,203,091.55)	(88,149,511.00)	(84,139,509.00)	(57,798,495.27)	68.69%	(26,341,013.73)
Approved Budget		(97,919,586.00)					(92,644,806.00)	Approved Budget		
Amount Transferred in from Reserves		2,873,630.00					(218,750.00)	Budget Load for Women's Ice Hockey Anticipated Revenue		
Transferred in from State Grant Becker Nursing (src 600)		649,118.00					(448,400.00)	Sources Closing to 400		
Amount Transferred in from HEERF II		3,871,463.00					1,250,000.00	Amount Transferred in from Reserves		
Amount Transferred in for ARPA Allocation		2,000,000.00					3,245,295.00	Amount Transferred in from HEERF II		
Sources Closing to 400		(650,400.00)					4,677,152.00	Amount Transferred in from ARP		
Transferred for Earmark for Amendment 2 (B017514)		(50,000.00)								
		(89,225,775.00)					(84,139,509.00)			
Variance		-					-	Variance		

	FY 2023	FY 2022
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- Variance

Residence Hall Trust Fund



Worcester State University
FY23 vs FY22 Budget vs Actuals - Quarter 2
Residence Hall Trust Fund Revenue (Source 445)
12/31/2022 & 12/31/2021

FY 2023					
Description	Original Budget - Upload	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
Academic Fees	-	-	60,250.00	0.00%	(60,250.00)
Res Hall Room Charges	12,420,520.00	12,420,520.00	10,798,077.77	86.94%	1,622,442.23
Other Student Charges	-	-	134,244.90	0.00%	(134,244.90)
	12,420,520.00	12,420,520.00	10,992,572.67	88.50%	1,427,947.33

Approved Budget 12,420,520.00

FY 2022					
Description	Original Budget - Upload	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
Academic Fees	-	-	60,650.00	0.00%	(60,650.00)
Res Hall Room Charges	7,798,282.00	8,250,482.00	10,831,199.17	131.28%	(2,580,717.17)
Other Student Charges	-	-	17,221.44	0.00%	(17,221.44)
	7,798,282.00	8,250,482.00	10,909,070.61	132.22%	(2,658,588.61)

7,798,282.00 Approved Budget

452,200.00 Transfer to cover facilities expenses in fund 445

8,250,482.00

- Variance

Worcester State University
FY23 vs FY22 Budget vs Actuals - Quarter 2
Residence Hall Trust Fund Expenses (Source 445)
12/31/2022 & 12/31/2021

FY 2023							FY 2022					
Account Description	Object	Original Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available	Original Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available	
Regular Employees	AAA	1,401,791.00	1,401,791.00	550,826.45	39.29%	850,964.55	1,234,392.00	1,234,392.00	484,088.78	39.22%	750,303.22	
Employee Related Expenses	BBB	-	-	12.82	0.00%	(12.82)	-	-	8.82	0.00%	(8.82)	
Temporary Part-Time Employees	CCC	200,000.00	200,000.00	57,924.06	28.96%	142,075.94	225,000.00	225,000.00	55,156.60	24.51%	169,843.40	
Staff Benefit Expenses	DDD	552,726.00	552,726.00	215,438.03	38.98%	337,287.97	479,932.00	479,932.00	190,654.81	39.73%	289,277.19	
Administrative Expenses	EEE	20,000.00	32,000.00	3,915.10	12.23%	28,084.90	39,270.00	49,883.20	1,230.77	2.47%	48,652.43	
Facility Operation Supplies	FFF	200,000.00	217,500.00	51,625.50	23.74%	165,874.50	50,872.00	213,072.00	37,657.86	17.67%	175,414.14	
Energy/Space Rental	GGG	7,938,879.00	7,938,879.00	2,805,495.25	35.34%	5,133,383.75	5,043,508.00	5,039,755.00	3,280,161.69	65.09%	1,759,593.31	
Professional Services	HHH	-	8,500.00	1,180.00	13.88%	7,320.00	3,677.00	5,677.00	-	0.00%	5,677.00	
Operational Services	JJJ	-	400.00	400.00	0.00%	-	1,250.00	1,250.00	-	0.00%	1,250.00	
Equipment Purchase	KKK	-	11,784.00	-	0.00%	11,784.00	-	-	-	0.00%	-	
Equipment Lease, Maintenance, Repair	LLL	94,104.00	32,500.00	1,854.33	5.71%	30,645.67	6,426.00	27,076.00	3,762.41	13.90%	23,313.59	
Infrastructure & Building Improvements	NNN	584,000.00	591,420.00	349,553.03	59.10%	241,866.97	347,245.00	604,181.80	155,458.33	25.73%	448,723.47	
Educational Assistance	RRR	434,000.00	434,000.00	304,323.58	70.12%	129,676.42	356,000.00	356,000.00	238,999.75	67.13%	117,000.25	
Debt Service	SSS	-	-	-	0.00%	-	-	-	-	0.00%	-	
Technology Expenses	UUU	168,794.00	172,794.00	2,612.51	1.51%	170,181.49	10,710.00	14,263.00	2,458.38	17.24%	11,804.62	
		11,594,294.00	11,594,294.00	4,345,160.66	37.48%	7,249,133.34	7,798,282.00	8,250,482.00	4,449,638.20	53.93%	3,800,843.80	

Approved Budget 12,420,520.00

Transfer to fund balance to increase reserves in fund 445 (826,226.00)

11,594,294.00

Variance -

7,798,282.00 Approved Budget

452,200.00 Transfer to cover facilities expenses in fund 445

8,250,482.00

- Variance

Memorandum

DATE: March 31, 2023

TO: Barry M. Maloney, President

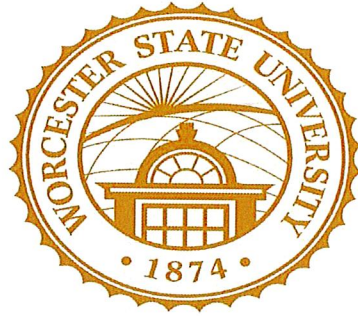
FROM: Kathleen Eichelroth, Vice President for Administration and Finance *Kathy*

RE: **FY 2023 BUDGET AMENDMENT #2**

Attached is amendment #2 to the General Operating Budget. As the Commonwealth of Massachusetts concluded the FY23 budget process, WSU was provided additional funding in the form of an earmark to our annual state appropriation. The Binienda Center for Civic Engagement received a direct funding allocation from the MA Legislature in the amount of \$50,000. State Representative James O'Day (14th Worcester) sponsored the budget amendment with the intended purpose of supporting civic engagement programming efforts of the Center.

In addition to this earmark, WSU received an addition of \$658,511 as a part of formula funding allocation. We are requesting a budget amendment to swap and decrease the amount appropriated from reserves to fund the budget gap. The BOT approved an appropriation of unrestricted reserves in the amount of \$2,873,630 at our June meeting. The swap will decrease it to \$2,215,119.

Lastly, WSU was the recipient of a multi-year grant from the Commonwealth of Massachusetts, American Recovery Plan Act (ARPA) in the amount of \$3.3M. The BOT approved access to \$2M of these funds to underwrite the revenue shortfall for FY23. We are eliminating the use of these funds for the current year and will re-allocate then to FY24. During the current year we are experiencing savings in the full-time position lines and related fringe benefits as a result of unfilled vacancies. The unusual labor market we are experiencing post COVID has created significant challenges in finding talent and being competitive with offers in the tight market. Some vacancies have been filled with temporary staff and the work load of others have been temporarily distributed amongst existing employees. Projected savings through June 30, 2023 will sufficiently cover the \$2M ARPA placeholder and allow us to defer the ARPA funds to FY 2024



WORCESTER
S T A T E
UNIVERSITY

FY 2023
Operating Budget
Amendment #2

Worcester State University
Summary of Sources and Uses of Funds
FY 2023 Budget - Amendment #2

Sources of Funds:

State Appropriation	\$ 708,511
ARPA Allocation	\$ (2,000,000)
Transfer in -Reserves	\$ (658,511)

Total Sources	<u><u>\$ (1,950,000)</u></u>
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Uses of Funds:

AA Regular Employees	\$ (1,414,927)
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BB Employee Related Expenses	6,000
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CC Temporary Part-Time Employees	15,000
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DD Staff Benefit Expenses	(585,073)
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EE Administrative Expenses	700
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FF Facility Operation Supplies	10,000
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GG Energy/Space Rental	
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HH Professional Services	8,300
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JJ Operational Services	
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KK Equipment Purchase	
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LL Equipment Lease, Maintenance, Repair	10,000
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NN Infrastructure & Building Improvements	
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RR Educational Assistance	
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SS Debt Service	
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UU Technology Expenses	
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Transfer to Reserves	
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Total Uses	<u><u>\$ (1,950,000)</u></u>
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Net Sources / (Uses)	<u><u>\$ -</u></u>
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Worcester State University
Summary of Sources
FY 2023 - All Sources and Trust Funds-Amendment #2

State Sources

Annual State Maintenance Appropriation		\$ 34,859,139
State Supported Fringe Benefits	14,305,698	
Student Aid Program (Cash Grant & PT Student)	1,077,700	
ARPA Allocation- State Grant	-	
State Grant- Becker Nursing Students	649,118	
Total Other State Sources		16,032,516
Total State Sources		50,891,655

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		10,790,642

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		60,665,440
Total Sources		\$ 122,347,737

Worcester State University

Trust Fund Summary

FY 2023 Budget - Amendment #2

	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 - Amendment #2

	Approved Budget including Amendment #2	FY2023 Approved Budget	FY2022 Approved Budget including Amendments
<u>Sources of Funds:</u>			
Institutional Revenue	\$ 40,069,049	\$ 40,069,049	\$ 39,976,034
State Appropriation	34,859,139.0	34,150,628.0	31,201,398.0
State Funded Fringe Benefits	14,305,698.0	14,305,698.0	12,294,927.0
Federal Grant- HEERF	3,871,463.0	3,871,463.0	4,677,152.0
State Grant- Becker Nursing Students	649,118.0	649,118.0	1,250,000.0
ARPA Allocation	-	2,000,000.0	-
Transfer in -Reserves	2,215,119.0	2,873,630.0	-
Total Sources	\$ 95,969,586	\$ 97,919,586	\$ 89,399,511
<u>Uses of Funds:</u>			
AA Regular Employees	\$ 44,248,514	\$ 45,663,441	\$ 43,984,108
BB Employee Related Expenses	581,973	575,973	411,973
CC Temporary Part-Time Employees	9,573,506	9,558,506	8,803,385
DD Staff Benefit Expenses	18,845,960	19,431,033	16,826,721
EE Administrative Expenses	3,039,235	3,038,535	2,678,701
FF Facility Operation Supplies	2,065,529	2,055,529	1,612,261
GG Energy/Space Rental	2,500,519	2,500,519	2,500,519
HH Professional Services	779,902	771,602	728,230
JJ Operational Services	1,099,900	1,099,900	1,033,150
KK Equipment Purchase	-	-	-
LL Equipment Lease, Maintenance, Repair	1,636,268	1,626,268	1,603,744
NN Infrastructure & Building Improvements	5,521,100	5,521,100	3,371,100
RR Educational Assistance	2,457,611	2,457,611	2,545,961
SS Debt Service	325,000	325,000	315,000
UU Technology Expenses	3,294,569	3,294,569	2,984,658
Total Uses	\$ 95,969,586	\$ 97,919,586	\$ 89,399,511
Net Sources / (Uses)	\$ -	\$ -	\$ -

Worcester State University
General Trust Fund (400)
FY 2023 Budget - Amendment #2

	FY2023 Approved Budget including Amendment #2	FY2023 Approved Budget	FY2022 Approved Budget including Amendments
Sources of Funds:			
Institutional Revenue	\$ 40,069,049	\$ 40,069,049	\$ 39,976,034
Transfer in- Federal Grant- HEERF	3,871,463.00	3,871,463.00	4,677,152.00
ARPA Allocation- State Grant	-	2,000,000.00	-
Transfer in -State Grant - Nursing	649,118.00	649,118.00	1,250,000.00
Transfer in -Reserves	2,215,119.00	2,873,630.00	
Total Sources	\$ 46,804,749	\$ 49,463,260	\$ 45,903,186
Uses of Funds:			
AA Regular Employees	\$ 9,389,375	\$ 11,512,813	\$ 12,782,710
BB Employee Related Expenses	581,973	575,973	411,973
CC Temporary Part-Time Employees	9,573,506	9,558,506	8,803,385
DD Staff Benefit Expenses	4,540,262	5,125,335	4,531,794
EE Administrative Expenses	3,039,235	3,038,535	2,678,701
FF Facility Operation Supplies	2,065,529	2,055,529	1,612,261
GG Energy/Space Rental	2,500,519	2,500,519	2,500,519
HH Professional Services	779,902	771,602	728,230
JJ Operational Services	1,099,900	1,099,900	1,033,150
KK Equipment Purchase	-	-	-
LL Equipment Lease, Maintenance, Repair	1,636,268	1,626,268	1,603,744
NN Infrastructure & Building Improvements	5,521,100	5,521,100	3,371,100
RR Educational Assistance	2,457,611	2,457,611	2,545,961
SS Debt Service	325,000	325,000	315,000
UU Technology Expenses	3,294,569	3,294,569	2,984,658
Transfer to - Capital Improvement Trust Fund	-	-	-
Total Uses	\$ 46,804,749	\$ 49,463,260	\$ 45,903,186
Net Sources / (Uses)	\$ -	\$ -	\$ -

Worcester State University
State Maintenance Appropriation (111)
FY 2023 Budget - Amendment #2

		FY2023 Approved Budget including Amendment #2	FY2023 Approved Budget	FY2022 Approved Budget including Amendments
<u>Sources of Funds:</u>				
	State Appropriation	\$34,859,139	\$34,150,628	\$31,201,398
	State Funded Fringe Benefits	14,305,698	14,305,698	12,294,927
	Total Sources	<u>\$49,164,837</u>	<u>\$48,456,326</u>	<u>\$43,496,325</u>
<u>Uses of Funds:</u>				
AA	Regular Employees	34,859,139	34,150,628	\$31,201,398
BB	Employee Related Expenses	-	-	-
CC	Temporary Part-Time Employees	-	-	-
DD	Staff Benefit Expenses	14,305,698	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>\$49,164,837</u>	<u>\$48,456,326</u>	<u>\$43,496,325</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Memorandum

DATE: March 31, 2023

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance *Kathy*

RE: FY 2024 BUDGET RESOURCE DISCUSSION

Governor Healey released her spending plan which reflects a historic investment in the public higher education institutions in Massachusetts. The Governor's proposed investments, funded from Fair Share, if supported through the legislative process, would provide significant and meaningful resources to WSU in FY 2024 coupled with a commitment for years beyond that. We are excited that investment in public higher education has come to the forefront.

We will continue to follow the state budget process while we continue our work in preparing a balanced budget for FY 2024 within the parameters of the information and resources we currently have in hand.

As referenced in the FY 2023 Budget Amendment #2, as previously presented for approval, we are working on aligning all available resources towards balancing the FY 2024 budget. The attached Budget Resource Analysis provides a reconciliation of FY 2023 budgeted resources to our current estimate for the FY 2024 budget and a forward look to FY 2025. Our work to date has identified \$1.3M of expenses that can be reduced from the budget in FY 2024. Budget reductions include items identified through the FSTF process such as the elimination of the satellite parking lot at Goddard and related shuttle service and Worcester Center for Crafts assuming all costs associated with their full-time staff. The resource plan for FY 2024 includes the last tranche of federal funds related to COVID relief in the form of state ARPA funds in the amount of \$3.3M. Our conservative approach to state operating resources reflects the final realized state allocations from FY 2023 which were slightly higher than budget and the calculation of fringe reimbursement using the rate provided by the State Comptroller. Institutional revenue earned to date has been reviewed and projections through June 30, 2023 have been calculated and are reflected in the FY 2024 budget estimate. A reliance on reserves to balance the budget comes after carrying an estimate for an increase in the General Fee for all undergraduate students.

WSU last increased its General Fee by a vote of the Board of Trustees in January 2020. An annual General Fee increase of \$425 was approved for FY 2021 bringing the amount assessed annually for a full-time undergraduate student to \$8,798. The General Fee, which is the largest institutional source of revenue budgeted at \$30M in FY 2023, provides the majority of local revenue to operate the university. The General Fee is one of several mandatory fees assessed to undergraduate students. Total mandatory fees in FY 2023 include the General fee, the Student Activity fee (\$72 per year), the Student Health Service fee (\$310 per year), and the Capital Improvement fee (\$636 per year), for the total cost of mandatory fees of \$9,816. Mandatory fees assessed by the state universities are reported annually to the Department of Higher Education. Mandatory fees at the state universities are comparable to tuition assessed by private institution's, where the funds are the primary source of revenue to operate the institution. A rolling ten-year trend is maintained on the DHE website, an excerpt of which is attached.

While reviewing the attached table note the following supplemental information that I have provided. WSU's rates are highlighted in green with the rate during a year of increase is red. When reviewing the data for the other state universities, the rate is in bold print during a year that the fees were increased.

- Column "a" calculates the fee differential between WSU and the respective institution on the chart. This data indicates WSU has the lowest mandatory fees of all the state universities in FY 2023.
- Column "b" identifies the percentage increase in mandatory fees that is each campus is considering for FY 2024 (CFO's where polled in early March)
- Column "c" calculates the increase in mandatory fee using the rate under consideration by each campus
- Column "d" calculates the fee differential between WSU and the respective institutions using the estimated mandatory fee for FY 2024 shown in column "e"

The calculations in Columns "a-e" are intended to provide context with regard to rate setting history, trends prior to, during, and after COVID, and positioning with regard to "cost of attendance".

As shown in the Budget Resource Analysis worksheet, the authorization to assess a \$500 annual increase in the General Fee will reduce the burden of drawing on reserves and provides an ongoing revenue stream that is rolled in to base institutional funds in the Budgeted Resources for FY 2025.

The opportunity to identify additional resource prior to the preparation of the FY 2024 budget package does exist. With that in mind we are seeking authorization to include in the final budget a General Fee increase not to exceed \$500 per year, as necessary to decrease the draw on strategic institutional reserves. We believe this strategy is prudent as we consider future budget cycles and work that remains to be done in identifying efficiencies, cost containment and revenue opportunities.

Furthermore, we are hopeful there will be some success through state budget process to provide a commitment of increased investment in higher education.

Other key factors to be worked in to the FY 2024 budget include the impact of the two Rapid Improvement Event (RIE) demonstration projects that will occur the week of April 4th (maximizing course enrollment) and the week of June 12th (early alert/student retention software).

The outlook for the FY 2025 budget reflects a gap in resources of \$7.4M. The gap is caused by the elimination of all federal relief funds and many unknowns with regard to future state funds and institutional revenue growth/decline.

An approach to assist in closing this gap is our work in Lean Higher Education (LHE) that we have embarked on with leadership from Dr. Bill Balzer and our local Lean talent and Chief Procurement Officer, Jesilka Cortez. A Center for Operational Excellence (COE) is being organized as a resource for training and planning of Lean Higher Education (LHE) events, through the use of Lean tools and concepts. The COE will serve to facilitate additional improvement actions across campus and provide training to form a core group of LHE leaders. The goal is to prepare individuals to identify opportunities for excellence and lead events within their areas of expertise. As we become more familiar with the activities, and the cycle of Lean improvement becomes second nature, the quantifiable results of the events will be worked into the university's financial framework positively impacting preparation of the FY 2025 budget.

Budget Resource Analysis

<u>Budgeted Resources (1)</u>	Original Budget 2023	Budget Estimate 2024	Budget Estimate 2025
ARPA	2,000,000	3,366,275	-
HEERF	3,871,463	-	-
Reserves (4)	2,873,630	1,736,348	unknown
Fee increase (5)	-	1,646,000	unknown
State Funds	34,150,628	34,809,139	34,809,139
Fringe	14,305,698	14,581,548	14,581,548
Institutional revenue	40,069,049	39,826,408	41,472,408
Eliminated expenses	-	1,304,750	unknown
Budgeted resources	97,270,468	97,270,468	90,863,095

GAP filler

ARPA	2,000,000	3,366,275
HEERF	3,871,463	-
Reserves (4)	2,873,630	1,736,348
Fee increase (5)	-	1,646,000
Eliminated expenses (2)	-	1,304,750
Net change in state and institution resources (3)	-	691,720
GAP filler	8,745,093	8,745,093

FY 24 Current estimate for increase in fixed and semi-fixed costs	1,041,194	1,041,194
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GAP going forward (6)	7,448,567
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Notes:

- (1) The original budget figures are taken directly from the the FY 2023 budget approved by the BOT
- (2) Eliminated expenses include items identified through the FSTF process such as the elimination of the satellite parking lot at Goddard and related shuttle service and WCC assuming all costs associated with their full time staff.
- (3) The net change does not reflect new funds proposed in the Governors budget for higher education. This figure is the actual state funds we received in FY23 as the base (slightly more performance funds than budgeted in FY23), the FY 24 fringe estimate with the appropriate rate and adjusted intitutional revenue to reflect the figures we have projected at this point in time to close FY 23 at June 30.
- (4) The Reserve placeholder has been initially reduced in the FY2024 budget estimate as a result of the proposed \$500 general fee increase. The current estimate of additional costs of \$1,041,194 may need to be added to the total Reserve funding if there are no additional state dollars once the FY 2024 state budget process is completed.
- (5) This reflects revenue generated form the \$500 fee increase that has been proposed for FY 2024. The figure is added to the FY 2024 Institutional Revenue and carried over as the estimate for the FY 2025 Institutional Revenue figure
- (6) The Gap going forward includes the resource gap between the budgeted resources for 2024 and the budgeted resources for FY 2025 plus the current estimate for increased costs in FY 2024. It does not include an estimate for increased or reduced costs in FY 2025.

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

Institution	FY- 2014	FY- 2015	FY- 2016	FY- 2017	FY- 2018	FY- 2019	FY- 2020	FY- 2021	FY- 2022	FY- 2023	1 Yr % Chg
University of Massachusetts Amherst	\$11,546	\$11,546	\$12,460	\$382	\$382	\$482	\$598	\$648	\$648	\$766	18%
University of Massachusetts Boston	\$10,254	\$10,254	\$10,970	\$326	\$326	\$326	\$466	\$510	\$530	\$630	19%
University of Massachusetts Dartmouth	\$10,268	\$10,268	\$11,174	\$406	\$406	\$426	\$526	\$576	\$576	\$676	17%
University of Massachusetts Lowell	\$10,644	\$10,994	\$11,974	\$376	\$450	\$470	\$570	\$620	\$620	\$720	16%

	FY- 2014	FY- 2015	FY- 2016	FY- 2017	FY- 2018	FY- 2019	FY- 2020	FY- 2021	FY- 2022	FY- 2023	1 Yr % Chg	a \$ difference from WOR in FY 2023	b % being considered for FY 2024	c FY 2024 Increase in \$	d \$ difference from WOR in FY 2024	e Estimated mandatory fees FY 2024
Bridgewater State University	\$7,144	\$7,444	\$8,018	\$8,718	\$9,102	\$9,458	\$9,822	\$9,822	\$9,822	\$10,146	3%	330	2.5%	254	84	10,400
Fitchburg State University	\$8,016	\$8,290	\$8,964	\$9,164	\$9,184	\$9,384	\$9,534	\$9,684	\$9,684	\$9,950	3%	134	2.5%	249	(117)	10,199
Framingham State University	\$7,114	\$7,354	\$7,734	\$8,374	\$8,950	\$9,550	\$10,130	\$10,410	\$10,410	\$10,410	0%	594	2.2%	229	323	10,639
Massachusetts College of Art & Design	\$9,370	\$10,194	\$10,694	\$11,170	\$11,670	\$12,170	\$12,670	\$13,170	\$13,170	\$13,540	3%	3,724	3.0%	406	3,630	13,946
Massachusetts College of Liberal Arts	\$7,496	\$7,946	\$8,446	\$8,846	\$9,106	\$9,530	\$9,900	\$10,276	\$10,276	\$10,560	3%	744	not known	not known	244	not known
Massachusetts Maritime Academy	\$5,724	\$5,778	\$6,076	\$6,374	\$6,684	\$7,946	\$8,182	\$8,424	\$8,570	\$8,782	2%	(1,034)	2.0%	176	(1,358)	8,958
Salem State University	\$7,220	\$7,736	\$8,336	\$8,826	\$9,368	\$9,972	\$10,374	\$10,764	\$10,764	\$11,068	3%	1,252	2.5%	277	1,029	11,345
Westfield State University	\$7,328	\$7,712	\$7,846	\$8,306	\$8,746	\$9,460	\$9,880	\$10,170	\$10,170	\$10,530	4%	714	3.3%	347	561	10,877
Worcester State University	\$7,188	\$7,588	\$7,888	\$8,232	\$8,562	\$9,192	\$9,192	\$9,616	\$9,616	\$9,816	2%	-	5.0%	500	-	10,316

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
ACADEMIC & STUDENT DEVELOPMENT COMMITTEE MEETING
THURSDAY, APRIL 13, 2023
3:00 P.M.
WELLNESS CENTER, ROOM 204**

Meeting Called By: Karen LaFond (Chair)

Minutes: Nikki Kapurch

Board Members: Karen LaFond; Aleta Fazzone (Vice Chair); Amy Peterson; Emma Polak; Maureen Power; Lawrence Sasso

WSU Staff: Barry Maloney; Nikki Kapurch; Carl Herrin; Ashlynn Allain; 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> Discussion Regarding Tenure and Promotion a. President Maloney Memo to Trustees* b. 2022-2023 Powerpoint Presentation*	Karen LaFond Lois Wims	Recommendation to the Full Board - 4 votes required a. Informational b. Informational
3. <i>Administrative Updates</i> A. Other Business	Karen LaFond	
4. <i>Adjournment</i>	Karen LaFond	4. vote required

*Attachments



WORCESTER STATE 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: Tenure/Promotion Recommendations

DATE: March 23, 2023

Following the recommendation of Dr. Lois Wims, Provost and Vice President for Academic Affairs, I am pleased to submit for your consideration and approval the following faculty members to be promoted and/or awarded tenure, effective September 1, 2023:

The following tenure track faculty are recommended for **Tenure**:

Alex Briesacher	Sociology
William Chadbourne	Nursing
Angela Latter	Nursing
Tanya Trudell	Occupational Therapy

The following faculty are recommended for **Tenure with Promotion**:

Alexandra Burgess	Psychology
Aleel Grennan	Biology
Nabin Malakar	Earth, Environment & Physics
Alison Okuda	History & Political Science
Andrew Piazza	Health Science
Jacquelyn Raftery-Helmer	Psychology
Jamie Remillard	English
Jaime Vallejos	Health Science

The following tenure track faculty are recommended for Promotion to **Full Professor**:

Erika Briesacher	History & Political Science
Mariana Calle	Health Science
Mary Clay	Business Administration & Economics
Thomas Conroy	Urban Studies
Christina Kaniu	Education
Jeffry Nichols	Chemistry
Collen Sullivan	Psychology
Sebastian Velez	Biology

For sound academic reasons, one tenured faculty member was not recommended for promotion to Full Professor. The faculty member had fewer than the four (4) years required at the associate professor rank and was not recommended for an exception, based upon unique academic contribution or extraordinary competence (MSCA Collecting Bargaining Agreement XX (B)).

The following tenure track faculty are recommended for promotion to **Librarian:**

Vicki Gruzynski

Library

In making the recommendations, each applicant was given due and serious consideration as required under the provisions of the collective bargaining agreement.

cc: L. Wims
E. Briesacher
J. Collins



Tenure & Promotion Process

2022-2023

TENURE PROCESS AT WSU

- Each tenure-track faculty member is evaluated every year.
- Process is governed by the MSCA Contract and includes:
 - Classroom Observation
 - Peer Evaluation
 - Chair Evaluation
 - Dean Evaluation and Recommendation
 - Provost Recommendation
 - President Recommendation and Approval
- At each of the first 5 years, a recommendation is made regarding reappointment to the next year.

TENURE PROCESS AT WSU

- During the sixth year, candidates must come up for tenure.
- Each tenure candidate produces an extensive portfolio of accomplishments in:
 - Teaching Excellence
 - Scholarship / Creative Activity
 - Professional Service
 - Alternative Assignments

TENURE PROCESS AT WSU

- In cases where individuals came to WSU with experience elsewhere or tenure elsewhere, the candidate may apply for an early tenure decision.
- Tenure is a commitment for continuous employment by the institution.
- A negative tenure decision requires a terminal contract to the faculty member for the seventh year.

FACULTY MEMBERS RECOMMENDED FOR TENURE

Faculty Member	Degree	Degree Field
Alex Briesacher	Ph.D.	Sociology
Alexandra Burgess	Ph.D.	Psychology
William Chadbourne	M.S.	Nursing
Aleel Grennan	Ph.D.	Biology
Angela Latter	M.S.	Nursing
Nabin Malakar	Ph.D.	Earth, Environment & Physics
Alison Okuda	Ph.D.	History & Political Science
Andrew Piazza	Ph.D.	Health Science
Jacquelyn Raftery-Helmer	Ph.D.	Psychology

Continue →

FACULTY MEMBERS RECOMMENDED FOR TENURE

Faculty Member	Degree	Degree Field
Jamie Remillard	Ph.D.	English
Tanya Trudell	Ed.D.	Occupational Therapy
Jaime Vallejos	M.P.H.	Health Science

FACULTY MEMBER FOR TENURE

Alex Briesacher, Ph.D.

- Department of Sociology
- Ph.D. Kent State University
- George I. Alden Teaching Award for Humanities and Social Sciences
- Campus Collaboration Award
- School Discipline and the Latino Experience, Worcester State University
Latino Education Institute, Schott Foundation

FACULTY MEMBER FOR TENURE

Alexandra Burgess, Ph.D.

- Department of Psychology
- Ph.D. University of Hawai'i at Manoa
- Worcester State Foundation Grant, Student Research, Scholarship and Creative Activity Fund
- Open Educational Resource Grant – Worcester State University Open Educational Resources Initiative, Reach out for Schools
- New England Psychological Association Steering Committee

FACULTY MEMBER FOR TENURE

William Chadbourne, M.S.

- Department of Nursing
- M.S. Worcester State University, Ph.D. Candidate in Nursing, University of Massachusetts Lowell
- Member, Massachusetts/Rhode Island League for Nursing
- Program Evaluation Plan Committee
- Member, Sigma Theta Tau International

FACULTY MEMBER FOR TENURE

Aleel Grennan, Ph.D.

- Department of Biology
- Ph.D. University of Illinois
- Aisiku 2022 Undergraduate Summer Research Fellowship Faculty Advisor Award
- New England Botanical Society's Junior Faculty Award for New England Flora (submitted, not awarded)
- Member, New England Botanical Society

FACULTY MEMBER FOR TENURE

Angela Latter, M.S.

- Department of Nursing
- M.S. Worcester State University, Ph.D. Candidate in Nursing, University of Massachusetts Medical School, Graduate School of Nursing
- Binienda Civic Engagement Recipient
- Sigma Theta Tau International
- CCNE Subcommittee

FACULTY MEMBER FOR TENURE

Nabin Malakar, Ph.D.

- Department of Earth, Environment & Physics
- Ph.D. University at Albany, State University of New York
- NASA JPL Solar System Ambassador
- Recognition by JPL Community Service and Volunteerism Recognition Event for tutoring in Lakeview Community Foundation in STARS Program (2016)
- Academic Policies Committee (APC)

FACULTY MEMBER FOR TENURE

Alison Okuda, Ph.D.

- Department of History & Political Science
- Ph.D. New York University
- Phi Alpha Theta Paper Prize Award Submission
- Co-organized, Center for Teaching and Learning's Shared Scholarship Series with Dr. Remillard
- Member, Ghana Studies Association (GSA)

FACULTY MEMBER FOR TENURE

Andrew Piazza, Ph.D.

- Department of Health Science
- Ph.D. University of Alabama
- National Commission for Health Education Credentialing Campus Ambassador
- Co-Investigator, Worcester State University Teaching and Learning Innovation Grant
- Member of CampusWell Implementation Group, Renz Consulting Working Group, and Mental Health & emotional Well-Being Support Committee

FACULTY MEMBER FOR TENURE

Jacquelyn Raftery-Helmer, Ph.D.

- Department of Psychology
- Ph.D. Clark University
- Member, Scholarship Committee
- Presenter, Center for Teaching and Learning “An Honest Conversation about Academic Integrity”
- Member, Advising Innovation Grant and Teaching and Learning Innovation Grant Committee (2020-2021)

FACULTY MEMBER FOR TENURE

Jamie Remillard, Ph.D.

- Department of English
- Ph.D. University of Rhode Island
- Urban Action Institute Teaching Garden Mini-Grant
- Provost Travel Fund Award
- Co-organizer, Shared Scholarship Series, Worcester State University Center for Teaching and Learning

FACULTY MEMBER FOR TENURE

Tanya Trudell, Ed.D.

- Department of Nursing
- Ed.D. Johnson & Wales University
- New England Commission of Higher Education (NECHE) Committee
- First-Gen Committee
- Graduate Education Council (GEC)

FACULTY MEMBER FOR TENURE

Jaime Vallejos, M.P.H.

- Department of Health Science
- M.P.H. University of Massachusetts Amherst
- Nominated, Alden Excellence in Teaching Award
- Principal Investigator, Career and Technical Education Student Organization Grant-Award
- Academic Policies Committee, Worcester State University

QUESTIONS?

PROMOTION PROCESS AT WSU

- All hires who have the terminal degree in their field are appointed at the Assistant Professor rank.
- After a contractual time period, Assistant Professors may apply for promotion —
 - April 1st of prior year notification.
 - Candidates may request consideration for promotion early.
- Associate Professors, after a contractual time period, may apply for promotion to Professor.
- Promotion to Professor requires a higher level of merit.

PROMOTION PROCESS AT WSU

- The promotion process requires:
 - Classroom Observation
 - Peer Evaluation (Department)
 - Chair Evaluation
 - University-wide Promotion Committee Vote
 - Dean Evaluation and Recommendation
 - Provost Recommendation
 - President Recommendation
 - Board of Trustees Decision

PROMOTION PROCESS AT WSU

- Each promotion* increases the base salary by academic rank by whichever is the greater amount equal to 5% of the current salary or to the corresponding rate below:

Academic Ranking	Base Salary Increase	Faculty Candidates			Annual Cost to WSU
Associate Professor/Librarian	\$4,462.00	x	9	=	\$40,150.00
Full Professor	\$4,977.00	x	8	=	\$39,816.00
Annual Total				=	\$79,966.00

**These rates are effective as of September 2019*

FACULTY MEMBERS RECOMMENDED FOR PROMOTION TO FULL PROFESSOR

Faculty Member	Degree	Degree Field
Erika Briesacher	Ph.D.	History & Political Science
Mariana Calle	Ph.D.	Health Science
Mary Clay	DBA	Business Administration & Economics
Thomas Conroy	Ph.D.	Urban Studies
Christina Kaniu	Ed.D.	Education
Jeffry Nichols	Ph.D.	Chemistry
Colleen Sullivan	Ph.D.	Psychology
Sebastian Velez	Ph.D.	Biology

FACULTY MEMBER FOR PROMOTION

Erika Briesacher, Ph.D.

- Department of History & Political Science
- Ph.D. Kent State University
- Alden Excellence in Teaching Award
- MSCA Worcester Chapter President
- WSU/WAM Planning Grant (The Art/History Project & Material Culture Object Studies)

FACULTY MEMBER FOR PROMOTION

Mariana Calle, Ph.D.

- Department of Health Science
- Ph.D. University of Connecticut
- Alden Excellence in Teaching Award (nominated)
- Member, Academy of Nutrition and Dietetics
- Member, Argentinian Nutrition Society

FACULTY MEMBER FOR PROMOTION

Mary Clay, DBA

- Department of Business Administration & Economics
- DBA, Argosy University
- Union Treasurer (2020-2022)
- Supervised, “Data Analytics in Accounting” at the Celebration of Scholarship and Creativity at Worcester State University
- Presented “Designing and Implementing a Blended Introductory Accounting Class” at Framingham State University 13th Annual Conference on eLearning

FACULTY MEMBER FOR PROMOTION

Thomas Conroy, Ph.D.

- Department of Urban Studies
- Ph.D. University of Massachusetts Amherst
- Recipient, Worcester State University 2021 Extraordinary Dedication Award
- Primary Author, Department of Urban Studies Program Review
- Co-Chair, Administrative Efficiencies Committee, FSTF, Stage 2

FACULTY MEMBER FOR PROMOTION

Christina Kaniu, Ed.D.

- Department of Education
- Ed.D. Northeastern University
- Coordinator of the Master of Elementary Education Program
- Served on the COVID Retention Super Committee
- Served on the International Program Advisory Board

FACULTY MEMBER FOR PROMOTION

Jeffrey Nichols, Ph.D.

- Department of Chemistry
- Ph.D. Rice University
- Chair of the Pre-Med Advisory Committee
- Member of Biotechnology Advising Group
- Served, NECHE Self-Study Subcommittee on Standard 7, Institutional Resources

FACULTY MEMBER FOR PROMOTION

Colleen Sullivan, Ph.D.

- Department of Psychology
- Ph.D. University of Maryland, Baltimore
- Director and Advisory Board, First-Year Seminar Program
- NECHE Standard 5: Students Co-Chair
- Co-Chair, Major+ Departmental Committee

FACULTY MEMBER FOR PROMOTION

Sebastian Velez, Ph.D.

- Department of Biology
- Ph.D. Harvard University
- Chair, WSU Prizes and Awards Committee
- WSU Biology Department Library Liason
- Reviewer for Revista de Biologia Tropical, Journal of Animal Ecology, and Journal of Ecological Genetics

QUESTIONS?

FACULTY MEMBERS RECOMMENDED FOR PROMOTION TO ASSOCIATE PROFESSOR

Faculty Member	Degree	Degree Field
Alexandra Burgess	Ph.D.	Psychology
Aleel Grennan	Ph.D.	Biology
Nabin Malakar	Ph.D.	Earth, Environment & Physics
Alison Okuda	Ph.D.	History & Political Science
Andrew Piazza	Ph.D.	Health Science
Jacquelyn Raftery-Helmer	Ph.D.	Psychology
Jamie Remillard	Ph.D.	English
Jaime Vallejos	M.P.H.	Health Science

FACULTY MEMBERS RECOMMENDED FOR PROMOTION TO LIBRARIAN

Faculty Member	Degree	Degree Field
Vicki Gruzynski	M.S	Library

FACULTY MEMBER FOR PROMOTION

Vicki Gruzynski, M.S.

- Library
- M.S. Indiana University
- MSCA Chapter Executive Board
- Awarded Performance Incentive (PIF) Grant
- Library Equity, Diversity, and Inclusion Committee

QUESTIONS?

President's Update

April 2023



President's Message

One of the primary goals outlined in our 2020-2025 Strategic Plan: Beyond 150 is to achieve "Academic Excellence and Distinction." I am pleased to report that we have made significant progress towards this goal, thanks in large part to the exceptional leadership of our faculty.

Curricular innovation, including expanded options for course modalities, is one way we're advancing excellence and distinction. The rapid upskilling of our faculty as we pivoted to fully online learning in March 2020 – unfortunately necessitated by the pandemic – has led to changes in how faculty teach. While our students seek, and we overwhelmingly provide, in-person instruction, many faculty have found that new apps and technologies enhance face-to-face instruction, and more and more are incorporating them. And, whether technology-related or not, Alden teaching award winners Professors Erika Briesacher (History) and Hardeep Sidhu (English) recently shared their own [pandemic-era innovations with colleagues](#). Their work is typical of the thoughtfulness and commitment with which our faculty approach pedagogy. At Worcester State, faculty members are not only experts, they also care deeply about teaching, learning, and their students' success.

We also have achieved a fully online winter intersession, and, through provider Academic Partnerships, dramatically increased online enrollments. This has provided us with an important new revenue stream and attracted students who, for a host of reasons, cannot attend classes in person.

Another strategy for achieving excellence and distinction was to implement the MajorPlus academic framework. The many curricular changes necessary to do so have been approved through governance committees, and students are now required – with some exceptions – to complete both a major and either another major or a minor to graduate. We were thus able to market "MajorPlus" to prospective



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students last year; 63% of the Fall 2023 class indicated it played a role in their decision to choose Worcester State.

Expansion of faculty research initiatives is another way we aim to attain excellence while also promoting equity. The number of faculty submitting successful grant applications is growing steadily, under the guidance and structure of our new Office of Grants and Sponsored Research, led by Dr. Nicole Scott. A number of recent significant awards are aimed at improving achievement outcomes for those students who are first-generation and/or ALANA/BIPOC (African, Latine, Asian, Native American and/or Black, Indigenous, People of Color).

Our faculty's commitment to teaching students well will help us improve upon what is already an excellent academic environment. Read more below about the many ways faculty are helping the University succeed.



Leadership, Equity, and Innovation

Financial Sustainability Task Force (FSTF)

The FSTF analyzed Worcester State's operational practices to develop budget plans focused on revenue generation, cost reduction, and increased efficiency that offer a short-term return. Several pathways, including Net Revenue Programs, University Enrollment, and Grants, were identified. These pathways involve various initiatives, such as IT process realignment, software efficiency implementation, increased minimum class size, revamped course scheduling, book and spirit apparel sales restructuring, and varsity sports utilization for recruitment. The success of the FSTF process is due to the dedication of the Worcester State community. The faculty leadership in subcommittees was one key to that success.

Faculty Phase Two FSTF Faculty Leadership

1. **Academic Efficiencies:** Daron Barnard (Biology), Sam O'Connel (Visual and Performing Arts)
2. **Admin Efficiencies:** Tom Conroy (Urban Studies), Mark Beaudry (Criminal Justice)
3. **Property and Infrastructure:** Don Vescio (English) and Susan Mitroka-Batsford (Chemistry)
4. **Student Services:** Jeremy Andreatta (Chemistry) and Jennifer Hood-DeGrenier (Biology)
5. **Net Revenue:** Kristina Curro (Communication Sciences and Disorders) and Adam Zahler (Visual and Performing Arts)
6. **Grants:** Roger Greenwell (Biology)
7. **Enrollment:** Brandi Silver (Psychology)

Lavender Graduation

Nationally, [the Lavender Graduation](#) is an annual event that celebrates the accomplishments of graduating LGBTQIA+ seniors, graduate students, and allies. It was first initiated by Dr. Ronni Sanlo at the University of Michigan in 1995 after being denied attendance at her daughter's graduation due to her sexual orientation. Today, the celebration is held at over 500 colleges and universities, including, for the first time this year, Worcester State University.

[Alison Park](#) (Assistant Director of LGBTQ+ Center, Deputy Title IX Coordinator) and Riley McGuire (English) are organizing the first-ever Lavender Graduation at Worcester State, which is co-sponsored by the Alumni Association's Advisory Board and Office of Student Involvement and Leadership Development to support the recently reopened [LGBTQ+ Resource Center](#). The event will feature keynote speaker Tim Murphy, opening remarks from Worcester State community members, and light refreshments, with RSVPs encouraged.

Worcester State's Lavender Graduation is a significant step forward for LGBTQIA+ representation and support at the university. It is hoped that this event will inspire similar initiatives and events in the future, contributing to a more inclusive and welcoming environment for all students.

Hunger Free Campus

Worcester State University has been granted a multi-year, \$75,000 Hunger Free Campus Initiative grant for FY23-FY24 to increase academic opportunities for students experiencing food insecurity and students of color. The [Massachusetts Hunger-Free Campus Coalition](#) (HFCC) was created in 2019 to address food insecurity among high-need populations in Massachusetts public colleges and universities, with a goal of achieving equity and incorporating student perspectives to make college campuses in Massachusetts hunger-free. With 37% of public university students experiencing food insecurity and only 20% using SNAP benefits, the initiative aims to enhance access to nutrition for vulnerable populations.

The grant's leads (Principal Investigators) are Julie Kazarian (Vice President, of Student Affairs and Dean of Students) and Adam Saltsman (Urban Studies)

The Center for Teaching and Learning

The [Center for Teaching and Learning](#) (CTL) at Worcester State University, under Emily Soltano's direction (Psychology), is committed to supporting faculty development. In addition to Soltano, Julie Habjan Boisselle, faculty development specialist, provides confidential consultations to faculty members to enhance student learning outcomes. Mary Fowler (Mathematics) is the Faculty Fellow for Equity, promoting equity in the classroom through universal design strategies. The CTL provides faculty with support, tools, and inspiration to improve their teaching and learning strategies through innovative, creative, and evidence-based practices. With over 400 full-time and adjunct faculty members, the CTL provides comprehensive resources and support for professional development.

Peer Assisted Learning

Worcester State University has received an anonymous grant of \$215,500 to improve Peer Assisted Learning (PAL) in STEM and first-year writing courses. PAL involves collaboration among peers to enhance academic performance, critical thinking, communication, and leadership skills. The funds will target areas of need on campus, particularly among at-risk first-year students, by providing PAL support directly in their classrooms. The University's Writing Fellows program will pilot in Fall 2023, offering trained peer tutors to partner with faculty in improving student performance in first-year writing. This recognizes the importance of writing skills to academic and workplace success based on national and local research.

Tammy Tebo (Assistant Dean, Academic Services) serves as the grant's overall Principal Investigator, with Daron Barnard (Biology) and Matthew Ortoleva (English) as the PIs for STEM PAL programming and first-year writing, respectively.

Student Recruitment

MajorPlus has continued to be a vital component in establishing Worcester State as a distinctive brand in the higher education marketplace. Highlighting the effectiveness of its unique academic framework is crucial to communicating the value of a Worcester State education. At the fall open houses, Margaret Kerr (Chemistry), Colleen Sullivan (Psychology), Meghna Dilip (Chemistry), and Brittany Jeye (Psychology) played a significant role in promoting MajorPlus and ensuring its positive perception. They participated in panel discussions alongside our students, providing valuable insights and answering questions about MajorPlus, engaging parents, family members, and prospective students in appreciating the framework's benefits.

In a similar vein, Brittany Severance (Communication) provided an overview of the Communication Department and led tours of the television studio for an event organized and staffed primarily by the Admissions Office. The University hosted approximately 50 New England school counselors with the aim of introducing them to WSU, part of a multi-day event in Worcester, which included visits to other local colleges and universities. The counselors were warmly welcomed by President Maloney and received an informative admission presentation, followed by a campus tour and lunch.



Real World Impact

North Star Collective Faculty Fellowship

The New England Board of Higher Education has selected two Worcester State professors, Danielle Morales (Urban Studies) and Nafisa Tanjeem (Interdisciplinary Studies), to participate in [the North Star Collective Faculty Fellowship](#), a multi-institutional collaborative program designed to support early-career ALANA/BIPOC faculty members by providing mentorship, community building, and professional development opportunities. Morales, an assistant professor of Urban Studies, and Tanjeem, an associate professor in the Department of Interdisciplinary Studies, will begin their semester-long fellowships in January 2023. The fellowship aims to restore, nourish, and uplift BIPOC faculty members in the region and support their writing, publishing, and overall well-being, which are essential to advancement, tenure, and promotion. The program provides a support network for participants to help navigate the challenges they face in their academic careers and to promote wellness and healthy work-life balance while fostering a community of care for fellows' holistic growth.

"Spirited"

Steve Gagliastro (Visual and Performing Arts) will soon appear in the upcoming film "Spirited" alongside Ryan Reynolds, Will Ferrell, and Octavia Spencer. The film offers a comedic spin on Charles Dickens' novella "A Christmas Carol" and is set to be released in select cinemas on November 11 before its streaming release on November 18 by Apple TV+. Professor Gagliastro, an adjunct instructor who presently provides music lessons to 12 voice students and one trombone student at Worcester State University, plays the principal role of Walter the Janitor in the movie. Professor Gagliastro is also gearing up for his 13th season in Hanover Theatre's presentation of "The Christmas Carol," where he plays the role of Mr. Fezziwig. Professor Gagliastro has recently earned speaking roles in other major films, including "The Tender Bar," "Don't Look Up," and "Julia."

#NewLatinoBoom

Naida Saavedra (World Languages) who authored the 2020 book *#NewLatinoBoom*, has developed a comprehensive open-access digital database that traces the emergence and dissemination of the literary movement that goes by that name. It is led by writers who publish in Spanish within the US territory and is characterized by a surge in entrepreneurship, cultural influence, and political power. Professor Saavedra's database integrates Latinx Studies with the field of Digital Humanities, providing a scholarly record of the transformation of the cultural and literary movement, while also offering educational resources. [Her database](#) showcases the growing influence of the Spanish language in the U.S., featuring a comprehensive list of indexed authors, works, and cultural organizations. This valuable resource supports research, education, and cultural awareness in a user-friendly way.

Entrepreneurial Mindset

Faculty have initiated or supported a number of new grant proposals that have brought significant funding to the University – efforts that have been encouraged and supported by the recently established [Office of Grants and Sponsored Research](#), directed by Nicole Scott, Ed.D.

Alliances for Graduate Education and the Professoriate (AGEP)

Worcester State University is collaborating with Framingham State and Bridgewater State to create a national model for recruiting and retaining STEM faculty, supported by a \$672,000, five-year grant from the National Science Foundation (NSF). The STEM fields of the three institutions encompass social, natural, environmental, and food sciences, biotechnology, photonics, engineering, mathematics, and economics. Despite Black/African Americans, Hispanics, and Latinx students comprising approximately 33% of the U.S. higher education student population and 13% of STEM doctorate recipients, they constitute only 9% of the STEM workforce and 6% of tenure-track STEM faculty at U.S. higher education institutions. The School of Science, Technology, and Health's department chairs are supporting Enrollment Management division and Admissions department by contacting and welcoming students through phone calls and emails for the DEI initiative.

Principal Investigators are Daron Barnard (Biology), Linda Larivee (Dean of Science, Technology, and Health), and Henry Theriault (Associate Vice President, Academic Affairs).

Nursing Pathways

Worcester State University has received a \$1 million grant from the Massachusetts Workforce Skills Cabinet to enhance the region's nursing talent pipeline and career pathways for nursing professionals. The funding will be utilized for planning, facility renovations, and equipment to increase the number of nursing program slots available. The grant aims to address the severe nursing shortage across Massachusetts and expand capacity to meet the demand for skilled nurses in all healthcare settings, identified as one of the region's highest-demand occupations by the MassHire Central Region Workforce Board.

Principal Investigators are Linda Larivee (Dean of Science, Technology, and Health) and Nursing Pathways Planning Committee members: Bill Chadbourne, Angela Latter, Julia McNeil, Gina Fleury, Deirdre Palmer, and Karen Wigren.

National Oceanic and Atmospheric Administration (NOAA)

Worcester State University received a \$500,000 grant for the two-year project "A Sustainable Pathway to Increase Diversity and Inclusion in STEM Undergraduate Education: A Climate Change Initiative." The project aims to enhance diversity, equity, and inclusion in STEM education for students from diverse backgrounds in the Worcester and Massachusetts communities. While Worcester's population is increasingly diverse, this diversity is not reflected in WSU's STEM enrollment. Studies suggest this may be due to various challenges faced by prospective students such as time commitments, math placement scores, under-preparedness, and first-generation status. The project seeks to address these challenges and establish a sustainable model to recruit and retain underrepresented STEM undergraduates from the diverse community.

Principal Investigator is Nabin Malakar (Earth, Environment, and Physics) and the Development Committee consisted of Daron Barnard, Allison Dunn, and Linda Larrivee.

Massachusetts Life Sciences Center

Worcester State University has been awarded a \$658,071 grant to support the development of collaborative interdisciplinary undergraduate educational opportunities. The grant will facilitate enhanced collaboration between the Biology and Chemistry departments and industry partners to augment the workforce-ready skills of students. The funding will support the acquisition of updated equipment for laboratory courses in Biology, Chemistry, and Biotechnology majors, as well as for the M.S. in Biotechnology Program and faculty-mentored independent research. The University's interdisciplinary cooperation and complementary knowledge make it well-suited to achieve this goal. All undergraduate major programs and the master's program aim to develop students who possess foundational knowledge and practical skills to contribute to the workforce upon graduation.

Principal Investigator is Linda Larrivee (Dean of Science, Technology, and Health) and the Development Committee members were: Meghna Dilip, Jennifer Hood-DeGrenier, Daron Barnard, and Roger Greenwell.

Early College Programming

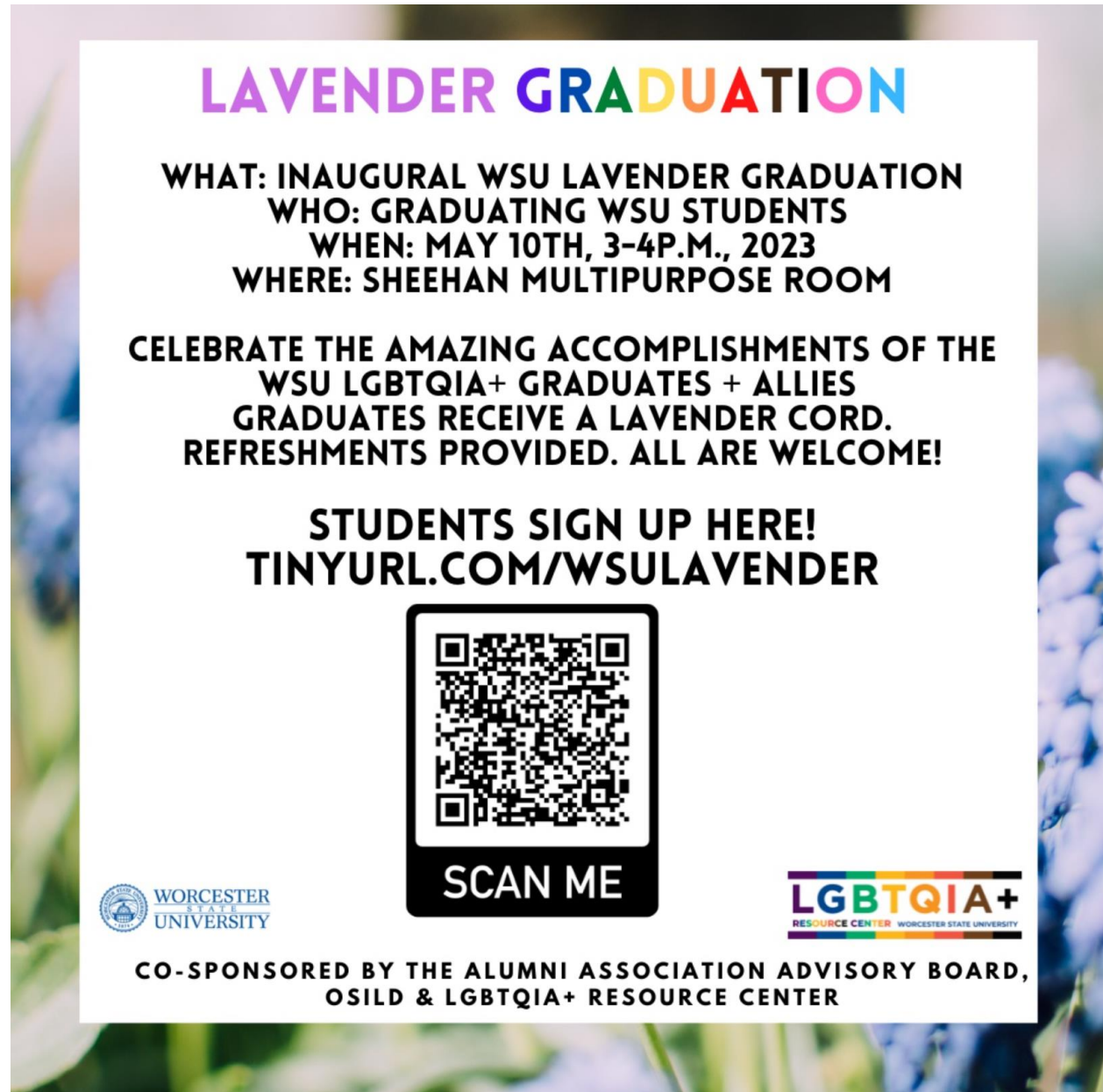
Worcester State University has been awarded a \$1 million grant from the U.S. Department of Education to expand its early college programming by establishing the new [Early College Central Massachusetts Program](#). The grant aims to extend the program to low-income, first-generation, under-represented, and/or disadvantaged high school students in both urban and rural areas of Central Massachusetts, providing them with dual enrollment college classes taught by Worcester State faculty, student support services, and summer residential learning opportunities.

Principal Investigator is [Ryan Forsythe](#) (Vice President of Enrollment Management).



Appendix

Lavender Graduation




LAVENDER GRADUATION


WHAT: INAUGURAL WSU LAVENDER GRADUATION
WHO: GRADUATING WSU STUDENTS
WHEN: MAY 10TH, 3-4P.M., 2023
WHERE: SHEEHAN MULTIPURPOSE ROOM

**CELEBRATE THE AMAZING ACCOMPLISHMENTS OF THE
WSU LGBTQIA+ GRADUATES + ALLIES
GRADUATES RECEIVE A LAVENDER CORD.
REFRESHMENTS PROVIDED. ALL ARE WELCOME!**

STUDENTS SIGN UP HERE!
[TINYURL.COM/WSULAVENDER](https://tinyurl.com/wsulavender)



SCAN ME



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