

WORCESTER STATE UNIVERSITY

BOARD OF TRUSTEES MEETING

Tuesday, June 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. <i>Administrative Business</i> A. Call to Order B. Approval of the Minutes: 1. Full Board - April 13, 2023* 2. Academic & Student Development - April 13, 2023* 3. Nominating Committee - May 23, 2023*	David Tuttle	1. vote required 2. vote required 3. vote required
2. <i>RIE Presentation - 30 minutes including Q&A</i> A. First Rapid Improvement Event, Report out, for Maximizing Course Enrollment by improving the Course Scheduling Process*	Kathy Eichelroth Jesilka Cortez Curran	A. Informational
3. <i>Equity, Diversity and Inclusion Presentation - 15 minutes /Q&A</i> A. Bias Incident Response Team (BIRT) presentation*	Maria Garepy Maureen Stokes Erika Briesacher	A. Informational
4. <i>Finance & Facilities Committee Report</i> A. Finance & Facilities Committee Packet*	Marina Taylor	4. Informational and (2) vote required
5. <i>Human Resources Committee Report</i> B. Human Resources Committee Packet*	Dina Nichols	5. Informational and vote required
6. <i>Nominating Committee Report</i> A. Nominating Committee Meeting Packet* B. Approve the 2023- 2024 Slate of Officers*	Karen LaFond	A. Informational B. vote required
7. <i>Administrative Updates</i> A. Report of the Chairman I. 2023-2024 Meeting Schedule* II. Next meeting: Tuesday, September 13, 2023 B. Report of the Student Trustee C. Report of the President I. Policy Update for University Police memo* 1. Draft firearms policy* 2. State statute regarding use of force* II. Letter from NECHE (New England Commission of Higher Education)* III. University Dashboard*	David Tuttle Emma Polak Barry Maloney Julie Kazarian Tom McNamara	I. vote required I. Informational II. Informational III. Informational
8. <i>Adjournment</i>	David Tuttle	8. vote required

*Attachments

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Meeting Minutes

CHAIR:	David Tuttle (Chair)	DATE:	April 13, 2023
LOCATION:	Wellness Center, Room 204	MINUTES BY:	Nikki Kapurch
TIME:	5:30 PM		
MEMBERS PRESENT:	Karen Lafond; Dina Nichols; Amy Peterson; Emma Polak; Maureen Power; Marina Taylor (Vice-Chair); David Tuttle		
MEMBERS ABSENT:	Lisa Colombo (Vice-Chair); Aleta Fazzone; William Mosley; Lawrence Sasso		
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 Thursday, April 13, 2023, in room 204, located in the Wellness Center. Chair Tuttle called the meeting to order at 5:31 p.m.

Administrative Business

APPROVAL OF THE MINUTES - Human Resources Committee Meeting - March 6, 2023

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

VOTED: to approve the minutes of the March 6, 2023 Human Resources Committee meeting as presented.

APPROVAL OF THE MINUTES - Full Board Meeting - March 7, 2023

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

VOTED: to approve the March 7, 2023 minutes of the Full Board Meeting meeting as presented.

President Maloney recognized members of the Worcester State University Athletics teams who brought home two championship trophies on Sunday, Feb. 26 with the men's basketball team winning the 2023 MASCAC Men's Basketball Championship and the women's ice hockey team capturing the Eastern Collegiate Hockey Alliance Championship. Also recognized Clare Conway, a player on the women's ice hockey team, and Max Roth, a player on the men's hockey team, for their participation on Team USA.

Finance and Facilities Committee Report

- Trustee Taylor, chair of the Finance and Facilities Committee, reported that the group convened today at 4 p.m. Trustee Taylor provided a brief summary of the meeting. We discussed Amendment #2 to the FY2023 general operating budget in great detail. This is a realignment of the budget.

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

VOTED: to accept the recommendation of the Finance and Facilities Committee and approve FY2023 Budget Amendment #2 as presented

- Trustee Taylor then went on to discuss the FY 2024 Budget Resource and mentioned that V.P. Eichelroth provided the committee members with an introductory conversation on the FY2024 budget and provided a preliminary overview of it.
- A detailed memo was included in the packet.
- Due to inflation, an increase in resources for students, and vacancies for positions, we have 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.
- An authorization to assess a \$500 annual increase in the General Fee will reduce the burden of drawing on reserves and provide an ongoing revenue stream that is rolled into base institutional funds in the Budgeted Resources for FY 2025.
- Looking for the board members to authorize an increase in the General fee up to, but not to exceed, \$500 a year.
- We last increased the General Fee by a vote of the Board of Trustees in January 2020.
- Trustee Polak voiced her hope for state funding so we don't have to increase fees.

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

VOTED: to accept the recommendation of the Finance and Facilities Committee to authorize an increase in the General Fee up to, but not to exceed, \$500 a year. The increase, if any, will be presented as part of the Comprehensive Annual Budget for FY2024, which will require approval at the BOT meeting on June 13, 2023.

- Trustee Taylor mentioned that the Q2 FY 2023 Comparative Financial Report was discussed and provided as informational in the packet. We are in line with pre-pandemic situations.

Academic and Student Development Committee Report

- Trustee Lafond, chair of the committee, reported that the group convened today at 3:00 p.m. and provided a summary of that meeting.
- Provost and Vice President for Academic Affairs Lois Wims provided the committee with an informative presentation regarding the process for the awarding of tenure and promotion.
- Provost Wims and the Committee went through the PowerPoint presentation that was included in the packet, which highlighted the process for both tenure and promotion and included a brief summary of each candidate's educational background and scholarly activities.
- President Maloney and Provost Wims both assured the trustees that each applicant for promotion and/or tenure was given due and serious consideration as required under the provisions of the collective bargaining agreement.

April 13, 2023

- The costs for proposed promotions will be an annual total of \$79,966.00 and are based on the MSCA contractual rate that was effective September 2019.
- These rates are an increase in the base salary by academic rank, or whichever is the greater amount: 5% of the current salary or the rate listed and dictated by the contract.
- The administration plans for the annual cost to the best of their ability and budgets accordingly.

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

VOTED: to accept the recommendation of the Academic and Student Development Committee and approve the awarding of tenure, effective September 1, 2023, for the slate of faculty, as presented

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

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

VOTED: to accept the recommendation of the Academic and Student Development Committee and approve the awarding of tenure with promotion, effective September 1, 2023, for the slate of faculty as presented

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

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

VOTED: to accept the recommendation of the Academic and Student Development Committee and approve the following promotion to Full Professor, effective September 1, 2023, for the slate of faculty as presented

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

Colleen Sullivan	Psychology
Sebastian Velez	Biology

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

VOTED: **to accept the recommendation of the Academic and Student Development Committee and approve the following promotion to Librarian, effective September 1, 2023, for the slate of faculty as presented**

Vicki Gruzynski Library

PRESENTATION

Equity, Diversity, and Inclusion Presentation

- The Chair welcomed Maria Gariepy, Director, Diversity, Inclusion, & Equal Opportunity who introduced Laxmi Bissoondial, Director, Multicultural Affairs/AID/UB who talked in more detail about the students they serve and the programs they offer.
- Ms. Bissoondial went through the PowerPoint presentation that was included in the packet and went through the history of the department and the mission.
- Ms. Gariepy then introduced Mary Jo Marion, Assistant V.P. for Urban Affairs, and Maria Juncos-Gautier, Executive Director, Latino Education Institute who provided a program overview PowerPoint presentation that was included in the packet.
- Trustee Taylor asked about the survey and when it is done.
 - Maria said it is every session, beginning, and end and they can keep that to do metrics over the year
- President Maloney mentioned how lucky WSU is to have both OMA and LEI as arms of the university. A little bit of investment goes a long way.

REPORT OF THE CHAIRMAN

Nominating Committee - Chair Tuttle

- Chair Tuttle notified the board that the bylaws require the chair to appoint the Nominating Committee and to charge them with meeting and presenting a slate of officers at the annual meeting.
- The committee will have a recommendation and report for the June 13 meeting.
- Chair Tuttle appointed Trustee LaFond, as chair, and Trustee Sasso and Trustee Tuttle to the Nominating Committee, and charged the group with bringing forth a slate of officers for election at the June 13, 2023, meeting.
- Chair Tuttle also thanked the university for hosting a lovely event in honor of President Janelle Ashley on her birthday just last month.
- Next meeting: June 13, 2023
- All trustees were sent an electronic email invitation to all the Spring Events. Please RSVP to that email.

REPORT OF THE STUDENT TRUSTEE

- Trustee Polak reported that the SGA student body elections were this month and introduced Kaitlin Schott as the next student trustee.

WSU Board of Trustees

April 13, 2023

PRESIDENT'S REPORT

President's Update

- The report was provided in the packet. President Maloney talked about the themes of the report.
- Share the House budget table with the full board. Reminded this is a snapshot in time as this now moves to the Senate.
- Mentioned the free community college proposed by Governor Healy that was preserved in the House.
- Ryan Forsythe provided a Fall 2023 new student admissions enrollment update, longitudinal enrollment update, and returning student registration update.

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

Upon a motion made by Trustee Lafond and seconded by Trustee Power, it was unanimously

VOTED: **to adjourn the meeting at 6:50 p.m.**

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees

WORCESTER STATE UNIVERSITY
ACADEMIC AND STUDENT DEVELOPMENT MEETING
Meeting Minutes

CHAIR:	Karen LaFond (Chair)	DATE:	April 13, 2023
LOCATION:	Wellness Center, Room 204	MINUTES BY:	Nikki Kapurch
TIME:	3:00 PM		
COMMITTEE MEMBERS PRESENT:	Karen LaFond; Amy Peterson (remote); Emma Polak; Maureen Power		
COMMITTEE MEMBERS ABSENT:	Aleta Fazzone (Vice Chair); Lawrence Sasso		
BOARD MEMBERS PRESENT:	David Tuttle		
WSU STAFF:	Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Nikki Kapurch; Stacey Luster; Ryan Forsythe; Maureen Stokes; Lois Wims		

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Academic and Student Development Committee was held on Thursday, April 13, 2023, in room 204, located in the Wellness Center. Chair LaFond called the meeting to order at 3:07 p.m. Chair LaFond reported that one trustee will participate by remote access and announced that all votes will be by recorded roll call.

Administrative Business:

Academic & Student Development Committee Report

- Trustee Lafond, chair of the committee, introduced Provost and Vice President of Academic Affairs Lois Wims. Provost Wims provided an informational presentation regarding the process for the awarding of tenure and promotion.
- The PowerPoint presentation that was included in the packet highlighted the process for both tenure and promotion and included a brief summary of each candidate's educational background and scholarly activities.
- Also enclosed in our packet of materials is a memo from President Maloney presenting his recommendations for promotion and tenure following the recommendation of Provost Wims.
- The process for promotion and tenure is governed by the MSCA contract.
- President Maloney and Provost Wims both assured the trustees that each applicant for promotion and/or tenure was given due and serious consideration as required under the provisions of the collective bargaining agreement.
- 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 associated professor rank and was not recommended for an exception, based upon unique academic contribution or extraordinary competence (MSCA Collecting Bargaining Agreement XX (B)).
- The costs for proposed promotions will be an annual total of \$79,966.00 and are based on the MSCA contractual rate that was effective September 2019.
- These rates are an increase in the base salary by academic rank, or, whichever is the greater amount equal to 5% of the current salary for the corresponding rate listed and dictated by the contract.
- The administration plans for the annual cost to the best of their ability and budgets accordingly.

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

VOTE: **to recommend to the full board the approval of the awarding of tenure, effective September 1, 2023, for the slate of faculty as presented**

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

ROLL CALL VOTE: **5 approved. Karen LaFond; Amy Peterson (remote); Emma Polak; Maureen Power; David Tuttle**

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

VOTE: **to recommend to the full board the approval of the awarding of tenure with Promotion to Associate Professor, effective September 1, 2023, for the slate of faculty as presented**

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

ROLL CALL VOTE: **5 approved. Karen LaFond; Amy Peterson (remote); Emma Polak; Maureen Power; David Tuttle**

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

VOTE: **to recommend to the full board the approval of the following promotion to Full Professor, effective September 1, 2023, for the slate of faculty as presented**

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

WSU Board of Trustees
April 13, 2023

Sebastian Velez Biology

ROLL CALL VOTE: **5 approved. Karen LaFond; Amy Peterson (remote); Emma Polak; Maureen Power
David Tuttle**

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

VOTED: **to recommend to the full board the approval of the following promotion to
Librarian, effective September 1, 2023, for the slate of faculty as presented**

Vicki Gruzynski Library

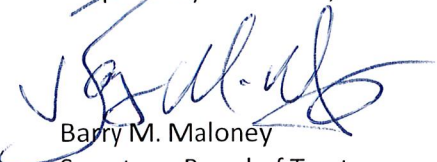
ROLL CALL VOTE: **5 approved. Karen LaFond; Amy Peterson (remote); Emma Polak; Maureen
Power; David Tuttle**

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

VOTED: **to adjourn the meeting at 3:31 p.m.**

ROLL CALL VOTE: **5 approved. Karen LaFond; Amy Peterson (remote); Emma Polak; Maureen
Power; David Tuttle**

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees

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

CHAIR:	Karen LaFond	DATE:	May 23, 2023
--------	--------------	-------	--------------

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

TIME:	10:00 AM
-------	----------

COMMITTEE MEMBERS PRESENT: Karen LaFond; Lawrence Sasso; David Tuttle

NON-COMMITTEE MEMBERS PRESENT: Marina Taylor; Maureen Power

WSU STAFF: Nikki Kapurch; Ashlynn Allain

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Board of Trustees Nominating Committee was held on Tuesday, May 23, 2023, through a Zoom remote call. Chair LaFond called the meeting to order at 10:02 a.m. Trustee LaFond reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

The Nominating Committee was appointed by Chair Tuttle at the April 13 meeting and was charged with bringing forth a slate of officers for election at the full Board meeting on June 13, 2023. Chair Tuttle appointed Trustee LaFond to chair the committee, Trustee Tuttle, and Trustee Sasso to serve.

Trustee LaFond acknowledged receipt of the following information provided for the meeting:

- 2022-2023 Elected Officers of the Board
- List of Trustees with Expiration of Terms
- Current BOT Bylaws

With our current board chair Trustee Tuttle stepping down from the Chairperson position, the Board must formally elect a new Chair, as well as other officers. The following positions are available:

- Chair
- Vice Chair (2 positions)
- Foundation Board (2 positions)
- Executive Committee (1 position)
- Alternate to Executive Committee (1 position)

Trustee LaFond also acknowledged that an email was sent out prior to the meeting to all the trustees, seeking any voluntary interest in any of the available positions. She received interest from Trustee Taylor expressing an interest in the chair role.

After a full discussion, the trustees agreed to nominate Trustee Taylor for the Chair position and to move

Trustee Sasso into the Vice-Chair role and Trustee Colombo would remain in the vice-chair position she currently holds. Trustee Taylor appreciates the opportunity to fill this role and looks forward to serving.

- Trustee LaFond spoke highly of Trustee Taylor serving as chair and wholeheartedly recommends her for the Chair position.
- Trustee Sasso agreed with the comments that had been made and is willing to serve in the Vice Chair position but would like to step down from the foundation role.
- Further discussion on the remaining position took place, and Trustee LaFond asked the trustees who were present if there was an interest to continue in their current role. Trustee Tuttle has an interest in serving as the vice-chair of the Human Resources Committee.
- Trustee Power was recommended to serve on the foundation board. She has agreed to serve in that role.
- Trustee Nichols has served on the foundation board and the committee would like to keep her in that role and as an alternate on the Executive Committee.
- Trustee LaFond volunteered to remain in the Executive Committee position.
- All trustees present stated that they would be happy to serve.

After discussion occurred among the trustees, it was agreed to bring the following slate of officers forward to the full board at the June 13, 2023, meeting.

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

VOTED: to recommend approval to the full Board the following slate of officers for 2023-2024:

2023-2024 OFFICERS

Chair	Trustee Marina Taylor
Vice-Chair (2)	Trustee Lisa Colombo Trustee Lawrence Sasso
Secretary	President Barry Maloney
Assistant Secretary	Nikki Kapurch
Foundation Board (2)	Trustee Dina Nichols Trustee Maureen Power
Executive Committee Alternate	Trustee Karen LaFond Trustee Dina Nichols

WSU Board of Trustees

May 23, 2023

MA State Colleges Presidents/Trustees Association (Chair) Alternate (<i>Vice-Chairs as alternate</i>)	Trustee Marina Taylor Trustee Lisa Colombo Trustee Lawrence Sasso
--	--

ROLL CALL VOTE: **3 approved. Karen LaFond; Lawrence Sasso; David Tuttle**

OTHER BUSINESS:

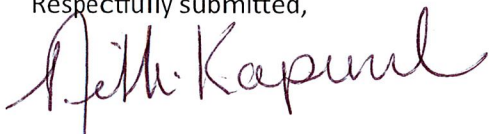
With there being no further business, the WSU Board of Trustees Nominating Committee meeting was adjourned.

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

VOTED: **to adjourn the meeting at 10:34 a.m.**

ROLL CALL VOTE: **3 approved. Karen LaFond; Lawrence Sasso; David Tuttle**

Respectfully submitted,



Nikki Kapurch

Assistant Secretary, Board of Trustees



WORCESTER
STATE
UNIVERSITY

Operational Excellence

LHE - Rapid Improvement Event: Maximizing Course Enrollment

REPORT OUT

RIE Facilitator: Bill Balzer, Lean Higher Education Expert
RIE Co-Facilitator: Jesilka Cortez, *Lean OpEx Champion*

Executive Sponsor: Provost Lois Wims
Event Sponsor: CFO, Kathleen Eichelroth

Executive Overview - Jesilka Cortez

Our Team

- Dedicated faculty and administrators collaborating to improve students' success through a RIE to optimize the university course scheduling process
- Values: Continuous Improvement, LHE problem solving to create more value in the process for our beneficiaries
- Stakeholders:
 - ★ *Students*
 - ★ *Chairs, Faculty and Deans*
 - ★ *Administrators*
 - ★ *Leadership*

Current State & Analysis

- Problem Statement
- Current Process Map
- Highlights
- Key Findings

Future State Design

- **Future State Map**
- **Key Determinations**
- **Documentation Plans**
- **Planned Implementation Spring FY'24**



Balanced Scorecard

- Pre RIE
- Target Levels
- Post RIE Projections
- Difference/Level of Improvement

Expected Improvement

- Improved process will be more efficient over time
- More efficient use of adjunct faculty
- Basis for additional improvement prior to Spring FY'25

RIE Team: Lean HED - OpEx Initiative - Ray Lewis



Jonathan Walker, Risk & Controls
Ray Lewis, Education
Matthew Ortoleva, English Dept.
Sam O'Connell, VPA
Sarah Strout, A & Plan.

Julie Carmel, Student Accounts
Jennifer Hood-Degrenier, Bio. Dept.
Julie Chaffe, Registrar's Office
Meghna Dilip, Chem. Dept.

Background – RIE Project/Team Charter – Ray Lewis

Problem Statement

- No centralized process which outlines all steps, policies, and procedures
- No consistent way to measure performance of the course scheduling process
- Under-enrolled courses increase costs due to too many sections offered and excess sections staffed with adjunct faculty
- The current practice is insufficient to provide students accurate long-term data to achieve graduation goals
- Student information from Colleague is not used consistently to inform the future schedule

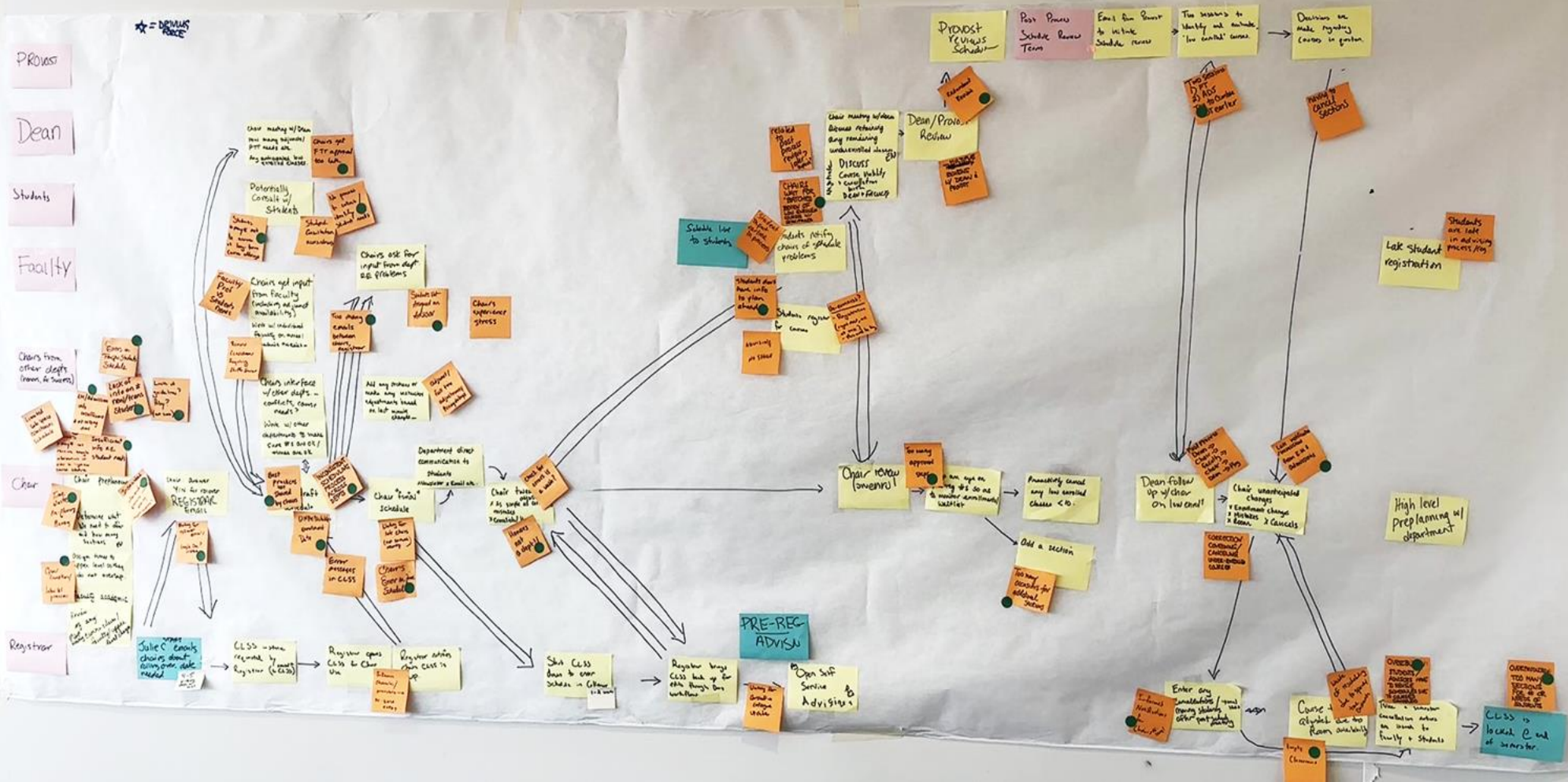
Goals

- Document an improved scheduling process
- Better match course sections to student needs to maximizing Course Enrollment
- Develop consistent criteria for exemptions and procedure for exceptions

Benefits

- Will improve the graduation rates of our diverse student body by closing the gap between the course catalog offering, students' needs, and actual course offerings

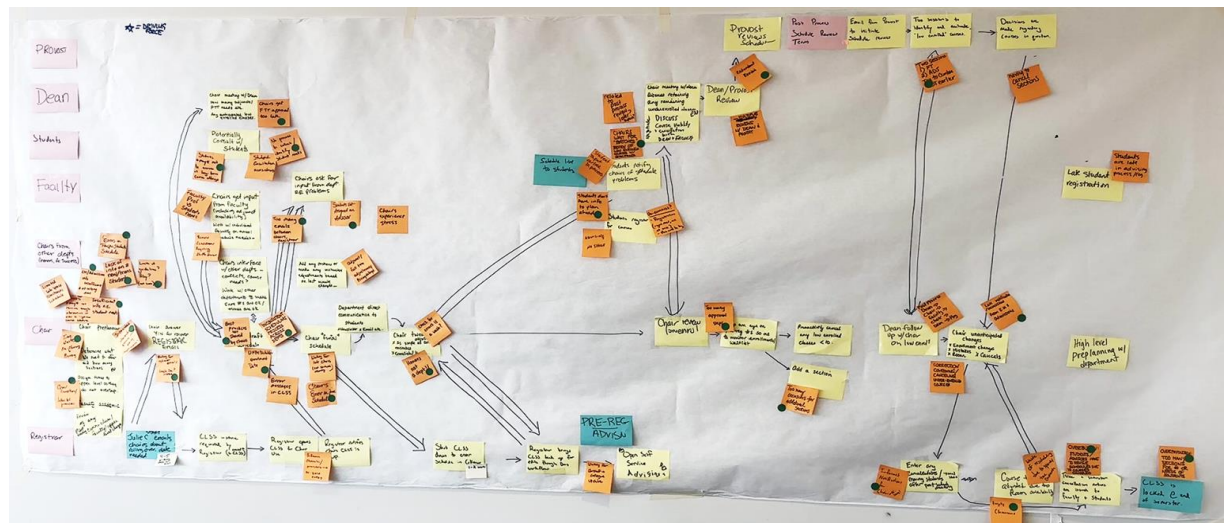
Registrar



Current State Map Overview – Julie Carmel

Key Highlights:

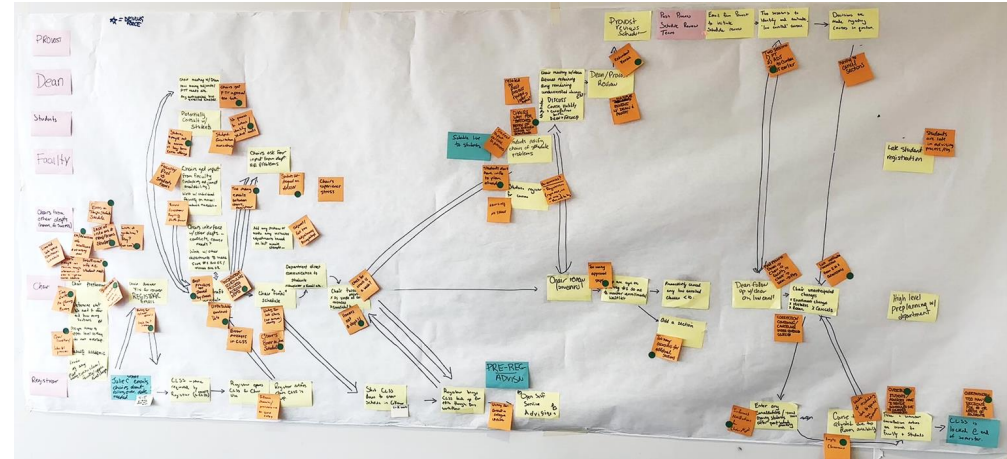
- Planning is inconsistent across departments
- Cannot currently match offerings to student needs/wants
- Lots of waste identified in process
- Undetermined timeline of all steps required for a successful course scheduling process



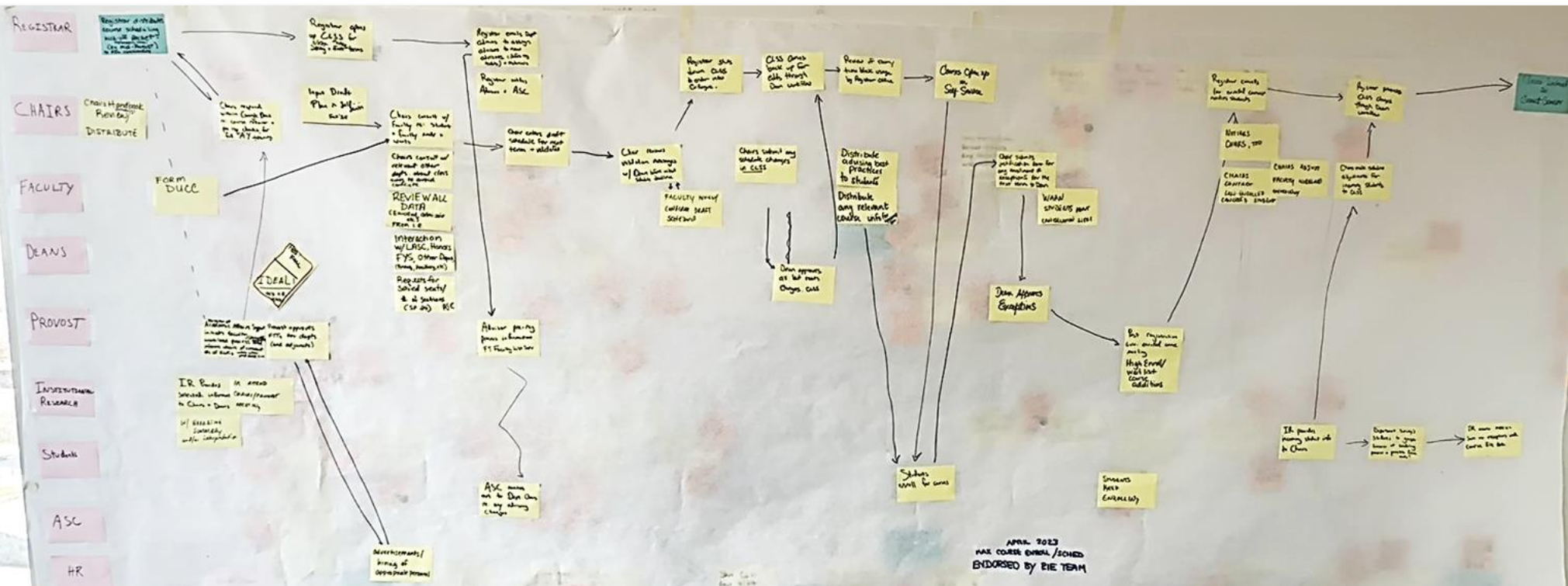
Current State Analysis – Sam O’Connell

Key Findings:

- “Stop & Go Flow” has too many opportunities for waste
 - Too many steps
 - Many steps do not add value (i.e., are waste)
 - Too many handoffs, signatures, and re-reviews
 - Lots of wait time
- Canceled / low-enrolled sections
- Number of approvals needed
- Communication between chairs and registrar is not streamlined
- Exemptions (permanent) are not well defined
- Exceptions (single use/per course) are not defined/require process for approval

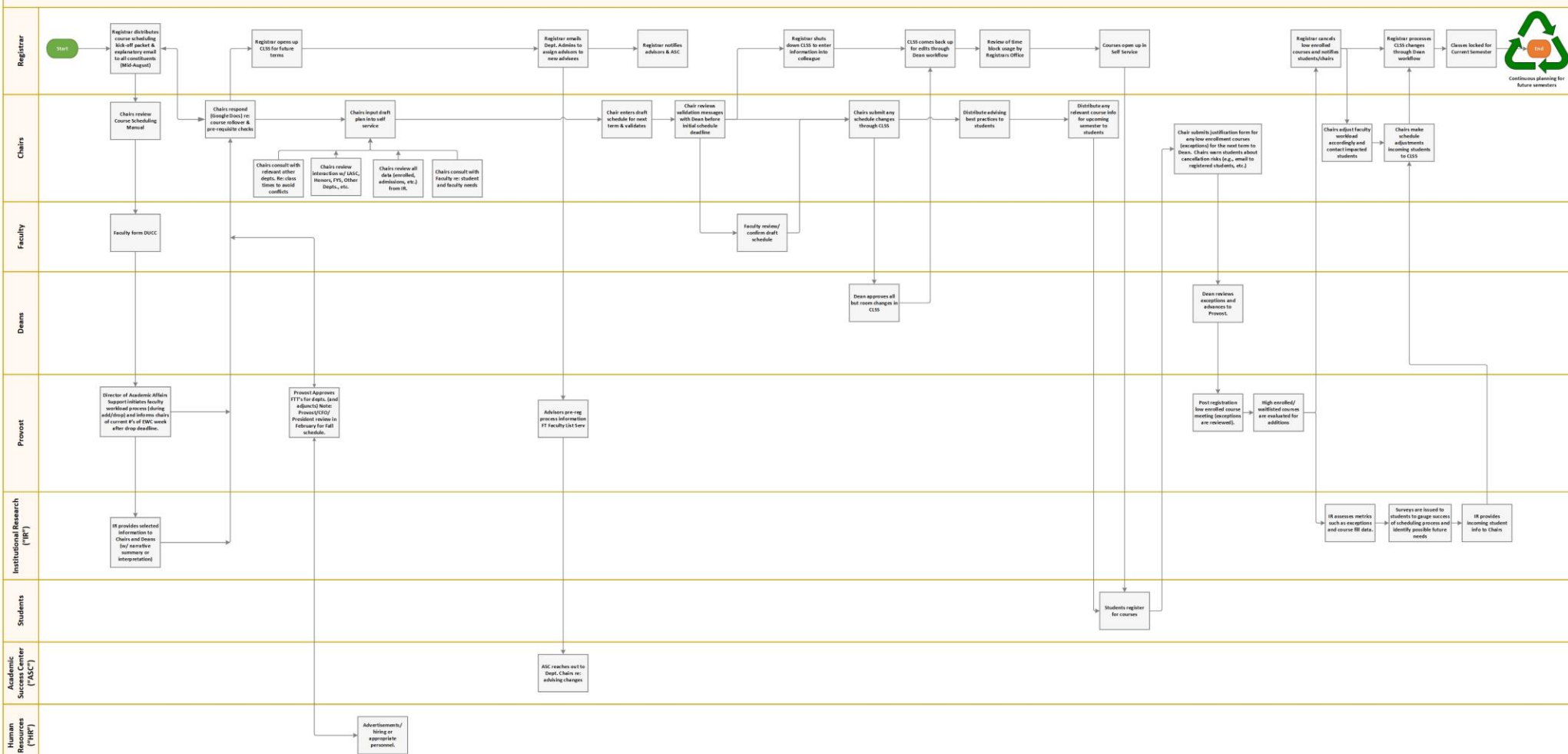


Future State Design - Jennifer Hood-DeGrenier



Future State Map – Jennifer Hood-DeGrenier

Future State Process – Course Scheduling (Maximizing Course Enrollment)



Key Determinations:

- New redesigned flowchart/documentated streamlined process map
 - Clear timeline for all events
 - Schedule for more than one term
 - Guidance information for all stakeholders
 - Course Scheduling Manual and availability of consistent data
 - Standardize data needs/info across all chairs
- Earlier notification of FTT approval (*CFO/Provost/President conversation*)
- List of exemptions (*A permanent status assigned to certain courses due to specific constraints or objectives*)
- Exceptions process/define (form for single use/per course)
- Increased collaboration and communications between chairs and departments

Implementation - Immediate Action - Jonathan Walker



- The RIE developed thoughtful next steps to improve the course scheduling process
- The Action Register contains 13 categories, A~M
- Each category has an implementation plan

Action Register

- A. Course Scheduling Manual with chair checklist
- B. IR Data
- C. Exemption criteria list
- D. CLSS validation
- E. Exception form
- F. Multi-term (2-Term), public-facing academic term
- G. Overall timeline & scheduling process
- H. Develop advising repository in attention to multiterm schedule
- I. Google form for scheduled rollover and pre-registration check
- J. Remove dean approval for room change in CLSS
- K. Early FTT approval
- L. Rollout of tableau dashboard to chairs
- M. Dept. survey templates (satisfaction and future needs)

Action Register & Implementation Plan - Jonathan Walker

Example for Category A

RIE ACTION REGISTER / IMPLEMENTATION PLAN

Oversight: Lean OpEx Lead, Jesilka Cortez (JC), LSS Black Belt

IMPLEMENTATION TEAM (IMT): Jonathan Walker (JW), Sarah Strout (SS), Jennifer Hood-Degrenier (JHD), Julie Chaffe (JCH), Meghna Dilip (MD)

DATE OF LAST UPDATE

Maximizing Course Enrollment rie (4/3/2023 ~ 4/7/2023)

Sunday, April 9, 2023

DONE	ACTION	TASK NO.	ACTION PLAN DESCRIPTION	ASSIGNED TO	DATE ASSIGNED	DATE DUE	PRIORITY	STATUS	% COMPLETE	NOTES
✓	NA		Create RIE Register for MCE Team	JC	04/07/23	04/10/23	High	Complete	100%	Shared through Google Docs
	Category		Scheduling Process Manual	IMT					0%	
	A	1	CLSS technical instructions	JCH	04/07/23	08/15/23	Low	Not Started	0%	
	A	2	Scheduling process timeline	JCH	04/07/23	04/28/23	Medium	Not Started	0%	
	A	3	Chair checklist for scheduling process	IMT	04/07/23	08/15/23	Medium	Not Started	0%	IM Team w/chair input
	A	4	Scheduling best practices	IMT	04/07/23	08/15/23	Medium	Not Started	0%	IM Team w/chair input
	A	5	Document scheduling process goals	IMT	04/07/23	04/28/23	Medium	Not Started	0%	IM Team w/chair input
	A	6	Chair meeting schedule & listserve info		04/07/23	07/15/23	Medium	Not Started	0%	
	A	7	Course offering template	IMP	04/07/23	08/15/23	Medium	Not Started	0%	2nd semester + (1)stem, (1) hu chair

IMPACT – CONSOLIDATED SCORECARD – Sarah Strout

	BEFORE RIE (Current State)		AFTER RIE (Future State)	
Metrics to Document RIE Improvements	Current Level (Before RIE)	Improvement Target Level	Projected Level (After RIE)	Difference/Expected Improvement
No. Scheduled Semesters	Generally, one	Multiple	2 Semesters	100%
Scheduling Process	Variable	Integrated	More consistency	↑
Primary and Secondary Stakeholders satisfaction	Mixed	75% Positive	75% Positive	↑
Course Fill Rate	77%	85%	85%	↑
Cancelled Courses	102	50% Reduction	51	50%
* Notification to Chairs FTT Approval	May	February	February	90 days earlier (3-months)
* Course Distribution Equitability	Overfull	Evenly Distributed	Evenly Distributed	↑

* Newly added by RIE team

Phased Future State - Jesilka Cortez

What will be required for maintaining the RIE improvement and Maximizing Course Enrollment /Scheduling Process in the future?

Priority 1

- P1 -Integrated Student Advising Process
- P1- Implement Student Planning Software
- P1- Integrated Student Registration Process
- P1- Optimizing Student Registration Software/additional training and orientation

Priority 2

- P2- Develop an integrated data-informed campus plan (FSTF- Phase Two)
- P2- GEN ED Redesign
- P2- MajorPlus Assessment
- P2- Incorporate Time / Classroom Space Utilization requirements in more integrated manner

Priority Level as defined for impact to course scheduling process

Priority 1: Adjacent processes – High Impact

Priority 2: Needed component to refine and optimize process

Team Learning Outcomes

“ RIEs are opportunities to improve the collaboration between faculty and administration to service our students and each other better”

Jesilka

“ Collaboration can help reduce misconceptions between teams and further working solutions”

Meghna

“It was great to have the people most knowledgeable about course scheduling involved in the process ”

Sarah

“This experience showed the value of bringing people from different divisions together in a productive working environment”

Jen

Thanks for the opportunity to serve on the RIE team. It was one of the most substantive piece of teamwork I have been involved in since coming to WSU

Ray

“Course scheduling is an extremely complex process. Evaluating the process in a systematic way illustrated how many people are involved and impacted”

Jon

“The LEAN principles were so valuable to learn and can be applied to so many University processes! I was so impressed with the way the team was able to respectfully work together to achieve the desired outcomes”

Julie

Thank you!

Questions?



WORCESTER
STATE
UNIVERSITY



WORCESTER
STATE
UNIVERSITY

Bias Incident Response Team | BIRT

Dr. Erika Briesacher and Maureen Stokes
Co-chairs

Board of Trustees, June 13, 2023

BIRT

- A group of administrators, faculty, staff and students representing a cross section of the university which provides a comprehensive response to bias incidents and hate crimes that affects the campus community.
- BIRT is a conduit to other departments charged with investigating such incidents.
- BIRT is a support to other departments that engagement in programming and education of bias incidents.

Goals for FY 2022-23

- Training for BIRT members
 - Department of Justice training
- Improve communication around bias incidents
 - Regular updates to dashboard
- Create plan to formalize BIRT's activities and responses

Questions?

ebriesacher@worchester.edu

mstokes@worchester.edu

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE & FACILITIES MEETING
Tuesday, June 13, 2023
4:00 P.M.
WELLNESS CENTER, ROOM 204

Meeting Called By: Marina Taylor (Chair)

Minutes: Nikki Kapurch

Board Members: Lisa Colombo (Vice Chair); Aleta Fazzone; William Mosley; Dina Nichols; Marina Taylor; Lawrence Sasso

WSU Staff: Barry Maloney; Ashlynn Allian; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Stacey Luster; Tom McNamara

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

AGENDA		
ITEM	RESPONSIBLE	ACTI ON
1. <i>Administrative Business</i> A. Call to Order B. Approval of the Minutes: 1. Finance & Facilities Committee - April 13, 2023*	Marina Taylor	1. vote required
2. <i>Finance & Facilities Committee Report</i> A. FY 2024 Comprehensive University Budget*	Marina Taylor Kathy Eichelroth	A. vote required
3. <i>Approval of Naming of the Wellness Center</i> A. VP McNamara Memo to President Maloney*	Tom McNamara	A. Informational / vote required
4. <i>Administrative Updates</i> A. Other Business	Marina Taylor	
5. <i>Adjournment</i>	Marina Taylor	5. vote required

*Attachments

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

CHAIR:	Marina Taylor (Chair)	DATE:	April 13, 2023
LOCATION:	Wellness Center, Room 204	MINUTES BY:	Nikki Kapurch
TIME:	4:00 PM		
COMMITTEE MEMBERS PRESENT:	Will Mosley (remote); Dina Nichols; Marina Taylor		
COMMITTEE MEMBERS ABSENT:	Lisa Colombo (Vice Chair); Aleta Fazzone (Vice Chair); Lawrence Sasso		
BOARD MEMBERS PRESENT:	David Tuttle; Maureen Power		
WSU STAFF:	Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Julie Kazarian; Stacey Luster; Ryan Forsythe; Maureen Stokes; Lois Wims		

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Finance and Facilities Committee was held on Thursday, April 13, 2023, in room 204, located in the Wellness Center. Chair Taylor called the meeting to order at 4:00 p.m. Chair Taylor reported that one trustee will participate by remote access and announced that all votes will be by recorded roll call.

FINANCE & FACILITIES COMMITTEE REPORT

Trustee Taylor opened the meeting and called upon VP Kathy Eichelroth to walk trustees through the documents included in the packet.

Q2 FY 2023 Comparative Financial Report

- V.P. Eichelroth provided a summary of the report and reviewed the Quarterly FY 2023 Trust Funds. We are in line with pre-pandemic situations.
- Description of individual trust funds included for information.

Amendment #2 to the FY 2023 Comprehensive University Budget

- Amendment #2 to the FY2023 general operating budget was included in the packet.
- This amendment reflects additional funding WSU received 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. In addition to this earmark, WSU received an additional \$658,511 as a part of the formula funding allocation.
- This amendment swaps and decreases 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 14, 2022 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 relocate them 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.

- This is a realignment of the budget.

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

VOTED: **to recommend to the full board the approval of the FY 2023 Budget Amendment #2 as presented**

ROLL CALL VOTE: 4 approved. Will Mosley; Dina Nichols; Marina Taylor; David Tuttle

FY 2024 Budget Resource Discussion

- V.P. Eichelroth started the FY2024 budget resource discussion by providing a preview of the upcoming recommendation to the board for an FY2024 budget. A detailed memo is included in the packet.
- 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.
- 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.
- We last increased the General Fee by a vote of the Board of Trustees in January 2020.
- The outlook for the FY 2025 budget reflects a gap in resources of \$7.4M.
- Our Lean talent and Chief Procurement Officer, Jesilka Cortez, will be assisting in closing this gap and refining cost saving for the coming fall and spring semesters.
- Looking for the board members to authorize an increase in the General fee up to, but not to exceed, \$500 a year.
- Trustees mentioned their concern with the added cost to students.

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

VOTED: **to recommend to the full board to authorize an increase in the General Fee up to, but not to exceed \$500 a year. The increase, if any, will be presented as part of the Comprehensive Annual Budget for FY2024, which will require approval at the BOT meeting on June 13, 2023.**

ROLL CALL VOTE: 4 approved. Will Mosley; Dina Nichols; Marina Taylor; David Tuttle

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

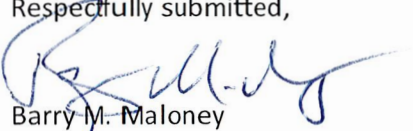
Upon a motion made by Trustee Nichols and seconded by Trustee Mosley, it was unanimously

WSU Board of Trustees
April 13, 2023

VOTED: **to adjourn the meeting at 4:50 p.m.**

ROLL CALL VOTE: 4 approved. Will Mosley; Dina Nichols; Marina Taylor; David Tuttle

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Barry M. Maloney", is written over the printed name.

Barry M. Maloney
Secretary, Board of Trustees



WORCESTER
S T A T E
UNIVERSITY

FY 2024

Comprehensive University Budget

Worcester State University
FY 2024 Budget Package

I Fiscal Year 2024 Budget Overview

II Fiscal Year 2024 Budget

- 1 Summary FY2024 Budget - Sources and Uses of Funds
- 2 Pie Chart: Source of Funds
- 3 Bar Chart: Use of Funds
- 4 FY 2024 Summary of Sources of Funds
- 5 FY2024 Trust Fund Summary
- 6 Pie Chart: Trust Fund Summary
- 7 Operating Revenue Budget

III Individual Fund Budgets compared with FY2024 Budget

- 8 General Operating Budget (111 & 400 Combined)
- 9 General Operating Budget - Expenditures by Division and Pie Chart
- 10 State Maintenance Appropriation (111)
- 11 General Trust Fund (400)
- 12 Capital Improvement Trust Fund (405)
- 13 Parking Garage Operating Fund (408)
- 14 Strategic Plan Trust Fund (410)
- 15 Wellness Center Trust Fund (429)
- 16 Parking Fines Fund (439)
- 17 Health Services Trust Fund (442)
- 18 Residence Halls Trust Fund (445)
- 19 Student Activities Trust Fund (446)
- 20 Residence Hall Technology and Equipment Trust Fund (448)

Appendix

- A Capital Adaptation and Renewal Spending Plan
- B FY 2024 Tuition and Fee Schedule
- C FY 2024 Budget Resource Discussion April 13, 2023 (Finance and Facilities Subcommittee Mtg)

Memorandum

DATE: June 1, 2023

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance

RE: **FY 2024 BUDGET PLAN – JUNE 2023**

At the April 13, Finance and Facilities sub-committee meeting we discussed the legislative landscape surrounding the development of the Commonwealth's budget for FY 2024. While Governor Healey released a spending plan which reflected a historic investment in the public higher education institutions in Massachusetts, the House and Senate have demonstrated that they hold different priorities with regard to passing a FY 2024 budget. The FY 2024 budget as presented assumes WSU will receive state funding at the same level as the current FY 2023 resource plan, in addition to the widely discussed one-year collective bargaining increase for all unit members of 4% in July, 2023 and 4% in January 2024. As previously discussed in April, we are aligning all available resources towards balancing the FY 2024 budget.

Revenue Analysis

	Baseline FY 2024	FY 2023 Approved	FY 2022 Approved
<u>Operating Revenue Categories</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
State Appropriations	34,809,139	34,150,628	31,201,398
State Funded Fringe Benefits	15,946,067	14,305,698	12,294,927
Total State Operating Resources	50,755,206	48,456,326	43,496,325
Net Tuition	6,553,807	5,925,742	5,925,742
Net Fees	33,068,423	33,025,144	32,932,129
Other Income	1,449,281	1,118,163	1,118,163
Total General Trust Fund Resources	41,071,511	40,069,049	39,976,034
Total Resources – Operating Budget	91,826,717	88,525,375	83,472,359

The above three-year comparison provides a snapshot of operating revenue trends. State resources have mainly increased over the past three years due to an increase in the Fringe Benefit Rate provided to us by the State Comptroller's Office. State Appropriations have increased 11.9

% since FY 2022, approximately \$7,259,000, mainly due to collective bargaining funding. Total General Trust Fund resources generated from undergraduate and graduate tuition and fees, in addition to other income generated from continuing education program income, commissions, conferencing and other enrollment related fees have increased 2.7% since FY 2022, an increase of approximately \$1,095,000. A General Fee increase is not reflected in the chart for FY 2024 and there was no increase in FY 2022 or FY 2023. The FY 2024 recommendation for a General Fee increase is addressed in the following reconciliation of the FY 2023 budget to FY 2024.

Expenditure Reconciliation

FY 2023 General Operating Budget – Total Expenditures			\$97,919,586
Add:	*Increased costs including fringe benefits	2,511,181	
	*New costs including new department budgets, investment in student orientation, cyber security monitoring services, accreditation programs and memberships	622,428	
	*Increased labor costs	<u>1,731,734</u>	
	Subtotal - Add		\$4,865,343
Subtract:	*Previous year one-time costs	177,000	
	*Discontinued costs with savings that carry forward	<u>3,009,139</u>	
	Subtotal - Subtract		\$3,186,139
FY 2024 General Operating Budget – Total Expenditures			<u>\$99,598,790</u>

The expenditure reconciliation above starts with FY 2023 budgeted expenditures, identifies budgeted increases in expenditures related to ongoing costs, new cost items and projected increases in labor costs. Reductions to FY 2023 expenditures includes the elimination of one-year cost items and the discontinuation of previously budgeted costs, all of which were proposed for elimination as part of the work of FSTF 2.

FY 2024 Budget GAP Analysis

FY 2024 General Operating Budget – Total <u>Expenditures</u>	\$99,598,790
---	---------------------

FY 2024 General Operating Budget – Baseline <u>Revenue</u>	<u>\$91,826,717</u>
---	----------------------------

<i>Revenue GAP</i>	<u>\$7,772,073</u>
---------------------------	---------------------------

Resources for Backfill

Unspent State ARPA funds	\$3,366,275
General Fee Increase	\$1,656,000
Reserve draw	<u>\$2,749,798</u>
Resources	<u>\$7,772,073</u>

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. 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. There continues to be a need to rely on a reserve draw to balance the budget. 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. It is understood that a reliance on reserves to fund operations is an untenable strategy as we look to future budgets. As referenced in the FY 2023 budget plan, the work related to identifying and implementing organizational change across all university functions will occur over several years.

Operational practices are being reviewed with a focus on cross divisional integration and decision making to ensure the strategic plan and the principles of continuous improvement are taken into consideration. The results of this work will be measured and quantified, with the intent to revisit and refine decisions in an effort to yield the most meaningful and strategic savings. Key performance indicators and best practices are being developed for evaluating and monitoring the net results of revenue proposals. Improvements and refinements in cross divisional work related to grants and revenue contracts will provide the framework necessary to evaluate the success of initiatives to generate net revenue and inform decisions related to continuing programs or redeployment of resources. Work will continue in evaluating and re-assessing the results of the “Maximizing Course Enrollment” Rapid Improvement Event (RIE) knowing that full implementation is targeted for the development of the Spring 2024 course schedule. The second demonstration project “Early Alert/Student Retention Software” will occur the week of June 12th.

An approach to assist in closing this gap is our work in Lean Higher Education (LHE). 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 future budgets.

We will continue to monitor developments related to the passing of the Commonwealth's FY 2024 budget. In the event WSU receive additional state funds beyond what is presented in this budget a budget amendment will be prepared and presented to the Board of Trustees in September.

The FY 2024 budget as presented for approval results in the annual cost of attendance for a full time in-state student who commutes to campus of \$11,286. The baseline cost for an in-state student who resides on campus per year is \$23,860. The baseline cost for an out-of-state student residing on campus per year is \$29,940.

Worcester State University
Summary of Sources and Uses of Funds
FY 2024 - All Sources and Trust Funds

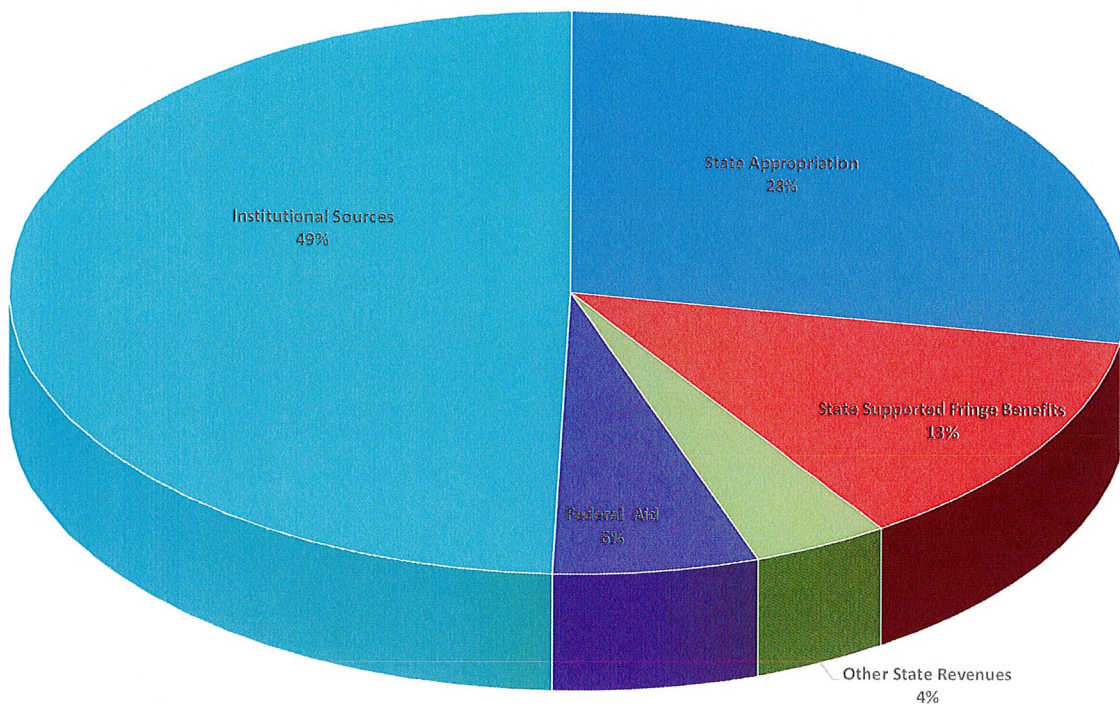
Sources of Funds:

State Appropriation	\$ 34,809,139
State Supported Fringe Benefits	15,946,067
Other State Revenues	4,459,175
Federal Aid	6,977,228
Institutional Sources	62,882,720
Total Sources	<u>\$ 125,074,329</u>

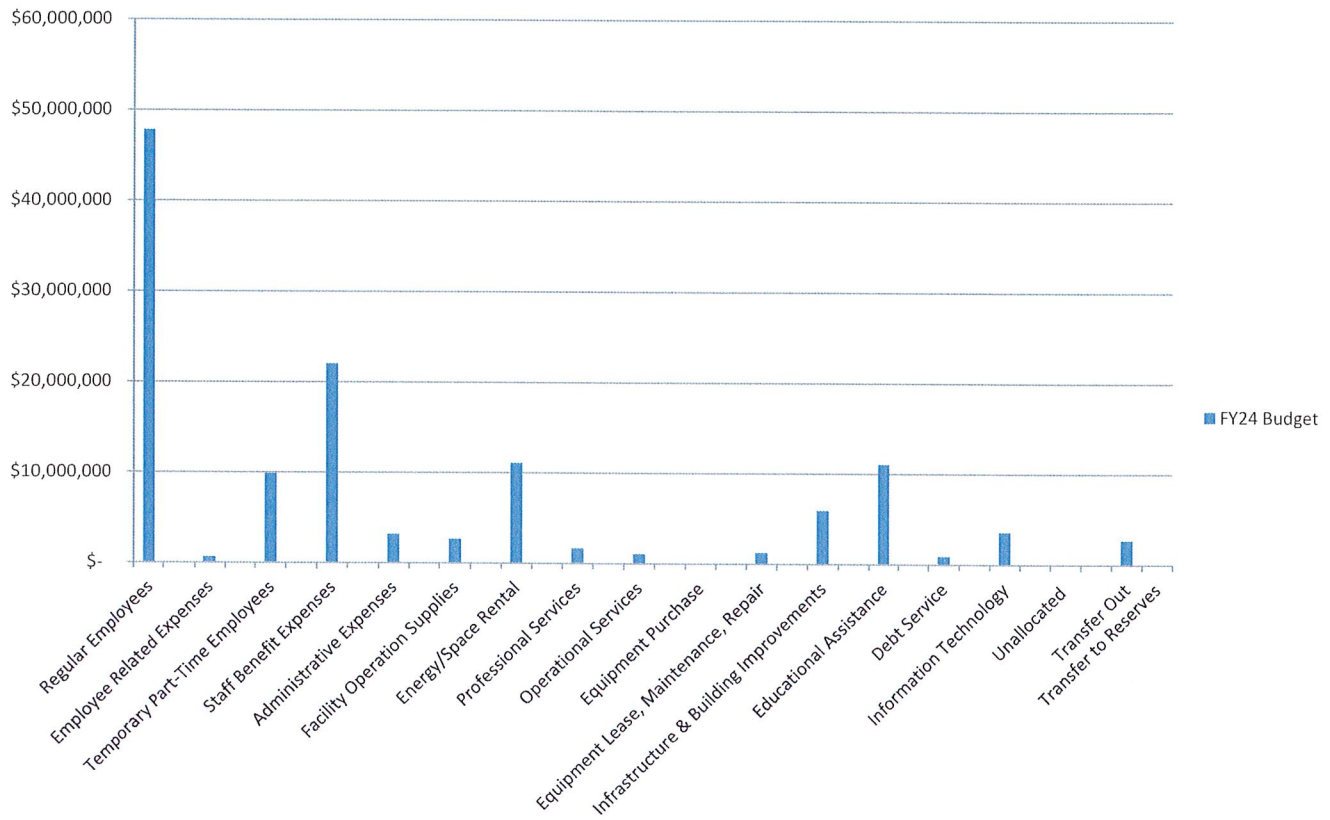
Uses of Funds:

AA	Regular Employees	\$ 47,771,336
BB	Employee Related Expenses	624,853
CC	Temporary Part-Time Employees	9,862,855
DD	Staff Benefit Expenses	21,975,721
EE	Administrative Expenses	3,190,188
FF	Facility Operation Supplies	2,636,362
GG	Energy/Space Rental	11,054,217
HH	Professional Services	1,647,852
JJ	Operational Services	1,059,004
KK	Equipment Purchase	-
LL	Equipment Lease, Maintenance, Repair	1,228,288
NN	Infrastructure & Building Improvements	5,880,848
RR	Educational Assistance	11,027,489
SS	Debt Service	861,617
UU	Information Technology	3,579,540
XX	Unallocated	-
	Transfer Out	2,674,159
	Transfer to Reserves	-
	Total Uses	<u>\$ 125,074,329</u>

Worcester State University
Sources Of Funds
FY 2024 Budget



Worcester State University
Uses of Funds
FY 2024 Budget



Worcester State University
Summary of Sources
FY 2024 - All Sources and Trust Funds

State Sources

Annual State Maintenance Appropriation		\$ 34,809,139
State Supported Fringe Benefits	15,946,067	
Student Aid Program (Cash Grant & PT Student)	1,092,900	
ARPA Allocation- State Grant	3,366,275	
Total Other State Sources		20,405,242
Total State Sources		<u>55,214,381</u>

Federal Sources

SEOG Program	174,641	
College Work Study Program	176,046	
Pell Grants	6,505,972	
Local match (Transfer from General Trust Fund Reserve)	120,569	
Total Federal Sources		<u>6,977,228</u>

Institutional Sources

Revenue		
General Fund	42,727,511	
Parking Fines Fund	50,477	
Health Services Fund	1,004,473	
Residence Halls Fund	11,976,996	
Student Activities Fund	233,139	
Residence Hall Technology and Equip. Fund	272,910	
Capital Improvement Fund	2,729,601	
Wellness Center Trust Fund	42,328	
Transfers In		
*Transfer from Health Services Fund Reserve	-	
*Transfer from Resident Hall Trust Fund Reserve	-	
*Transfer from Student Activities Trust Fund Reserve	207,596	
*Transfer from Capital Improvement Trust Fund Reserve	701,206	
*Transfer from Parking Fines Trust Fund Reserve	39,523	
*Transfer from Wellness Center Trust Fund Reserve	58,162	
*Transfer from Strategic Plan Trust Fund Reserves	89,000	
*Transfer from Reserves	2,749,798	
Total Institutional Sources		<u>62,882,720</u>
Total Sources		<u>\$ 125,074,329</u>

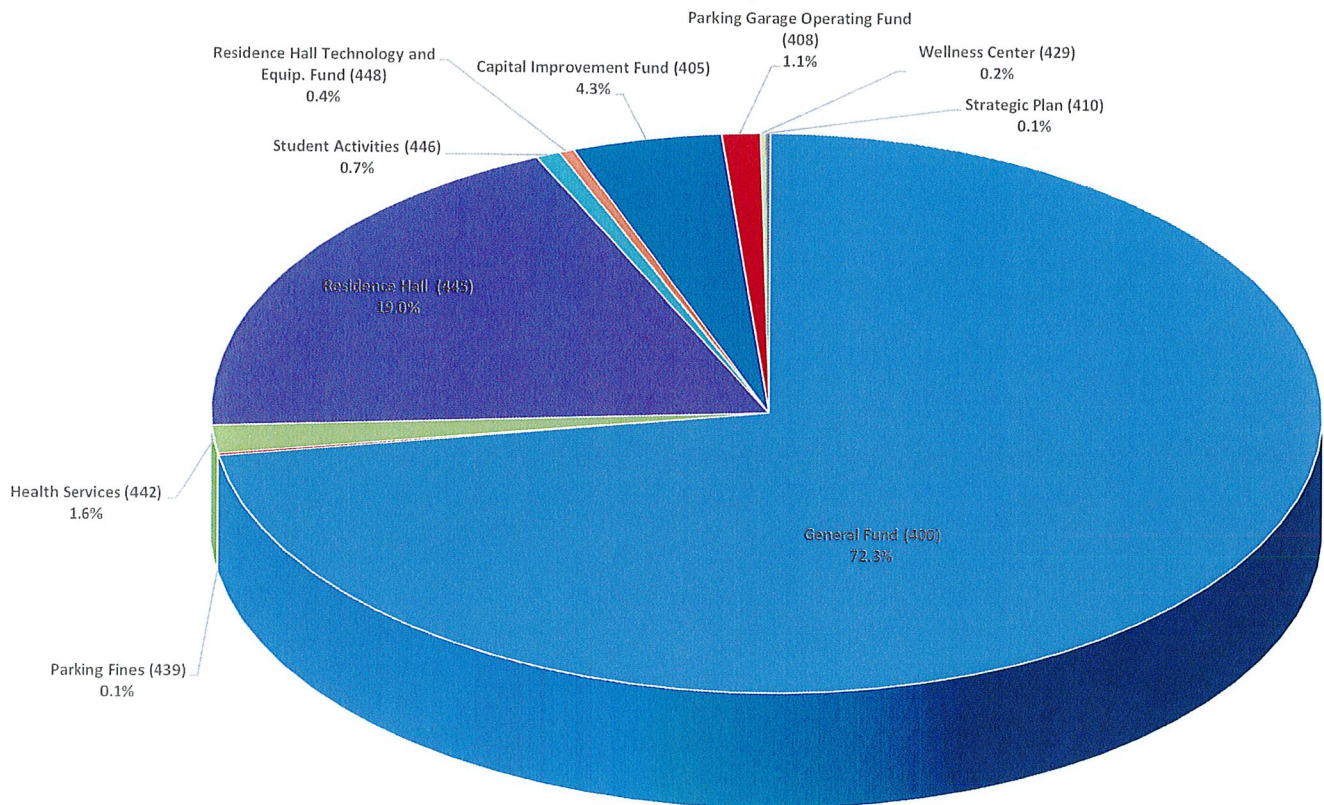
Worcester State University

Trust Fund Summary

FY 2024 Budget

	Budget FY 2024		
	Sources	Uses	
General Fund (400)	\$45,477,309	\$ 45,477,309	72.3%
Parking Fines (439)	90,000	90,000	0.1%
Health Services (442)	1,004,473	1,004,473	1.6%
Residence Hall (445)	11,976,996	11,976,996	19.0%
Student Activities (446)	440,735	440,735	0.7%
Residence Hall Technology and Equip. Fund (448)	272,910	272,910	0.4%
Capital Improvement Fund (405)	2,729,601	2,729,601	4.3%
Parking Garage Operating Fund (408)	701,206	701,206	1.1%
Wellness Center (429)	100,490	100,490	0.2%
Strategic Plan (410)	89,000	89,000	0.1%
Total Trust Fund Budget	<u>\$62,882,720</u>	<u>\$ 62,882,720</u>	

Worcester State University
Trust Fund Summary
FY 2024 Budget



Worcester State University

Operating Revenue

FY 2024 Budget

	FY 2024 Proposed Budget	FY 2023 Approved Budget
State Sources		
State Maintenance	34,809,139	34,150,628
State Funded Fringe Benefits	15,946,067	14,305,698
Total State Sources	50,755,206	48,456,326
Institutional Sources		
General Trust Fund		
Tuition/ In state Undergraduate	4,153,067	3,603,306
Tuition/ Graduate	1,420,690	1,406,815
Tuition/ Out of State Undergraduate	1,278,666	1,214,237
Total Tuition	6,852,423	6,224,358
Waivers/Undergraduate	(110,504)	(110,504)
Waivers/Graduate	(188,112)	(188,112)
Total Tuition Waivers	(298,616)	(298,616)
Net Tuition	6,553,807	5,925,742
Undergraduate Day Division	30,797,499	30,069,328
Undergraduate Eve/Summer Programs	3,281,796	2,535,234
Graduate School	1,469,767	1,218,192
Total Fees	35,549,061	33,822,754
Undergraduate Day Division waivers	(640,617)	(620,589)
Undergraduate Eve/Summer Programs/waivers	(52,670)	(45,670)
Graduate Fee waiver	(131,351)	(131,351)
Total Fees Waivers	(824,638)	(797,610)
Net Fees	34,724,423	33,025,144
Application Fees	62,330	38,152
Special fees	256,398	263,675
Commencement Fees	2,160	1,215
Transcript Fees	33,541	37,745
Orientation Fees	36,375	36,375
Testing Fees	790	600
Activity income	913	388
Commissions	218,496	99,717
\ Non-Credit Courses incl Restricted	217,500	155,660
Center for Effective Instruction	61,075	39,685
Intensive English Institute	266,115	152,080
Center for Business & Industry	92,857	32,354
Facilities rentals	90,731	90,731
Miscellaneous	110,000	169,786
Other income	1,449,281	1,118,163
Total General Trust Fund Source	42,727,511	40,069,049
General Operating Budget Income	\$ 93,482,716	\$ 88,525,375

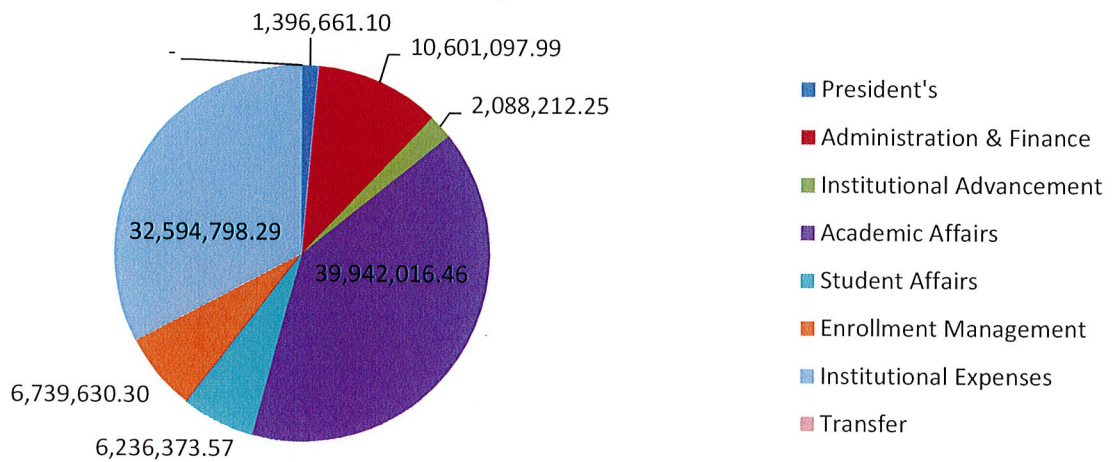
Worcester State University
General Operating Budget (111 & 400)
FY 2024 Budget

	FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>		
Institutional Revenue	\$ 42,727,511	\$ 40,069,049
State Appropriation	\$ 34,809,139	\$ 34,150,628
State Funded Fringe Benefits	\$ 15,946,067	\$ 14,305,698
Federal Grant- HEERF	\$ -	\$ 3,871,463
State Grant- Becker Nursing Students	\$ -	\$ 649,118
ARPA Allocation- State Grant (Re-purpose 2023)	\$ 2,000,000	\$ 2,000,000
ARPA Allocation- State Grant 2024	\$ 1,366,275	\$ -
Transfer in -Reserves	\$ 2,749,798	\$ 2,873,630
Total Sources	<u>\$ 99,598,790</u>	<u>\$ 97,919,586</u>
<u>Uses of Funds:</u>		
AA Regular Employees	\$ 46,254,709	\$ 45,663,441
BB Employee Related Expenses	601,853	575,973
CC Temporary Part-Time Employees	9,579,855	9,558,506
DD Staff Benefit Expenses	21,343,174	19,431,033
EE Administrative Expenses	3,042,988	3,038,535
FF Facility Operation Supplies	2,099,362	2,055,529
GG Energy/Space Rental	2,053,000	2,500,519
HH Professional Services	994,652	771,602
JJ Operational Services	1,018,004	1,099,900
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	1,117,192	1,626,268
NN Infrastructure & Building Improvements	5,171,100	5,521,100
RR Educational Assistance	2,457,611	2,457,611
SS Debt Service	325,000	325,000
UU Technology Expenses	3,540,290	3,294,569
Total Uses	<u>\$ 99,598,790</u>	<u>\$ 97,919,586</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

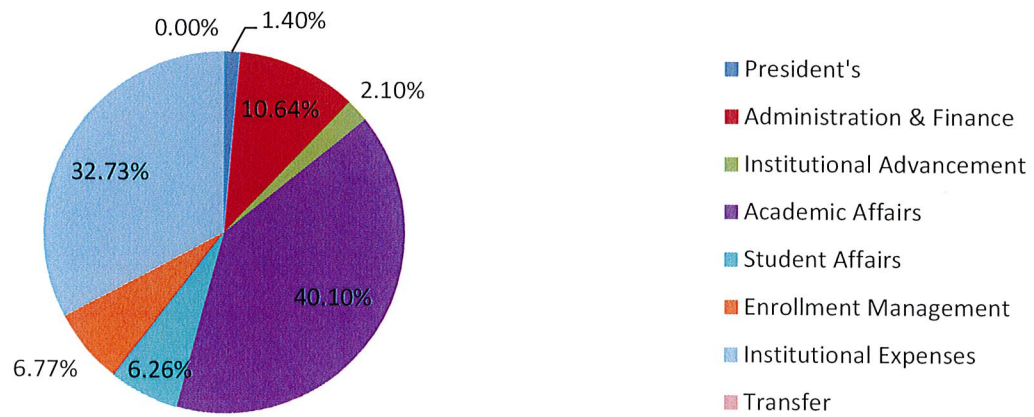
Worcester State University
400/111 Expenditures by Division
FY 2024 Budget

Class	Division	Budget FY24 Subtotals	Budget FY24 Exp %
2	President's	1,396,661.10	1.40%
3	Administration & Finance	10,601,097.99	10.64%
4	Institutional Advancement	2,088,212.25	2.10%
6	Academic Affairs	39,942,016.46	40.10%
7	Student Affairs	6,236,373.57	6.26%
8	Enrollment Management	6,739,630.30	6.77%
3	Institutional Expenses	32,594,798.29	32.73%
	Transfer	-	0.00%
		<u>\$ 99,598,789.96</u>	<u>100.00%</u>

**Budget FY2024
Subtotals by Division**



**Budget FY2024
Expense % by Division**



**Worcester State University
General Trust Fund (400)
FY 2024 Budget**

		FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>			
	Institutional Revenue	42,727,511	40,069,049
	Transfer in- Federal Grant- HEERF	-	3,871,463
	ARPA Allocation- State Grant (Re-purpose 2023)	2,000,000	2,000,000
	ARPA Allocation- State Grant 2024	1,366,275	
	Transfer in -State Grant - Nursing	-	649,118
	Transfer in -Reserves	2,749,798	2,873,630
	Total Sources	<u>\$ 48,843,584</u>	<u>\$ 49,463,260</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 11,445,570	\$ 11,512,813
BB	Employee Related Expenses	601,853	575,973
CC	Temporary Part-Time Employees	9,579,855	9,558,506
DD	Staff Benefit Expenses	5,397,107	5,125,335
EE	Administrative Expenses	3,042,988	3,038,535
FF	Facility Operation Supplies	2,099,362	2,055,529
GG	Energy/Space Rental	2,053,000	2,500,519
HH	Professional Services	994,652	771,602
JJ	Operational Services	1,018,004	1,099,900
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	1,117,192	1,626,268
NN	Infrastructure & Building Improvements	5,171,100	5,521,100
RR	Educational Assistance	2,457,611	2,457,611
SS	Debt Service	325,000	325,000
UU	Technology Expenses	3,540,290	3,294,569
	Transfer to - Capital Improvement Trust Fund	-	-
	Total Uses	<u>\$ 48,843,584</u>	<u>\$ 49,463,260</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
State Maintenance Appropriation (111)
FY 2024 Budget

		FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>			
	State Appropriation	\$ 34,809,139	\$ 34,150,628
	State Funded Fringe Benefits	\$ 15,946,067	\$ 14,305,698
	Total Sources	<u>\$ 50,755,206</u>	<u>\$ 48,456,326</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	34,809,139	34,150,628
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	-	-
DD	Staff Benefit Expenses	15,946,067	14,305,698
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>\$ 50,755,206</u>	<u>\$ 48,456,326</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Capital Improvement Trust Fund (405)
FY 2024 Budget

	FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>		
Capital Improvement Fee	\$ 2,729,601	\$ 2,740,301
Transfer In - General Fund	-	-
Parking Revenue	-	-
Total Sources	<u>\$ 2,729,601</u>	<u>\$ 2,740,301</u>
<u>Uses of Funds:</u>		
GG - Energy/Space rental	\$ -	\$ 750,000
SS - Debt Service	536,617	536,617
Transfer Out - Parking Garage Oper. Fund	701,206	761,893
Transfer Out - To Reserves	1,491,778	691,791
Total Uses	<u>\$ 2,729,601</u>	<u>\$ 2,740,301</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Parking Garage Operating Fund (408)
FY 2024 Budget

		FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>			
	Transfer In - Capital Improvement T. F.	\$ 701,206	\$ 761,893
	Total Sources	<u>\$ 701,206</u>	<u>\$ 761,893</u>
<u>Uses of Funds:</u>			
FF	Facility operating supplies	\$ -	\$ -
GG	Energy and space rental	621,206	597,378
HH	Professional services	-	630
JJ	Operational services	-	-
LL	Equipment lease, maint and repair	-	2,500
NN	Construction/Maintenance/Improvements	80,000	80,000
UU	Technology Expenses	-	81,385
	Total Uses	<u>\$ 701,206</u>	<u>\$ 761,893</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Strategic Plan Trust Fund (410)
FY 2024 Budget

		FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>			
	Transfer in -Reserves	\$ 89,000	\$ 102,500
	Total Sources	<u>\$ 89,000</u>	<u>\$ 102,500</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 10,000	\$ 22,000
BB	Employee Related Expenses	15,000	17,500
CC	Temporary Part-Time Employees	-	20,000
DD	Staff Benefit Expenses		
EE	Administrative Expenses	27,000	9,000
FF	Facility Operation Supplies	12,000	14,000
GG	Energy/Space Rental		
HH	Professional Services		
JJ	Operational Services	15,000	10,000
KK	Equipment Purchase		
LL	Equipment Lease, Maintenance, Repair	5,000	5,000
RR	Educational Assistance	5,000	5,000
NN	Construction/Maintenance/Improvements		
XX	Unallocated		
	Total Uses	<u>\$ 89,000</u>	<u>\$ 102,500</u>
	Net Sources / (Uses)		

Worcester State University

Wellness Center Trust Fund (429)

FY 2024 Budget

	FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>		
Revenues	\$ 42,328	\$ 28,661
Transfer in - Reserves	\$ 58,162	\$ 56,539
Total Sources	<u>\$ 100,490</u>	<u>\$ 85,200</u>
<u>Uses of Funds:</u>		
BB Employee Related Expenses	\$ -	\$ -
CC Temporary Part-Time Employees	20,000	6,000
DD Staff Benefit Expenses	490	200
EE Administrative Expenses	20,000	5,000
FF Facility Operation Supplies	31,000	10,000
GG Energy/Space Rental	-	-
HH Professional Services	-	-
JJ Operational Services	2,000	2,000
KK Equipment Purchase	-	40,000
LL Equipment Lease, Maintenance, Repair	12,000	12,000
NN Construction/Maintenance/Improvements	-	-
UU Technology Expenses	15,000	10,000
Transfer Out - To Reserves	-	-
Total Uses	<u>\$ 100,490</u>	<u>\$ 85,200</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University

Parking Fines Fund (439)

FY 2024 Budget

	FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>		
Fines and Other Income	\$ 50,477	\$ 43,715
Transfer in - Reserves	39,523	46,285
Total Sources	<u>\$ 90,000</u>	<u>\$ 90,000</u>
<u>Uses of Funds:</u>		
EE Administrative Supplies	30,000	30,000
RR Educational Assistance	60,000	60,000
Transfer Out - To Reserves	-	-
Total Uses	<u>\$ 90,000</u>	<u>\$ 90,000</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Health Services Trust Fund (442)
FY 2024 Budget

	FY2024 Requested Budget
<u>Sources of Funds:</u>	
Fees and Other Income	\$ 1,004,473
Transfer In - Reserves	\$ -
Total Sources	<u>\$ 1,004,473</u>
<u>Uses of Funds:</u>	
AA Regular Employees	
BB Employee Related Expenses	-
CC Temporary Part-Time Employees	8,000
DD Staff Benefit Expenses	196
EE Administrative Expenses	450
FF Facility Operation Supplies	12,000
HH Professional Services	600,000
LL Equipment Lease, Maintenance, Repair	596
RR Client Medical Services	750
UU Technology Expenses	-
Transfer Out - Reserves	382,481
Total Uses	<u>\$ 1,004,473</u>
Net Sources / (Uses)	<u>\$ -</u>

Worcester State University
Resident Hall Trust Fund (445)
FY 2024 Budget

		FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>			
	Fees and Other Income	\$ 11,976,996	\$ 12,420,520
	Total Sources	<u>\$ 11,976,996</u>	<u>\$ 12,420,520</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 1,506,627	\$ 1,401,791
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	225,000	200,000
DD	Staff Benefit Expenses	631,126	552,726
EE	Administrative Expenses	37,000	20,000
FF	Facility Operation Supplies	240,000	200,000
GG	Energy/Space Rental	8,158,131	7,938,879
HH	Professional Services	6,200	-
JJ	Operational Services	-	-
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	37,500	94,104
NN	Infrastructure & Building Improvements	629,748	584,000
RR	Educational Assistance	434,000	434,000
UU	Technology Related Expenses	24,000	168,794
	Transfer Out - To Reserves	47,664	826,226
	Total Uses	<u>\$ 11,976,996</u>	<u>\$ 12,420,520</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Student Activities Trust Fund (446)
FY 2024 Budget

		FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>			
	Fees	\$ 233,139	\$ 250,414
	Transfer In - Reserves	\$ 207,596	\$ 190,153
	Total Sources	<u>\$ 440,735</u>	<u>\$ 440,567</u>
<u>Uses of Funds:</u>			
BB	Employee Related Expenses	\$ 8,000	\$ 8,000
CC	Temporary Part-Time Employees	30,000	30,000
DD	Staff Benefit Expenses	735	567
EE	Administrative Expenses	32,750	30,000
FF	Facility Operation Supplies	242,000	244,500
GG	Energy/Space Rental	-	-
HH	Professional Services	47,000	70,500
JJ	Operational Services	24,000	12,000
KK	Equipment Purchase	-	-
LL	Equipment Lease, Maintenance, Repair	56,000	45,000
NN	Construction/Maintenance/Improvements	-	-
UU	Technology Expenses	250	
	Total Uses	<u>\$ 440,735</u>	<u>\$ 440,567</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
Residence Hall Technology and Equipment Trust Fund (448)
FY 2024 Budget

	FY2024 Requested Budget	FY2023 Approved Budget
<u>Sources of Funds:</u>		
Fees and Other Income	\$ 272,910	\$ 336,380
Transfer In - General Fund	\$ -	\$ -
Total Sources	<u>\$ 272,910</u>	<u>\$ 336,380</u>
<u>Uses of Funds:</u>		
AA Regular Employees	\$ -	\$ -
DD Staff Benefits Expense	-	-
EE Administrative Expenses	-	-
GG Energy/Space Rental	221,880	221,880
LL Equipment Lease, Maintenance, Repair	-	-
UU Technology Expenses	-	-
Transfer Out - To Reserves	51,030	114,500
Total Uses	<u>\$ 272,910</u>	<u>\$ 336,380</u>

Worcester State University

Capital Adaptation and Renewal

FY 2024

A

LRC Roof Replacement	672,768
Sullivan Building Auditorium Refurbishment	1,256,100
Sullivan Building Deferred Maintenance	383,230
Ghosh Building Deferred Maintenance	163,800
Campus Controls Upgrade	630,000
Other projects and upgrades	585,700
General Repairs	308,402

Total Project Estimates	<u>\$</u> <u>4,000,000</u>
-------------------------	----------------------------

Worcester State University
Tuition and Fees - Academic Year 2023/2024

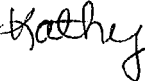
B

		Annual	Increase from FY 2023
<u>Undergraduate Day Division</u>			
<i>Cost for Full-Time In-State Student</i>		11,286.00	
Tuition:			
MA Resident		970.00	
Non-Resident		7,050.00	
NE Regional		1,455.00	
Fees:			
General Fee	5%	9,298.00	500.00
Student Activity Fee		72.00	
Student Health Svc Fee		310.00	
Capital Improvement Fee		636.00	
Total Fees		10,316.00	500.00
Health Insurance	3%	3,779.00	116.00
Orientation Fee (New Students)		75.00	
Commuter Meal Plan - freshman, sophomore and junior		300.00	
<u>Residence Halls</u>			
Residence Hall rates			
Chandler Village I		8,398.00	
Dowden Hall		8,098.00	
Wasylean Hall		8,898.00	
Sheehan Hall		8,698.00	
Single room varies (average additional charge)		600.00	
Residence Activity Fee		50.00	
Technology and equipment fee		220.00	
Resident Parking Fee-satellite lot		100.00	
Board	4%	4,206.00	162.00
Damage Deposit (1st Semester)		100.00	
<u>Division of Graduate and Continuing Education</u>		Credit Hour	
Tuition:			
Undergraduate		130.00	-
Graduate		169.00	
Fees:			
Administrative Fee			
Undergraduate		143.00	
Graduate		143.00	
Capital Improvement Fee		26.50	
Online Graduate Degree Programs;			
Master of Education - Moderate Disabilities		365.00	
Master of Education - Early Childhood Education		365.00	
Master of Education - Elementary Education		365.00	
Master of Science in Nursing - Nurse Educator		450.00	
Master of Science in Nursing - Public and Population Health		450.00	
<u>Other University fees:</u>			
<u>All students</u>			
Application fee	per item	50.00	
Transcript fee	per item	10.00	
Applied music fee	per course	260.00	
Lab Instruction	per course	90.00	
International Student Fee - fall/spring	per term	250.00	
International Student Fee - summer session	per term	125.00	
<u>Undergraduate Day Division - only</u>			
Student Teaching	per course	75.00	
<u>Continuing Education Division - only</u>			
Art Model Fee	per course	25.00	
Student Teaching	per course	15.00	
Field Work Supervision	per cr hr	15.00	
Internship	per cr hr	15.00	

Memorandum

DATE: March 31, 2023

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance 

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	<u>97,270,468</u>	<u>97,270,468</u>	<u>90,863,095</u>
<u>GAP filler</u>			
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	<u>8,745,093</u>	<u>8,745,093</u>	
FY 24 Current estimate for increase in fixed and semi-fixed costs		1,041,194	1,041,194
GAP going forward (6)			<u>7,448,567</u>

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 institutional 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 from 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	\$588	\$648	\$648	\$766	18%
University of Massachusetts Boston	\$10,254	\$10,254	\$10,970	\$326	\$326	\$326	\$466	\$519	\$550	\$630	19%
University of Massachusetts Dartmouth	\$10,268	\$10,268	\$11,174	\$906	\$906	\$426	\$526	\$576	\$576	\$676	17%
University of Massachusetts Lowell	\$10,614	\$10,594	\$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	\$7,456	\$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	\$8,552	\$9,192	\$9,192	\$9,616	\$9,616	\$9,816	2%	-	5.0%	500	-	10,316



WORCESTER
S T A T E
UNIVERSITY

Division of University Advancement

Phone: 508-929-8033 and 8141

Fax: 508-929-8192

TO: Barry M. Maloney, President
FROM: Thomas M. McNamara, Vice President of University Advancement
DATE: May 30, 2023
RE: Proposed Naming of The Wellness Center at Worcester State University

MEMORANDUM

When researching educational institutions with which to engage his philanthropic endeavors, it didn't take long for Gene DeFeudis to understand the significant impact he could make at Worcester State University. Worcester State represented to Gene, a place where "...with a little support and a lot of motivation, almost anyone can achieve their dreams." The overall mission of public higher education and the determined focus of the students of Worcester State resonated with him and in 2001 he became invested in helping students reach their goals while inspiring countless others to do the same.

While not an alumnus himself, Gene's story is one of tenacity and an exemplary work ethic, not unlike the typical student who attends Worcester State. His affiliation to Worcester State supports a central tenet in his life, one of purpose and determination. A self-made, successful businessman, Gene saw the value in providing students with a 'hand up' essential to their success. Worcester State's size, mission, and vision for the future aligned with his values and after 20 years of engagement, the impact he envisioned has come to fruition with his current lifetime support totaling \$1,005,435, impacting the lives of hundreds of deserving students. To date, 247 students have been financially supported through his endowment alone, not to mention the hundreds of students who have received scholarships through the Foundation Golf Tournament which has been sponsored by Gene for over half of its 30 years.

While personally supporting over 17 different funds throughout his lifetime thus far, the influence Gene has had on engaging others for their support to Worcester State cannot be overstated. A prominent leader in the community, Gene has formed solid relationships with businesses, foundations, and individuals throughout the Worcester area and facilitated additional funding to the university through these partnerships. Gene and his wife, Julianne, are personally responsible for leveraging the support of hundreds of donors who have become loyal supporters of the university throughout the years. Gene's pervasive influence throughout the greater Worcester area and beyond has been instrumental through our last campaign, and has invited

philanthropic support to the University that has helped transform the landscape of our campus as well as set us up to maintain a competitive environment in which to recruit both students and faculty for long term success and growth.

During our last campaign, Gene not only generously invested in its success, but established a \$250,000 match to leverage a greater number of donors to invest in what is now our Wellness Center, the hub of our campus. An avid athlete in his youth, Gene's affinity to Lancer Athletics and the student-athlete experience was a natural fit, but even more impactful is Gene's commitment to scholarship. As a past Foundation Board member and Trustee, Gene garnered a clear picture of the benefit of scholarships at Worcester State University and the significant difference they make in the overall student experience. Each year, his endowed scholarship fund awards 10, \$1,000 awards and he and Julianne look forward to meeting with the grateful recipients of this endowed scholarship each year in person to get to know them and learn about their career paths. The DeFeudis Family is invested in the future of our students not only financially, but as mentors and have always been engaged with the university on that personal level.

The most recent pledge of \$150,000 from Gene and Julianne put their overall lifetime contributions over the \$1M mark not including a forthcoming planned gift. Not only does this most recent gift create unrestricted funding, but the previously named DeFeudis Fitness Center will now open up an additional naming opportunity and unrestricted support to the university once the wellness center is renamed. Gene has been a catalyst to securing additional funding over the years, the donors he has encouraged to become affiliated with WSU too numerous to count. I respectfully request the naming of our Wellness Center to become The Gene J. and Julianne DeFeudis Wellness Center in recognition of the culmination of their extraordinary philanthropy, engagement, and tremendous influence on others, inspiring historic levels of additional, sustained support throughout more than two decades. Thank you for your consideration of this request.



WORCESTER
STATE
UNIVERSITY

Impact Report:

Gene and Julianne
DeFeudis

2001-2023

Presented to
The Worcester State
University Board of Trustees

June 2023





Impact in Action

Worcester State University is incredibly fortunate to partner with a community of donors who are passionate about our mission and have a firm belief in our students' enormous potential.

There are a handful of extraordinary individuals, however, whose imprint on the lives of our entire campus community is simply monumental.

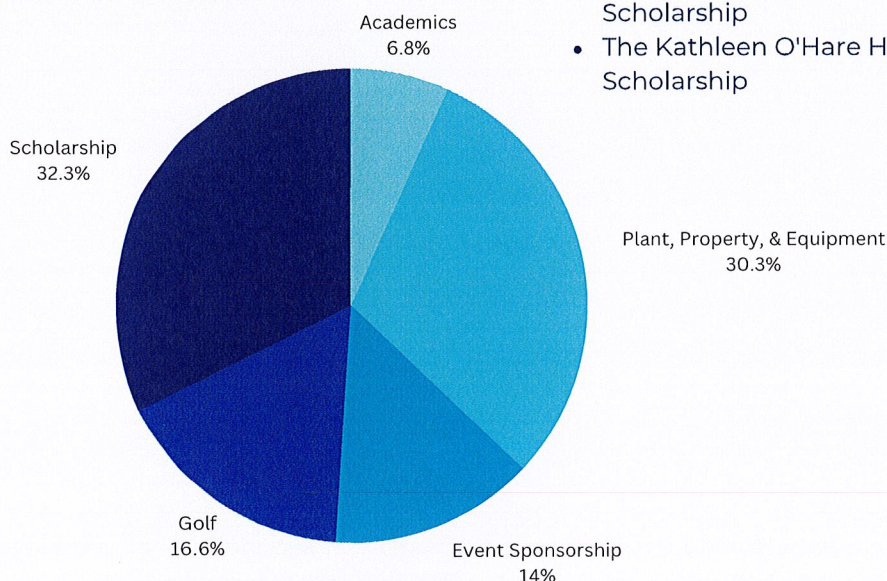
Gene and Julianne DeFeudis, are those people who have quite literally touched the lives of students, faculty, staff, and alumni with their leadership and selfless enthusiasm in a multitude of areas across campus.

From scholarship, to athletics, to life-altering funding for the Student Emergency Fund, to Gene's invaluable leadership as an esteemed board member, their extensive and thoughtful generosity knows no bounds, and our students are the grateful beneficiaries of their remarkable kindness.

We hope this report provides a snapshot of the many ways in which Gene and Julianne have made a transformative difference across campus. Here is a list of the many funds they've supported over the years. The impact of this support equates to hundreds of lives transformed for the better:

- The Dr. Janelle C. Ashley Presidential Initiative
- The Student Emergency Fund
- The WSU Chorale Fund
- The Alumni Activity Fund
- The Worcester State Fund
- The Worcester State Foundation Golf Tournament
- The Athletic Program Activity Fund
- The Rockwood Field Revitalization Project
- The WSU Wellness Center Fund
- The Dr. Ruth Griffiths Endowed Scholarship
- The Gene J. DeFeudis Family Endowed Scholarship
- The General Scholarship Fund
- The George H. Albro '65 Memorial Scholarship
- The Kathleen M. McAloon Memorial Scholarship
- The Kathleen O'Hare Havens Memorial Scholarship

"I believe that with a little support and a lot of motivation, almost anyone can achieve their dreams."





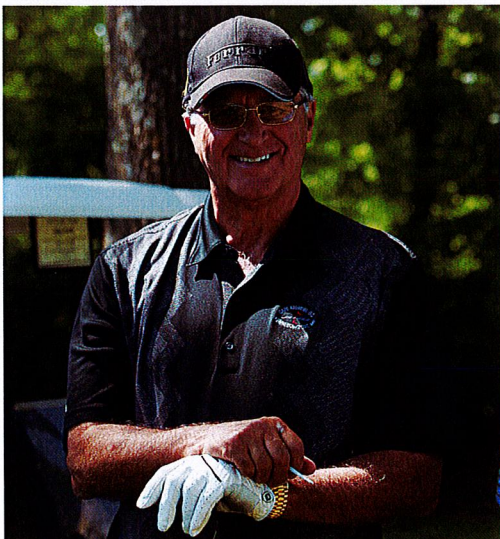
**WORCESTER
STATE
FOUNDATION**

Foundation Golf Tournament

As the premier sponsor and active supporter of the annual Foundation Golf Tournament, Gene's generous funding and participation have been instrumental in its ongoing success. We're proud to have built this tournament each year to become the single most successful annual fundraising event. Not to mention the community building and friendly competition! This year's celebratory 30th year has already sold out which is a historic first and testament to its growth.

The scholarship support our tournament raises each year is instrumental in helping students stay enrolled and benefit from uninterrupted access to an exemplary higher education with reduced debt.

We are thrilled to be celebrating our 30th year this June. Without the enduring support of Gene and his family and friends, we would not be where we are today. The DeFeudis name has become synonymous with this tournament, and we couldn't be more grateful for his continued sponsorship.



**WORCESTER STATE
FOUNDATION**
GOLF TOURNAMENT

SAVE THE DATE
June 5, 2023

“

The Foundation Golf Tournament has become our signature fundraising event supporting scholarships for hundreds of deserving students. This event builds community and friendship while raising critical funding.

”



WORCESTER
STATE
UNIVERSITY

Scholarship

Scholarships Change Lives.

Current students have taken on a significant financial burden, even while working to help pay off their rising debt. With less state funding and incremental increases in fees as well as overall inflation, the financial hurdles young people face continue to grow. For many years, Gene and Julianne have taken conscientious steps to help mitigate the financial obstacles so many of our students face.

Establishing The DeFeudis Family Scholarship has changed the trajectory of innumerable hard-working students' lives, empowering them to continue pursuing their goals.

Our data continues to illuminate the fact that students who receive even one scholarship during their time at college are 85% more likely to graduate, and within four years. This financial support helps alleviate debt as well as instill altruism in the next generation.

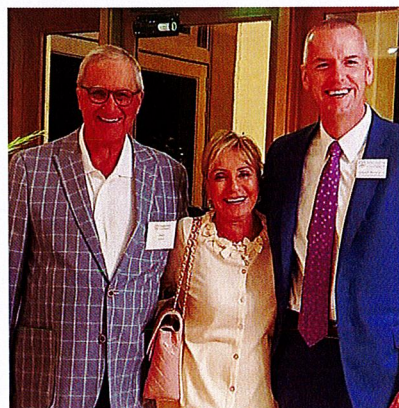
Through their example, Worcester State will continue to provide a greater number of students with access to an exemplary college education. This support provides a domino effect of excellence as graduates go on to live in work in our local communities and elevate our towns and cities. The Lancer Pride is contagious, and we can not thank the DeFeudis Family enough for helping to ensure a bright future for our students, our faculty, and our university.

“

My senior year will be packed full of academic rigor as I finish up my requirements and tidy up my resume. I will be doing research with two professors as well as taking on the role of Vice President of NSSHLA which is my major's club for additional academic enrichment. All in all your family keeps my faith and my determination alive that working as hard as I do is always going to be worth it in the end. Thank you from the bottom of my heart.

-Taylor '23,
one of the 2022/2023
recipients of DeFeudis
Family Endowed
Scholarship

”



247

students have
benefited from the
DeFeudis Family
Scholarship

TOTALING

\$280,896

in direct student support

17

Programs/funds
Impacted

\$1,005,435.64

personal lifetime contributions





WORCESTER
STATE
UNIVERSITY

Naming Opportunity

The Gene J. and Julianne M. DeFeudis Wellness Center



The Worcester State Wellness Center is located at the heart of our campus.

With access to multiple event spaces, competition gym, training areas, classrooms, lounge, and offices, and even a golf simulator, the Wellness Center provides a state-of-the-art location for all to enjoy. With its expansive, multifaceted space, the Wellness Center hosts numerous events from outside organizations throughout the year providing the best exposure of any building on our campus.

Investment:

The most recent pledge from Gene and Julianne put their overall contributions over the \$1M mark not including a forthcoming planned gift. The campus would be honored to formally complete the naming of our Wellness Center to The Gene J. and Julianne DeFeudis Wellness Center to honor the culmination of their extraordinary level of philanthropy, engagement, and tremendous catalyst for additional support from others within the community.

Given the magnitude of the investment in our students and the extraordinary altruism Gene and Julianne have bestowed upon our entire campus community throughout the years, we couldn't be more thrilled to see the DeFeudis name attached to the WSU wellness center as it attracts thousands of people through its doors each year.

Inspire Generosity. Transform Lives.

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE MEETING
Tuesday, June 13, 2023
3:00 P.M.
WELLNESS CENTER, ROOM 204

Meeting Called By: Dina Nichols (Chair)

Minutes: Nikki Kapurch

Board Members: Dina A. Nichols (Chair), William D. Mosley (Vice Chair), Amy Peterson, Marina L. Taylor

WSU Staff: Barry Maloney; Ashlynn Allain; Nikki Kapurch

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	Dina Nichols	
2. <i>Human Resources Committee Report</i> A. 2022 - 2023 President Maloney's annual self evaluation* B. Memo from the Commissioner*	Dina Nichols	A. Informational and vote required
3. <i>Adjournment</i>	Dina Nichols	3. vote required

*Attachments



WORCESTER
S T A T E
UNIVERSITY

Self-Evaluation, July 2022 - June 2023

President Barry M. Maloney

Table of Contents

Overview	1
1. Retention and Student Success	3
2. Academic Management and Leadership	5
3. Assessment	6
4. Infrastructure	7
5. Fiscal Management and Budgeting	8
6. Communication.....	9
7. Administrative Management and Leadership	10
8. Decision Making and Problem Solving.....	12
9. Fundraising.....	13
10. Equity Work/Campus Climate.....	16
11. External Relationships/Leadership in the Community	19
12. COVID-19 Challenges Met.....	20
Appendix A: NECHE Letter	21
Appendix B: WSU Financial Sustainability Report Phase 1 & 2	22
Appendix C: The 2020-2025 Strategic Plan, “Beyond 150: Lead, Succeed, Engage”	23
Appendix D: 2021 – 2022 Strategic Plan Review Committee (SPRC) Report	24
Appendix E: DEIJ Unified Recommendations and Reports	25
Appendix F: Moody’s Global Bond Rating – March 2023	26
Appendix G: New WSU Enrollment Management Plan	27

Barry M. Maloney

Self-Evaluation

Evaluation period July 2022 - June 2023

Overview

In submitting this 2022-2023 Self Evaluation, I have opted for a new format. Below you will find an "Overview" followed by responses to the items I am charged with addressing by the Department of Higher Education. I hope you will find this layout to be helpful in providing context for those responses.

I sincerely appreciate the Board's guidance. It has helped me -- and by extension, the University -- meet challenges as well as reach, and sometimes exceed, the milestone markers we set for ourselves as the year began.

Additionally, to assist the Board with its review, you will find the following reports in the following appendices:

- Appendix A: NECHE Letter
- Appendix B: WSU Financial Sustainability Report Phase 1 & 2
- Appendix C: The 2020-2025 Strategic Plan, "Beyond 150: Lead, Succeed, Engage"
- Appendix D: 2021 – 2022 Strategic Plan Review Committee (SPRC) Report
- Appendix E: 2022 -2023 WSU DEIJ Unified Recommendations and Report
- Appendix F: Moody's Global Bond Rating – March 2023
- Appendix G: New WSU Enrollment Management plan

The reports are included to provide greater detail about the highlights below, in the key areas of our 10-year reaccreditation by NECHE; financial sustainability; recruitment, retention, and strategic planning; and equity over the past academic year.

Overview

As we approached the fall of 2022, Worcester State University's priorities were exceedingly clear to me and the institution. Highlighted in this overview, these four priorities cut across the 12 dimensions the DHE provides for this evaluation.

Meeting Marketplace Challenges with Effective Recruitment and Retention

This challenge presented in the form of an enrollment decline that has resulted from the pandemic as well as a downturn in the 18-to-22-year-old population. Among the successes on this front:

1. Fall 2022 first-year undergraduate enrollment increased from the prior year, for the first time since the pandemic-induced downturn in Fall 2020.
2. Spring 2023 enrollment increased by 5.6% from the previous year.

3. The persistence rate for first-year undergraduate students returning for the spring has increased slightly.
4. Our new signature academic framework, MajorPlus, by which students double major or earn a major and minor within four years is producing results: 63% of the incoming Class of 2026 cited it as a factor in their decision to attend.
5. We launched a new 2022-2027 Strategic Enrollment Management Plan that includes new strategies for achieving enrollment growth.

Maintaining and Enhancing Academic Excellence

1. We achieved a full, ten-year reaccreditation from NECHE.
2. We fully integrated the "Major Plus" program for incoming students, augmenting our educational offerings with multiple new minors.
3. More faculty are conversant in and using technologies to enhance face-to-face instruction, and we offered a fully online 2023 winter session, which resulted in a dramatic uptick in online enrollment.
4. Despite now attracting a very large number of applicants due to adopting the Comm App for Fall 2021, we enrolled a highly qualified incoming Fall 2022 class, with an average GPA of 3.4 and a transfer GPA of 3.09.

Transitioning to a Culture of Continuous Improvement While Addressing a Budget Gap

1. The Financial Sustainability Task Force (FSTF), launched in January 2022, had by December identified 70 recommendations for cost-saving efficiencies and/or revenue enhancement.
2. Dozens of faculty and staff learned about Lean Higher Education (LHE) and Operational Excellence, and large groups participated in LHE-based Rapid Improvement Events – one taking place the week of our June Board meeting -- that have (and will) result in more efficient processes and decisions to adopt technologies that will reap benefits for years to come.
3. Entrepreneurial approaches to revenue-raising resulted in millions of dollars in new grant funding.
4. We maintained our University's A bond rating with Standard & Poor's, at a time when many universities' ratings were downgraded.
5. We balanced the University's FY23 budget.

Pursuing Diversity, Equity, Inclusion, and Justice

1. 81% of initiatives related to DEIJ are in progress or already complete.
2. We experienced another uptick in our percentage of ALANA/BIPOC students with the incoming Fall 2022 class; these diverse students now make up more than one third of our student body.
3. The University is set to formulate a Strategic Plan for DEIJ, to be launched in Fall 2023.
4. The first annual Unity Rally was expanded into a university-wide Unity Day for Fall 2022.
5. Our 2022 Brotherhood Leadership Conference was expanded to include "Sisterhood."
6. We expanded our multicultural mental health outreach, in part through a series of events.
7. The Office of Diversity, Inclusion, and Equal Opportunity offered training that promotes cross-racial interactions across the campus.

8. To support LGBTQ+ students, we offered our first ever Lavender Graduation; provided targeted mental health support; and hired an Assistant Director of the LGBTQ+ Center and a Deputy Title IX Coordinator.
9. To increase age diversity on campus, we launched the WSU Prior Learning Portfolio Program.

1. Retention and Student Success

(Numeric Rating 4)

Worcester State University's Fall 2022 first-year enrollment increased from the prior year, reaching 799 new students from 16 states and five countries, marking a modest recovery from pandemic-period new student levels. Currently, 79% of Worcester State students receive some form of aid with an average annual award of \$10,524. **The Spring 2023 enrollment increased by 5.6%** from the previous year, with 5,209 undergraduate and graduate students currently enrolled for Spring 2023. The increase in undergraduate enrollment is primarily due to non-degree-seeking students in dual enrollment and early college programs, however, so the financial return for the uptick in enrollment is not as robust as it would be for full-time students. The University's persistence rate for first-year undergraduate students returning for the spring has also increased slightly. However, transfer student applicants have decreased by 2%, and transfer student enrollment from nearby Quinsigamond Community College has also decreased.

Worcester State's overall undergraduate applications for Spring 2023 have risen by 11.4%, with a new undergraduate acceptance rate for Spring of 58.5%. Forty-seven percent of newly enrolled students were first generation, and 35% identified as ALANA/BIPOC. Although the current enrollment falls below the University's 2027 target of 6,500 students, the increase in undergraduate enrollment and first-year persistence rate are positive signs for the University's future.

We are dedicated to staying attuned to demographic, economic, and business trends, while equipping our students for further educational pursuits and professional pathways. We have prioritized providing an accessible and affordable education and are committed to fostering a diverse student body. Aligned with our Strategic Plan, mission, and values, the Strategic Enrollment Management Plan aims to restore our enrollment to pre-pandemic levels, addressing the decline in traditional-age college students and the fluidity of higher education enrollment. Remaining adaptive to market forces and enrollment requirements is crucial, and, to this end, the plan will be continuously assessed and refined. The Worcester State University Enrollment Management Committee (EMC) will be assessing the plan's effectiveness as needed.

Highlights:

- Designed and launched the 2022-2027 Strategic Enrollment Management Plan, a comprehensive initiative designed to enhance our undergraduate and graduate student body over the next five years. We aim to:
 - Attract traditional-aged students and transfer students, but also actively seek to expand the enrollment of adult learners, non-traditional students, and graduate students. We also will engage faculty in enrollment efforts, developing a parent/family association and communication plan.
 - Implement various other initiatives. We are targeting different student populations, including ALANA/BIPOC students and dual enrollment students, addressing the effects of demographic shifts and the pandemic.
- The continued work on Common Application, and the MajorPlus program, which redesigned the undergraduate curriculum to help students graduate with two majors or a major and a minor within four years.
- MajorPlus was cited by 63% of new students who responded to a survey as somewhat important, important, or very important in considering WSU, and was one of the reasons some out-of-state students chose Worcester State.
- Incoming Fall '22 Class Profile, Degree-Seeking Undergraduates:
 - GPA 3.40
 - Transfer GPA 3.09
 - Average Number of Credits 51
 - Female 59%
 - Male 41%
 - ALANA/BIPOC 36%
 - In-state 93%; Out-of-State or International 7%
- We continue to make gains in the percentage of ALANA/BIPOC students, with about 36% of the incoming class identifying as such – critically important to us, knowing that the only growing demographic in the Massachusetts high school population is those who identify as Latine.
- The six fully online, accelerated graduate school programs have been an area of enrollment growth.

Challenges/Opportunities:

- Transfer student enrollment declined. The reasons for that are complex and largely dependent on the economy and community college enrollments. This and other enrollment challenges are addressed via the new enrollment management plan (see appendix).
- Adult learners represent a potential new market for us, and we have a plan for attracting and retaining them.

2. Academic Management and Leadership

(Numeric Rating 4)

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 are 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 are incorporating them. At Worcester State, faculty members are not only experts, but they also care deeply about teaching, learning, and their students' success.

As part of our ongoing commitment to excellence, **the University successfully navigated the multi-year reaccreditation process with the New England Commission of Higher Education (NECHE).** Over 70 faculty, staff, and students took part in a comprehensive Self Study. In October, an external site visit team spent four days on campus corroborating the self-study findings through interviews, focus groups, and comprehensive data analysis. During the NECHE Commission meeting in April, I took questions regarding our process and achievements since the review. We have recently received a letter from NECHE reaffirming our decennial accreditation and providing guidance for interim reporting (see appendix).

In the same academic year, we fully integrated the "Major Plus" program for incoming students, augmenting our educational offerings with multiple new minors. These interdisciplinary choices allow students to broaden their academic focus. **In a survey of new students, 63% reported that Major Plus was a decisive factor in choosing Worcester State.**

In Academic Affairs, **the focus on diversity, equity, and inclusion continues to strengthen.** The University embarked on a significant grant collaboration with the Framingham and Bridgewater state university campuses to enhance recruitment and support for diverse faculty in STEM disciplines. We have established a relationship with the North Star Collective with the New England Board of Higher Education (NEBHE). This initiative offers a year-long fellowship for two early-career diverse faculty members, underscoring our commitment to nurturing a diverse academic environment.

Highlights:

- Achieved a full, ten-year reaccreditation from NECHE.
- Offered a fully online winter intersession, and, through provider Academic Partnerships, dramatically increased online enrollments, providing us an important new revenue stream and attracting students who, for a host of reasons, cannot attend classes in person.
- Established a collaboration 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).
- Earned recognition from the New England Board of Higher Education, which named Professors Danielle Morales (Urban Studies) and Nafisa Tanjeem (Interdisciplinary Studies) as North Star Collective Faculty Fellows. The fellowship offers a multi-institutional collaborative program designed to support early career ALANA/BIPOC faculty members by providing mentorship, community building, and professional development opportunities.
- Enhanced faculty development opportunities offered through the Center for Teaching and Learning (CTL), under Prof. Emily Soltano's direction (Psychology).
- Received a competitively awarded \$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.

Challenges/Opportunities:

- Worcester State University recently held its first faculty meeting to discuss the implications of AI on higher education. The group, consisting of more than 25 faculty members from diverse disciplines, aims to explore how this emerging technology can be used ethically and responsibly to benefit students.

3. Assessment

(Numeric Rating 5)

We concluded the New England Commission of Higher Education (NECHE) Self Study, a university-wide review of our institution, which initiates a thorough review process, conducted every ten years, by that accrediting body. Worcester State University's self-study report was the result of an open, collaborative process involving the entire university community and facilitated by the provost and vice president for Academic Affairs. The Self Study focused on the description, assessment, and projection of our performance on each of NECHE's nine standards for accreditation. Nine subcommittees – one dedicated to each standard – were formed. Each subcommittee's co-chairs, the provost and vice president for Academic Affairs, the assistant vice president for Assessment and Planning, and two representatives of our Board of Trustees made up the Self Study Steering Committee, which was co-chaired by Dr. Noah Dion and Dr. Emily Soltano.

Highlights:

- Successfully concluded the NECHE Self Study process and hosted a comprehensive NECHE site visit in Fall of 2022. (Read more here: <https://www.neche.org/resources/standards-for-accreditation/>).
- Students were surveyed about their academic experience both semesters, feedback was shared with faculty, and adjustments were made to the information students receive about each course prior to registration.
- Continued with the installation, training, and use of the University's new data warehouse to support data-driven decision making, to keep the University community better informed on matters of enrollment, among other topics, and to meet DHE expectations for data submission and transparency. The Student Success Modules will be completed this year and the Finance module is on deck for fall of 2023.
- The Strategic Plan Review process is now grounded in measurements that assess our progress toward meeting each goal, and the 2023 SPRC Report (see appendix) indicates how much progress we have made on each.

Challenges/Opportunities:

- Continue implementation of the 2020 -2025 WSU Strategic Plan, "Beyond 150."
- Begin work on recommendations coming out of the NECHE Self Study – assessment, budget oversight, and enrollment management.
- Strengthen campus involvement in the SPRC process.

4. Infrastructure

(Numeric Rating 4)

While we explored demolition options for the May Street building, we continued to take advantage of the support from the MA Higher Education Bond bill to complete deferred maintenance projects, and **we were able to invest about \$5 million in campus capital improvements.**

Highlights:

- Completed LRC 1st floor lighting/ceiling replacement \$1.9M
- Renovated Eager Auditorium \$1.8M
- Began work on Sullivan Auditorium Renovation
- Completed State's Facility Condition Assessment
- Completed refurbishment of Ghosh lab fume hoods; total project \$2.1M
- Completed multiple project studies to prepare for next five-year deferred maintenance construction period

- Completed expensing DCAMM funds for FY '19 -FY '23 Critical Repair program; \$12.4M State, \$9.4M WSU over five years. For every construction dollar spent, DCAMM funded 57% of the expense.
- Completed relocation of all May Street occupants to main campus

Challenges/Opportunities:

- Comply with the new State Energy Sustainability expectations.
- Finalize development of funding strategies to implement May Street renovations and campus classroom technology work.

5. Fiscal Management and Budgeting

(Numeric Rating 4)

One curveball the pandemic has thrown higher education: the acceleration of an enrollment decline that was predicted to begin in the mid-2020s, due to the 2008 “birth dearth.” Worcester State’s enrollment fell by 1,000 students between a high-water-mark year in 2017 and Fall 2021, with the steepest drop between 2019 and 2021. Today, our campus faces a multi-million-dollar structural deficit due to the revenue loss these numbers represent. **Enter the Financial Sustainability Task Force (FSTF), formed in January 2022, to explore strategies and opportunities that maintain the financial health of Worcester State University for future years.** It was charged with crafting achievable strategies which can be reached over three fiscal years to provide relief.

Phase One of the FSTF consisted of 17 faculty and staff who solicited campus-wide input and crafted recommendations that Trustees accepted at the June 2022 meeting, along with an FY23 “bridge budget” proposal that relied upon one-year COVID-19 relief revenues and a draw down from our capital reserves for balancing the budget.

Phase Two, initiated in the period covered by this review, involved 70 members, divided up among seven working groups, charged with vetting and prioritizing the Phase One recommendations, making sure that the recommendations they make would result in efficiencies, cost savings, and/or revenue raising.

Highlights:

- We balanced the University budget and had another successful, clean audit for both the University and the Foundation.
- We maintained the University's "A" bond rating with Standard & Poor's – March 2023 (see appendix).

Challenges/Opportunities:

- Develop a cost/benefit grid to assess the true cost of all academic programs.
- Develop a financing plan for the demolition and re-use of the May Street site.
- Starting July 1st, continue with a set of strategies and processes to close the remaining \$7 million + budget gap created by the enrollment decline that resulted from the COVID pandemic.

6. Communication

(Numeric Rating 4)

It was clear, starting in my first year and continuing throughout my tenure, that open communications from the president would be a consistently high expectation from the campus community. The climate on campus continues to demand such transparency. While improvements have been made – a new professional approach from the Human Resources Office is an example – the campus feels that there are still too many top-down directives causing morale to improve only slightly. Therefore, I have continued to focus on student's success as the most important goal in everything we do as an institution. **Starting in July 2022, and to keep transparent lines of communication accessible to students and employees, we established Financial Sustainability Phase II working groups. The emphasis on broad participation from all corners of the campus was as important as developing cost savings plans.** The process featured meetings with academic department chairs and students, as well as information gathering from alumni, donors, and foundation members. We held frequent campus "town hall" style meetings – mostly by Zoom - and sent out several written communications to all key constituent groups. I am pleased by the positive feedback I have received from these efforts but acknowledge there is still much work to be done.

Highlights:

- New website launched – Summer 2022
- Saw improvements in overall layout and story quality and launched our first online edition of the WSU Alumni magazine.

- December Op Ed in Worcester Telegram about the role higher education plays in women's career and political success, especially for former Pres. Janelle Ashley and Sen. Harriette Chandler.
- Established an FSTF process for reporting out to the campus community – including the surveying of students regarding outcomes.
- Continued with our Campus Conversations series – providing regular updates open to all faculty, staff, and students, on a range of concerns.
- Held regular meetings with union leaders and regular meetings with student leaders, and regularly attended campus events. I continued to maintain an open-door policy for meetings upon request.

Challenges/Opportunities:

- Develop and execute a communication plan focused on the implementation phase of the Financial Sustainability work, including our WSU Rapid Improvement Efforts (RIE)
- Seek more exposure in all forms of media – social, web, print, news outlets, etc.

7. Administrative Management and Leadership

(Numeric Rating 4)

The primary administrative challenge the University faced this past year was a structural, multi-million-dollar budget gap which resulted from the decline in enrollment precipitated by the pandemic. With the Board's support, we convened a Financial Sustainability Task Force (FSTF) – Phase I convened in January of 2022, and Phase II completed its work in December 2022. The Phase II final report identified 70 recommendations for cost reduction, revenue generation, and enhancing process efficiency and effectiveness.

As part of its continuous drive towards realizing its vision statement and Goal 6 of the 2020-2025 Strategic Plan, "Resources and Infrastructure," the University is progressing towards an Operational Excellence (OpEx) culture. This effort leverages ongoing improvements across the campus, reinforcing a culture of collaboration, inclusivity, excellence, innovation, and accountability to fulfill our strategic objectives.

Continuous Improvement concepts, first introduced during FSTF Phase II, provided the University's working groups with a novel problem-solving approach. Over 82 volunteers devoted their time to define, analyze, measure, and identify areas for improvement and thus learned about continuous improvement.

After FSTF Phase II, it became evident that the University required a unique approach to achieving its major objectives. As a response, Lean Higher Education (LHE) was formally incorporated as a comprehensive approach to Operational Excellence. Two out of the 70 recommendations - Maximizing Course Enrollment/Course Scheduling and Student Retention and Early Alert - were prioritized for immediate action under LHE, through Rapid Improvement Events (RIE).

The inaugural RIE for Maximizing Course Enrollment was held on April 3-7. It was co-facilitated by Dr. William Balzer, a professor of Industrial-Organizational Psychology and author of Lean Higher Education, and Jesilka Cortez, chief procurement officer, a Lean Six Sigma certified professional with an MBA and M.S. in organizational leadership. The RIE team, composed of nine faculty and administrative members, worked with a specific charter to improve the course scheduling process. Their efforts yielded two implementation phases. The immediate phase focuses on adopting a new course scheduling process, while the mid-term phase will establish cross-functional teams to address student advising and registration processes.

The next RIE, which begins June 12, is focusing on optimizing the University's student retention efforts through early alert software (Starfish). The event aims to enhance the early-alert process to aid students in overcoming academic obstacles. The RIE team will then develop an implementation plan to support and enhance student retention efforts.

The Operational Excellence initiative is underpinned by a body structure, membership, and charter currently being developed. It will oversee the Continuous Improvement effort across the University, providing strategic support, project management guidance, new process design, evaluation, facilitation, advisory support, and Lean Higher Ed training. This journey is aimed at creating more value for students and stakeholders, bolstering Worcester State University's position as a leading public institution in New England.

The FSTF approach – which was tailored specifically to Worcester State, based on the literature and expert, outside advice – has become a model, as peer institutions have reached out to me to learn about it and potentially implement it at their universities.

Highlights:

- Created the Financial Sustainability (FSTF) process to play a significant role in setting direction for WSU's post-pandemic economic recovery strategy.
- Enlisted the help of EAB, a nationally recognized strategic thought partner to assist university leadership with the strategic decision-making process post COVID. Topics included: fiscal planning, enrollment management, data usage and governance, and Board engagement.
- Enlisted the help from Dr. William Balzer, as WSU has adopted the principles of Lean Higher Education problem solving.
- Developed an institution-specific model based on the outside literature and advice that works for the University.

Challenges/Opportunities:

- Engage with and cultivate the Board of Trustees. Because smooth administrative functions require strong support from an engaged Board, I will need to spend time next year recruiting new BOT members to present to the Governor for consideration, as several current members' terms will expire.
- Continue to orientate new Board of Trustees
- Continue to develop an administrative team – beyond the Executive Cabinet level - that is supportive of each other and the mission of the institution.

8. Decision Making and Problem Solving

(Numeric Rating 4)

University presidents make hundreds of decisions per week. The key is that we must instill a sense of trust, collegiality, accountability, and resolve to get others to make decisions that always have the University and our students' best interests in mind. Decision making gets magnified during times of crisis. It is in this area that I think that I have handled myself very well. The challenge moving forward is considering ways to continue to empower my colleagues so that good decisions can be made at the appropriate levels.

In the eleven-plus years I have served Worcester State, we have used broad-based, participatory processes to develop our campus's guiding documents, including our last two strategic plans, the Roadmap for Advancing Student Excellence, and the recently completed NECHE accreditation Self Study. We used similar processes for the COVID-19 Response and Safe Campus teams, to keep our campus open and safe during the height of the pandemic. With the Board of Trustees' support, we have adapted those participatory models to the FSTF process, so we can address the budget gap thoughtfully and strategically, rather than quickly and reflexively. In this manner, we expect to surface the best recommendations for closing our budget deficit and to initiate the organizational change necessary for fostering a culture of assessment and continuous improvement – an approach that we must adopt to remain a financially healthy university, one ready and able to provide quality academic programs for the students of tomorrow.

Highlights:

- We developed a new space usage plan for the campus that includes the May Street Building, Learning Resource Center, and parking needs.
- We engaged in appropriate implementation and training on topics such as: Title IX sexual assault reporting requirement and Emergency Response trainings with MEMA.
- Phase II of the FSTF process generated widespread community input and exposed a core group to the principles of Lean Higher Education and continuous improvement, kickstarting a culture change that will help the University thrive through the coming years.

Challenges/Opportunities:

- All three unions will soon begin the next collective bargaining process, and we must appropriately deal with the byproducts of those discussions.
- Carry forward lessons we have learned about making timely, grounded decisions and involving more staff members in making and carrying out those decisions. Apply these lessons moving forward with strategic planning goals, for example.

- Build a collaborative team across all divisions is necessary if we are to meet the demographic and other challenges we are now facing.
- Develop tools and strategies to keep morale high/avoid burnout from those who served as decision-makers, as well as implementers, on an all-hours basis over the past 38 months.

9. Fundraising

(Numeric Rating 5)

University Advancement continues to be an area where I have stayed closely connected (with the division. While there was significant staffing turnover, our fundraising efforts remained strong. Growth of scholarship dollars continues to be a significant factor in our retention efforts, as students who receive even one scholarship award graduate at a significantly higher percentage than non-scholarship peers. **Lastly, the significant investment in the WSU Office of Grants and Sponsored Research is already paying off, with over \$3 million dollars received thanks to our fully staffed operation.**

Highlights:

- Donations this year have reached \$10,521,955 in cash and pledges. This record-breaking year is going to leave a profound mark on the lives of countless students.
- The number of substantial gifts (over \$1,000) from individuals set a record this year, and the size of the contributions from individuals has surpassed previous records.
- Grant funds awarded to the University more than doubled from FY 21, including:
 - 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.
 - Awarded a Massachusetts Life Sciences Center grant of **\$658,071 – First State University to Receive a grant from MLS** - 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.
 - 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.
 - Awarded a **Massachusetts Biomedical Initiatives (MBI) Increasing Diversity in STEM Grant** that will enable the University to continue providing STEM enrichment programs.

Major gift highlights (7/1/22-4/30/23)

- \$4,000,000 from an anonymous donor to underwrite the current STEM program infrastructure and to support DEIB (Diversity, Equity, Inclusion and Belonging) initiatives related to high school recruitment, faculty mentorship and recruitment, and student retention and recruitment.
- \$555,555 match from the state for the endowment incentive program.
- 449,144 in-kind gift from Becker College involving the transfer of equipment and materials to the University for the nursing program.
- 299,280 from the Estate of Susan R. (Marsh) Hall to the Susan R. (Marsh) Hall Scholarship Fund.
- \$250,000 pledge, with \$51,285 paid to date, from John J. Connolly, Ed.D. '62 toward the John J. Connolly '62, Ed.D. & Ingrid Connolly Presidential Lecture Series.
- \$185,000 gift from Gene and Julianne DeFeudis to the DeFeudis Wellness Center Naming Fund and to sponsor the 30th Annual Worcester State Foundation Golf Tournament.
- \$100,489 from the Estate of Anne Gordon '64 to support unrestricted funding.
- \$100,000 from Edward Bolesky '67 to the Eileen M. Bolesky Endowed Scholarship for Leadership in Nursing.
- \$59,730 from Robert D. Payne & Dianne T. Payne '52 to the Dianne (Helow) '59 and Robert D. Payne Scholarship.
- \$50,000 gift from Dr. Gurbachan and Alexandria '85 Singh to the Dr. GB and Lexi Singh Simulation Center Expansion.
- \$50,000 anonymous gift from an alum to support a new Spiritual Life & Interfaith Center Fund.
- \$50,000 gift from Thomas '72 and Maryann '84 Kirklauskas to establish the Kirklauskas Family Endowment for Women's Basketball and the Maryann C. Kirklauskas, R.N. Study Away Endowment for Nursing.
- \$30,000 pledge from Saul Feingold to create a second award for the Sarah Ella Wilson Memorial Scholarship.
- \$30,000 pledge, with \$6,000 paid to date, from Cornelius Doherty '83 to establish the Cornelis V. "Connie" Doherty Memorial Scholarship.
- \$29,310 from the Elizabeth Lenk Andronikos Foundation to support the Elizabeth Lenk Andronikos Scholarship.
- \$25,000 pledge from Michael O'Hara to establish Terry O'Hara '61, M.ED. '65 Endowment for Athletics.
- \$26,031.60 from Gregg '86 and Pam '87 Rosen to the Rosen Cancer Awareness Support Fund.
- \$26,000 from the Estate of Dr. Nancy E. Harris to the Dr. Nancy E. Harris Elementary Education Endowed Scholarship.
- \$25,000 from Stephen '77 and Dianne '77 Bostic to endow the Corrine Bostic Memorial Scholarship.
- \$25,000 from John and Jeanne Esler Family Foundation to the Business Administration & Entrepreneurial Center.
- \$20,000 pledge from Mike and Brittany '07 Grenon to the Grenon Family Chemistry Program Fund.

Major grants highlights (7/1/22-4/30/23)**School of Science, Technology, and Health highlights totaling \$3,475,676**

- \$1,000,000 from the Massachusetts Workforce Skills Cabinet to support strengthening the region's nursing talent pipeline and improve career pathways
- for the nursing profession. Funds will be used for a strategic plan for the Nursing Department; to increase supports for students; for equipment purchases; and to
- grow vital pathways that will lead to increases in the numbers of nursing students.
- \$672,976 from the National Science Foundation to support the creation of a national model to recruit and retain diverse STEM faculty.
- \$658,071 from the Massachusetts Life Sciences Center to support the acquisition of several updated pieces of equipment that would be used in undergraduate laboratory courses within the Biology, Chemistry, and Biotechnology majors, as well as courses in the M.S. program.
- \$644,629 from the Universities Space Research Association's Stratospheric Observatory for Infrared Astronomy.
- \$500,000 from the National Oceanic and Atmospheric Association to support efforts to increase diversity, equity, and inclusion in sciences by providing a pathway to STEM education to a diverse population of students from Worcester and other Massachusetts communities.

Latino Education Institute, highlights totaling \$900,247

- \$202,471 from the City of Worcester for COVID-19 and influenza outreach
- Programs.
- \$167,500 from the City of Worcester as part of its Federal REACH (Racial and Ethnic Approaches to Community Health) grant. The grant is in its fifth year of five years of funding.
- \$155,776 from the United Way of Central Massachusetts.
- \$114,500 from Nellie Mae Education Foundation.
- \$75,000 from The Fred Harris Daniels Foundation.
- \$75,000 from LLC-Healthcare Enterprises, UMASS Memorial Medical Center, Shields Healthcare Group and Reliant Medical Group.
- \$60,000 from Massachusetts Department of Elementary & Secondary Education.
- \$50,000 from the Greater Worcester Community Foundation.

Other Major Grant Highlights totaling \$2,189,571

- \$1,000,000 from the US Department of Education to support early college programming across Central Massachusetts.
- \$600,000 from anonymous donor to support enhancing technology and data infrastructure and to expand student support programs.
- \$214,641 from the National Science Foundation to support advancing knowledge of how mentoring relationship heterogeneity (MRH) influences the developmental outcomes of undergraduate students.
- \$116,253 from the National Science Foundation to support developing and testing methods for training powerful thinking skills. Specifically, the research will explore techniques for improving students' analogical reasoning ability.
- \$97,677 from the Massachusetts Department of Higher Education to support programming for students mental and behavioral health.
- \$75,000 from Massachusetts Department of Higher Education to support food insecurity efforts on campus.

- \$56,000 from the Massachusetts Department of Higher Education to support the WISE Program - Welcoming, Inclusive, and Supportive Environments: Advanced Career Development Opportunities for BIPOC/ALANA Graduate Students on a Path Toward University Teaching - Distinguished Graduate Fellows Program.
- \$30,000 from Digital Federal Credit Union to the Digital Federal Credit Union Initiatives Fund.

Challenges/Opportunities:

- Learn from best practices on remote alumni and donor engagement.
- Revamp alumni/donor trips to strategically align with priorities.
- Develop a strategic plan to prepare for a new campaign celebrating our 150th anniversary.

10. Equity Work/Campus Climate

(Numeric Rating 4)

At the start of the academic year, the University re-committed to prioritizing Diversity, Equity, Inclusion, and Justice (DEIJ) goals to eradicate disparities and foster a sense of belonging among historically marginalized populations. This initiative is rooted in the collective leadership and recommendations of various groups, including the Campus Climate Committee, Bias Incident Response Team, Advisory Committee for Equal Opportunity, Diversity, and Affirmative Action, LGBTQ+ Advisory Group, the Multicultural Programming Subcommittee on Antiracism, and the Equity Task Force.

On April 24, 2023, the DEIJ Committees were convened to review end-of-year reports and recommendations. **The University's DEIJ strategy, informed by the Commonwealth's Strategic Plan for Racial Equity, aims to eliminate disparities experienced by historically marginalized populations.** It incorporates feedback from the DEIJ Committees and responses from student and employee surveys.

The strategy consists of four strategic goals and twelve action priorities:

Strategic Goals

1. Recruitment and retention of students and employees from historically marginalized identities.
2. Development of inclusive, equity-minded, anti-racist, and culturally responsive curricula, assessments, and pedagogies.
3. Empowerment of employees and students from historically marginalized identities.
4. Enhancement of accountability & communication.

Action Priorities

1. Co-curricular: Establish a consistent calendar inclusive of all historically marginalized identities.
2. Communications and Marketing: Focus on student outreach.
3. Curriculum: Implement inclusive pedagogies and content.
4. DEIJ Committees: Increase spring appointments and student participation.

5. Departmental Self-Study: Include both academic and administrative aspects.
6. Hiring and Retention: Emphasize recommendations from all DEIJ committees, surveys, and Town Hall.
7. Professional Development: Make it mandatory and tiered.
8. Resources: Ensure equitable distribution and expansion.
9. Student Leadership: Encourage development and provide compensation.
10. Student Recruitment & Retention: Analyze trends in student movement.
11. Vision /Mission: Update for University and departments.
12. Wrap-around Services: Expand and center on equity.

This DEIJ commitment is woven into the fabric of the University's strategic plan, permeating its six goals, strategies, initiatives, and metrics. **We are proud to announce that 81% of initiatives related to DEIJ are in progress or already complete.** With these goals and priorities, and the university community's strong commitment, the University is set to formulate a Strategic Plan for DEIJ to be launched in Fall 2023. The plan will encourage shared leadership, define explicit timelines and resources, and direct DEIJ Committees towards strategic action priorities.

An important aspect of inclusivity and fostering a sense of belongingness is our students' mental health and overall wellness. Over the last four years, the university community has prioritized both. Our engagement with the JED Campus program has guided strategic interventions aimed at mitigating suicide risk and substance misuse on campus. **One significant achievement has been the incorporation of student well-being into the 2020-2025 University Strategic Plan.** Additionally, we have restructured the staffing in the Counseling Center to better align with our students' needs and to meet the rising demand for services.

Recognizing that not every student requires ongoing therapy, many need additional emotional support at certain points during their college experience, we launched an inclusive counseling and wellness program, "Resilient U". Partnering with Christie Campus Health (CCH), this initiative was introduced as a pilot program and made freely available to all matriculated undergraduate and graduate students after its official launch in January.

Multicultural mental health outreach has been another area of emphasis, playing a crucial role in fostering students' mental well-being. Particularly in predominantly white institutions, racial and ethnic representation greatly impacts identity and development. By seeing themselves reflected in others, students receive validation that they belong and can succeed. This year, WSU's Counseling Services hosted several events, such as Art with an Impact - Black Mental Health Matters, Latin dance, and therapeutic paint night. Additionally, Counseling Services collaborated with the Intercultural Student Alliance and Life Skills to present the Exploring Racial Identity Through Music workshop.

The University also continues **to prioritize mental health support for the LGBTQ+ community,** as depression and anxiety rates in this community have risen, particularly due to current events. In Spring 2023, Counseling Services organized an event in association with the Trevor Project to discuss mental health within the LGBTQ+ community and explore supportive measures. A monthly LGBTQ+ Digital Newsletter has been launched that features mental health resources, further illustrating a proactive approach to fostering an inclusive, supportive environment for all students.

Highlights:

1. Held the second Brotherhood Conference March 2023, which this year was expanded to be a Brotherhood and Sisterhood Conference.
2. Launched ResilientU@WooState, a pilot mental health program to support full-time matriculated students and those in the Intensive English Language Institute. The University has seen a 17% increase in students accessing services compared to last semester, indicating the challenges our students face.
3. Added to the MA Culture of Respect Initiative, led by the Office of Title IX and the Counseling Center, to end campus sexual violence. This two-year program is supported by a Student Behavioral and Mental Health Grant award.
4. The WSU Prior Learning Portfolio Program provides matriculated undergraduate adult students the opportunity to receive credit for knowledge that maps to specific courses at the University by completing a portfolio evaluated by WSU faculty members.
5. For the first time this year, the University offered a Lavender Graduation, part of a national, annual event that celebrates the accomplishments of graduating LGBTQIA+ seniors, graduate students, and allies.
6. The University hired Alison Park to serve as Assistant Director of LGBTQ+ Center, Deputy Title IX Coordinator.
7. 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 for students of color.
8. The Office of Diversity, Inclusion, and Equal Opportunity offered professional development training that promotes cross-racial interactions among our campus community. Additionally, they promote cultural competencies and center diversity management as a priority in all hiring processes. These opportunities help foster a safe environment for all at the University and are delivered in partnership with other WSU offices and divisions, as well as with external partners.
9. The Equal Opportunity and Title IX Offices offered a series of professional development sessions, including:
 - Furthering Inclusion: Establishing Pathways Toward Civility within our Diverse Community
 - Identifying Implicit Bias and Microaggressions as a Catalyst for Change
 - Equal Opportunity and Title IX Compliance
 - LGBTQIA+ Inclusivity & Beyond: Identity, Risk Factors, Student Support, & Reporting
 - We Speak Up Bystander Intervention Series: Understanding Title IX and How to Support Impacted Individuals
 - Beyond Title IX: Identifying and Responding to Disclosures
 - Supporting Students Impacted by Racial Stress and Trauma

Challenges/Opportunities:

- Continue to work on closing achievement gaps for ALANA & BIPOC students (see SPRC report data in appendix).
- Increase collaboration, membership, and education among the DEI committees.
- Develop new ways to address the 17% increase in students accessing mental health services compared to last year.

- Fully implement the Diversity Content Area (formerly Diversity Across the Curriculum) and ensure diversity courses meet new student learning outcomes and as well as pass governance.
- Explore incentives for hiring diverse faculty and whether there is a need to expand funding for DEIJ initiatives.
- Increase our emphasis on data and transparency, especially for student outcomes, by race, by major.

11. External Relationships/Leadership in the Community

(Numeric Rating 4)

During my twelfth year on the job, I continued to develop external relationships, much of it in the virtual environment, and it remained a significant portion of my job. **I find it valuable to listen to stakeholders and community representatives and take advantage of these opportunities to trumpet Worcester State's stories to the external world.**

Highlights:

- Service learning and community engagement – including internships and research experiences, as well as volunteerism – remain mission-critical functions for the University. Classified by the Carnegie Foundation as a community-engaged campus, 35-40 percent of students volunteer every year, and well more than a hundred students run more than 40 organizations. Leadership training is provided for them.
- I continue to serve on the boards of Saint Vincent Hospital, the Wilbraham & Monson Academy, the Greater Worcester Community Foundation, and recently completed my service on Worcester Chamber of Commerce board.
- In 2022, Worcester State celebrated its 10-year partnership with the Worcester Art Museum with the publication of *Beyond the Frame: Celebrating a Partnership in Public Education and the Arts*, a collection of essays by 12 distinguished New England writers and Worcester State faculty members, highlighting our engagement with signature works at the museum. The result was a beautiful 72-page collection of twelve essays, accompanied by renderings of the art each author reflected upon. The project was fully funded by various external sources. A portion of the proceeds from book sales will help sustain Worcester State University's partnership with the museum into the coming decades.

Challenges/Opportunities include:

- With the help of our newly hired director of the Binienda Center for Civic Engagement, strategically expand WSU efforts within Greater Worcester to benefit student learning.
- Raise visibility of the University inside and outside of the Central Massachusetts market.
- Develop and maintain the Latino Education Institute's presence in other markets in Massachusetts (currently in Springfield).
- Balance community needs against limited resources of the University.

12. COVID-19 Challenges Met

(Numeric Rating, 5)

The academic enterprise continued uninterrupted the entire year, during a pandemic, keeping students on track to graduation.

Highlights:

- Continued with all health and safety protocols as outlined in the MOAs with unions.
- Monitored all key public health COVID indicators to ensure the campus was coordinated with all appropriate protocols and practices.
- Continued the practice of offering to the campus cleaning products, masks, and antigen test kits.
- Prepared for the close-out of all COVID emergency protocols – Summer 2023

Appendix A: NECHE Letter

[Download Document](#)



May 11, 2023

Mr. Barry M. Maloney
President
Worcester State University
486 Chandler Street, A-256
Worcester, MA 01602-2597

Dear President Maloney:

I am pleased to inform you that at its meeting on April 21, 2023, the New England Commission of Higher Education took the following action with respect to Worcester State University:

that Worcester State University be continued in accreditation;

that the progress report submitted by Worcester State University on distance education be accepted;

that the institution be asked to submit a report by January 15, 2025, for consideration in Spring 2025, that gives emphasis to the institution's success in:

- 1) continuing to develop a culture of assessment with particular attention to program review and learning outcomes;
- 2) implementing the recommendations of the institution's Financial Sustainability Task Force;

that the institution submit an interim (fifth-year) report by August 15, 2027, for consideration in Fall 2027;

that, in addition to the information included in all interim reports, the institution give emphasis to its success in:

- 1) continuing to address the matters identified for emphasis in the Spring 2025 report;
- 2) achieving its goals for diversity, equity, and inclusion (DEI), including reducing achievement gaps and integrating DEI into course syllabi, university processes, and policies;
- 3) implementing processes developed by the Online Program Working Group;

that the next comprehensive evaluation be scheduled for Fall 2032.

The Commission gives the following reasons for its action.

301 Edgewater Place, Suite 210, Wakefield, MA 01880
Tel: 781-425-7785
[neche.org](https://www.neche.org)

Appendix B: WSU Financial Sustainability Report Phase 1 & 2

[Download Document](#)

Financial Sustainability Task Force

Phase One Report

May 30, 2022

Table of Contents

Introduction	Introduction	2
Scope of Work	Scope of Work	2
Membership	Membership	3
Communications	Communications	3
Preliminary Phase Two Schedule	Preliminary Phase Two Schedule	4
Recommendations	Recommendations	4
For Immediate Consideration	For Immediate Consideration	5
Administrative Efficiencies	Administrative Efficiencies	5
Academic Efficiencies	Academic Efficiencies	5
Property and Infrastructure	Property and Infrastructure	6
Entrepreneurship and Revenue	Entrepreneurship and Revenue	6
Student Services	Student Services	7
Proposed Organizational Structure for Phase Two	Proposed Organizational Structure for Phase Two	7
Appendices	Appendices	8
Appendix A: Matters for Consideration	Appendix A: Matters for Consideration	8
Appendix B: Community Feedback	Appendix B: Community Feedback	8
Appendix A: Matters for Consideration	Appendix A: Matters for Consideration	9
THEME 1	THEME 1	9
THEME 2	THEME 2	14
THEME 3	THEME 3	26
THEME 4	THEME 4	30
THEME 5	THEME 5	39
Appendix B: Community Feedback	Appendix B: Community Feedback	43

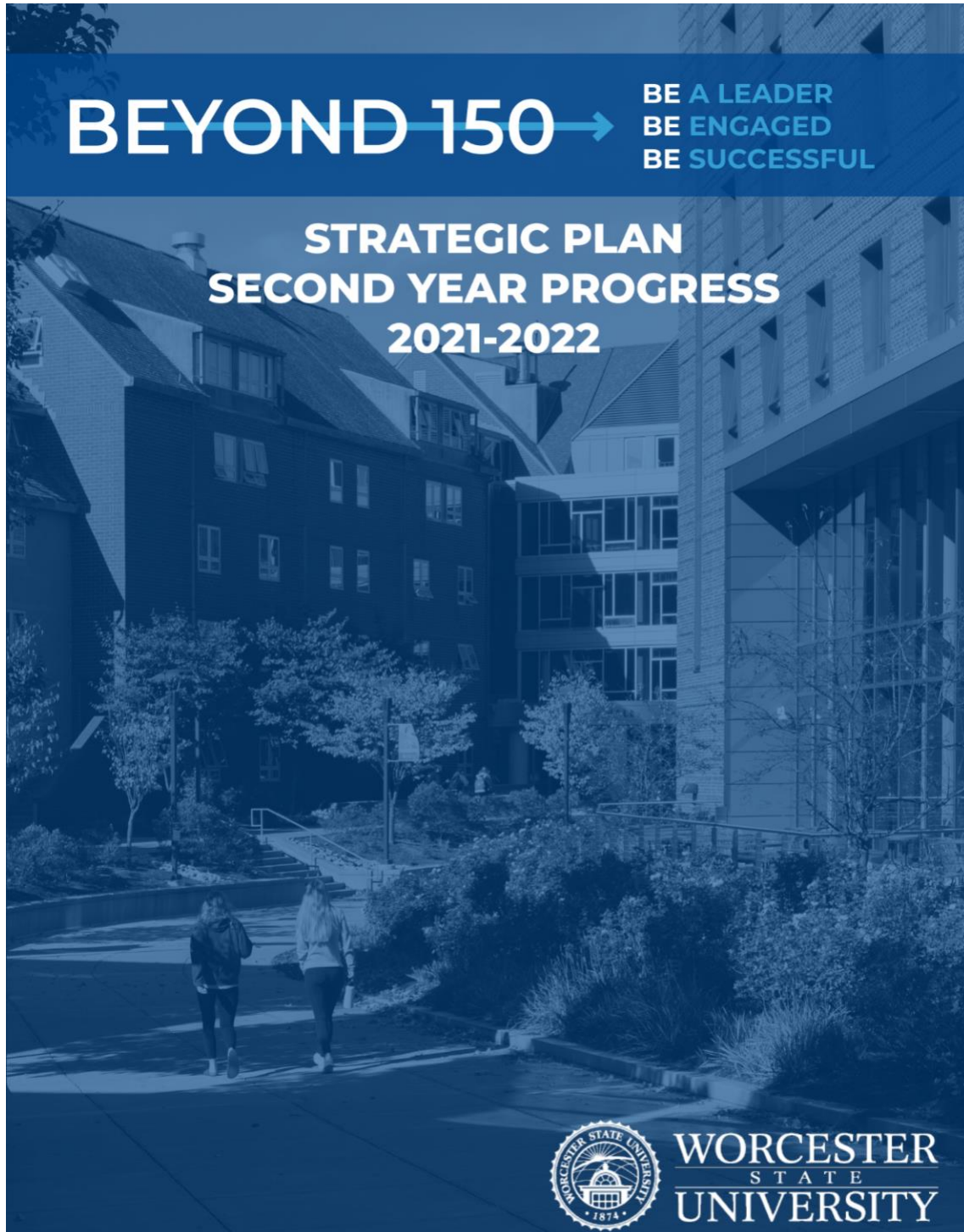
Appendix C: The 2020-2025 Strategic Plan, “Beyond 150: Lead, Succeed, Engage”

[Download Document](#)



Appendix D: 2021 – 2022 Strategic Plan Review Committee (SPRC) Report

[Download Document](#)



Appendix E: DEIJ Unified Recommendations and Reports

[Download Document](#)



WORCESTER
STATE
UNIVERSITY

**Diversity, Equity, Inclusion & Justice
Committees**
Office of Diversity, Inclusion, and Equal
Opportunity

To: President Barry Maloney
From: Diversity, Equity, Inclusion and Justice (DEIJ) Committees
Subject: End of Academic Year 2022- 2023 Unified DEIJ Recommendations
Date: April 24, 2023

Intentional institutional collaboration among the University's Diversity, Equity, Inclusion and Justice (DEIJ) Committees (Advisory Committee for Equal Opportunity, Diversity and Affirmative Action; Bias Incident Response Team; Campus Climate Committee; LGBTQ+ Advisory Group; and the Multicultural Programming Committee Anti-Racism Subcommittee) results in this combined report of the work and recommendations of the respective committees. Although the charge of each committee is unique, all share underlying principles and values of increasing student engagement, providing transparency and accountability, and viewing all campus operations through the lens of diversity, equity, inclusion, intersectionality and social justice. Continued funding is essential to the ongoing success of the University's Diversity, Equity, Inclusion and Justice work. We have made significant strides; however financial resources are necessary to meet the requirements of the University's Strategic Plan, the DHE's New Undergraduate Experience and Strategic Plan for Racial Equity; as well as the recommendations below.

Advisory Committee for Equal Opportunity, Diversity and Affirmative Action

Co-Chairs: Charlotte Haller and Fran Manocchio

- Fund the Staff Navigator for Equity position with Julie Kazarian, Vice President of Student Affairs as the executive sponsor (See Appendix 1 on the committee's report).
 - Assist with recruitment and retention of BIPOC staff.
 - Provide mentoring and support.
 - Demonstrate commitment of the University based upon the funded Faculty Fellow for Equity position.
- Reinvigorate the mini-grant program
 - Increase award from \$300 up to a maximum of \$1,000.
 - DEI Office to designate \$5,000 for AY 2023 – 2024 to be used toward mini-grant programming.

2022-2023

Appendix F: Moody's Global Bond Rating – March 2023

[Download Document](#)



Rating_Action: **Moody's affirms Worcester State University's (MA) A2 issuer and revenue bond ratings; outlook stable**

07Mar2023

New York, March 07, 2023 – Moody's Investors Service has affirmed Worcester State University's (MA) A2 issuer and revenue bond ratings. The rating action affects \$8.2 million in rated debt issued by the Massachusetts Development Finance Agency (MDFA). The outlook is stable.

RATINGS RATIONALE

The affirmation of the A2 issuer rating reflects Worcester State University (WSU)'s good brand and strategic positioning as a regional public institution in central Massachusetts. WSU receives around 40% of its operating revenue from the Aa1 rated Commonwealth of Massachusetts. Appropriations have steadily increased over the past several years and are expected to materially grow over the biennium due to the state's healthy fiscal condition, a good offset to a multiyear period of net tuition revenue decline, the university's largest source of revenue. WSU's liquidity remains solid and provides adequate coverage of expenses. While EBIDA margins narrowed in fiscal 2022, management anticipates stronger fiscal 2023 operating performance due to students returning to campus for in-person classes and greater use of auxiliary and other services. Leverage remains elevated. However, around 91% of direct debt is issued through the MSCBA and benefits from additional security features provided by the authority's structure. The university has no debt plans.

The affirmation of the A2 revenue bond rating reflects the A2 issuer rating and unsecured general obligation characteristics of the bonds.

RATING OUTLOOK

The stable outlook reflects Moody's expectation that WSU's EBIDA margins will return to historic levels of around 10-12% with good expense management and increased state support. It also incorporates a moderating direct debt burden as near-term capital needs will be addressed through state grants.

FACTORS THAT COULD LEAD TO AN UPGRADE OF THE RATINGS

- Substantial increase in financial reserves to better cushion operating expenses and elevated debt obligations
- Strengthened student market evidenced by sustained growth net student charges
- Notable sustained improvement in EBIDA margins

FACTORS THAT COULD LEAD TO A DOWNGRADE OF THE RATINGS

- Narrowing of EBIDA margins and inability to generate at least 1x debt service coverage
- Deterioration of liquidity
- Material reduction in state financial support or weakening in the state's credit quality

Appendix G: New WSU Enrollment Management Plan

The Enrollment Management Plan is confidential and cannot be redistributed without expressed permission from Worcester State University. Access to the Enrollment Management Plan is restricted and requires login with WSU username and password.

[Download Document](#)

Strategic Enrollment Management Plan

2022 - 2027

For Internal Use Only

Oct 24, 2022



WORCESTER
STATE
UNIVERSITY

Massachusetts Department of Higher Education

MAIN OFFICE One Ashburton Place, Room 1401
Boston, MA 02108
TEL (617) 994-6950
FAX (617) 727-0955
WEB www.mass.edu

OFFICE of STUDENT FINANCIAL ASSISTANCE 75 Pleasant Street, Third Floor
Malden, MA 02148
TEL (617) 391-6070
FAX (617) 391-6085
WEB www.mass.edu/osfa

Noe Ortega
Commissioner
Chris Gabrieli
Board Chair

MEMORANDUM

TO: Community College Board Chairs
State University Board Chairs

FROM: Commissioner Noe Ortega

CC: Community College Presidents
State University Presidents

DATE: January 30, 2023

SUBJECT: **FY2023 Presidential Evaluations- Statewide Priorities and Procedures for Annual Reviews; and New Salary Retention Adjustment Guidelines**

Let me preface this memorandum by offering up a much-deserved thanks to each of you for your unwavering commitment to ensuring the provision of high-quality postsecondary educational opportunities to the learners of the Commonwealth of Massachusetts. This month will mark my first 90 days in the role of Commissioner of higher education and one thing is evidently clear: **the goals and priorities of the Massachusetts system of public higher education will only be accomplished through the effective engagement of the collective leadership of our postsecondary institutions.**

With this understanding in mind, it is imperative that the Department and Board of Higher Education (BHE) remain committed to creating the conditions that will result in the recruitment and retention of great leaders to our state. This is why I take seriously my responsibilities as Commissioner, under the BHE's Presidential Evaluation Guidelines, to inform presidents and trustees of the system-level objectives set by BHE each academic year. The full text of the BHE guidelines on presidential evaluations and compensation may be accessed here: [BHE Presidential Compensation and Evaluation Guidelines](#).

As fiduciaries of your respective institutions, you have important statutory responsibilities to help govern your institution, which include overseeing and evaluating the work of your respective presidents. This memorandum outlines the process and timeline for

conducting annual presidential evaluations for FY2023 performance, and to confirm the BHE's system-level priorities, also called statewide priorities, for this academic year. In addition, in the last section of this Memorandum you will find clarification guidance on the new "Salary Retention Adjustments" authorized by former Commissioner Santiago earlier this fiscal year.

I. Statewide Priorities and Procedural Guidance for FY2023 Annual Evaluations

➤ Statewide Priorities

As you will recall, the statewide priorities (also called system-level goals and priorities) for the presidential evaluation process last year (academic year 2021-2022) were scaling efforts aimed at improving postsecondary outcomes for equity populations, plus pandemic-response efforts. During this transition year, and as you continue to oversee and evaluate your President's performance for academic year 2022-2023, the statewide priorities for the presidential evaluation process remain essentially the same, as noted below (*i.e.*, the Equity Agenda and pandemic/ endemic response).

- The Equity Agenda

On behalf of the BHE and the Department, I ask that each local Board of Trustees continue to focus on our commitment to significantly raise the enrollment, attainment, and long-term success outcomes of equity populations. For this year's evaluation, I ask that you continue to provide three to five examples of initiatives that highlight how your president has worked to make your institution more student-connected and equity-minded with regards to:

- addressing issues related to affordability and basic needs security;
- increasing access, such as through new admissions practices, early college, or similar programs; and
- efforts to scale access and use of wraparound support services.

Please include relevant data, either quantitative or qualitative, on your institution's progress, highlighting in your narrative the leadership efforts of the President of your respective institutions. To that end, you may find the following material helpful as you frame your submission:

- [Strategic Plan for Racial Equity](#)
- [Support Services for Student Success Framework](#)

I welcome and look forward to reviewing your comments and observations on this important work.

- Pandemic Response Efforts, and Campus Shifts Towards Endemic Response

The individual and collective work of campus leadership teams responding to the pandemic has been significant and of critical importance, requiring each President's considerable time and attention. On June 15, 2021 Governor Baker announced the termination of the COVID-19 state of emergency. This announcement was followed by a series of other communications and efforts led by the Baker administration to facilitate an orderly transition in the Commonwealth from pandemic response to endemic response, throughout the prior and current academic year. Such efforts included a request that our campuses focus on addressing student mental health, as well as infusions of ARPA and other funding to help with this transition.

We recognize that the pandemic has resulted in great losses for our campus communities and has left lasting public health and economic impacts. In addition to the economic, physical, and mental health hardships experienced by students, faculty, and staff, our institutions continue to experience enrollment declines, and the need to continue to integrate creative ways to reach and retain students. The campus response and mitigation efforts, as we transition from pandemic to endemic status continue. Therefore, in addition to the Equity Agenda criteria outlined above, I invite you to continue to include information on your President's efforts to respond to, contain, and mitigate the broad impacts of the COVID-19 pandemic within your respective campus communities, and in the administration of your institution's resources. As you consider your responses, I further invite you to identify how you are leveraging any new state or federal funding, including ARPA funding, that was allocated to help address the broad and lasting impacts of the pandemic on your campuses.

➤ Performance Measurement Reports (Data Dashboards)

The BHE Presidential Evaluation Guidelines require that evaluations of presidential work consider and include institutional data linked to system-level goals and metrics. (See Section III.B). In May 2019, DHE launched [the Performance Measurement Reporting System \(PMRS\)](#), a public-facing data tool intended to prompt constructive conversations about performance and accountability between and among DHE, the campuses, boards of trustees, legislators, and others, and specifically to assist campuses in fulfilling this requirement of the Presidential Evaluation Guidelines. The Reports summarize campus performance on a robust set of key indicators approved by the BHE in December 2018, including comparisons where appropriate to the institution's segmental peers in Massachusetts or a national peer group of similarly situated institutions. The Reports also support inquiry into campus performance related to the Equity Agenda, with data on disparities between different racial/ethnic, gender and income groups on many of the metrics. The PMRS dashboards will be refreshed in early March. In addition, through Tableau, your IR directors have access to extensive HEIRS data for trend and

benchmarking purposes, and these data are refreshed year-round as the various HEIRS collections are completed.

➤ Presidential Evaluations Timeline

Consistent with the process we have used in the past, our requested deadline for the completion and submission of presidential evaluations is June 30, 2023. We recognize, however, that the timing of your presidential evaluation committee meetings, local board meeting schedules, and other competing priorities may make it challenging to complete this important work within this timeframe. We, therefore, do allow for exceptions on a case-by-case basis. Please work with Matt Noyes, Director of Trustee and Government Relations, at MNoyes@dhe.mass.edu or (781)605-4434. Matt will work with you to help align your established processes and preferences with our timeline. Please note that while extensions of time are readily granted, our goal is to have all evaluations completed and submitted no later than December 1st.

➤ Presidential Evaluations Process

This year's presidential evaluation process will be consistent with how the evaluations have been conducted in recent years. I will review all submitted campus documentation and dashboards during one-on-one discussions with each president.

In addition, to help streamline the submission process and provide consistency in submissions, please continue to submit brief executive summaries of your board's evaluation of your institution's president. Your board's executive summary should include the following:

- a summary of the process your board used to conduct the review;
- performance data used to support your board's conclusions and recommendations;
- your board's recommendation regarding a proposed compensation adjustment; and
- a summary which addresses the two areas of presidential responsibility (*e.g.*, one section for institutional goals and objectives, and a separate section on statewide priority objectives).

Supporting materials and documents should be sent only to the extent that they relate to points addressed in the executive summary. Presidential self-evaluations are typically useful and may be submitted as well.

➤ New and Retiring Presidents

The Department does not expect presidential evaluations from institutions where: 1) a president has been in office for less than one full year, or 2) a president has left office during or upon the completion of the academic year. While a presidential evaluation is not required in these two circumstances, it is a sound practice to periodically conduct institutional assessments regardless of the president's status. If your board has already conducted an evaluation for a new or retired president or, alternatively, if you have instead conducted an institutional evaluation or assessment (for example, in preparation for a presidential search or transition), I would appreciate receiving copies of the same.

II. Presidential Salary Retention Adjustment Guidelines

Through a memorandum dated October 17, 2022, former Commissioner Santiago wrote to you and extended the opportunity for local board chairs to submit requests for base salary adjustments for high-performing, sitting presidents who have significant tenure. We have since received several inquiries regarding the scope and application of this new category of salary adjustments, which are called "Salary Retention Adjustments" in the October 17th memorandum. Hence, we issue the following clarification and outline of the procedures for submitting Salary Retention Adjustment requests.

➤ Eligibility:

- Consistent with the parameters established in the October 17th memorandum, a president must have been in office for a minimum of five years to be eligible for a Salary Retention Adjustment. In addition, by definition the intended purpose of a salary "retention" adjustment is to incentivize retention. It is an inherent expectation, therefore, that in consideration of receipt of a retention adjustment the receiving president will make a good faith commitment to continue to serve in that role beyond the fiscal year during which a Salary Retention Adjustment is requested and/or received, and perhaps for at least one to two additional years.

➤ Required documentation and Timeline:

- The reference in Commissioner Santiago's October 17th memorandum to the need to prepare and submit a "five-year evaluation" refers to the "periodic comprehensive reviews" discussed in Section III, ¶ 2 of the [BHE's Presidential Compensation and Evaluation Guidelines](#). The BHE Guidelines require local boards of trustees to conduct these comprehensive reviews of presidents "no less than three years from appointment for new presidents, and no less than every five years thereafter."
- Therefore, for a president to be eligible for consideration of a proposed Salary Retention Adjustment, the local board of trustees for the institution must conduct and submit to me for my review and approval a completed five-year comprehensive evaluation.
- Regarding the timing for submitting Salary Retention Adjustment requests, Commissioner Santiago's October 17th memorandum states that such adjustments

can be enacted “any time” after final approval of the president’s comprehensive evaluation. While we will accept documented Salary Retention Adjustment requests at any time during the year, we strongly encourage that requests for Salary Retention Adjustments be made in alignment with the annual evaluation process-- i.e., by June 30th, unless otherwise extended through the exception process. If you intend to submit a Salary Retention Adjustment request this fiscal year or next year, please contact Matt Noyes, Director of Trustee and Government Relations, at MNoyes@dhe.mass.edu or (781)605-4434 to inform him of your intention and to discuss your proposed timeline for submission of a Salary Retention Adjustment.

➤ Approval Criteria:

- The BHE Guidelines provide the Commissioner with broad discretion in “approving” any compensation adjustment requests “in whole or in part,” provided that the Commissioner conveys that decision and the reasons for the decision in writing. See [BHE’s Presidential Compensation and Evaluation Guidelines](#), Section IV.D.3. Without limiting the Commissioner’s discretion in this area, please be advised that for a five-year comprehensive evaluation to be deemed “approved,” the submission must meet the minimum criteria specified in the BHE Guidelines, and copied here for your convenience:

“Periodic comprehensive reviews are intended to be broader than the annual reviews, both in terms of scope and process. The scope of a comprehensive review is intended to focus more on the President’s ability to lead going forward, rather than focusing exclusively on achieving past objectives. As such, a comprehensive review should reflect back several years, reviewing Presidential performance over an extended period of time, and should also provide the President and the local board the opportunity to outline future, long term goals and objectives. In terms of process, a comprehensive review is intended to provide the opportunity for a more in-depth review of performance, and is intended to allow for broader input from people who come in contact with and are in a position to comment on the President’s performance.” [BHE’s Presidential Compensation and Evaluation Guidelines](#), Section III, ¶ 2.

- In addition, in alignment with the annual review criteria, all five-year comprehensive reviews must also include a review and analysis of the President’s participation and leadership in system-level goals and activities. In reviewing each local board of trustees’ submission for a Salary Retention Adjustment, I will have the opportunity to offer my perspective on behalf of the Department and the Board of the individual president’s past and forward-thinking work on system-level goals. This perspective will be included in my written response to the requested compensation adjustment and will form the basis for my decision to grant “in whole or in part” the requested salary adjustment amount.

Finally, I am aware that if not implemented carefully and in alignment with equity principles and diversity goals, these retention adjustments could have an inadvertent, adverse impact on retention, particularly for our newer presidents who will not be eligible for an additional 5% retention adjustment for several years. Please note that this new presidential Salary Retention Adjustment category is one of *three* ways that a local board of trustees can ask for Commissioner approval of a presidential compensation increase. In addition to the annual compensation adjustment process, the BHE's Guidelines continue to allow local boards of trustees to submit requests for equity adjustments as follows:

"In addition, once appointed, sitting presidents may be eligible for equity adjustments to their salaries, based on a review of comparable compensation data and market analyses. Requests for equity adjustments may be initiated by the local board of trustees and must be approved by the Commissioner, in consultation with the Executive Committee of the Board of Higher Education. Such request must be in writing, must set forth the grounds for such a request, and must be supported by data, such as: data on the salary ranges of current, sitting presidents in the Commonwealth's public higher education institutions; data on salaries of presidents in comparable positions in the northeastern United States; institutional size and complexity; and market analyses. The request shall set forth the amount of the equity adjustment being requested. If an equity adjustment is not allowed, the specific reasons will be communicated to the Chair of the Board of Trustees."

[BHE's Presidential Compensation and Evaluation Guidelines](#), Section II.B, ¶ 5. Therefore, a local board of trustees who may believe the president of their institution may not be compensated equitably either in comparison to current, sitting presidents within the Commonwealth's public higher education system, or in comparison to other presidents in comparable positions in the region, may request an equity adjustment on behalf of their sitting president, irrespective of the president's years of service.

In closing, I want to thank you for your attention to these matters and for your leadership and partnership. I look forward to working with you as we implement our mutual strategic priorities in furtherance of creating and maintaining a strong, high-quality public higher education system in the Commonwealth to better serve and address the needs of students.

We kindly ask you to respond to acknowledge receipt of this memo.

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

CHAIR:	Karen LaFond	DATE:	May 23, 2023
--------	--------------	-------	--------------

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

TIME:	10:00 AM
-------	----------

COMMITTEE MEMBERS PRESENT: Karen LaFond; Lawrence Sasso; David Tuttle

NON-COMMITTEE MEMBERS PRESENT: Marina Taylor; Maureen Power

WSU STAFF: Nikki Kapurch; Ashlynn Allain

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Board of Trustees Nominating Committee was held on Tuesday, May 23, 2023, through a Zoom remote call. Chair LaFond called the meeting to order at 10:02 a.m. Trustee LaFond reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

The Nominating Committee was appointed by Chair Tuttle at the April 13 meeting and was charged with bringing forth a slate of officers for election at the full Board meeting on June 13, 2023. Chair Tuttle appointed Trustee LaFond to chair the committee, Trustee Tuttle, and Trustee Sasso to serve.

Trustee LaFond acknowledged receipt of the following information provided for the meeting:

- 2022-2023 Elected Officers of the Board
- List of Trustees with Expiration of Terms
- Current BOT Bylaws

With our current board chair Trustee Tuttle stepping down from the Chairperson position, the Board must formally elect a new Chair, as well as other officers. The following positions are available:

- Chair
- Vice Chair (2 positions)
- Foundation Board (2 positions)
- Executive Committee (1 position)
- Alternate to Executive Committee (1 position)

Trustee LaFond also acknowledged that an email was sent out prior to the meeting to all the trustees, seeking any voluntary interest in any of the available positions. She received interest from Trustee Taylor expressing an interest in the chair role.

After a full discussion, the trustees agreed to nominate Trustee Taylor for the Chair position and to move

Trustee Sasso into the Vice-Chair role and Trustee Colombo would remain in the vice-chair position she currently holds. Trustee Taylor appreciates the opportunity to fill this role and looks forward to serving.

- Trustee LaFond spoke highly of Trustee Taylor serving as chair and wholeheartedly recommends her for the Chair position.
- Trustee Sasso agreed with the comments that had been made and is willing to serve in the Vice Chair position but would like to step down from the foundation role.
- Further discussion on the remaining position took place, and Trustee LaFond asked the trustees who were present if there was an interest to continue in their current role. Trustee Tuttle has an interest in serving as the vice-chair of the Human Resources Committee.
- Trustee Power was recommended to serve on the foundation board. She has agreed to serve in that role.
- Trustee Nichols has served on the foundation board and the committee would like to keep her in that role and as an alternate on the Executive Committee.
- Trustee LaFond volunteered to remain in the Executive Committee position.
- All trustees present stated that they would be happy to serve.

After discussion occurred among the trustees, it was agreed to bring the following slate of officers forward to the full board at the June 13, 2023, meeting.

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

VOTED: to recommend approval to the full Board the following slate of officers for 2023-2024:

2023-2024 OFFICERS

Chair	Trustee Marina Taylor
Vice-Chair (2)	Trustee Lisa Colombo Trustee Lawrence Sasso
Secretary	President Barry Maloney
Assistant Secretary	Nikki Kapurch
Foundation Board (2)	Trustee Dina Nichols Trustee Maureen Power
Executive Committee Alternate	Trustee Karen LaFond Trustee Dina Nichols

WSU Board of Trustees

May 23, 2023

MA State Colleges Presidents/Trustees Association (Chair) Alternate (<i>Vice-Chairs as alternate</i>)	Trustee Marina Taylor Trustee Lisa Colombo Trustee Lawrence Sasso
--	--

ROLL CALL VOTE: **3 approved. Karen LaFond; Lawrence Sasso; David Tuttle**

OTHER BUSINESS:

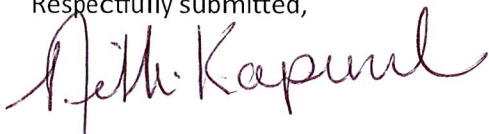
With there being no further business, the WSU Board of Trustees Nominating Committee meeting was adjourned.

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

VOTED: **to adjourn the meeting at 10:34 a.m.**

ROLL CALL VOTE: **3 approved. Karen LaFond; Lawrence Sasso; David Tuttle**

Respectfully submitted,



Nikki Kapurch

Assistant Secretary, Board of Trustees

**WSU BOARD OF TRUSTEES
2023-2024 OFFICERS**

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

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
Meeting Schedule
FY 2023-2024

2023-2024

FULL BOARD

Tuesday, September 19, 2023

Tuesday, October 24, 2023

Tuesday, November 21, 2023

Tuesday, January 9, 2024

Tuesday, April 9, 2024

Tuesday, June 11, 2024



MEMORANDUM

TO: Barry M. Maloney, President

FROM: Julie A. Kazarian, Vice President for Student Affairs, &
Jason M. Kapurch, Chief, University Police

DATE: June 5, 2023

SUBJECT: Policy Update for University Police

With enactment by the Massachusetts legislature of police reform in 2020 and the subsequent creation of the Massachusetts Peace Officer Standards and Training [POST] Commission – the jurisdiction of which includes police forces at public colleges and universities – Worcester State University has been reviewing its existing policies regarding campus policing, and new and enhanced training requirements. Also, in April 2021, the Trustees received a report from RENZ Consulting, LLC regarding a holistic equity review of the University Police Department which emphasized the value of additional training.

As a consequence, our department's leadership has reviewed its policies regarding firearms and presents the attached document by way of informing the Trustees of further work in the context of new state requirements and our own ongoing efforts to be a more effective and responsive police force. The department is also aligning its use of force policy to align with the statutory requirements set by the legislature.

Attached is a draft firearms policy that recasts the document developed following Trustee direction to Worcester State College administration in November 2007 that a policy on sidearms. This refresh is a comprehensive rewrite of that policy reflecting both the legislative mandate and guidance from the Post Commission and our own ongoing departmental review. It is further in synch with recommendations outlined through the Massachusetts Board of Higher Education in reports issued in 2008 and 2016.

Also attached is the statutory provision relative to use of force, outlining the contents of what WSU's policy will include.

We are pleased to answer any questions regarding this revised draft.

JAK/JMK/cah

Worcester State University Police Department
AUTHORIZED FIREARMS POLICY

DRAFT
June 2023

POLICY

It is the policy of this department to:

- A. Require that all officers shall only carry firearms, ammunition and other use of force tools that are authorized by the department, and
- B. Require that all officers be properly trained, and certified when appropriate, in the use of any firearms and use of force tools before being authorized to carry or use such firearms or use of force tools.

All WSUPD police officers are authorized to carry and use lethal and less lethal weapons. M.G.L. Ch. 41 §98 authorizes police officers to carry weapons as prescribed by the Chief of Police.

1) Firearms

- a) **DRAWING OR DISPLAYING:** An officer shall avoid the unnecessary display of firearms and not draw a firearm except when there is justification for its use to accomplish a proper police purpose. However, in responding to any potentially dangerous situation (e.g., searching a building pursuant to a burglar alarm or approaching a report of a robbery in progress, etc.) the officer should carry their firearm in a position that will facilitate its speedy, effective, and safe use.
- b) **PERMISSIBLE FIREARMS AND AMMUNITION**
 - i) Officers shall only carry firearms and ammunition, issued or authorized by the department, while on duty.
 - ii) An officer shall not alter or modify his/her firearm or ammunition in any way without the express permission of the Chief of Police or his/her designee.
 - iii) The Chief of Police or their designee shall maintain a list of model and serial numbers of firearms.
- c) **PROTECTION OF FIREARMS:** Members of the department shall take all reasonable precautions to ensure that firearms issued to them by the department are protected from loss, misuse, or theft.
- d) **CONDITION OF FIREARMS:** Officers are responsible for keeping their issued firearms clean and in good working order. A weapon which malfunctions shall be returned to the department armorer.
- e) **IN-HOUSE PERSONNEL:** The department will attempt to maintain in-house trained personnel for the following disciplines:
 - i) Trained Armorers on pistol and long gun platforms (i.e., shotgun, patrol rifle, etc.)
 - ii) Trained Defensive Tactics Instructors, certified through Massachusetts State Police or Massachusetts Police Training Council
 - iii) Trained Firearm instructors, certified through Massachusetts State Police or Massachusetts Police Training Council

f) TRAINING AND QUALIFICATION

- i) All officers shall qualify with their issued service weapon(s) and any other weapon they are authorized to carry while on duty and received in-service training on the department's **Use of Force** policy at least annually.
- ii) Qualifications shall be under the direction of certified firearms instructor.
- iii) Following a reasonable period of practice and training, all officers must qualify in accordance with the standards established by the Massachusetts Criminal Justice Training Council in order to be authorized to carry such weapon.
- iv) Officers who fail to qualify with their service weapon(s) shall be denied permission to carry such weapon. The officers will receive additional instruction and will be given a reasonable amount of time to qualify.
- v) Qualification shall include an inspection of any firearm used by the officer to ensure that it is in good working condition.
- vi) No member of this department will be authorized to carry a firearm until they have:
 - (1) been issued a copy of the department's **Use of Force** policy;
 - (2) received instruction and successfully passed a written exam on same;
 - (3) qualified at the range; and
 - (4) passed a psychological test administered by a third party of the Department's choosing.
- vii) Firearms training, proficiency results, and issuance of Use of Force policy and accompanying examination shall be documented by the instructor and maintained by the Chief of Police or their designee.
- viii) Officers will have available to them additional training ammunition and the use of an indoor range, the Gun Parlor to maintain proficiency throughout the year.

2) Non-Lethal Weapons

- a) The department shall maintain a list of the types of authorized non-lethal weapons.
- b) All officers shall be properly trained and certified when appropriate, in the use of any non-lethal weapons (such as Tasers, batons, BOLA Wraps, or chemical substances) before being authorized to carry such Firearms.
- c) Pepper Spray
 - i) Pepper spray may be used to:
 - (1) Protect an officer or other person from an assault;
 - (2) Subdue a person who resists arrest; or
 - (3) Control persons engaged in riotous or violent conduct.
 - ii) Whenever practical and reasonable, officers should issue a verbal warning prior to using pepper spray.
 - iii) It is preferred that chemical substance not be used if resistance is minor and not hazardous, or if a lesser degree of force would reasonably achieve the same end.
NOTE: No tactical advantage is realized by indiscriminate use of pepper spray against non-combative persons.
 - iv) Once the person is incapacitated or restrained, the use of pepper spray is no longer justified.

- v) Pepper spray is not intended to be substitute for firearms in situations in which the use of other use of force tools is more appropriate.
- vi) The officer will file an incident report and notify the supervisor on duty or on call whenever they use pepper spray.

d) Baton

The Baton may be used:

- i) As a restraining or come-along tool in instances where verbalization and physical strength have failed or would obviously be futile;
- ii) As a defensive weapon to ward off blows
- iii) As a defensive weapon to deliver disabling blows to non-vital areas of the body as a means to halt or deter a subject when all lesser means of applying non-deadly force have failed or would obviously be futile. An officer is justified in using this type of force under the following circumstances.
 - (1) To overcome the violent resistance of an arrestee;
 - (2) To overcome an assault on an officer or a third party; or
 - (3) To deter persons engaged in riotous or violent conduct.

Any time the baton is used to strike a person, or a subject is injured when applying a takedown or come-along hold, an incident report must be completed and the supervisor on duty shall notify the Chief.

e) Inservice on Use of Force Policy

In addition to demonstrating proficiency as required elsewhere in this policy, officers shall receive in-service training on the department's Use of Force policy at least annually regarding deadly force and at least bi-annually concerning non-deadly force.

Note: Any violation of this policy will be grounds for disciplinary action up to and including termination pending the outcome of an investigation.

Upon completion of the internal investigation, the agency shall immediately transmit an investigation report to the division of standards as described by the Massachusetts Peace Officer Standards and Training (POST) Commission.

550 CMR: MUNICIPAL POLICE TRAINING COMMITTEE

550 CMR 6.00: USE OF FORCE BY LAW ENFORCEMENT OFFICERS

Section

- 6.01: Purpose and Scope
- 6.02: Authorization
- 6.03: Definitions
- 6.04: Use of Non-deadly Force
- 6.05: Use of Deadly Force
- 6.06: Duty to Intervene
- 6.07: Use of Force Reporting
- 6.08: Mass Demonstrations, Crowd Control, and Reporting
- 6.09: Investigation When Use of Force Results in a Death or Serious Bodily Injury
- 6.10: Use of Force Training

6.01: Purpose and Scope

(1) Purpose. The purpose of 550 CMR 6.00 is to establish rules governing the use of force by law enforcement officers. 550 CMR 6.00 is promulgated requiring the Peace Officer Standards and Training Commission and the Municipal Police Training Committee to jointly promulgate rules and regulations governing the use of force by law enforcement officers.

(2) Scope. 550 CMR 6.00 applies to all law enforcement officers as defined in M.G.L. c. 6E, § 1.

6.02: Authorization

550 CMR 6.00 is promulgated pursuant to M.G.L. c. 6E, § 15(d) requiring the Peace Officer Standards and Training Commission and the Municipal Police Training Committee to jointly promulgate rules and regulations governing the use of force by law enforcement officers.

6.03: Definitions

Chokehold. The use of a lateral vascular neck restraint, carotid restraint or other action that involves the placement of any part of a law enforcement officer's body on or around a person's neck in a manner that limits the person's breathing or blood flow with the intent of or with the result of causing bodily injury, unconsciousness, or death.

Commission. The Massachusetts Peace Officer Standards and Training Commission as established in M.G.L. c. 6E, § 2.

Committee. The Municipal Police Training Committee as established in M.G.L. c. 6, § 116.

Deadly Force. Physical force that can reasonably be expected to cause death or serious physical injury.

De-escalation Tactics. Proactive actions and approaches used by an officer to stabilize a law enforcement situation so that more time, options and resources are available to gain a person's voluntary compliance and to reduce or eliminate the need to use force including, but not limited to, verbal persuasion, warnings, slowing down the pace of an incident, waiting out a person, and requesting additional resources to resolve the incident including, but not limited to, calling in medical or licensed mental health professionals, as defined in M.G.L. c. 111, § 51½(a), to address a potential medical or mental health crisis. De-escalation shall include, but is not limited to, issuing a summons instead of executing an arrest where feasible

Department/Police Department/Law Enforcement Agency/Agency.

(a) A state, county, municipal or district law enforcement agency including, but not limited to, a city, town or district police department, the office of environmental law enforcement, the University of Massachusetts police department, the department of the state police, the Massachusetts Port Authority police department, also known as the Port of Boston Authority police department, and the Massachusetts Bay Transportation Authority police department;

6.03: continued

- (b) a sheriff's department in its performance of police duties and functions; or
- (c) a public or private college, university or other educational institution or hospital police department.

Dog. For the purposes herein, shall also refer to a K-9, canine or police dog.

Electronic Control Weapon (ECW)/Conducted Energy Devices (CEDs). A portable device or weapon, regardless of whether it passes an electrical shock by means of a dart or projectile *via* a wire lead, from which an electrical current, impulse, wave or beam that is designed to incapacitate temporarily by causing neuromuscular incapacitation or pain so that an officer can regain and maintain control of the subject.

Force. The amount of physical effort, however slight, required by police to compel compliance by an unwilling individual.

Kettling. Confinement or corralling by law enforcement of a group of demonstrators or protesters in a small area without any means of egress as a method of crowd control, management, or restraint.

Law Enforcement Officer/Officer. Any officer of an agency, including the head of the agency; a special state police officer appointed pursuant to M.G.L. c. 22C, § 58 or § 63; a special sheriff appointed pursuant to M.G.L. c. 37, § 4, performing police duties and functions; a deputy sheriff appointed pursuant to M.G.L. c. 37, § 3 performing police duties and functions; a constable executing an arrest for any reason; or any other special, reserve, or intermittent police officer.

Non-deadly Force. Any use of force other than that which is considered deadly force that involves physical effort to control, restrain, or overcome the resistance of another.

Officer-involved Injury or Death. Any event during which an officer:

- (a) discharges a weapon, or stun gun, as defined in M.G.L. c. 140, § 121, actually or proximately causing injury or death to another;
- (b) discharges any stun gun as defined in said M.G.L. c. 140, § 121 actually or proximately causing injury or death to another;
- (c) uses a chokehold, in violation of M.G.L. c. 6E, § 14(c), actually or proximately causing injury or death of another;
- (d) discharges tear gas or other chemical weapon, actually or proximately causing injury or death of another;
- (e) discharges rubber pellets from a propulsion device, actually or proximately causing injury or death of another;
- (f) deploys a dog, actually or proximately causing injury or death of another;
- (g) uses deadly force, actually or proximately causing injury or death of another;
- (h) fails to intervene, as required by M.G.L. c. 6E, § 15, to prevent the use of excessive or prohibited force by another officer who actually or proximately causes injury or death of another; or
- (i) engages in a physical altercation with a person who sustains serious bodily injury or requests or receives medical care as a result.

Passive Resistance. An individual who is noncompliant with officer commands that is nonviolent and does not pose an immediate threat to the officer or the public.

Serious Bodily Injury. Bodily injury that results in:

- (a) permanent disfigurement;
- (b) protracted loss or impairment of a bodily function, limb, or organ; or
- (c) a substantial risk of death.

Tear Gas or Other Chemical Weapons (CW). Any weapon that contains chemical compounds that temporarily make people unable to function by causing irritation to the eyes, mouth, throat, lungs, and skin, or that otherwise restrain a person by causing pain. This shall not include oleoresin capsicum (OC) spray.

6.04: Use of Non-deadly Force

550 CMR: MUNICIPAL POLICE TRAINING COMMITTEE

- (1) A law enforcement officer shall not use force upon another person, unless de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances and such force is necessary and proportionate to:
 - (a) effect the lawful arrest or detention of a person;
 - (b) prevent the escape from custody;
 - (c) prevent imminent harm and the amount of force used is proportionate to the threat of imminent harm, while protecting the safety of the officer or others; or
 - (d) defend against an individual who initiates force against an officer.
- (2) A law enforcement officer shall use only the amount of force necessary against an individual who is engaged in passive resistance to effect the lawful arrest or detention of said individual and shall use de-escalation tactics where feasible.
- (3) Physically escorting or handcuffing an individual with minimal or no resistance does not constitute a use of force for purposes of 550 CMR 6.03. Use of force does include the pointing of a firearm, ECW, CED or CW at an individual and the use of OC spray on an individual or directed toward an individual.
- (4) Officers shall always provide appropriate medical response to individuals who are exhibiting signs of or complaining of injury or illness following a non-deadly use of force when safe and tactically feasible.
- (5) All law enforcement officers shall be properly trained and certified in the use of any less-lethal weapons before being authorized to carry or use such force options.
- (6) Except to temporarily gain, regain or maintain control of an individual and apply restraints, a law enforcement officer shall not intentionally sit, kneel, or stand on an individual's chest, neck, or spine, and shall not force an individual to lie on their stomach.
- (7) A law enforcement officer shall not obstruct the airway or limit the breathing of any individual, nor shall a law enforcement officer restrict oxygen or blood flow to an individual's head or neck. An individual placed on their stomach during restraint should be moved into a recovery position or seated position as soon as practicable.

6.05: Use of Deadly Force

- (1) A law enforcement officer shall not use deadly force upon a person, unless de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances and such force is necessary to prevent imminent harm to a person and the amount of force used is proportionate to the threat of imminent harm, and;
 - (a) The imminent harm poses an imminent danger of death or serious bodily injury to the officer or another person;
 - (b) The officer attempts as many de-escalation tactics that are feasible under the circumstances, including utilizing barriers where feasible; and
 - (c) The officer uses only the amount of force that is objectively reasonable.
- (2) A law enforcement officer shall not use a chokehold or other tactics that restrict or obstruct an individual's breathing or oxygen or blood flow to an individual's head or neck. A law enforcement officer shall not be trained to use a lateral vascular neck restraint, carotid restraint or other action that involves the placement of any part of law enforcement officer's body on or around a person's neck in a manner that limits the person's breathing or blood flow.
- (3) An officer may not use deadly force against a person who poses only a danger to themselves.
- (4) A law enforcement officer shall not discharge any firearm into or at a moving motor vehicle unless, based on the totality of the circumstances, including the risk of safety to other persons in the area, such discharge is objectively reasonable, necessary to prevent imminent harm to a person and the discharge is proportionate to the threat of imminent harm; and only if the following conditions exist:

6.05: continued

- (a) A person in the vehicle is threatening the officer or another person with deadly force by means other than the vehicle; or the vehicle is operated in a manner deliberately intended to strike an officer or another person, and all other reasonable means of defense have been exhausted or are not present or practical, which includes moving out of the path of the vehicle;
 - (b) Officers have not intentionally positioned themselves in such a way as to create a likelihood of being struck by an occupied vehicle (*e.g.*, surrounding a vehicle at close proximity while dismounted);
 - (c) The officer is not firing strictly to disable the vehicle; and
 - (d) The circumstances provide a high probability of stopping or striking the intended target.
- (5) A law enforcement officer shall not use deadly force at any point in time when there is no longer an objectively reasonable belief that an individual currently and actively poses an immediate threat of serious bodily harm or death, even if deadly force would have been justified at an earlier point in time.
- (6) Where feasible based on the totality of the circumstances, officers shall verbally identify themselves as police officers and issue some warning before using deadly force.
- (7) Officers shall always provide appropriate medical response to an individual following a use of deadly force when safe and tactically feasible.

6.06: Duty to Intervene

A law enforcement officer present and observing another officer using or attempting to use physical force, including deadly force, beyond that which is necessary or objectively reasonable based on the totality of the circumstances, shall intervene to prevent the observed officer's use of unnecessary or unreasonable force, regardless of the rank of the officer so observed, unless intervening would result in imminent harm to the officer or another identifiable individual.

The failure of a law enforcement officer to intervene as set forth in 550 CMR 6.06 may subject the officer to de-certification by the Commission.

6.07: Use of Force Reporting

- (1) Law enforcement agencies shall develop and implement a policy and procedure for reporting the use of force. Such policy shall mandate reporting such incidents including, but not limited to, officer-involved injuries or deaths as described in 550 CMR 6.00, and include the use of a standard use of force reporting form as approved by the Committee and the Commission which shall be completed by any officer who uses force.
- (2) Law enforcement agencies shall report to the National Use of Force Data Collection Database when actions by a law enforcement officer resulted in the death or serious bodily injury of an individual, or when a law enforcement officer, in the absence of death or serious bodily injury, discharged a firearm at or in the direction of a person.
- (3) Law enforcement agencies are not required to report the discharge of a firearm during training or qualification exercises, or for the purposes of animal destruction/euthanasia where necessary.
- (4) An officer who observes another officer using physical force, including deadly force, beyond that which is necessary or objectively reasonable based on the totality of the circumstances shall report the incident to an appropriate supervisor as soon as reasonably possible but not later than the end of the officer's shift. The officer shall prepare a detailed written statement describing the incident consistent with uniform protocols. The officer's written statement shall be included in the supervisor's report.
- (5) An officer who knowingly makes an untruthful statement concerning a material fact or knowingly omits a material fact from a use of force report may be subject to decertification.

6.07: continued

- (6) Law enforcement agencies shall develop and implement a policy and procedure for law enforcement personnel including, but not limited to, law enforcement officers, to report abuse by other law enforcement personnel including, but not limited to, law enforcement officers, without fear of retaliation or actual retaliation.
- (7) Any harassment, intimidation, or retaliation against any officer who either intervened to prevent or stop an excessive force incident or made, intended to make, or is required to make a report regarding the witnessed excessive force incident shall be reported immediately to an appropriate supervisor and will not be tolerated. Any such actions may result in decertification.
- (8) All use of force reports shall be retained and maintained by the law enforcement agency/department and are subject to discovery and access through the Massachusetts Public Records Law M.G.L. c. 66.

6.08: Mass Demonstrations, Crowd Management, and Reporting

- (1) A police department shall establish plans to avoid and to de-escalate potential or actual conflict between officers and mass demonstration participants. When a police department obtains advance knowledge of a planned mass demonstration within the police department's jurisdiction, the police department shall diligently attempt in good faith to:
 - (a) communicate with organizers of the event before the event occurs in an effort to establish reliable channels of communication between officers and event participants, and
 - (b) discuss and establish logistical plans to avoid or, if necessary, to de-escalate potential or actual conflict between law enforcement officers and mass demonstration participants.
- (2) The department shall designate an officer in charge of de-escalation planning and communication to carry out the above plans within the department.
- (3) A law enforcement officer shall not discharge or order the discharge of tear gas or any other chemical weapon, discharge or order the discharge of a kinetic impact device or rubber pellets from a propulsion device or order the release of a dog to control or influence a person's behavior unless:
 - (a) de-escalation tactics have been attempted and failed or are not feasible based on the totality of the circumstances; and
 - (b) the measures used are necessary to prevent imminent harm and the foreseeable harm inflicted by the tear gas or the chemical weapon, kinetic impact device, rubber pellets or dog is proportionate to the threat of imminent harm.
- (4) If a law enforcement officer utilizes or orders the use of kinetic impact devices, rubber bullets, CEDs, CWs, ECWs, or a dog against a crowd, the law enforcement officer's appointing agency shall file a report with the Commission detailing all of the measures that were taken in advance of the event to reduce the probability of disorder and all de-escalation tactics and other measures that were taken at the time of the event to de-escalate tensions and avoid the necessity of using said weapons, including a detailed justification of why use of said weapons was objectively reasonable.
- (5) Canines should not be utilized for crowd control, restraint, or management of peaceful demonstrations, but may be deployed for crowd control, restraint, or management of peaceful demonstrations in isolated circumstances related to bomb detection, pursuit of suspects in buildings, and related situations. Utilization does not include circumstances in which the canine remains on a short lead in close proximity to the handler and is well behind the line of contact between law enforcement and civilian personnel.
- (6) The use of Kettling as a means of crowd control, crowd management, or crowd restraint is prohibited.

6.09: Investigation When Use of Force Results in a Death or Serious Bodily Injury

Law enforcement agencies shall develop and implement a policy and procedure for reporting a use of force that results in a death or serious bodily injury.

Whenever an officer uses force that results in a death or serious bodily injury, the Officer-in-charge shall immediately notify the agency head or their designee. The agency shall conduct an investigation according to their policies and protocols.

If the use of force involved a weapon, the agency head or their designee shall secure the weapon or weapons used for examination and maintain the appropriate chain of custody protocols.

6.10: Use of Force Training

(1) The Committee shall develop and periodically deliver use of force training to law enforcement officers consistent with 550 CMR 6.00 including, but not limited to:

- (a) de-escalation tactics;
- (b) handling emergencies involving individuals with mental illness;
- (c) responding to mass gatherings;
- (d) cultural competency;
- (e) progression of force; and
- (f) lawful use of force techniques and equipment on a schedule to be determined by the Committee.

(2) The Commission and the Committee shall jointly develop a model use of force policy. All law enforcement agencies shall have a written use of force policy consistent with the model policy and the agency's particular mission; provided, however, that an agency's use of force policy shall comply with 550 CMR 6.00 and all relevant state and federal laws.

REGULATORY AUTHORITY

555 CMR 6.00: M.G.L. c. 6E, § 15(d).



May 11, 2023

Mr. Barry M. Maloney
President
Worcester State University
486 Chandler Street, A-256
Worcester, MA 01602-2597

Dear President Maloney:

I am pleased to inform you that at its meeting on April 21, 2023, the New England Commission of Higher Education took the following action with respect to Worcester State University:

that Worcester State University be continued in accreditation;

that the progress report submitted by Worcester State University on distance education be accepted;

that the institution be asked to submit a report by January 15, 2025, for consideration in Spring 2025, that gives emphasis to the institution's success in:

- 1) continuing to develop a culture of assessment with particular attention to program review and learning outcomes;
- 2) implementing the recommendations of the institution's Financial Sustainability Task Force;

that the institution submit an interim (fifth-year) report by August 15, 2027, for consideration in Fall 2027;

that, in addition to the information included in all interim reports, the institution give emphasis to its success in:

- 1) continuing to address the matters identified for emphasis in the Spring 2025 report;
- 2) achieving its goals for diversity, equity, and inclusion (DEI), including reducing achievement gaps and integrating DEI into course syllabi, university processes, and policies;
- 3) implementing processes developed by the Online Program Working Group;

that the next comprehensive evaluation be scheduled for Fall 2032.

The Commission gives the following reasons for its action.

Worcester State University is continued in accreditation because the Commission finds the institution to be in compliance with the *Standards for Accreditation*.

The Commission commends Worcester State University (WSU) for its thorough and well-written self-study. We note with favor the university's commitment to integrated planning efforts, in particular the development of its 2022-2027 Strategic Enrollment Plan which includes "specific initiatives related to increasing enrollment and retention of and improving the success of Latina/e students, less traditional-aged students, and matriculating dual-enrollment students" and the creation of a Financial Sustainability Task Force designed to "explore strategies and opportunities that maintain the financial health of Worcester State for future years." The Commission concurs with the visiting team that WSU faculty and staff "are committed to high academic standards both at the undergraduate and graduate levels" and that the institution demonstrates "a very strong impulse for collaboration and community building." We take positive note of the creation of WSU's signature undergraduate initiative, MajorPlus, in which most students enrolling from Fall 2021 forward are required to complete both a major and either a minor or a second major. Survey data indicate high levels of student satisfaction with academic advising, and students expressed "positive comments" about the leadership opportunities available to them and the level of support received from staff and faculty. We are also pleased to learn that the Worcester State Foundation has increased its net assets from \$15.5 million in FY2011 to \$35.1 million in FY2021. With its committed, engaged, and passionate community of faculty, staff, and students, Worcester State University is well positioned to equip "students with knowledge and skills for lives of professional accomplishment, engaged citizenship, and intellectual growth" well into the future.

The distance education progress report submitted by Worcester State University was accepted because the report provided evidence that the University is implementing its distance education programming in a manner consistent with the *Standards for Accreditation* and Commission policies. We acknowledge that the University has launched, through its contractual agreement with Academic Partnerships (AP), six fully online master's programs in Education and Nursing fields. The Commission further appreciates learning that WSU is currently considering plans to launch "fully online programs without the assistance of Academic Partnerships" after having been exposed to "best practices for course development timelines, recruitment and admissions timelines, and instructional design practices" through its partnership with AP.

The two items the institution is asked to report on in Spring 2025 are related to our standards on *The Academic Program; Educational Effectiveness; Integrity, Transparency, and Public Disclosure; Planning and Evaluation; and Institutional Resources*.

The Commission appreciates that in 2018, Worcester State University developed Institutional Learning Outcomes (ILOs) which are readily accessible on the College's webpage and print materials; however, we appreciate the University's candid acknowledgment that it "has no evidence of widespread awareness and/or use of the ILOs in institutional- and program-level assessments." In addition, although the visiting team reported that gains appear to have been made since the 2017 interim report, it also noted that program learning outcomes are "inconsistently made available for student and prospective student review." Furthermore, the team found evidence "across stakeholders" of dissatisfaction with the program review process particularly in "the variances in reporting, timeline, data, feedback and lack of connection to the institution's strategic planning." We therefore note positively that academic leadership intends to institute an annual program review process, and we look forward to learning, through the Spring 2025 progress report, of the institution's success in continuing to develop a culture of assessment as it addresses these matters. We are guided here by our standards on *The Academic Program; Educational Effectiveness; and Integrity, Transparency, and Public Disclosure*:

The institution develops, approves, administers, and on a regular cycle reviews its academic programs under institutional policies that are implemented by designated bodies with established channels of communication and control. Review of academic programs includes evidence of student success and program effectiveness and incorporates an external perspective. Faculty have a substantive voice in these matters (4.6).

Assessment of learning is based on verifiable statements of what students are expected to gain, achieve, demonstrate, or know by the time they complete their academic program. The process of understanding what and how students are learning focuses on the course, competency, program, and institutional level. Assessment has the support of the institution's academic and institutional leadership and the systematic involvement of faculty and appropriate staff (8.3).

The institution uses a variety of quantitative and qualitative methods and direct and indirect measures to understand the experiences and learning outcomes of its students, employing external perspectives including, as appropriate, benchmarks and peer comparisons (8.5).

The results of assessment and quantitative measures of student success are a demonstrable factor in the institution's efforts to improve the curriculum and learning opportunities and results for students (8.8).

The institution publishes its mission, objectives, and expected educational outcomes (9.18).

The Commission is pleased to learn that the Financial Sustainability Task Force has now completed Phases One and Two and issued its report, which includes seventy recommendations, to the Board of Trustees in December 2022. We note with favor that Worcester State University "will continue to use continuous improvement methods to examine and streamline its processes to enable the achievement of its fiscal sustainability and student success goals." The Spring 2025 report will provide WSU the opportunity to update the Commission on its success in implementing the recommendations of the Financial Sustainability Task Force as evidence that the "institution has a demonstrable record of success in implementing the results of its planning" (2.5). Our standard on *Institutional Resources* provides additional guidance here:

The institution preserves and enhances available financial resources sufficient to support its mission. It manages its financial resources and allocates them in a way that reflects its mission and purposes. It demonstrates the ability to respond to financial emergencies and unforeseen circumstances (7.4).

Commission policy requires an interim (fifth-year) report of all institutions on a decennial evaluation cycle. Its purpose is to provide the Commission an opportunity to appraise the institution's current status in keeping with the Policy on Periodic Review. In addition to the information included in all interim reports, the institution is asked, in Fall 2027, to update the Commission on its continued success in addressing the matters identified for emphasis in the Spring 2025 report. We recognize that these matters do not lend themselves to rapid resolution and will require the institution's sustained attention over time; hence, we ask that evidence of continued progress be included in the interim report.

In addition, we ask that the Fall 2027 interim report give emphasis to the University's success in two matters related to our standards on *Students; Teaching, Learning, and Scholarship; Educational Effectiveness; and Planning and Evaluation*.

The Commission commends Worcester State University for its ongoing efforts to promote diversity, equity, and inclusion initiatives throughout the campus. The institution plans to formally

review and re-examine its mission in 2024 “in order to address the inclusion of DEI work.” Since the ALANA student population has grown to more than 32%, we share the concern of the visiting team that a “four- and six-year graduation gap has persisted for Black and Latinx students.” We are pleased to learn that the Center for Teaching and Learning has begun working with some faculty “to review and revise their course syllabi to integrate diversity, equity, and equitability.” The Commission also takes favorable note that faculty recruitment is conducted “with a lens for equity, diversity, and inclusion as reflected in the WSU hiring policies and practices;” however, we acknowledge the “still noticeable disparity” that exists in the University’s racial/ethnic distribution of faculty. The Fall 2027 interim report will enable the institution to provide evidence of its success in achieving its goals for diversity, equity, and inclusion including reducing achievement gaps and integrating DEI into course syllabi, university processes, and policies. This request is in keeping with our standards on *Teaching, Learning, and Scholarship* and *Educational Effectiveness*:

Through a program of regular and systematic evaluation, the institution assesses the effectiveness of its efforts to achieve an equitable educational experience for all of its students and the appropriateness of its student services to advance institutional purposes. Information obtained through this evaluation is used to revise these efforts and services and improve their achievement (5.20).

The institution ensures equal employment opportunity consistent with legal requirements and any other dimensions of its choosing. Compatible with its mission and purposes, it addresses its own goals for the achievement of diversity, equity, and inclusion among its faculty and academic staff and assesses the effectiveness of its efforts to achieve those goals (6.5).

The institution defines measures of student success and levels of achievement appropriate to its mission, modalities and locations of instruction, and student body, including any specifically recruited populations. These measures include rates of progression, retention, transfer, and graduation; default and loan repayment rates; licensure passage rates; and employment. The institution ensures that information about student success is easily accessible on its website (8.6).

The Commission understands that Worcester State University has charged its Online Program Working Group with creating a proposal “for how online program growth would be operationalized at the University... without the assistance of a partner organization.” We appreciate that the Online Program Working Group is focusing on five areas: admissions and marketing; course development; student and faculty support services; faculty teaching load; and budget and understand that a proposal is forthcoming which “will outline processes regarding online program development and oversight and faculty and student support.” The Fall 2027 interim report will afford the institution an opportunity to update the Commission on its success in implementing processes recommended by the Online Program Working Group as evidence that the “institution has a demonstrable record of success in implementing the results of its planning” (2.5).

The scheduling of a comprehensive evaluation in Fall 2032 is consistent with Commission policy requiring each accredited institution to undergo a comprehensive evaluation at least once every ten years.

You will note that the Commission has specified no length or term of accreditation. Accreditation is a continuing relationship that is reconsidered when necessary. Thus, while the Commission has indicated the timing of the next comprehensive evaluation, the schedule should not be unduly emphasized because it is subject to change.

The Commission expressed appreciation for the self-study prepared by Worcester State University and for the report submitted by the visiting team. The Commission also welcomed the opportunity to meet with you, and Lois Wims, Provost and Vice President for Academic Affairs, during its deliberations.

You are encouraged to share this letter with all of the institution's constituencies. It is Commission policy to inform the chairperson of the institution's governing board and the head of the system of action on its accreditation status. In a few days we will be sending a copy of this letter to David Tuttle and Noe Ortega. The institution is free to release information about the evaluation and the Commission's action to others, in accordance with the enclosed policy on Public Disclosure of Information about Affiliated Institutions.

The Commission hopes that the evaluation process has contributed to institutional improvement. It appreciates your cooperation with the effort to provide public assurance of the quality of higher education.

If you have any questions about the Commission's action, please contact Lawrence M. Schall, President of the Commission.

Sincerely,

A handwritten signature in black ink, appearing to read "Russell Carey", with a long, sweeping horizontal stroke extending to the right.

Russell Carey

RC/sjp

cc: David Tuttle
Noe Ortega
Visiting team

Enclosure: Public Disclosure of Information about Affiliated Institutions

April Highlights

Alumni Engagement

- Newsletter Open Rate: 41%
- Birthday Emails Open Rate: 39%
- Sciences Alumni Panel: 42
- Criminal Justice Alumni Panel: 17
- Lacrosse Alumni Game & Social: 18
- Field Hockey Alumni Game & Social: 33
- Men's Soccer Alumni Game & Social: 29
- Alumni Council Birthday Brunch: 61
- Tri-Board and Honor Students Social: 60

Major Gifts

- \$8,000 gift from Dr. Gurbachan and Alexandria '85 Singh to sponsor the Boca Raton, FL Alumni event
- \$3,000 gift from William O'Neil, MEd '63, EdD and his wife Betty to Lillian R. Goodman Department of Nursing Fund (\$1,000), Adopt a Scholar Fund (\$1,000), and the Worcester State Fund (\$1,000)

Advancement Update

- LEI was awarded the UMass Determination of Need Grant in the amount of \$75,000

Annual Giving Update

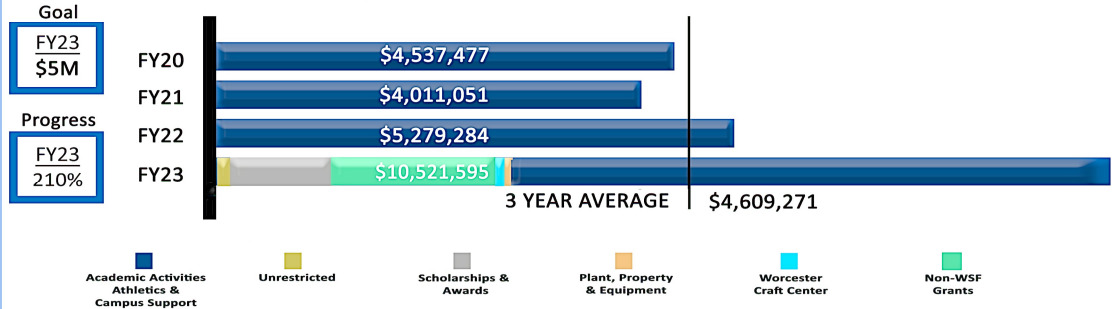
- \$26,000 raised in major sponsorships this month for the 30th Annual Worcester State Foundation Golf Tournament, to be held on June 5, 2023

UNIVERSITY ADVANCEMENT

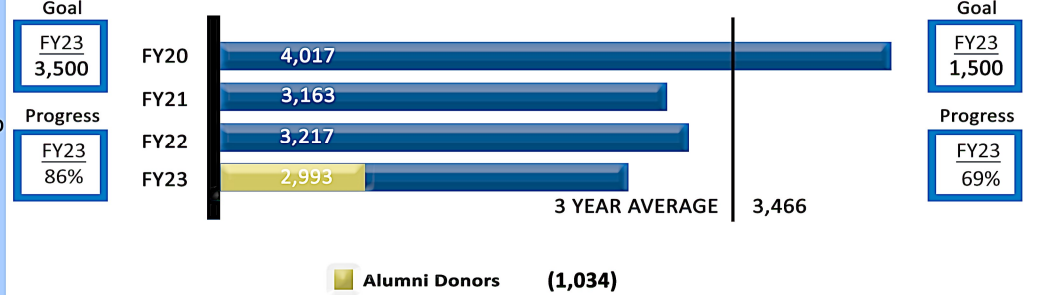
Dashboard

July 1, 2022 - April 30, 2023

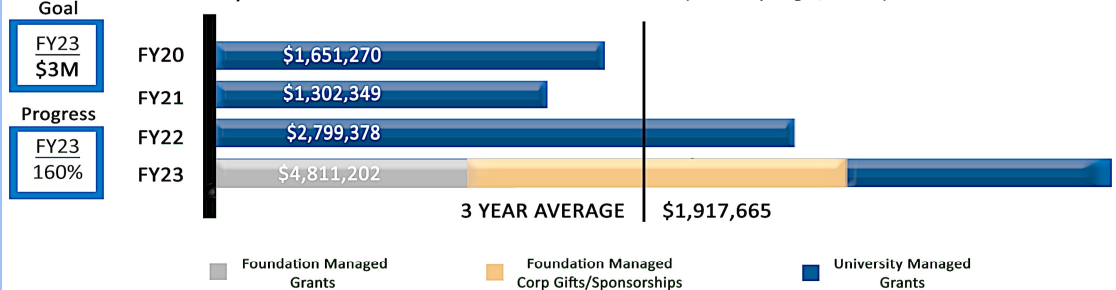
CASH AND PLEDGES



DONORS

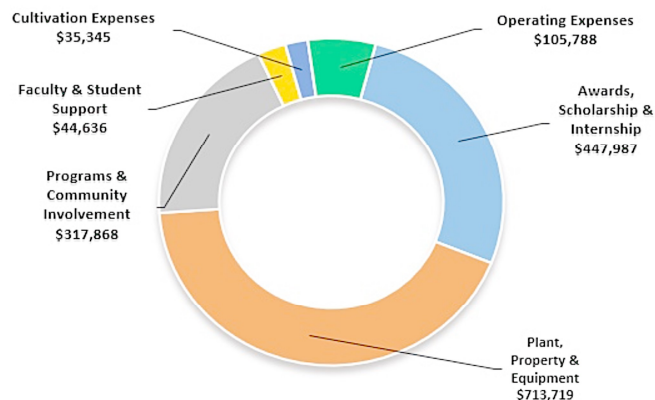


GRANTS, CORPORATE GIFTS & SPONSORSHIPS (includes pledges/awards)



FOUNDATION FUNDING OF UNIVERSITY PRIORITIES

\$1,665,344



FY23 Board Giving	Cash and Pledges	Cash	Participation
Trustees	\$ 7,300.02	\$ 6,800.02	100%
Foundation Board	\$ 78,737.31	\$ 78,737.31	78.57%
Alumni Association	\$ 23,292.52	\$ 23,292.52	100%
Cabinet	\$ 19,435.95	\$19,435.95	84.38%



WORCESTER
STATE
FOUNDATION