

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Tuesday, September 26, 2023
4:00 P.M.
Wellness Center, Room 204

Meeting Called By: Marina Taylor(Chair)

Minutes: Nikki Kapurch

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

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. Human Resources Committee - June 13, 2023* 2. Full Board - June 13, 2023* | Marina Taylor | 1. vote required 2. vote required |
| 2. <i>Equity, Diversity and Inclusion Presentation - 30 minutes /Q&A</i> A. DEIJ Strategy Update* | Stacey Luster | A. Informational |
| 3. <i>Legal and Statewide Updates Presentation - 30 minutes / Q&A</i> A. Annual legal updates - University Attorney Elizabeth Sullivan B. Statewide updates - Executive Director, Council of Presidents | Elizabeth Sullivan Vincent Pedone | A. Informational B. Informational |
| 4. <i>Finance & Facilities Committee Report</i> A. Finance & Facilities Committee Packet* | Lisa Colombo | 4. Informational |
| 5. <i>Administrative Updates</i> A. Report of the Chair 1. Committee Assignments and Description* 2. Next meeting: Tuesday, October 24 , 2023 B. Report of the Student Trustee C. Report of the President 1. AYKO Booklet* 2. Partners Agreements a. Hanover Theatre/University* b. Guild of St Agnes /University* | Marina Taylor Kaitlin Schott Barry Maloney | 1. Informational 1. Informational 2. Informational |
| 5. <i>Adjournment</i> | Marina Taylor | 5. vote required |

*Attachments

WORCESTER STATE UNIVERSITY
HUMAN RESOURCES COMMITTEE MEETING
Meeting Minutes

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|----------------------------|---|-------------|---------------|
| CHAIR: | Dina Nichols (Chair) | DATE: | June 13, 2023 |
| LOCATION: | Wellness Center, Room 204 | MINUTES BY: | Nikki Kapurch |
| TIME: | 3:00 PM | | |
| COMMITTEE MEMBERS PRESENT: | Dina A. Nichols (Chair), Amy Peterson, Marina L. Taylor | | |
| COMMITTEE MEMBERS ABSENT: | William D. Mosley (Vice Chair) | | |
| BOARD MEMBERS PRESENT: | David Tuttle | | |
| WSU STAFF: | Barry Maloney; Ashlynn Allain; Nikki Kapurch; Stacey Luster | | |

The provision of General Laws, Chapter 30A, having been complied with and a quorum present, a meeting of the Human Resources Committee was held on Tuesday, June 13, 2023, in room 204, located in the Wellness Center. Chair Nichols called the meeting to order at 3:05 p.m.

Administrative Business:

- Trustee Nichols thanked everyone for joining to conduct the 2022-2023 annual evaluation of President Maloney.
- The Human Resources Committee is charged with conducting the annual evaluation of President Maloney, as called for in his appointment contract and as requested by Commissioner Ortega.
- The deadline for submission of the presidential evaluation is June 30, 2023, set by Commissioner Ortega.
- The following documents were provided for us in conducting the evaluation:
 - Correspondence from Commissioner Ortega
 - BHE Compensation and Evaluation Guidelines/Procedures
 - 2023 self-evaluation with 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
 - Performance Assessment Form
- The evaluation will follow criteria, as required by the BHE, as well as criteria requested by the Board of Trustees:

| | |
|--------------------------------|--------------------------------------|
| Retention and Student Success | Administrative Management/Leadership |
| Academic Management/Leadership | Decision Making and Problem-Solving |
| Assessment | Fundraising |

Infrastructure
Fiscal Management/Budgeting
Communication

Equity Work/Campus Climate
External Relations w/Campus Climate
COVID-19 Challenges

- The evaluation will be conducted using an assessment form to rate and provide comments on the areas listed.

A numeric rating (whole number only) is to be used as follows:

5=A 4=B 3=C 2=D 1=F

- We will begin the process by having a member rate the President and provide comments from the Assessment Form provided. Additional comments may be then made by another member if she feels that the comment would add to the review. We will repeat this process for all 12 evaluation areas. At the conclusion of the meeting, the forms will be submitted in order to tally the results for the final reporting on the various areas used in the evaluation.

Retention and Student Success

Average Rating: 4.3

Comments:

As Trustees, we have become keenly aware of the drop in enrollment from 2017-2021, much of the decrease experienced during the pandemic period. While enrollment declines are affecting colleges nationwide, under President Maloney, WSU continues to proactively address this issue. Results, such as the Fall 2022 first-year enrollment numbers increase from the prior year, are encouraging. A move to the Common App seems to be working well in terms of expanding the pool. The University will soon be expanding Common App access to the transfer student market as well; this a population that the University recognizes as an opportunity area for improved numbers and growth in the upcoming years. Another encouraging trend is seeing that this year's WSU Spring enrollment has increased by 5.6% over the previous year.

Most notably, the Division of Enrollment Management has created a Strategic Enrollment Management Plan with the ambitious goal of exceeding 6500 enrolled students (5000 U/1500 G) by 2027. The 2021 enrollment total was 5414 (4640 U/777 G).

President Maloney and his administration continue to be faced with the challenges of increasing new and transfer student enrollment following the Covid 2020 years. Under President Maloney's leadership, it was of utmost importance to continue to work on informing our incoming class of the MajorPlus program, which came to fruition, as evidenced by the 63% of the incoming 2022 new students, who made their decision in part based on the availability of this program over other institutions

Despite the widespread challenges facing state universities relative to student enrollment, President Maloney has designed strategic objectives to help increase and reimagine undergraduate and graduate-level enrollment. The next generation college student has high expectations, and Worcester State University is working hard to make the choice to enroll a clear one.

Academic Management and Leadership

Average Rating: 5

Comments:

President Maloney's ability to harness collaboration among faculty and staff for the benefit of the overall

academic improvement and excellence produces excellent results for our university's students. WSU's ability to pivot quickly to online learning during 2020, and then for faculty to continue improving on that process, demonstrates faculty and staff's trust in the President's support of their needs.

Among the many successes in this category: finding creative solutions for students who are under-resourced as well as career pipelines through professional partnerships are two that we especially applaud. President Maloney truly understands the importance of collaboration when it comes to meeting the needs of this campus community, and he is adept at forecasting and projecting future needs to obtain further growth and development.

President Maloney has done an exceptional job in leading the University through the recent challenging times. While student success is his priority, his attentiveness to the needs of faculty and staff is also evident and recognized by that population as such. For example, in response to the growing complexity of the faculty role, a new full-time position in the Center for Teaching and Learning (CTL) was established, the Faculty Development Specialist. The goal is for the CTL to serve as a comprehensive faculty development center.

Assessment**Average Rating: 5***Comments:*

Understanding an organization's strengths, weaknesses, opportunities, and threats is the only means to make progress and change. From the NECHE Self Study process to surveying students, it is evident that Worcester State University takes the task of assessing itself, from top to bottom and from the inside out, very seriously. Data is vital to growth and transformation and President Maloney is leading by example when it comes to using and analyzing data to inform operations and procedures.

President Maloney appears committed to continuous improvement and as such, the University, under his leadership, is regularly assessing their performance and identifying opportunities for improvement. This has consistently been the case for the seven years I have served on this Board.

The very successful NECHE assessment is clearly the most notable to reference this year. The Committee Chair was personally a participant in the NECHE review process, which covered nine standards for accreditation. The demonstrated commitment of faculty, staff, and administration involved in this very detailed and in-depth review process, she noted, is remarkable. Each member of the committee devoted countless hours to collecting data, assembling reports, writing, meeting, etc. The final report submitted by the Committee was a documented account of the quality work that takes place at WSU, and the NECHE ten-year reaccreditation can be seen as a reaffirmation of the University's continued success.

Infrastructure**Average Rating: 4.3***Comments:*

While the remote environment of the last couple years has deprioritized physical infrastructures for many academic institutions and organizations, Worcester State University, under the leadership of President Maloney, has continued to invest in its capital assets, which will have long-term benefits for students and faculty. Ensuring that all expenditures have a return on investment, President Maloney has also managed to leverage state resources, further stretching investments and funding much-needed construction.

President Maloney recognizes financial challenges that we are faced with when addressing the issues of capital improvements to WSU's infrastructure. It is great to see that 57% of the construction funds spent were covered by DCAMM. President Maloney continues to keep lines of communication open with the Board of Trustees regarding future plans for the May Street project. The Board has confidence in President Maloney and his team

that this project will be developed in due time.

Worcester State University is considered to have one of the more attractive college campuses in the area, from its regularly groomed lawns and landscaping, to the well-maintained and staffed campus buildings, and particularly the Wellness Center. A solid infrastructure is essential for any of that success to exist. Proper physical plant maintenance has a direct impact on the student experience, as well as faculty and staff experiences. We continue to do a very good job at WSU, budgeting appropriately in order to address routine and unexpended infrastructure expenses. The many project studies recently completed in preparation for the next five-year deferred maintenance construction period is an example of proactive leadership.

The Sullivan Auditorium renovations are well underway, which is very exciting to see, too.

Fiscal Management and Budgeting**Average Rating: 5***Comments:*

Balancing complex institutional budgets is never an easy task, made more challenging this year by the decrease in enrollment (a result of the COVID-19 pandemic and the declining college-age population), leaving Worcester State University with a financial deficit. To bridge this financial gap, President Maloney and his executive leadership created a Financial Sustainability Task Force (FSTF) last year in order to develop and operationalize specific and actionable recommendations resulting in cost savings, increased revenues, and efficiencies. Intentional and strategic tactics like these will set the University up for financial success with measurable outcomes.

This year, the FSTF, produced an extremely thoughtful and well-designed report on recommendations in response to the structural imbalance. The December 2022 Phase 2 report includes 70 recommendations, which provide an effective roadmap as a collective effort in working towards long-term fiscal and operational health at WSU.

President Maloney's leadership team, with oversight of Kathy Eichelroth, CFO and VP of Administration and Finance, and her group, have also successfully created bridge budgets to ensure we could balance the budget and navigate through the fiscal challenges.

Communication**Average Rating: 5***Comments:*

The Committee Chair applauds President Maloney's consistent communication efforts with the campus community. President Maloney is aware of the "top down" approach and impact on the morale of the faculty and staff. However, it should be noted that during the past year, the President has stayed the course in communicating to students and faculty and staff about the efforts of the Financial Sustainability Task Force, via town hall meetings and Campus Conversation series, to name a few.

Working in the public sector and in higher education requires a composure in communications strategies and a high level of transparency, both of which are exemplified by President Maloney's approach to maintaining an open and honest dialogue with the community of Worcester State and beyond. The FSTF mentioned above is one such initiative that required discourse and cooperation amongst the entire campus –from the student body up – as well as outreach to external stakeholders and institutional partners, like alumni and donors, who have a vested interest in WSU. Further, never has clear and consistent communication been more important than in the current climate of misinformation. Worcester State has done a standup job in ensuring accurate

information is available and easily accessible across a broad spectrum of topics relevant to the entire workforce and diverse student populations.

From the NECHE work groups to the Financial Sustainability Task Force, to the many other less formal committees and teams that have effectively performed over the past year, effective communication has been at the heart of each success. Credit for this goes to the University leadership and President Maloney. While there are always areas for improvement that are uncovered along the way, the University continues to acknowledge and address whatever comes their way under the current leadership.

The University's new website, launched in the summer of 2022, is user friendly and quite attractive, which is always a plus when engaging prospective students and families.

Administrative Management and Leadership

Average Rating: 5

Comments:

President Maloney's role as the leader of this institution is constantly evolving and never stagnant. His approach to resolving issues of declining enrollment and the fiscal deficit has been exemplary. Under his leadership, faculty and staff implement measures to address anything that hinders the progress of the organization without waiting for full board participation. Leadership of the University is always in communication with the Board's executive team regarding what must be completed without delay and not waiting until the issue cannot be resolved. Immediate actions of the leadership team are demonstrated through creation of the FSTF in January 2022, resulting in Lean Higher Education method implementation. This also resulted in meeting several of WSU's Strategic Plan goals, with ongoing improvements across the campus as relates to collaboration, inclusivity, excellence, innovation, and accountability.

At its core, the goal of Worcester State University is to champion academic excellence in a diverse, student-centered environment that fosters scholarship, creativity, and global awareness. But how we get there is through strong leadership and meaningful management. Time is among our greatest forms of currency. When we invest more time into our people, and for WSU that includes students, faculty and staff, we yield greater results. President Maloney has done just that, as well as concentrating on the people and the processes simultaneously. Leaders are only as strong as the foundation for which they stand.

Decision Making and Problem Solving

Average Rating: 5

Fiscal year 2022-2023 was another challenging year for the University. The Board of Trustees was presented with the future \$9 million deficit. President Maloney's leadership showed us yet again that he likes to respond to issues before they occur and not after the fact. Administration presented the Board of Trustees with the FSTF plan for Phase One and Phase Two. Both were implemented and executed by December of 2022. As a result of President Maloney's and his staff and faculty's quick decision-making, we have addressed the shortfall, yet more work is needed and it was positively reflected in Moody's review of the financial statements of the organization with a continued award of a rating of A2 with outlook as Stable.

The Financial Sustainability Task Force is a perfect example of participatory management. The problem was a structural deficit with the budget, and while the President is responsible for the final decision-making, there were decisions on the micro-level being made across campus regularly by Task Force members as they prepared their recommendations for the President on how to best tackle the deficit. A continuation of community input and community creativity is expected to take place in the year ahead, as the rollout of the Task Force's recommendations continues.

Emerging and continuing to feel the persistent latent effects of the pandemic, including but not limited to a rise

in mental health disorders/disturbances, labor market challenges, supply chain shortages, and rising cost of goods, President Maloney and the University have demonstrated a rapid response model, implementing programs and dispatching resources in response to many of these evolving issues. Additionally, the President underscores his leadership by including the campus community in problem-solving techniques, such as the FSTF and NECHE self-evaluation, which ultimately lead to collective agreement and buy-in on the overall decision making.

Fundraising**Average Rating: 5***Comments:*

Philanthropic and foundational support not only helps the University and its students thrive financially, but also serves as an indicator of the University's relevance in its community and with its stakeholders. President Maloney is an incredible ambassador for WSU who champions the work of the students and faculty every chance he gets. That is clearly demonstrated in his allegiance to and alliance with the Office of Advancement and Alumni Relations and their many endeavors/events to raise awareness and funding for scholarships and capital campaigns.

This year was a record-breaking year in terms of donations in cash and pledges – which is very impressive, especially given the inflationary challenges in most of our daily lives as the overall cost of living continues to rise. The expansion of the Grants office also is yielding wonderful results. Grant funds awarded to the University have more than doubled from FY21. Generous funding from the US Department of Education has also been awarded to expand the Early College programming at WSU.

This year we are fortunate to have a \$4 million dollar anonymous donor, whose generous donation will underwrite STEM work and contribute to Diversity, Equity, Inclusion and Belonging initiatives. This major donor is a testament to the strong reputation and quality of work coming out of WSU.

Equity Work /Campus Climate**Average Rating: 5***Comments:*

An area of great importance, President Maloney has done a tremendous job advancing the University's goals around Diversity, Equity, Inclusion, and Justice. Through a strategic plan that incorporates the voice, opinions, and lived experience of all campus users, several objectives to meet a higher standard have been met with incredible results. DEI work isn't just a checkmark, it's the foundation of an organization and its overall health, and that is how Worcester State University has approached it with President Maloney at the helm.

WSU and all its staff and faculty members, under the leadership and support of President Maloney, were able to achieve 81% progress or completion of initiatives related to Diversity, Equity, Inclusion, and Justice (DEIJ) goals. President Maloney continues to work on launching a Strategic Plan for DEI for Fall 2023. The University also continues to implement and improve on how we handle issues of mental health and mental health support for our students. The subject of Equity and Diversity will require continuous attention and improvement in the forthcoming years.

As a Board, we have had the opportunity to learn about the impressive work being done by the committed folks working with the Office for Multicultural Affairs (OMA), the Latino Educational Institute, the Bias Incident Response Team, the LGBTQ+ Advisory Group, and others. Some of the OMA 2022-23 accomplishments include hosting a Brotherhood/Sisterhood Conference in March 2023, and establishing a 1st Generation Campus Committee, a Multicultural Programming Committee, and a Multicultural Affairs Alumni Association.

External Relationships/Leadership in the Community

Average Rating: 5

Comments:

President Maloney is an extremely engaged member of the Greater Worcester and Central Massachusetts community, personally and professionally. His presence, and thereby the University's presence, throughout the region is significantly recognized. His ability to cultivate and maintain partnerships with a focus on University Advancement is a proven asset.

President Maloney continues to do a good job of staying involved with Worcester-based organizations. His representation of the University on four different boards is exemplary. We need to continue to strive to talk about WSU to those outside of the Worcester area, but within cities and towns of Massachusetts, and also outside of the state. It is great to hear that WSU students are encouraged to volunteer and complete internships, which is reflected, as stated by President Maloney, by the Carnegie Foundation's recognition of WSU as a community-engaged campus.

Over this past year, under President Maloney's leadership, WSU has continued to build a presence in the broader Worcester community. From the continued growth of the WSU Early College programs, to the growing number of local communities being impacted thru the Latino Educational Institute (LEI) and the Office of Multicultural Affairs (OMA), under President Maloney's leadership, we continue to deepen our presence and our impact of serving under-resourced and under-represented communities. WSU's Early College program is now in the City of Springfield, along with Worcester, and it has also branched into some central Massachusetts towns. LEI is also doing great work in Springfield as well as Worcester under Pres Maloney. And in September of this year, Worcester's Mayor Joe Petty presented a key to the city to the Office of Multicultural Affairs for its contributions to the Worcester community.

COVID-19 Challenge

Average Rating: 5

Comments:

WSU, under President Maloney, has done an outstanding job at addressing the challenges of Covid. The fiscal impacts of the pandemic on WSU were significant. Federal and state Covid relief funds have been thoughtfully utilized, the most recent being a \$3.3M multi-year ARPA grant from the Commonwealth of Massachusetts, from which the Board of Trustees recently approved an allocation for upcoming budget reconciliations. President Maloney has taken a proactive approach to addressing fiscal realities head-on, most notably through the creation of the Financial Sustainability Task Force, which is currently transitioning into its implementation phase.

Through extraordinary leadership, President Maloney carried the University through one of the toughest global public health emergencies in modern history. It wasn't without its challenges, but President Maloney ensured that the transition into a remote environment was as seamless as possible for faculty, students, and staff. As the campus community adapted to changes in work and classroom conditions, WSU leadership ensured that the resources and tools necessary for success were readily available and that the eventual return to campus was just as seamless, with services and resources standing by to meet the new and evolving needs of our student population.

President Maloney showed great leadership in making sure that students stayed safe and continued with their studies at the University. President Maloney and the Administration and Finance offices kept a close eye on the expenses incurred during these difficult times. One who was board member and chair of the Finance Committee, indicates she was glad to see the administration's laser focus on receipt and appropriate distribution of awarded funds, while ensuring that students received necessary financial as well as emotional support.

Also impacted by Covid has been the mental health needs, and the University has increased counseling services and opportunities for capturing the students most in need in response. The board is regularly updated on these developments, and the current level of service seems to be working well.

Trustee Tuttle agreed that President Maloney showed extraordinary leadership over the past year and truly believes President Maloney puts the students first.

President Maloney thanked the board members for their flexibility and confidence in allowing him to try new things.

Following the comments and rating for each area shared by the trustees, the Chair remarked that it was quite evident that President Maloney continues to be a strong supporter of WSU and a very visible leader in the community of Worcester. He continues to serve in a very positive manner and is continuously planning and strategizing with his leadership team to keep WSU moving forward.

His overall average rating for all areas used as part of his evaluation was 58.6 out of a total of 60.

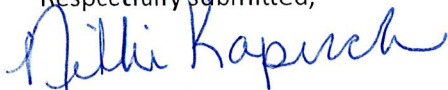
Upon a motion by Trustee Peterson and seconded by Trustee Taylor, it was unanimously

VOTED: to recommend to the full board the report of the Human Resources Committee and approve the 2023 Annual Evaluation of President Maloney as presented and to forward to Commissioner Ortega as requested, with appropriate documents to meet the June 30, 2023, deadline and further to recommend the maximum allowance when the merit/salary increase perimeters are authorized by the Commissioner.

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

VOTED: to adjourn the meeting at 3:51 p.m.

Respectfully submitted,



Nikki Kapurch
Assistant Secretary, Board of Trustees

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Meeting Minutes

| | | | |
|------------------|--|-------------|---------------|
| CHAIR: | David Tuttle (Chair) | DATE: | June 13, 2023 |
| LOCATION: | Wellness Center, Room 204 | MINUTES BY: | Nikki Kapurch |
| TIME: | 5:30 PM | | |
| MEMBERS PRESENT: | Lisa Colombo (Vice-Chair); Aleta Fazzone; Dina Nichols; Amy Peterson; Emma Polak; Maureen Power; Marina Taylor (Vice-Chair); David Tuttle; Lawrence Sasso | | |
| MEMBERS ABSENT: | Karen Lafond; William Mosley | | |
| WSU STAFF: | Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Stacey Luster; Ryan Forsythe; Julie Kazarian; Tom McNamara; Maureen Stokes; Lois Wims | | |

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Board of Trustees was held on Tuesday, June 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 - Full Board Meeting - April 13, 2023

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

VOTED: to approve the April 13, 2023, minutes of the full Board meeting as presented.

APPROVAL OF THE MINUTES - Academic & Student Development - April 13, 2023

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

VOTED: to approve the minutes of the April 13, 2023, Academic & Student Development Committee meeting as presented.

APPROVAL OF THE MINUTES -Nominating Committee - May 23, 2023

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

VOTED: to approve the minutes of the May 23, 2023, Nominating Committee meeting as presented.

PRESENTATION

RIE Presentation- 30 minutes including Q&A

- First Rapid Improvement Event, report out on Maximizing Course Enrollment by improving the Course Scheduling Process.
- VP Eichelroth introduced Jesilka Cortez Curran. Jesilka holds an M.S. in organizational leadership and is

Lean Six Sigma certified and chief procurement officer.

- The PowerPoint presentation was included in the packet.
- Jesilka gave an executive overview of the team and how they are collaborating to improve students' success through a Rapid Improvement Event (RIE) to optimize the university course scheduling process.
- Provost Wims as the Executive Sponsor introduced the team members: Julie Carmel, Jonathan Walker, Sam O'Connell, Ray Lewis, Jennifer Hood-Degrenier, and Sarah Strout, who each presented a slide on the process.
- The group identified ways to improve the current process with 13 action steps to stabilize the process in the short term.
- In order to maintain the RIE improvement and Maximizing Course Enrollment /Scheduling Process in a phased future state does require future resources.

Comments:

- There should be a financial metric for each of these events and the cost of the resources.
- We need to make sure we have a strong governance structure around the process.

PRESENTATION

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

- The Chair welcomed Maria Gariepy, Director, Diversity, Inclusion, & Equal Opportunity who introduced co-chairs Dr. Erika Briesacher, Associate Professor, History and Political Science, and Maureen Stokes, Assistant Vice President for Communications and Marketing, who provided a program overview PowerPoint presentation that was included in the packet.
- Discussion of the goals and priorities for FY 2022 -2023.
- Maria informed the trustees that a dashboard has been created on the WSU diversity web page with information provided to keep the Worcester State community informed on incidents of bias reported to the university. This data is updated after a bias incident occurs.

FINANCE & FACILITIES COMMITTEE REPORT

FY 2024 Comprehensive University Budget

- Trustee Taylor, chair of the committee, reported that the group convened today at 4 p.m. Trustee Taylor provided a brief summary of the meeting.
- The committee reviewed the FY 2024 Comprehensive University Budget.
- The Operating Budget is budgeted at \$99,598,789.
- 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.
- We have a Revenue gap of \$7,772,073. Resources for backfilling the gap will be from the unspent state ARPA funds, a General Fee increase, and a reserve draw.
- We will continue to monitor developments related to the passing of the Commonwealth's FY 2024 budget. In the event, WSU receives 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.
- 77% of the operating budget is direct labor and benefits. Deployment of these resources will be examined to ensure an efficient and effective results-driven process is applied when hiring decisions are made.

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

VOTED: to accept the recommendation of the Finance and Facilities Committee and approve the FY 2024 Comprehensive University Budget as presented.

Trustee Taylor then went on to discuss the approval of the naming of the Wellness Center. VP Tom McNamara, on behalf of President Maloney, presented the recommendation for the naming of the Wellness Center to become The Gene J. and Julianne DeFeudis Wellness Center.

- 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.
- 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.
- Once approved by the Board of Trustees, the proposal and vote will be submitted to Commissioner Ortega at the Board of Higher Education to have it placed on their next board meeting agenda for approval.
- The University respectfully requests 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.

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

VOTE: to accept the recommendation of the Finance and Facilities Committee and approve President Maloney's recommendation to name the Wellness Center the Gene J. and Julianne DeFeudis Wellness Center as presented.

HUMAN RESOURCES COMMITTEE REPORT

- Trustee Nichols gave an update on the report.
- The HR Committee was charged with conducting the annual evaluation of President Maloney as called for in his appointment contract and also in accordance with the guidelines distributed by Commissioner Ortega.
- Once approved by the Board of Trustees, an executive summary will be prepared and forwarded to the Commissioner with the appropriate materials by the June 30, 2023 deadline.
- As we have done in the past, we provided comments for each area and used a numeric rating system.
- President Maloney's overall evaluation was very commendable.
- Due to today's meeting schedule, the final results have not been tallied.

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

VOTED: to accept the recommendation of the Human Resources Committee and approve the 2023 Annual Evaluation of President Maloney as presented and to forward to

Commissioner Ortega as requested, with appropriate documents to meet the June 30, 2023, deadline and further to recommend the maximum allowance when the merit/salary increase parameters are authorized by the Commissioner.

NOMINATING COMMITTEE REPORT

- Trustee Lafond, chair of the committee, was unable to be in attendance, so Trustee Sasso reported that the group convened on May 23 at 10:00 a.m. and provided a summary of that meeting.
- 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 Sasso 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. Trustee LaFond received interest from Trustee Taylor expressing an interest in the chair role.
- After a very healthy discussion occurred amongst the trustees, it was agreed to bring the following slate of officers forward to the full Board at the June 13, 2023, meeting.

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

VOTED: **to accept the recommendation of the Nominating Committee and approve the Slate of Officers for 2023- 2024 as presented.**

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 (Vice-Chairs as alternate) | Trustee Marina Taylor Trustee Lisa Colombo Trustee Lawrence Sasso |

REPORT OF THE CHAIRMAN

Chair Tuttle shared that this was his last meeting as the chair and thanked everyone for everything they do for WSU.

- Presented the 2023-2024 meeting schedule.
- Need to amend the proposed schedule and change the September meeting date to Tuesday, September 26, 2023.
- Trustee Tuttle would like to see the board members get more involved in campus activities.

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

VOTED: to approve the 2023-2024 Meeting Schedule as presented.

- **Tuesday, September 26, 2023**
- **Tuesday, October 24, 2023**
- **Tuesday, November 21, 2023**
- **Tuesday, January 9, 2024**
- **Tuesday, April 09, 2024**
- **Tuesday, June 11, 2024**

Next meeting: Tuesday, September 26, 2023, which is also Unity Day.

REPORT OF THE STUDENT TRUSTEE

- Trustee Polak reported that the students had a wonderful Commencement ceremony.
- Introduced Kaitlin Schott as the next student trustee.

PRESIDENT'S REPORT

President's Update

Policy Update for University Police Memo

- President Maloney introduced Dean Kazarian, Vice President of Student Affairs, and Chief Jason Kapurch who provided an update to the board members regarding an update to the University sidearm policy.
- Attached is a draft firearms policy that recasts the document developed following Trustee direction to Worcester State College administration in November 2007 regarding 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 sync 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.

Letter from NECHE (New England Commission of Higher Education)

- Provided in the packet as informational.

Unity Day

- September 26, 2023, will follow up with a full-day schedule

University Advancement Dashboard

- Provided in the packet as informational.

President Maloney thanked Trustee Fazzone, Trustee Polak, and Trustee Tuttle for their service to the Board.

OTHER BUSINESS:

Executive Session

- Legal Strategies

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

VOTED: by recorded roll call to enter into an Executive Session at 7:23 pm to discuss pending legal issues and to reconvene in open session for the sole purpose of adjournment of the meeting.

ROLL CALL VOTE: 9 approved. Lisa Colombo (Vice-Chair); Aleta Fazzone; Dina Nichols; Amy Peterson; Emma Polak; Maureen Power; Marina Taylor (Vice-Chair); David Tuttle; Lawrence Sasso

With there being no further business, the WSU Board of Trustees meeting was adjourned at 7:38 pm.

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

VOTED: to adjourn the meeting at 7:38 p.m.

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees



WORCESTER
STATE
UNIVERSITY

DEIJ Strategy Update

September 26, 2023

Stacey Luster, J.D.

General Counsel and Assistant to the President
Employment and Equal Opportunity



The Journey - Leadership

In Fall 2015, President Maloney convened campus community members to discuss how the institution will build upon its existing programs and services to ensure that the university is *championing academic excellence in a diverse, student-centered environment that fosters scholarship, creativity, and global awareness.*

The Journey - Collaborations

At the beginning of the Spring 2016 semester, President Maloney announced his Five-Point Plan of Action *“Toward a More Inclusive Campus Climate”* and stated that he would like to pursue a data-driven approach to evaluating WSU’s campus climate. WSU, under the leadership of our Campus Climate Committee, partnered with NERCHE (New England Resource Center for Higher Education) at UMASS Boston and the National Institute for Transformation and Equity at Indiana University (NITE):

- NERCHE conducted initial assessments with students, faculty, staff, deans, provost and president.
- NERCHE met with the Campus Climate Committee, conducted focus group interviews with students, and co-presented their findings at three open-campus presentations.
- WSU disseminated the Culturally Engaging Campus Environments (CECE) survey, which is distributed nationally by NITE. The CECE survey serves as the foundation for the quantitative analysis of student opinions on our campus climate research.

The Journey – Collaborations

- January 2018, Worcester State University's Campus Climate co-chairs, Chief Diversity Officer Isaac Tesfay and Sociology Professor Alex Briesacher presented President Maloney with a data driven report, which provided the foundation for structural, cultural, and programmatic changes.
- In AY 20-21 WSU engaged Renz Consulting, LLC to conduct an audit of University Police.
- Fall 2021 WSU held a Town Hall and Anti-Black Racism Forums, at which students expressed that our Five Point Plan of Action needed to include communication and accountability.
- Spring 2022, WSU engaged inclusivity Education to conduct an equity audit and facilitate an Equity Task Force comprised of Faculty and Staff.

Developing the DEIJ Strategic Plan

Informed by our progress:

- Towards a More Inclusive Climate
- WSU Strategic Plan 2020-2025
- The New Undergraduate Experience
- Massachusetts Department of Higher Education Strategic Plan for Racial Equity 2023-2033.

Developing the DEIJ Strategic Plan

Highlight Recommendations and Initiatives led and proposed by:

- DEIJ Committees
 - Equity Task Force
 - Student Town Hall
-
- ✓ Ninety-nine (99) recommendations
 - ✓ Four (4) strategic goals
 - ✓ Twelve (12) strategic priorities

Status of Recommendations

- Fifty-seven (57) recommendations are completed/on-going
- Fifteen (15) recommendations are in progress
- Twenty- seven (27) recommendations have not been launched

WSU DEIJ Strategic Goals

1. Recruitment and Retention of historically marginalized identities of students and employees
2. Inclusive, equity-minded, anti-racist, and culturally responsive curricula, assessments, and pedagogies
3. Empower employees and students from historically marginalized identities
4. Accountability, Transparency & Communication

WSU DEIJ Strategic Priorities

1. Co-curricular
2. Communications and Marketing
3. Curriculum
4. DEIJ Committees
5. Departmental Self Study
6. Hiring & Retention
7. Professional Development
8. Resources
9. Student Leadership
10. Student Recruitment & Retention
11. Vision / Mission
12. Wrap-around Services

Next Steps

- Fall 2023- Dr. Edgar Moros, WSU's New CDO (former Director of IELI) will compile the draft Strategic Plan.
- Spring 2024- WSU Campus Community will have the opportunity to review, comment, and contribute.
- Fall 2024 - Inaugural DEIJ Strategic Plan will be shared and implemented campus wide.

Thank you

Questions and Comments



Worcester State University

Board of Trustees Meeting

September 26, 2023

Role of a Trustee

I. Trustee Responsibilities

II. How to Be a Good Trustee

III. Fiduciary Duties

Trustee Responsibilities

- Trustees are responsible for:
 - defining the University's mission
 - protecting the University's fiscal health
 - maintaining the quality of the University's academic offerings
 - ensuring that the University is in compliance with and implementing institutional policies and processes
 - Strategic planning
 - Presidential evaluations
 - Annual budgeting process

How To Be A Good Trustee

- Be present
 - Attend board meetings and committee meetings
- Participate
 - Review board materials
 - Listen closely and ask questions
- Be engaged
 - Discourse, analysis and debate contribute to informed decision making
 - Seek out and respect the viewpoints of stakeholders, including students, faculty, staff, parents, alumni, and members of the local community
- Share your expertise and knowledge
- Understand the higher education environment in which the board operates

Fiduciary Duties

- The law imposes special *fiduciary* duties on trustees – a duty of care and a duty of loyalty:
 - The duty of care means that trustees must act
 - at all times in the best interests of the university
 - reasonably, competently and thoughtfully
 - The duty of loyalty means that trustees are
 - obligated to put the university's interests above all others
 - prohibited from acting in ways that benefit themselves

Specific Powers and Duties of Trustees

I. Statutory Powers and Duties

II. Delegation of Powers and Duties

III. Limitations on Delegation of Powers and Duties

Statutory Powers and Duties

Establish policies necessary for the administrative management of personnel, staff services and the general business of the institution, which includes:

- (a) preparing estimates of maintenance and capital outlay budgets
- (b) **establish all fees** subject to guidelines established by the BHE
- (c) **appoint, transfer, dismiss, promote and award tenure** to all personnel of said institution;
- (d) **manage and keep** in repair all property, real and personal, owned or occupied by said institution
- (e) **seek, accept and administer grants, gifts** and trusts
- (f) implement and evaluate affirmative action policies and programs;
- (g) establish, implement and evaluate student services and policies;
- (h) recommend to the BHE admission standards and instructional programs, including all major and degree programs

Statutory Powers and Duties

- (i) transfer funds within and among subsidiary accounts
- (j) **establish and operate programs, including summer and evening programs**
- (k) award degrees in fields approved by the BHE
- (l) submit a 5-year master plan
- (m) submit financial data and other data as required by the secretary and the board of higher education that shall include an account of spending from all revenue sources including but not limited to, trust funds;
- (n) develop a mission statement for the institution consistent with identified missions of the system of public higher education
- (o) submit an annual, public institutional self-assessment to the BHE

G.L. c. 15A, Section 22

Delegation of Powers and Duties

The board of trustees of each institution may delegate to the president of such institution any of the powers and responsibilities enumerated in G.L. c. 15A, Section 22.

The board of trustees provides “big picture” oversight, not day-to-day management.

Limitations on Delegation of Powers and Duties

- The power to delegate may be limited by the Boards Bylaws
 - It is important to know your bylaws
- There may be provisions in the four collective bargaining agreements that expressly exclude certain delegations by the Board

Open Meeting Law

I. Definition of Open Meeting

II. An Exception: Executive Session

III. Board Open Meeting Minutes

Definition of Open Meeting

Under Massachusetts law, an open meeting is a communication

- between members of a **public body**;
- constituting a **deliberation**;
 - “[A]n oral or written communication through any medium, including electronic mail, between or among a quorum of a public body on any public business within its jurisdiction”
 - Exceptions: distribution of meeting agenda, scheduling information and distribution of other procedural meeting materials, reports or documents that may be discussed
- involving a matter within the public body’s **jurisdiction**;
 - “Jurisdiction” is not defined in the law;
 - Generally, any matter of public business on which a quorum of the public body may make a decision or recommendation would be considered a matter within the jurisdiction of the public body.
- and not falling within an **exception** to the Open Meeting Law (OML)
 - A quorum at an on-site inspection
 - Attendance by a quorum at a conference or training program or a media, social or other event
 - Attendance by a quorum at a meeting of another governmental (public) body
 - A meeting of a quasi-judicial board held for the sole purpose of making a decision in an adjudicatory proceeding

An Exception: Executive Session

- “To discuss the reputation, character, physical condition or mental health, rather than professional competence, of an individual, or to discuss the discipline or dismissal of, or complaints or charges brought against, a public officer, employee, staff member or individual....”
- In conducting searches, when an open meeting would thwart the objective of attracting the most qualified candidates during the preliminary stage of the search.
- To conduct strategy sessions in preparation for collective bargaining or negotiations with non-unit personnel or litigation if an open meeting may have a detrimental effect on the public body
- To discuss the deployment of security personnel or strategies
- To investigate charges of criminal misconduct or to consider the filing of criminal complaints

An Exception: Executive Session

- To meet with a mediator regarding any litigation or decision on any public business within its jurisdiction
- To discuss trade secrets or confidential, competitively-sensitive or other proprietary information
- To consider the purchase, exchange, lease or value of real property if an open meeting may have a detrimental effect on the negotiating position of the public body
- To comply with an existing law

Notice of Open Meeting

** Promoting openness and transparency*

- Shall include a listing of topics that the chair reasonably anticipates will be discussed at the meeting
 - Only discuss topics listed on the meeting notice, unless the topic was not reasonably anticipated when the notice was posted
- Must be posted in a manner conspicuously visible to the public at all hours
- Requires 48 hours of advance notice of meeting, excluding Saturdays, Sundays and legal holidays

Board Open Meeting Minutes

Must include:

- Summary of the discussions on each subject
- The decisions made and actions taken, including a record of all votes
- A list of documents and other exhibits used by the body at the meeting
- The documents and other exhibits used

Public Records Law

I. Definition of Public Record

II. Public Record Exceptions

III. Public Record-What it Means for a Trustee

Definition of Public Record

“Public Records” are broadly defined to include “all books, papers, maps, photographs, recorded tapes, financial statements, statistical tabulations, or other documentary materials or data, regardless of physical form or characteristics, made or received by any officer or employee.”

BUT, there are several exemptions to this definition.

Public Records Exceptions

Non-exhaustive list of exemptions:

- Personnel and medical files or information, personnel policies**
- Unwarranted invasion of privacy** exemption limited to “intimate details of a highly personal nature,” for example: marital status, paternity, substance abuse, government assistance, family disputes, reputation
- Deliberative process memoranda or letters relating to policies to be developed**
- Personal notes and materials**
- Bids and Proposals**
- Real estate appraisals**
- Test grading keys**
- Library borrowing records**
- Investigatory materials**
- Employee and family of employee home addresses and phone numbers**
- Trade secrets or commercial or financial information**
- Records, such as blueprints, plans, policies, procedures and schematic drawings**

Public Records-What it Means for a Trustee

- Documents you create or receive in the course or in furtherance of your role as a trustee, including e-mail and text messages, are public records
 - Use your WSU issued email for WSU related business
 - Don't text message for WSU work. If you must text, copy your WSU email so there is a record
 - Even draft minutes are public records
 - Executive session minutes, notes or other documents used in the session may be withheld when disclosure would defeat the purpose of executive session.
- These public records may be requested. If they are requested, the University must produce them, provided no exception applies
 - Inquire as to WSU's process for compiling with a public records request
- These public records must be stored or backed up by the University, in accordance with retention requirements

Conflict of Interest Law

I. Conflicts of Interest Under Massachusetts Law

Conflicts of Interest Under Massachusetts Law

- Under state law, trustees of state universities are what is known as “special state employees”
- Section 4 of the law limits state employees from engaging in work with individuals or organizations in matters where the state has an interest—in effect, the provision limits the ability to represent individuals or organizations in connection with matters related to the University
- Section 7 of the law prohibits state employees from having a financial interest in a state contract, unless an exemption applies—in effect, the provision applies when a trustee may have a financial interest in a contract with the University
 - Be aware of disclosure requirements

Conflicts of Interest (continued)

- The Conflict of Interest Law also prohibits trustees from:
 - Receiving bribes and gifts
 - Participating in matters in which a they have a financial interest
 - Misusing their position to benefit themselves or someone else
 - Improperly disclosing confidential information
- Further:
 - Trustees may not hold **any** other paid office or position with the institution for three years after leaving the board
 - Elected student trustees may not hold any other **paid** office or position for one year after leaving the board, but may have part-time employment with the institution while a student
 - Trustees may be appointed to an unpaid office or position with the institution after leaving the board

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE AND FACILITIES MEETING
Thursday, September 21, 2023
3:00 P.M.**

Administration Building, President's Conference Room, Room A250

Meeting Called By: Lisa Colombo (Chair)

Minutes: Nikki Kapurch

Board Members: Lisa Colombo; Dina Nichols; Amy Peterson; Lawrence Sasso (Vice Chair)

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

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

| AGENDA | | |
|--|----------------------------------|--------------------------------------|
| ITEM | RESPONSIBLE | ACTION |
| 1. <i>Administrative Business</i> A. Call to Order B. Approval of the Minutes: 1. Finance & Facilities Committee - June 13, 2023* | Lisa Colombo | 1. vote required |
| 2. <i>Finance & Facilities Committee Report</i> A. Update on Operational Excellence work B. Update on FY 2023 Audit | Lisa Colombo Kathy Eichelroth | A. Informational B. Informational |
| 3. <i>Administrative Updates</i> A. Other Business | Lisa Colombo | |
| 4. <i>Adjournment</i> | Lisa Colombo | 4. vote required |

*Attachments

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

| | | | |
|----------------------------|--|-------------|---------------|
| CHAIR: | Marina Taylor (Chair) | DATE: | June 13, 2023 |
| LOCATION: | Wellness Center, Room 204 | MINUTES BY: | Nikki Kapurch |
| TIME: | 4:00 PM | | |
| COMMITTEE MEMBERS PRESENT: | Lisa Colombo (Vice Chair); Aleta Fazzone (Vice Chair); Dina Nichols; Lawrence Sasso; Marina Taylor | | |
| COMMITTEE MEMBERS ABSENT: | Will Mosley | | |
| BOARD MEMBERS PRESENT: | David Tuttle | | |
| 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 Tuesday, June 13, 2023, in room 204, located in the Wellness Center. Chair Taylor called the meeting to order at 4:03 p.m.

Administrative Business

APPROVAL OF THE MINUTES - April 13, 2023

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

VOTED: **To approve the April 13, 2023, minutes of the Finance and Facilities Committee meeting as presented.**

FINANCE & FACILITIES COMMITTEE REPORT

FY 2024 Comprehensive University Budget

- Trustee Taylor opened up the meeting and called upon VP Kathy Eichelroth to walk trustees through the FY 2024 Comprehensive University Budget memo that was included in the packet.
- VP Eichelroth gave the Fiscal Year 2024 Budget Overview and went through the individual trust funds.
- Presenting a \$125M budget inclusive of all sources and uses including state appropriations and 11 campus trust funds. The Operating Budget is budgeted at \$99,598,789.
- 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.
- We have a revenue Gap of \$7,772,073. Resources for backfilling the gap will be from the unspent state

ARPA funds, a General Fee increase, and a reserve draw.

- The \$500 increase in the General Fee will reduce the burden of drawing on reserves and provides an ongoing revenue stream that is rolled into base institutional funds in the budgeted resources for FY 2025.
- 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.
- We will continue to monitor developments related to the passing of the Commonwealth's FY 2024 budget. In the event WSU receives 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.
- 77% of the operating budget is direct labor and benefits. Deployment of these resources will be examined to ensure an efficient and effective results-driven process is applied when hiring decisions are made.

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

VOTED: **to recommend to the full Board the approval of the FY 2024 Comprehensive University Budget as presented.**

APPROVAL OF NAMING OF THE WELLNESS CENTER

- President Maloney along with VP Tom McNamara presented the recommendation for the naming of the Wellness Center to become The Gene J. and Julianne DeFeudis Wellness Center.
- 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.
- 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.
- Once approved by the Board of Trustees, the proposal and vote will be submitted to Commissioner Ortega at the Board of Higher Education to have it placed on their next board meeting agenda for approval.
- 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.

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

VOTED: **to recommend to the full Board the approval of President Maloney's recommendation to name the Wellness Center the Gene J. and Julianne DeFeudis Wellness Center as presented.**

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

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

VOTED: **to adjourn the meeting at 4:45 p.m.**

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees



WORCESTER
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WSU

Operational Excellence [OpEx]

Program

September 21, 2023 update



Background

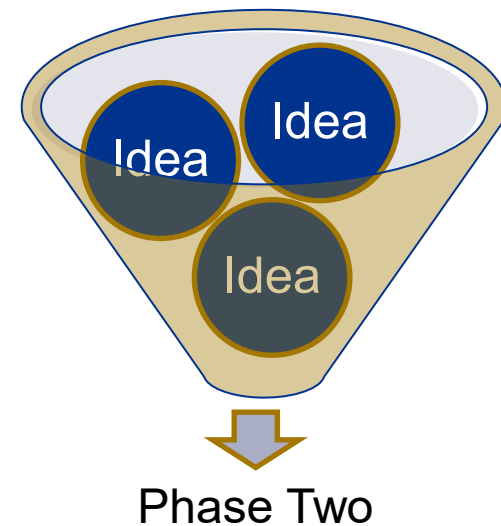
- Financial Sustainability Task Force (“FSTF”) was created in January, 2022 to address a structural gap in University’s budget. Primary drivers of the budget gap include declining enrollment and the pandemic.
- FSTF intended to proactively and collaboratively assess the situation and develop plans to address the budget gap.

FSTF: A Phased Approach

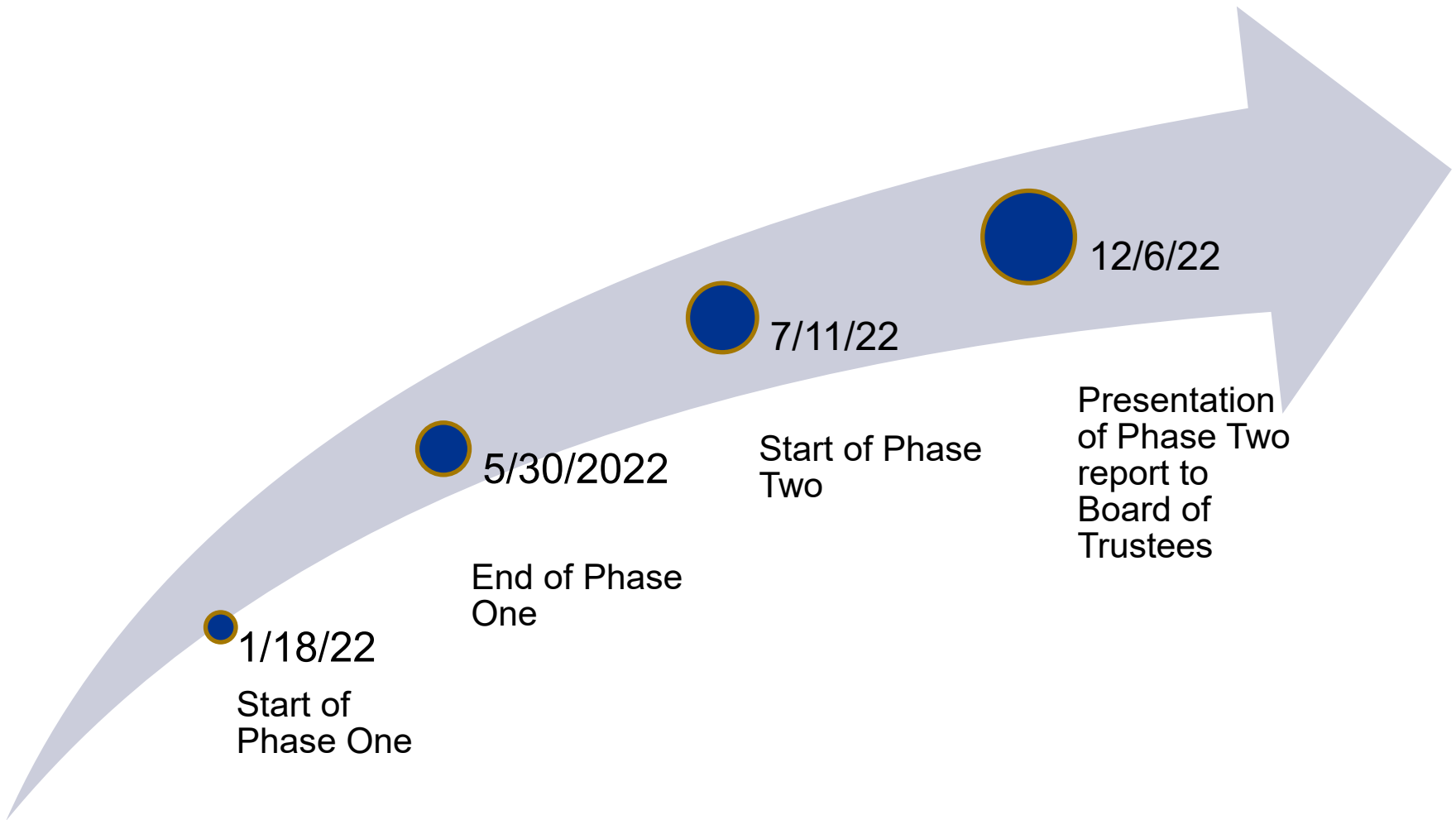
Phase One: Identify broad opportunities for revenue enhancement, cost savings and efficiencies. Results:

- Numerous recommendations and ideas, categorized by theme; and
- Development of specific teams to address these recommendations.

Phase Two: Evaluate what Phase One opportunities are realistic/feasible and could result in savings, revenue or efficiencies.



FSTF: Timeline



2023 Hello Lean Higher Education

- In January 2023 we began to transition to a Lean Higher Education Model with professional guidance from **Dr. William Balzer**, from Bowling Green State University, author of **Lean Higher Education: *Increasing the Value and Performance of University Processes***
- During this time two recommendations were brought forward from the FSTF Phase 2 report as Lean Higher Education Demonstration Projects in pursuit of operational excellence for the university.
- The two projects chosen were retention software efficiencies from the Property and Infrastructure workgroup and course scheduling from the Academic Efficiencies workgroup.
- The demonstration projects were lead by Dr. William Balzer, with support from Jesilka Cortez, Lean Six Sigma Certified, MS in Organizational Leadership and WSU Chief Procurement Officer and Jonathan Walker, Director of Risk Management & Controls.
- The demonstration projects were executed as two separate Rapid Improvement Events [RIE]
- REI are typically five-day breakthrough events focusing on a targeted problem in a process. Through strategic RIE events we are seeking to rapidly improve the current state of the processes by removing inefficiencies and creating more value to satisfy the educational needs of our students.

Rapid Improvement Events (RIE)

- The Couse Scheduling and Starfish Retention Software Rapid Improvement Events took place during the spring semester
- Both projects produced a visualized future state and an action register of tasks to be accomplished that will lead to the future state.
- A RIE is one of many applications that can be deployed in Lean Higher Education to remove waste and improve the flow of university process.
- Other applications that can be deployed in LHE include “Just Do It”, “Lean Meetings” and “Structured Problem Solving”, just to name a few.
- “Lean” has been successfully applied in every business and industry sector, including higher education. It is one of many methodologies that can be deployed on a journey towards Operational Excellence.

* Balzer, W., Brodke, M., Kluse, C., and Zickar, M 2019. Revolution or 30-year fad? A role for I-O psychology in lean management. *Industrial and Organizational Psychology*, 12 (3), 215-233

Getting it Done -

FSTF 2 Recommendations:

| FSTF PHASE TWO ACTION PLAN | | | | |
|-----------------------------|--------------------|--|---|----------------------|
| <u>Working Group</u> | <u>Reference #</u> | <u>Recommendation Summary</u> | <u>Status September 2023</u> | <u>Type</u> |
| Academic Efficiencies | 1 | Course Scheduling | Course Scheduling RIE | Recommendation |
| | 2 | Course Minimums | Course Scheduling RIE / Post Schedule Review Process | Recommendation |
| | 3 | APR's | Post Schedule Review Process | Recommendation |
| | 4 | EWC's | Post Schedule Review Process | Recommendation |
| | 5 | Overload Fees | | Recommendation |
| | 6 | Evaluate day faculty teaching graduate courses as part of their workload. Integrate the data into Colleague. | | Future Consideration |
| | 7 | Evaluate student retention efforts in relationship to the LASC/GenEd curriculum; | | Future Consideration |
| | 8 | Review current exemplary and unique programs at the graduate/undergraduate levels for profitability | Revenue Submission Template and Process in development | Future Consideration |
| | 9 | Leverage no-cost marketing solutions including social media platforms targeting different populations like adult learners, dual enrollment programs, and graduate programs | | Future Consideration |
| | 10 | Review program offerings at the graduate/undergraduate levels to assess the need for future investment, archiving, and/or developing new programs. | | Future Consideration |
| | 11 | Examine/evaluate which programs can be developed as online programs, either as full semester or 7-week programs, for adult learners and undergraduate students | | Future Consideration |
| Administrative Efficiencies | 12 | Facilities Outsourcing | | Recommendation |
| | 13 | Early Retirement Incentive Program | | Recommendation |
| | 14 | Comprehensive Outsourcing and job description review (see work group report for specific considerations) | | Future Consideration |
| | 15 | Administrative Restructing and Process Improvements (see work group report for specific considerations) | HR Process Improvements (e.g., Hiring workflow, Interview Exchange Updates) Finance process improvements Grant process improvements | Future Consideration |

Getting it Done (continued) -

FSTF 2 Recommendations - continued:

| FSTF PHASE TWO ACTION PLAN | | | | |
|-----------------------------|--------------------|---|------------------------------|----------------------|
| <u>Working Group</u> | <u>Reference #</u> | <u>Recommendation Summary</u> | <u>Status September 2023</u> | <u>Type</u> |
| Property and Infrastructure | 16 | May St Costs | May. St. Closed. | Recommendation |
| | 17 | Solar Panels/Alternative Energy Review | | Recommendation |
| | 18 | Parking Initiatives | Closed the Goddard Lot | Recommendation |
| | 19 | IT Proactive Project Planning and Project Management Strategies / Governance. | | Recommendation |
| | 20 | Hold any major IT projects pending completion of FSTF Phase 2 recommendations, excluding emergencies. | | Recommendation |
| | 21 | Formally review existing remote work policies and remote work schedules, and then map this information against current campus space allocations. Use this analysis to codify remote work policies and practices and then project forward how this might impact the availability of campus space for other functions | | Future Consideration |
| | 22 | Consider reducing utilities and maintenance services to specific campus buildings during periods of low demand (Winter Session, summer) to realize utilities and maintenance cost savings. | May. St. Closed | Future Consideration |
| | 23 | Review the University's Strategic Plan to see if declining student enrollment has impacted any of its recommendations. Additionally, review the facilities master plan to see how decreased student enrollment might impact its projections. | | Future Consideration |
| | 24 | Prioritize University-wide professional development on project planning and project management to ensure that best practices are used to achieve maximum cost and operational efficiencies. | | Future Consideration |
| | 25 | Revisit the operational value of Foundation-owned properties and determine if their use is best allocated or if divestment of these properties to an outside entity might prove more advantageous to the university in the future. | | Future Consideration |
| | 26 | Consider an alternative LMS to Blackboard (licensing cost ~\$240,000/year), such as Google Classroom or Moodle | | Future Consideration |
| | 27 | Determine if Starfish (licensing cost ~\$65,000/year) functionality is present in Colleague. | Starfish RIE | Future Consideration |
| | 28 | Determine if Information Technologies could standardize on help desk/work assignment software, eliminating the need for a separate application (current IT product is HEAT; licensing cost ~\$12,000/year) | | Future Consideration |
| | 29 | Complete risk assessment of current central switch for campus wire-based telephony and develop plan for future campus telephone needs (replace switch, move to VOIP/hybrid network model, etc.) | | Future Consideration |
| | 30 | Explore server colocation partnerships with UMass for data storage, application delivery, etc. (Library Collection as well - jointly store collection) | | Future Consideration |
| | 31 | Perform an ROI analysis of the Laptop Depot/in-house hardware repair. | | Future Consideration |
| | 32 | Update and test IT disaster recovery and business continuity plans to minimize future operational and financial liabilities. | Arctic Wolf? | Future Consideration |
| | 33 | Consolidate duplicate software applications, establishing common standard platforms whenever possible. | Starfish RIE | Future Consideration |

Getting it Done (continued)-

FSTF 2 Recommendations - continued:

| FSTF PHASE TWO ACTION PLAN | | | | |
|--|-------------|---|--|----------------------|
| Working Group | Reference # | Recommendation Summary | Status September 2023 | Type |
| Student Services | 34 | Develop a seamless student experience in the areas of Admissions, Advising, Registration, and Payment: | | Recommendation |
| | 35 | Develop a strategic approach to scheduling of DGCE course offerings | | Recommendation |
| | 36 | The Academic Success Center is to establish a standing committee on student advising for the purposes of consistent messaging and enhancement of advising practices. | | Recommendation |
| | 37 | A review of all advising software, including cost and licensing commitments, is to be undertaken. | | Recommendation |
| | 38 | Develop a system to provide administrative support to academic support centers. | | Recommendation |
| | 39 | Align IT services (minimally the Help Desk, but also Laptop Repair) with Library/LRC hours of operations. | | Recommendation |
| | 40 | Investigate and develop plans to integrate service offerings in the LRC building including, but not limited to, services offered by IT and the Library, to fulfill a vision of the LRC as a learning commons. | | Recommendation |
| | 41 | Create a full-time position and hire a Director of Men's & Women's Cross Country/Track & Field/Recruiting Coordinator, Athletics. | Done | Recommendation |
| | 42 | Add Men's Varsity Lacrosse and suspend Men's Golf. | | Recommendation |
| | 43 | Provide \$4,000 in the recruiting budget for Women's Lacrosse to cover expenses for travel to various out-of-state recruiting showcases throughout the recruiting season. | | Recommendation |
| | 44 | Transition the Worcester State Club Sports program from the Office of Student Involvement and Leadership Development to the Athletics Office. | | Recommendation |
| | 45 | Graduate Assistantship Program | | Future Consideration |
| | 46 | Relationship between Intensive English Language Institute (IELI) and International Programs (IPO): | | Future Consideration |
| | 47 | Use of EFORMS | | Future Consideration |
| | 48 | Review of Sports Medicine Services | | Future Consideration |
| Entrepreneurship and Revenue: Net Revenue Programs | 49 | Move the art studios to campus | | Recommendation |
| | 50 | Reconfigure the relationship between Worcester State and the Worcester Center for Crafts | | Recommendation |
| | 51 | Change the model for how books and spirit apparel are sold to students. | | Recommendation |
| | 52 | Creation of University-sponsored summer programs | | Recommendation |
| | 53 | Invest in marketing to grow existing programs in DGCE, including online and graduate school | | Future Consideration |
| | 54 | CBI partnership with MA Dept of Corrections for degree completion program for inmates | | Future Consideration |
| | 55 | Partnership with Cannabis Control Commission | | Future Consideration |
| | 56 | Creation of a public facing office to conduct surveys and data analysis for outside organizations | | Future Consideration |
| | 57 | Promotion of revenue generating programs run by academic departments in conjunction with DGCE | Revenue Submission Template and Process in development | Future Consideration |
| | 58 | Marketing the University to the community as a resource – using a message of “this is what the community can use the university for” – may increase revenue in a variety of areas | | Future Consideration |

Getting it Done (continued) -

FSTF 2 Recommendations - continued:

| FSTF PHASE TWO ACTION PLAN | | | | |
|---|--------------------|--|------------------------------|----------------------|
| <u>Working Group</u> | <u>Reference #</u> | <u>Recommendation Summary</u> | <u>Status September 2023</u> | <u>Type</u> |
| Entrepreneurship and Revenue: University Enrollment | 59 | Campus-wide use of Student Population Data Definitions | | Recommendation |
| | 60 | Implementation of the 2022-2027 Strategic Enrollment Management (SEM) Plan | Done | Recommendation |
| | 61 | Implementation of Enrollment Growth Strategies | Done | Recommendation |
| | 62 | Identify and document a crosswalk from enrolled student data to billing tables to general ledger revenue accounts to financial statement categories. | | Future Consideration |
| | 63 | Develop a strategy to review university data that is submitted to the DHE to maximize return from the Commonwealth's higher education funding formula. | | Future Consideration |
| Entrepreneurship and Revenue: Grants | 64 | Documentation and Procedures | RIE and grants flowchart | Recommendation |
| | 65 | Designation of Ombudsperson | | Recommendation |
| | 66 | Professional Development | | Recommendation |
| | 67 | Increase in WSU annual state appropriations | | Recommendation |
| | 68 | Software | | Future Consideration |
| | 69 | Annual Needs Assessment Survey | | Future Consideration |
| | 70 | Funding Opportunity Announcements (OGSR newsletter) | | Future Consideration |

Active Projects

Below are the active RIE and JIT events that the OpEx team has been working on since the spring.

Each project is in a different stage of development, though they all have had team events that have identified the proposed future state

Each project is supported by limited staffing under OpEx and have an identified implementation team

The graph demonstrates the progress to date towards achieving the steps that will lead to the proposed future state [*pull up action registers*]

| # | Project Inventory | Tab | Success Items / Discussion Points | Issues / Concerns | # of Action Register Items | Completed | In process | Not Started | Completion % |
|---|--|-------------------|--|--|----------------------------|-----------|------------|-------------|--------------|
| 1 | Course Scheduling (Maximizing Course Enrollment) | A | Chairs Manual in process | We need to check on the "Not started" Tasks and help the respective teams to complete the same | 36 | 6 | 12 | 18 | 17% |
| 2 | Starfish (Retention/Early Alert) | B | Rebranding / Website | We need to check on the "Not started" Tasks and help the respective teams to complete the same | 54 | 4 | 16 | 34 | 7% |
| 3 | HR / Hiring Processes (broke off into sub-group) | C | Decision Tree, Updated IE Forms (e.g., stipend, grant, etc.). We have been making great progress organically (e.g., not using the action register) | We need to check on the "Not started" Tasks and help the respective teams to complete the same | 36 | 2 | 2 | 32 | 6% |
| 4 | Grant Processing | D | Budget Template, Grants Flowchart | need to create register Budget template complete | 0 | 0 | 0 | 0 | #DIV/0! |
| 5 | Hiring Process - Proposal for Benefitted Employees | E | Visio Flow | Hiring Process showing gaps and red flags with new proposal Need action register | 0 | 0 | 0 | 0 | #DIV/0! |

Next Steps

- **Completed FSTF recommendations:**
 - document completed items
 - Identify and quantify related savings/cost avoidance/impact on operations
- **Active Projects:**
 - Prioritize action items and create critical path for most effective and timely work plan
 - Re-engage implementation team members
- **Step beyond LEAN towards Operational Excellence:**
 - Develop plan and vision for OpEx which is more extensive than LEAN
 - Appropriately staff the effort for success
 - Consider options for engaging subject matter experts in other organizations in higher education and private industry
 - Create a physical presence on line and in person offering support and tools to work towards OpEx in all areas of the WSU community
 - Identify and communicate opportunities for campus wide engagement

Discussion and Q & A

2023- 2024 BOARD OF TRUSTEES COMMITTEES

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

President Maloney is a non-voting member of all committees

Staff Support to all committees is Nikki Kapurch - w: 508-929-8201 | c: 508-294-6136

nkapurch@worchester.edu

All trustees are welcome at any meeting

| | |
|--|--|
| <p>HUMAN RESOURCES COMMITTEE</p> <p>Dina A. Nichols, Chair Amy Peterson, Vice Chair Maureen Power David Tuttle</p> <p><u>President's Liaisons:</u> Kathy Eichelroth - 508-929-8098 keichelroth@worchester.edu</p> <p>Stacey Luster - 508-929-8022 sluster@worchester.edu</p> | <p>The Committee on Human Resources shall have the following powers and duties:</p> <ol style="list-style-type: none"> 1. To consider all matters related to personnel. 2. To consider general policies relating to the formulation of budgets and appropriate compensation policies for the University and to make recommendations to the Board of Trustees with respect thereto. 3. To consider policies on personnel staffing patterns and to make recommendations to the Board of Trustees with respect thereto. 4. To consider recommendations from the President on the appointment, change in status or termination of college personnel and to make recommendations to the Board of Trustees with respect thereto. 5. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto |
| <p>PLANNING AND DEVELOPMENT COMMITTEE</p> <p>David Tuttle, Chair Karen LaFond, Vice Chair Lisa Colombo William Mosley</p> <p><u>President's Liaisons:</u> Tom McNamara - 508-929-8033 tmcnamara@worchester.edu Ryan Forsythe- 508-929-8498 rforsythe@worchester.edu</p> | <p>The Committee shall consist of the following members: The two trustees elected by the Board to serve on the Board of the Worcester State Foundation and one other named by the Chair of the Board. The Committee on Planning and Development shall have the following powers and duties:</p> <ol style="list-style-type: none"> 1. Consider matters relating to long-range development quality enhancement and growth off the University. 2. Consider strategic plans to achieve key mission initiatives including but not limited to: <ol style="list-style-type: none"> a. academic programs b. student life development c. support services d. financial, human, physical and capital resource development e. external community relations f. alumni relations g. governmental relations 3. Consider such joint projects which may be appropriate with the Worcester State Foundation. 4. To review plans and programs to raise private funds for the University through special gifts, endowment bequests, and other means, and to make recommendations to the Board of Trustees with respect thereto. 5. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto |

2023- 2024 BOARD OF TRUSTEES COMMITTEES

FINANCE AND FACILITIES COMMITTEE

Lisa Colombo, Chair
Lawrence Sasso, Vice Chair
Dina Nichols
Amy Peterson

President's Liaison:

Kathy Eichelroth-508-929-8098
keichelroth@worchester.edu

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

1. To consider all matters related to administration and finance.
2. To consider and act upon operating budget requests and capital outlay budget requests submitted by the University and to make recommendations to the Board of Trustees with respect thereto.
3. To review proposals for the transfer of funds between subsidiary accounts, and to make recommendations to the Board of Trustees with respect thereto.
4. To consider policies and other matters pertaining to the investment of endowment funds and other funds of the University that may from time to time be invested and reinvested, and to make recommendations to the Board of Trustees with respect thereto.
5. To review the financial records and controls of the University; to review and develop policies respecting the receipt, management, and disbursement of funds of the University from whatever source received, the purchase of services, supplies, and materials and internal controls over the same; to review proposals for fees, rents, and charges; to consider policies and other matters pertaining to the leasing of private property by the University, to review audits of financial activities of the University and to report thereon; and to make recommendations with respect thereto to the Board of Trustees.
6. To consider the fidelity and performance bonding of the University personnel and to report thereon, and to make recommendations with respect thereto to the Board of Trustees.
7. To consider policies and other matters pertaining to the physical properties of the University, including all buildings, land acquisition, and transfer, landscape plans, and developments and construction thereon, and to make recommendations to the Board of Trustees with respect thereto.
8. To consider plans and policies governing campus master planning and capital outlay budgets, and to make recommendations to the Board of Trustees with respect thereto.
9. To consider and make recommendations to the Board of Trustees with respect to design plans, bid taking and other building project matters, contracts, and nominations for architects and engineers on all buildings, structures, and facilities to be built on University property, prior to any final action thereon by the Board of Trustees.
10. To inspect University lands and buildings as required; to consider the acceptance of completed construction, and to make a recommendation to the Board of Trustees with respect thereto.
11. To consider plans for lots, roads, streets, paths, and ways, and regulations for pedestrian and vehicular use thereof on the property of the University and to make recommendations to the Board of Trustees with respect thereto.
12. To consider names for buildings, streets, ways and other properties of the University and to make recommendations to the Board of Trustees with respect thereto.
13. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.

2023- 2024 BOARD OF TRUSTEES COMMITTEES

| | |
|---|---|
| <p>ACADEMIC AND STUDENT DEVELOPMENT COMMITTEE</p> <p>Karen M. LaFond, Chair Maureen Power, Vice Chair William Mosley Lawrence Sasso Kaitlin Schott</p> <p><u>President's Liaisons</u> Lois Wims - 508-929-8038 lwims@worchester.edu</p> <p>Julie Kazarian - 508-929-8077 jkazarian@worchester.edu</p> | <p>The Committee on Academic and Student Development shall have the following powers and duties:</p> <ol style="list-style-type: none"> 1. To consider all matters related to academic affairs. 2. To consider policies regarding the quality, character, and extent of instruction and research at the university, including policies governing admission requirements, programs of instruction, curriculum, academic personnel, new degree programs, and changes to existing degree programs, public service activities and research, and to make recommendations to the Board of Trustees with respect thereto. 3. To consider policies related to the educational purposes and responsibilities of the University and evaluate the same on a long-range basis, and to make recommendations to the Board of Trustees with respect thereto. 4. To consider all matters related to student development. 5. To consider policy matters pertaining to student life and activity, student government and other recognized student organizations and groups, and to make recommendations to the Board of Trustees with respect thereto. 6. To consider policies relating to the health and well-being of the student body, including advisement and counseling, and to make recommendations to the Board of Trustees with respect thereto. 7. To advise the President on any matter within the scope of the Committee's duties. 8. To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto. |
| <p>THE EXECUTIVE COMMITTEE</p> <p>Marina Taylor, Chair Lisa Colombo, Vice-Chair Lawrence Sasso, Vice-Chair Barry Maloney, President Karen LaFond Dina Nichols, Alternate</p> | <p>The Executive Committee shall be composed of the Chair and Vice-Chairs of the Board of Trustees, the President of the University, and one additional Board member elected to this committee by the Trustees at the annual meeting. The Trustees will also elect an alternate to serve in the event that the elected Board member is unable to serve or be present at a meeting of the committee. This Committee shall have the following powers and duties:</p> <ol style="list-style-type: none"> 1. The Executive Committee of the Board will meet, upon due notification by the Chair and the President, to transact business between regular board meetings and to act with the full power and authority of the Board. 2. To consider and act upon proposals by the President for action which the Board may have generally or specifically authorized the President to take with the concurrence of the Executive Committee. 3. To recommend honorary degree candidates for approval by the Board of Trustees. 4. To assign to an officer of the University any matter for which a hearing by the Board of Trustees or any committee thereof is deemed necessary by the Executive Committee, or is required under the laws of the Commonwealth or the rules and regulations for said Board. 5. To consider, propose and recommend to the Board of Trustees the adoption, amendment or revisions of rules and regulations for the |

*Language was taken from the Bylaws

2023- 2024 BOARD OF TRUSTEES COMMITTEES

| | |
|--|---|
| | <p>governance of the Board of Trustees and the University, its administration, faculty, staff, students, and activities.</p> <p>6. To report to the Board of Trustees all actions taken or concurred in by said Committee at the next regular meeting of the Board of Trustees or as soon thereafter as possible.</p> |
|--|---|



WORCESTER
STATE
UNIVERSITY

Academic Year 2023-2024 Resource Guide

September 2023



Academic Year 2023-2024 Resource Guide

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September 2023



Dear Faculty and Staff,

This resource booklet is provided annually to convey what's new this academic year, announce upcoming events, and highlight employee opportunities and benefits. We hope you find it useful.

I'm gratified that, last year, we successfully navigated the NECHE reaccreditation process and now have in hand the recommendations from Phase Two of the Financial Sustainability Task Force – no small feats. I am grateful for the dedication and purpose with which both cross-campus teams pursued their objectives. This year, we will pursue operational excellence by adopting a continuous improvement culture – an approach that will allow us to strategically address our budget gap.

We will continue to pursue data-driven decision making, which is embedded in our current Strategic Plan, Beyond 150; best practices for ensuring student success in the context of MajorPlus; and improving our campus climate while pursuing equity. Each of these priorities, if done right, will positively impact student retention – something we must do in order to grow enrollment in the midst of a decline in traditional-aged high school students across the Northeast. These may sound like difficult challenges, but given what we've achieved since the pandemic, I am confident we will meet them.

Every September, I am heartened when students are back on campus. It reminds me why I chose a career in public higher education – to help them succeed. I hope you too feel that call to assist them on their educational journeys.

Sincerely,

Barry M. Maloney
President

Early alert is now Early Support

Use our Early Support System, Starfish, to keep a student's Success Network informed to provide the highest and most collaborative level of support.

Faculty and Staff can submit academic and progress concerns for students at any time!

Provide students with positive reinforcement at any time by sending Kudos!

Offer students a Referral to service areas with the click of a button!

Submit student performance information two times each semester through our Census and Mid-Semester Progress Surveys.

Questions about Early Support? Contact the Retention Office at retention@worchester.edu

ATTENTION COLLEAGUES

WE ARE AN NCFDD INSTITUTIONAL MEMBER!



To activate your account, visit:

www.facultydiversity.org/join. Select our institution from the drop-down menu, click Activate Account, register using your institution email address, and enjoy!



All members of WSU are invited to join NCFDD



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Homecoming and Family Weekend

Friday, Oct. 27
Saturday, Oct. 28

2023

**Save
the date!
It's gonna
be great!**



**Join us for a fun-filled
weekend:**

- » Distinguished Alumni Awards
- » Women's Soccer vs. Mass Maritime
- » Field Hockey vs. Salem State
- » Football vs. Western Connecticut State
- » Food Trucks, games, music and so much more!



Watch for details

alumni.worcester.edu/homecoming23



Contact us

Office of Alumni Relations & Engagement
508-929-8141

SAVE THE DATE



WORCESTER
STATE
UNIVERSITY

UNITY DAY

A celebration of our diverse identities and experiences

SEPTEMBER 26, 2023 | 8:30 A.M.-6:30 P.M.

Unity Day 2023 will include a full day of activities such as:

Immersive Art experience
CTL Workshop
Spirituality and Faith
Hispanic Association of Colleges and Universities
Flag raising
Uplifting LGBTQ+ voices
In Our Shoes
Yoga, sports and much more

For the latest updates on events visit the Unity Day web page by scanning the QR code





Join a Committee, Make a Difference

.....

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

Campus Climate Committee

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

Bias Incident Response Team

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

Advisory Committee for Equal Opportunity, Diversity, and Affirmative Action

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

LGBTQ+ Advisory Group

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

 [Learn more: worcester.edu/diversity](https://www.worcester.edu/diversity) | 508-929-8053

Here to support you through life's challenges



Mass4YOU is an Employee Assistance Program brought to you by the Group Insurance Commission (GIC) and the Commonwealth of MA, powered by Optum. **Mass4YOU** is a friendly and confidential service that provides a wide range of free resources for any life situation.

Let us do the research for you

Here are just a few of the ways **Mass4YOU** can help you and your family:

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- Financial and legal help
- Child, family and parenting support
- Stress management

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Our **Mass4YOU** Employee Assistance Program (EAP) can help you with family concerns, financial issues, separation and divorce, substance abuse, stress and anxiety, and more. Call to speak confidentially with a specialist to get referrals or prior approval for services. You may also visit liveandworkwell.com to search for a provider.



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Scan the

QR code or visit

liveandworkwell.com

(access code **mass4you**)



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Optum Assist

mobile app

(access code **mass4you**)

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Your Employee Assistance Program

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PERSONAL SERVICES

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



CHILD, FAMILY AND PARENTING SUPPORT SERVICES

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



EDUCATIONAL RESOURCES

(from kindergarten through adult)

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



ADULT AND ELDERCARE SUPPORT SERVICES

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



CHRONIC ILLNESS SUPPORT SERVICES

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

CONNECT TO MASS4YOU IN 3 CONVENIENT WAYS



Call
1-844-263-1982



Scan the QR code or visit
liveandworkwell.com
(access code **mass4you**)



Download the **Optum Assist**
mobile app (access code **mass4you**)

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



Fall 2023 Academic Calendar

SEPTEMBER

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

OCTOBER

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

NOVEMBER

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

DECEMBER

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

SEPTEMBER

4 Labor Day: NO CLASSES

5 Pre-College Conference and Academic Convocation

6 Classes begin: day, evening, graduate

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

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

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

26 Unity Day: University activities

OCTOBER

9 Indigenous Peoples' Day: NO CLASSES

11 Last day to make up Incomplete grades from Spring/Summer 2023

23 Last day to declare/change major/minor

24 Failure warnings due in the Registrar's Office

26 Failure Warnings issued to students

NOVEMBER

10/30-11/13 Advising for Pre-registration

1 Last day to withdraw from courses/university

8 Last day to elect Pass/Fail option

10 Veterans' Day Observed: NO CLASSES

14-17 Pre-registration for Spring 2024

22-25 Thanksgiving Recess: NO CLASSES

DECEMBER

1 Student evaluation of the faculty due

8 All classes end

11 Reading Day

12 Professional Development Day

13-21 Final Exams

22 Make-up day for exams postponed due to inclement weather

22 Semester ends

29 Final grades for Fall 2023 due in Registrar's Office

EXAMINATION SCHEDULE

CLASS DAY & TIME

MWF8:00/8:30 a.m.

MWF9:30 a.m.

MWF10:30 a.m.

MW/MWF11:30 a.m.

MW/MWF12:30 p.m.

MW/MWF1:30/2:00 p.m.

MW3:30 p.m.

F11:30/12:30/1:30 p.m.

TR8:00/8:30 a.m.

TR10:00 a.m.

TR11:30 a.m.

TR1:00 p.m.

TR/T2:30 p.m.

R2:30 p.m.

EXAMINATION DAY & TIME

Wednesday December 138:30 a.m.

Friday December 158:30 a.m.

Monday December 188:30 a.m.

Wednesday December 1312:30 p.m.

Friday December 1512:30 p.m.

Monday December 1812:30 p.m.

Wednesday December 208:30 a.m.

Wednesday December 2012:30 p.m.

Thursday December 148:30 a.m.

Tuesday December 198:30 a.m.

Thursday December 1412:30 p.m.

Tuesday December 1912:30 p.m.

Thursday December 218:30 a.m.

Thursday December 2112:30 p.m.

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



Spring 2024 Academic Calendar

JANUARY

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

FEBRUARY

| S | M | T | W | TH | F | S |
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| 11 | 12 | 13 | 14 | 15 | 16 | 17 |
| 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | | |

MARCH

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

APRIL

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

MAY

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

JANUARY

- 15 Martin Luther King Day: NO CLASSES**
- 16 Classes begin: day, evening, graduate**
- 22 Last day to add day courses (state-supported)
- 29 Last day to drop day courses (state-supported)
- 29 Last day to add/drop evening, graduate courses (non state-supported)

FEBRUARY

- 19 President's Day: NO CLASSES**
- 27 Last day to make up Incompletes from Fall 2023

MARCH

- 14 Last day to declare or change major or minor
- 18-22 Spring Break: NO CLASSES**
- 25 Failure warnings due in the Registrar's Office
- 25 Failure warnings issued to students
- 3/25-4/5 Advising for Pre-registration

APRIL

- 3 Last day to withdraw from courses/school
- 8-12 Pre-registration for Fall 2024
- 10 Last day to elect Pass/Fail status
- 15 Patriot's Day: NO CLASSES**

MAY

- 3 Student evaluation of faculty due
- 6 All classes end**
- 7 Reading Day
- 8 Professional Development Day
- 9-17 Final Exams
- 17 Graduate Commencement
- 18 Undergraduate Commencement and end of semester**
- 24 Final Grades for Spring 2024 due in the Registrar's Office

EXAMINATION SCHEDULE

CLASS DAY & TIME

EXAMINATION DAY & TIME

MWF8:00/8:30 a.m.Friday May 10 8:30 a.m.
MWF9:30 a.m.Monday May 13 8:30 a.m.
MWF10:30 a.m.Wednesday May 15 8:30 a.m.
MW/MWF11:30 a.m.Friday May 10 12:30 p.m.
MW/MWF12:30 p.m.Monday May 13 12:30 p.m.
MW/MWF1:30/2:00 p.m.Wednesday May 15 12:30 p.m.
MW3:30 p.m.Friday May 17 8:30 a.m.
F11:30/12:30/1:30 p.m.Friday May 17 12:30 p.m.
TR8:00/8:30 a.m.Thursday May 9 8:30 a.m.
TR10:00 a.m.Tuesday May 14 8:30 a.m.
TR11:30 a.m.Thursday May 9 12:30 p.m.
TR1:00 p.m.Tuesday May 14 12:30 p.m.
TR/T2:30 p.m.Thursday May 16 8:30 a.m.
R2:30 p.m.Thursday May 16 12:30 p.m.
Continuing Education (Evening) and Graduate Courses may have a final exam at the same day and time slot of their regularly scheduled class during the first week of the Final Exam period. See course syllabus for details.



FALL 2023 AND SPRING 2024
NEW STUDENT RECRUITMENT

To ensure we are able to successfully recruit and enroll our next incoming class for spring 2024 and fall 2024, the Admissions Office will be hosting in-person and “virtual” events throughout the fall and spring. We are committed to providing a variety of options for prospective students to learn about what an amazing place Worcester State is - let us know if you want to help!

Fall Recruitment Plans:

- In-person campus tours - Monday through Friday and most Saturday's
- **SAVE THE DATE:** Fall Open Houses – Saturday, October 14 and Saturday, November 4
 - Overview of Worcester State
 - Academic Department Presentations
 - Academic and Student Affairs Resource Fair
 - Campus Tours
- In-person and Virtual Prospective Student Information Sessions
- Virtual Transfer Student Information Sessions and On-the-Spot Decision Days
- In-person and virtual meetings with an Admissions Counselor

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

Spread the word! Worcester State University will host the New England Association for College Admission Counseling (NEACAC) College Fair on Sunday, October 1, 2023 from 11am to 1 pm. Over 100 colleges and universities will be exhibiting.

Spring Recruitment Plans:

SAVE THE DATE: Congratulations Day for Accepted Students: Saturday, April 6, 2024

Congratulations Day is held in April and is for students accepted for admission to the university for the fall 2024 semester. The day includes a welcome from the President, campus tours, academic department presentations, and a student life and academic fair. Students and families also enjoy lunch in the dining hall and free admission to athletics events being held on campus that day. This event is extremely important in showcasing the campus as students decide which university to enroll in for the fall.

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



Become an Admissions Liaison

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

Ways you can serve as an admissions liaison:

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

Interested in becoming an admissions liaison for your department?

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

Retention Office

@WSU

About

The Retention Office at Worcester State is here to assist new and returning students overcome unforeseen obstacles. From the management of our early support system, Starfish, to connecting students with a Success Coach, the Retention Office is here to support students on their path towards degree completion.

Persistence & Retention

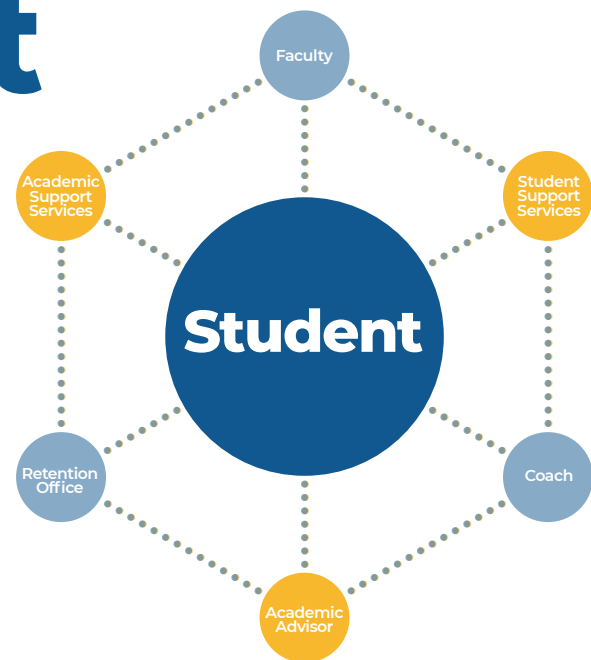
The Retention Office designs and implements intentional outreach campaigns to assist students in minimizing barriers that prevent persistence and retention.

Referral

The Retention Office works closely with students to connect them with the offices and services that can best support their needs throughout a semester.

Early Support

- ★ Using our Early Support System, Starfish, keep a students Success Network informed in order to offer the highest level of support.
- ★ Faculty and Staff can submit academic and progress concerns for students at any time!
- ★ Provide students with positive reinforcement at any time by raising a Kudos!
- ★ Offer students a Referral to service areas with the click of a button!
- ★ Submit student performance information two times each semester through our Census and Mid-Semester Progress Surveys.



Have a student who may need support?
Contact the Retention Office today!

Early Support

Fall 2023 Calendar

Contribute to Early Support using Starfish. Our calendar of Early Support, Progress Surveying, and important Academic Calendar events are listed below.

| September | |
|-----------|---|
| 6 | Fall 2023 Early Support Opens |
| 18 | Census Progress Survey Opens |
| 25 | Census Progress Survey Closes |
| October | |
| 10 | Mid-Semester Failure Warning Progress Survey Opens |
| 11 | Last day to make up Spring 2023 incompletes |
| 24 | Mid-Semester Failure Warning Progress Survey Closes |
| 26 | Mid-Semester Failure Warnings issued to students |
| November | |
| 1 | Last day to withdraw from courses/university |
| 8 | Last day to elect the Pass/Fail option |
| December | |
| 22 | Fall 2023 Early Alert Closes |

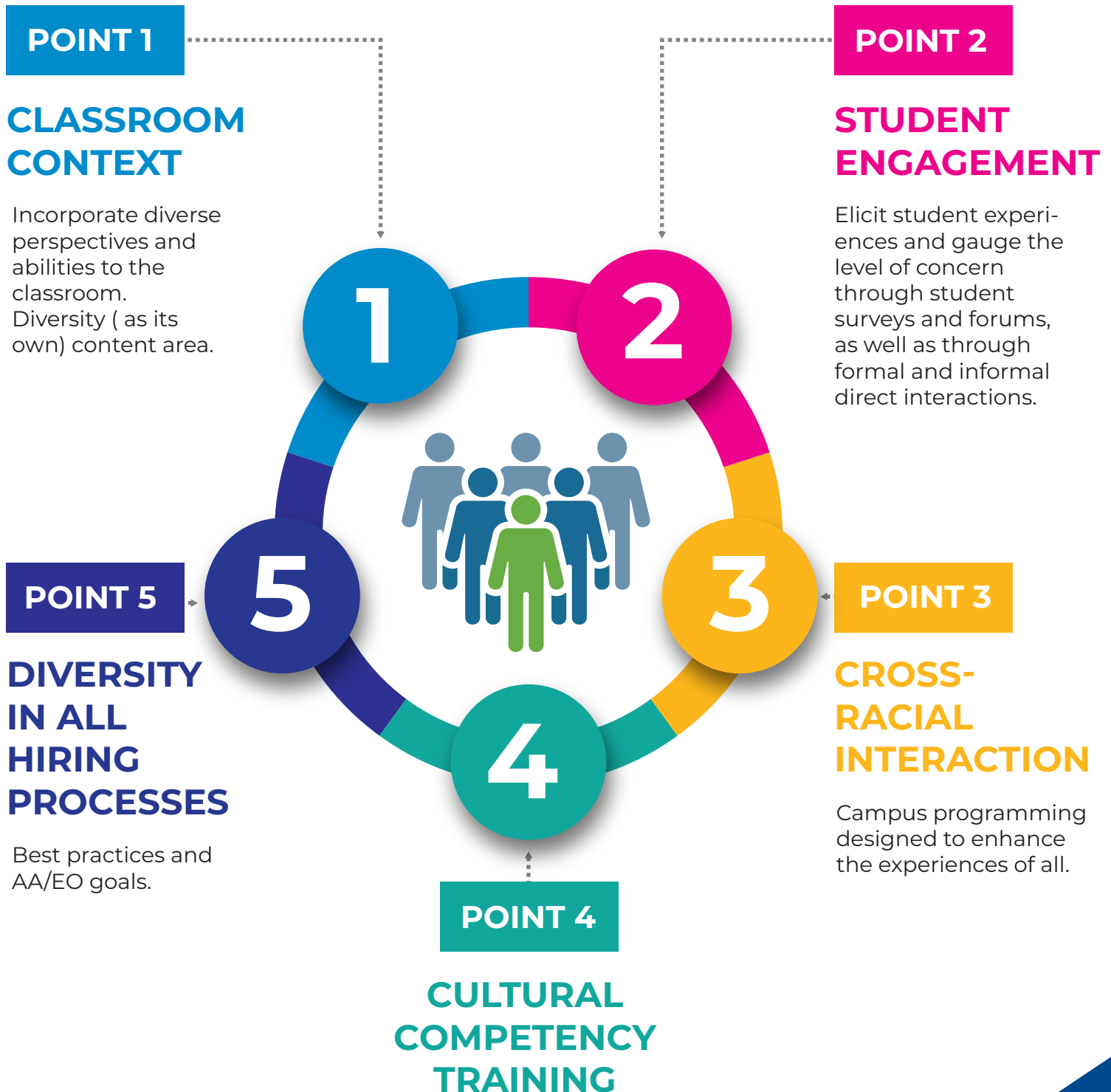
Do you have questions about Early Support? Email retention@worchester.edu today to learn more!

Federal Work Study As a Reminder....

- **Submit a requisition for the positions that you have been approved for.**
- **When applications start coming, interview and hire. Please refer to the hiring and onboarding student employees guide previously emailed to supervisors.**
- **Once on-boarding has been approved, students can begin to work on September 6th for the Fall 2023 semester.**
- **October 7th is the deadline to hire work study students.**
- **Students should not be working during scheduled class time or holidays when the campus is closed.**
- **Students are allowed to work 5.5 hours per week.**
- **Minimum wage is \$15 per hour.**
- **Contract amounts for the 2023-2024 academic year will be \$2,000.**
- **The last day students can work during the Fall 2023 semester is December 21st.**
- **Please contact Amy Belina with any questions or concerns about work-study at ambelina@worchester.edu. On-boarding questions should be directed to Human Resources at hr@worchester.edu.**

5 POINTS OF ACTION

Toward a More Inclusive Campus Climate



For all campus constituents.





SEE SOMETHING HEAR SOMETHING SAY SOMETHING

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

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

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

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

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

DISCRIMINATION

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

STUDENT ACCESSIBILITY

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

TITLE IX / SEXUAL VIOLENCE

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

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





WORCESTER STATE UNIVERSITY

Student Accessibility Services

Phone: 508-929-8733

Fax: 508-929-8214

STUDENT ACCESSIBILITY SERVICES

Email sas@worchester.edu Phone 508-929-8733

Website [Student Accessibility Services](#)

MISSION, FUNCTIONS, RIGHTS AND RESPONSIBILITIES

MISSION

Student Accessibility Services (SAS), a department of the Student Affairs Division, collaborates with and empowers disabled students to coordinate services and programs that enable equitable access to academic and university life.

Any student enrolled in one or more courses may be eligible for services. This includes undergraduate, graduate, non-matriculated, older adults, and early college/dual enrollment students.

Student Accessibility Services is committed to:

- establishing a welcoming, respectful, supportive and engaging environment both in SAS, and throughout the campus community.
- assisting disabled students to increase self-advocacy.
- supporting disabled students to achieve their educational goals
- collaborating with faculty to provide equitable access and the appropriate reasonable accommodations within courses and programs for disabled students.
- promoting disability as an essential aspect of diversity.

FUNCTIONS

Student Accessibility Services' primary functions are:

- determination of eligibility of reasonable accommodations for qualified students who self-identify.
 - o interactive intake process
 - o student completes a Registration Form
 - o student provides documentation from a qualified professional that details the functional limitations related to diagnosis(es)

- determination of reasonable accommodations
 - academic accommodations, adjustments, and modifications (extended time for assessments, assistive technology or closed captioning of lectures, etc.)
 - accommodations for practicums, internships, clinical placements, and student teaching
 - classroom accommodations (furniture, location)
 - housing accommodations (single room, air conditioning, accessible room, etc.)
 - emotional support / assistance animals
- provision of one-on-one academic coaching
- facilitation of Gamma Chi, Worcester State University's chapter of Delta Alpha Pi, an international honor society for students with disabilities.
- consultation with faculty and staff regarding legal obligations.
- consultation with faculty and staff regarding specific student needs.
- coordination of priority registration process for qualified students.
- partnership with faculty, staff and departments regarding campus accessibility.

For questions, concerns or further information, please contact:

Fran Manocchio, MA, CAGS Assistant Dean of Student Affairs and Director, SAS
fmanocchio@worchester.edu 508-929-8238

Dr. Rachel Graddy OTD, OTR/L , Associate Director
rgraddy@worchester.edu 508-929-8284

Brendan Boyle, Clerk IV
sas@worchester.edu 508-929-8733

RIGHTS AND RESPONSIBILITIES OF FACULTY

RIGHTS

- Determine course content and general methods of teaching.
- Ensure that course standards are not lowered or compromised.
- Expect students with disabilities to adhere to the Code of Conduct
- Deny a student's request for an accommodation if it **has not been approved** by SAS.
- Ask a student to meet to discuss reasonable accommodations, adjustments, and/or services.
- Request that a student sign a written agreement with SAS and faculty prior to recording a lecture.
- Discuss concerns with SAS before refusing accommodation or approaching the student if concerned that an approved accommodation may constitute a fundamental alteration.
- Ensure that a student has mastery of the essential course requirements in order to obtain an appropriate grade.
- Fail any student if they do not demonstrate mastery of essential course requirements.

RESPONSIBILITIES

- Provide equitable access to content and modality of courses.
- Require students to complete the SAS registration process before providing reasonable accommodations.
- Provide the SAS Statement on course syllabus.
- Implement the approved reasonable accommodation(s), unless the student does not present their Accommodation Letter or declines use of their accommodations.
- Respect a student's right not to request or use an accommodation.
- Maintain students' confidentiality at all times, including any discussion or meetings with students.
- Maintain the integrity of academic standards.
- Evaluate students on their abilities, not their disabilities.
- Contact SAS with any questions or concerns about accommodations and how they will be provided.

RIGHTS AND RESPONSIBILITIES OF STUDENTS WITH DISABILITIES

RIGHTS

- Disclosure of a disability is voluntary. If a student wants to request academic or other accommodations, they must inform the University through SAS.
- Equitable access to courses, facilities, programs, and activities.
- Self-disclose and seek assistance through SAS by following the registration process.
- Expect SAS to work with students on an individual basis to determine which reasonable accommodations would be most effective in achieving equitable access.
- Expect confidentiality regarding documentation, diagnosis, and treatment.
- Receive information in available accessible formats in a reasonable timeframe.
- Expect to be protected from discrimination.
- Initiate a grievance, appeal or complain, following University procedures.

RESPONSIBILITIES

Self-identify as a student with a permanent or temporary disability and request accommodations through the registration procedure. (Registration)

- Provide current and appropriate documentation for each disability.
- Read and respond to all communication from SAS.
- Initiate contact with SAS in a timely manner as approved accommodations are not retroactive.
- Follow SAS procedures when receiving accommodations including any procedures which require interaction with faculty or staff.
- Notify SAS if an approved accommodation is not working or is no longer needed.
- Follow University procedures when filing a complaint.
- Follow the University's Code of Conduct.
- Meet WSU's qualifications, essential academic, and institutional standards which are expected of all students.

RIGHTS AND RESPONSIBILITIES OF STUDENT ACCESSIBILITY SERVICES

RIGHTS

- Require appropriate, professional documentation by a qualified professional demonstrating the nature and extent of the functional limitations.
- Deny a request for accommodations for reasons such as failure to submit required documentation, or when the documentation does not indicate that the accommodation is necessary.
- Refuse a request for an unreasonable accommodation or one which would alter an essential element of a course or degree program.
- Discuss specific disability-related information with WSU faculty or staff on a need-to-know basis in order to perform its functions. For example, information is released to Campus Police for emergency planning and response.

RESPONSIBILITIES

- Review requests for accommodations, including Student Intake Form and documentation provided by a qualified professional.
- Respond in a timely manner to students regarding registration and/or services.
- Maintain confidentiality of student documentation and communications.
- Based upon the interactive intake and documentation, provide reasonable academic, physical, housing, dietary, and technological accommodations for WSU students.
- Act in accordance with Federal and State laws that prohibit discrimination on the basis of a disability.

Recognize, Respond, Refer



Suicide Prevention Training for Faculty & Staff

Students are increasingly more open with faculty and staff about their mental health struggles. WSU Counseling Services offers the faculty and staff training, *Recognize, Respond, & Refer to Students in Distress (RRR)* several times a semester. RRR provides information (and even templates) on how to respond appropriately to such concerns.

This workshop covers:

1. the signs and symptoms of a student in distress
2. how to engage with students who communicate their diverse mental health needs
3. emotional impact of the pandemic on WSU students
4. mental health data specific to WSU students and
5. specific WSU referral protocols for both non-emergency and emergency responses.

Fall 2023 Training dates:

Wednesday, September 13, 12pm - 1:00pm
Tuesday, October 3, 11:30am-12:30 pm
Tuesday, October 17, 11:30 am -12:30 pm

All training will be held over Zoom.

Please RSVP to Julie Glovin (jglovin@worchester.edu)



WORCESTER
STATE
UNIVERSITY



2023 Family Day
Saturday, October 28th

| | |
|-----------------|--|
| 10:30am-11:30am | Family Day Check In <i>Sheehan Hall Lobby</i> |
| 10:30am-12pm | Family Day Brunch <i>Sheehan Hall Dining Hall</i> Come and enjoy a wonderful brunch in our state of the art dining facility. Pre-registration is required. |
| 11am-3pm | Family Fun Fair <i>Student Center, 1st-3rd Floor</i> Have some fall fun at our fair including vendors, giveaways, food, and many more activities. |
| 11am-3pm | Student Center Showcase Feeling creative? Stop by and take part in fun arts and crafts projects. Come and paint a pumpkin and enjoy donuts and hot cider. While supplies last. Game Lounge - Living Room (2nd floor) Pumpkin Decorating - Food Court (1st floor) Fall Arts & Crafts - Exhibit Area (1st floor) |
| 11am-3pm | Baby Animal Farm & Yard Games <i>Wasylean Patio</i> Stop by the farm to see a variety of baby farm animals. |
| 11:30am-12:30pm | Family Bingo <i>Student Center Blue Lounge, 1st floor</i> Enjoy a fun filled game of bingo with your family and win great prizes! |
| 12pm | WSU Women's Field Hockey vs. Salem State University <i>Coughlin Field</i> |
| 1pm-2pm | Family Trivia <i>Student Center Blue Lounge, 1st floor</i> Enjoy a fun filled game of trivia with your family and win great prizes! |
| 3pm | WSU Football vs. Western Connecticut <i>Coughlin Field</i> |

The Worcester State University Bookstore (Student Center 1st floor) is open 10:30am-3:30pm

**We encourage you to visit the Multicultural Experience Tent,
located in the Administration Building Parking Lot.**

The Family Day Check In will relocate to Student Center Information Desk 11am.

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



WE ARE WORCESTER STATE

FALL DAYS OF GIVING

OCTOBER 26-28

Mark your calendars!

TOGETHER WE CAN MAKE A DIFFERENCE

WHY PARTICIPATE?!

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



"I give to Worcester State because WSU is more than my place of employment. It is where I belong and where I feel part of a community. This institution supports a mission I believe in and live by and I want to contribute."

Tammy Tebo
Assistant Dean of Academic Services



"A Worcester State education matters. The students who pass through our institution have not been handed golden tickets in their lives. They have to earn everything they get. Worcester State is a really special place that offers them opportunities they could not have gotten any other way. What could be more worthy of my support?"

Hank Theriault
Associate Vice President for Academic Affairs

WHERE WILL MY GIFT GO?

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

IMAGINE THE IMPACT...



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

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



Our students have need*:

\$10,524 = The average financial aid award

79% = Percent of students who received financial aid

\$5,830 = The average loan amount



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

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

- Maya Angelou



A biweekly donation of ANY amount makes a difference!

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



GIVING IS EASY

Make a donation or set up a payroll deduction at:

alumni.worcester.edu/facstaff

You can support multiple causes with a single recurring gift.

WHAT HAVE DONORS SUPPORTED IN THE PAST?

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



Are you a WSU alum?

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

MAKE A DIFFERENCE FOR **YOUR** STUDENTS



Interested in legacy or planned gift options?

Call the University Advancement Office at
(508) 929-8141 or email us at
development@worcester.edu

alumni.worcester.edu/facstaff



WORCESTER
STATE UNIVERSITY
ALUMNI

Homecoming/Family Day
Schedule of Events
October 27 & 28

Thursday, October 26, 2023

ALL **Fall Days of Giving**
DAY

Friday, October 27, 2023

ALL **Fall Days of Giving**
DAY

5pm: **Distinguished Alumni Awards**
 Multipurpose Gym
 5pm: Awardee Reception
 6pm: Cocktail Reception
 6:30pm: Dinner and Ceremony



Homecoming/Family Day
Schedule of Events
October 27 & 28

Saturday, October 28, 2023

ALL

DAY **Fall Days of Giving**

10:30- **Family Day Check-In**
12pm *Sheehan Hall Lobby*

10:30- **Family Day Brunch**
12pm *Sheehan Hall Dining Hall*

11am- **Student Center Showcase**
3pm *Student Center Exhibit Area,
Food Court, Living Room*

11am- **Baby Animal Farm**
3pm *Lot L*

11:30am- **Family Fun Fair**
3pm *Lot L & Student Center First Floor*

12noon: **Women's Field Hockey vs. Salem State University**
 Coughlin Field

1-2pm: **Family Bingo**
 Student Center Blue Lounge

1-3pm **Homecoming Experience**
 Lot L
DonutNV & TrolleyDogs Food Truck
Student/Alumni Association tables
Moon bounce, Caricatures
Bar, Water Station
Multicultural Experience Tent (BBQ & Liberian vendors)



WORCESTER
STATE UNIVERSITY
ALUMNI

Homecoming/Family Day
Schedule of Events
October 27 & 28

- 2:30-
5:30pm **Athletic Donor Tent**
 Football Field End Zone
- 3pm **WSU Football v. Western Connecticut**
 Coughlin Field
- 5pm-
7pm **ALANA/BIPOC Reunion**
 El Basha Restaurant & Bar - 256 Park Ave. Worcester, MA 01602



chartwells
HIGHER ED

Faculty AND Staff

SEPTEMBER DEALS

OFFERS VALID 9/5 – 9/12 for one time use.
Please present coupon at cashier to claim.



\$5 Lunch

AT SHEEHAN DINING HALL
ONE TIME USE ONLY
EXPIRES 9/12

NEW FOGBUSTER COFFEE WORKS

FREE 16_{oz} COFFEE

AT SHEEHAN DINING HALL
ONE TIME USE ONLY
EXPIRES 9/12





WORCESTER
STATE
UNIVERSITY

'23-'24 Academic Year Kick Off

30% OFF

ONE APPAREL OR GIFT ITEM*

FOLLOW THESE EASY STEPS:

1. Visit www.dayonewelcome.com
2. Enter your email address
3. Enter access code: 0214
4. Coupon will be sent to your email. Show your coupon at the register or use it online for your discount!

Worcester State University Bookstore

486 Chandler Street

Worcester, MA 01609

www.wsushop.com

* See store for details. Restrictions apply.



WORCESTER
STATE
UNIVERSITY

Recreation & Wellness

Academic Year Programmatic Hours:

Mondays-Thursdays: 7:00am-10:00pm

Fridays 7:00am-9:00pm

Saturdays: 9:00am-5:00pm

Sundays: 10:00am-10:00pm

Website: wsulancers.com

Phone: 508-929-8158

Email: wellnesscenter@worchester.edu

Social: [wsu_recwellness](#)

We are happy to welcome you back!

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

DeFeudis Fitness Center Membership:

Stop in and check out all the *brand new cardio equipment*; more bikes, climbmills and even Peloton bikes!

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

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

Alumni & Community: Monthly and annual memberships are available – stop by for details.

Recreation & Wellness Programming & Services:

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

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

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

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

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

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

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





The Office of Multicultural Affairs

The Office of Multicultural Affairs' (OMA) mission is to increase the access, retention, and graduation of first generation, low-income, and/or ALANA/BIPOC (African American, Latine/x, Asian and Native American / Black, Indigenous, People of Color) students. OMA works with students to make a successful transition to college by enhancing their current knowledge and skills by focusing on the academic, personal, social, and financial adjustment to the university.

OMA hosts and supports the following programs: [Alternatives for Individual Development](#), the university's summer bridge program; [Upward Bound \(UB\) Program](#), pre-college pipeline program; [First Generation Student Nation Club](#); Women in STEM student club, [Intercultural Student Alliance \(ISA\)](#), a legacy ALANA/BIPOC student organization; [OMA/Vernon Hill Elementary Art Initiative](#); Women's Circle, Young Men's Group, The Brotherhood/Sisterhood Leadership Conference, and the Worcester State University [Multicultural Programming Committee](#) (MPC.) In addition, university programs, lectures, and celebrations around Latin Heritage Month, Black History Month, Native American Heritage Month, Women's History Month, and Asian American and Pacific Islander Heritage Month are organized and coordinated by OMA and campus partners within the MPC.

To become involved or learn more, please visit us at the LRC 136 or contact us at (508) 929-8049 and/or via email at MulticulturalAffairs@worchester.edu To sign up for the OMA monthly newsletter, please send us an email.



WORCESTER
S T A T E
UNIVERSITY

Latino Education Institute

Phone: 508-798-6507

Fax: 508-798-6508

Worcester State University's Latino Education Institute (LEI) was founded in 2000 as a university/community initiative with the primary mission of enhancing the education and well-being of Latino students from kindergarten to college. We operate after-school and out-of-school summer programs designed to ensure the academic advancement and social-emotional growth of students. Additionally, we offer Early College courses supported by peer mentors to increase college success for high school students.

The LEI extends its services beyond students, encompassing the entire family unit. We provide comprehensive health education programs for families and offer English as a Second Language (ESL) courses tailored by parents and other adults. The institute partners with faculty and policy makers to increase awareness and knowledge about issues affecting the community.

WSU students are invited to apply to part-time job opportunities at the LEI! Please contact us at 508-798-6507 or lei@worchester.edu.

Binienda Center for Civic Engagement

Worcester State University's commitment to civic engagement has enabled us to earn the Community Engagement Classification by the Carnegie Foundation for Advancement of Teaching and to be named a member of NASPA's Lead Initiative on Civic Learning and Democratic Engagement.

The center is dedicated to:

- Facilitating collaboration among faculty and local organizations to develop student projects and internships; being a key partner in the Civic Engagement Minor
- Preparing students from a variety of majors and minors for community-based experiences that fulfill degree requirements, test career interests, **and** develop leadership and teamwork skills
- Supporting Jumpstart - an Americorps program that provides structural and financial support so WSU students can inspire young children to learn, serve in a local community, work on a team, and build professional skills.
- Collaborating with other departments on campus to support effective democratic and civic participation that is anti-racist, promotes healthy communities, and creates social and political well-being
- Helping to meet the challenge established by the Massachusetts Board of Higher Education to provide meaningful civic education and engagement to all students.



WORCESTER
S T A T E
UNIVERSITY

FY 2024

Comprehensive University Budget

Memorandum

DATE: June 1, 2023

TO: Barry M. Maloney, President

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

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

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

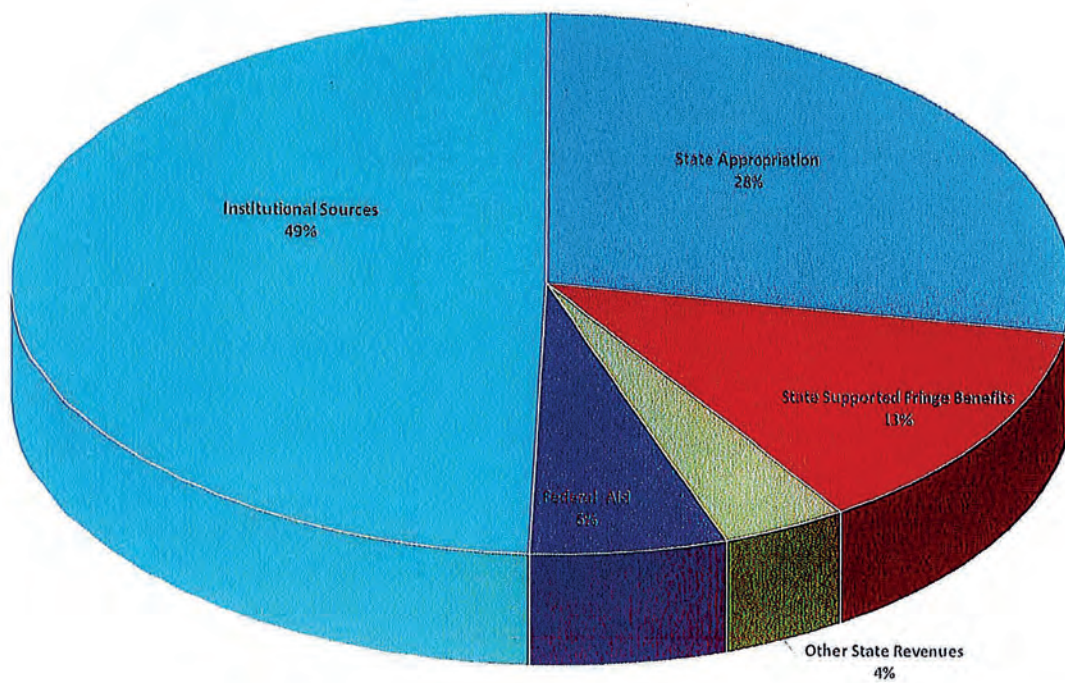
Sources of Funds:

| | |
|---------------------------------|-----------------------|
| 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> |

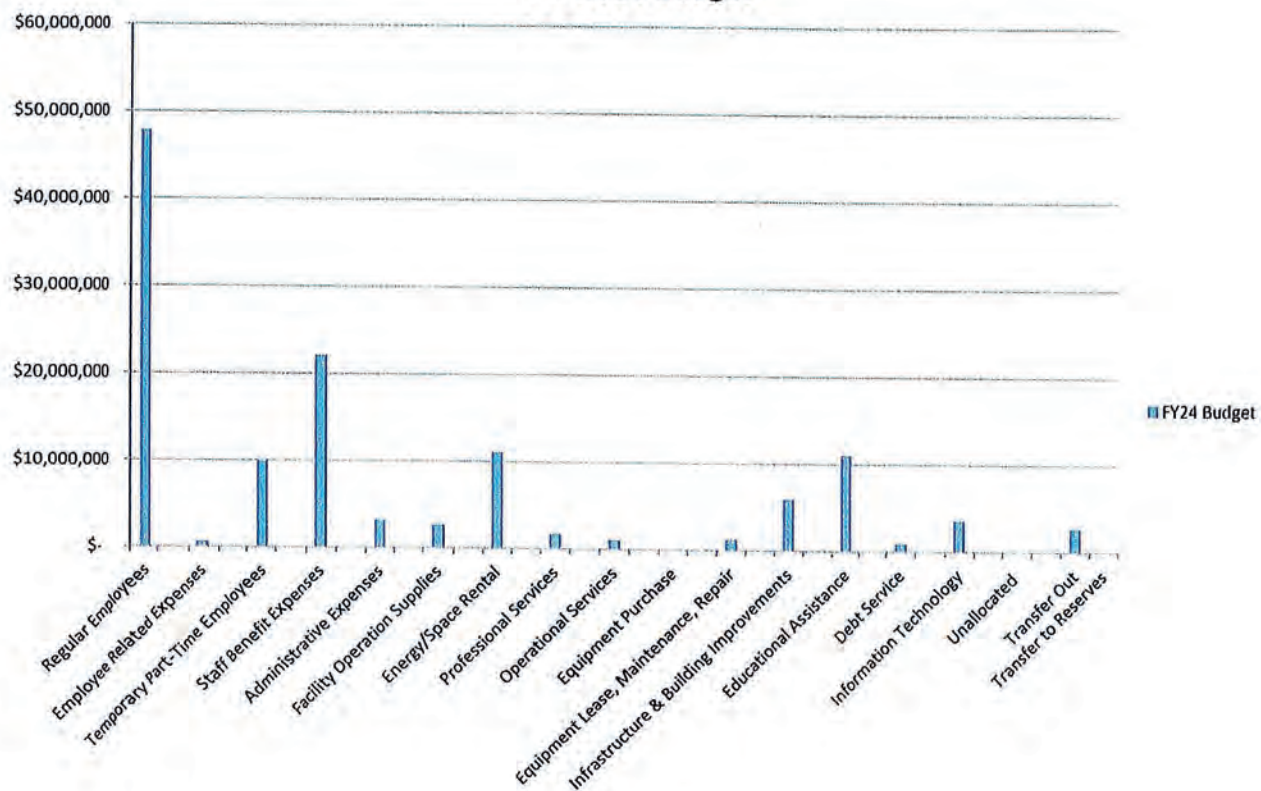
Uses of Funds:

| | | |
|----|--|-----------------------|
| 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> |

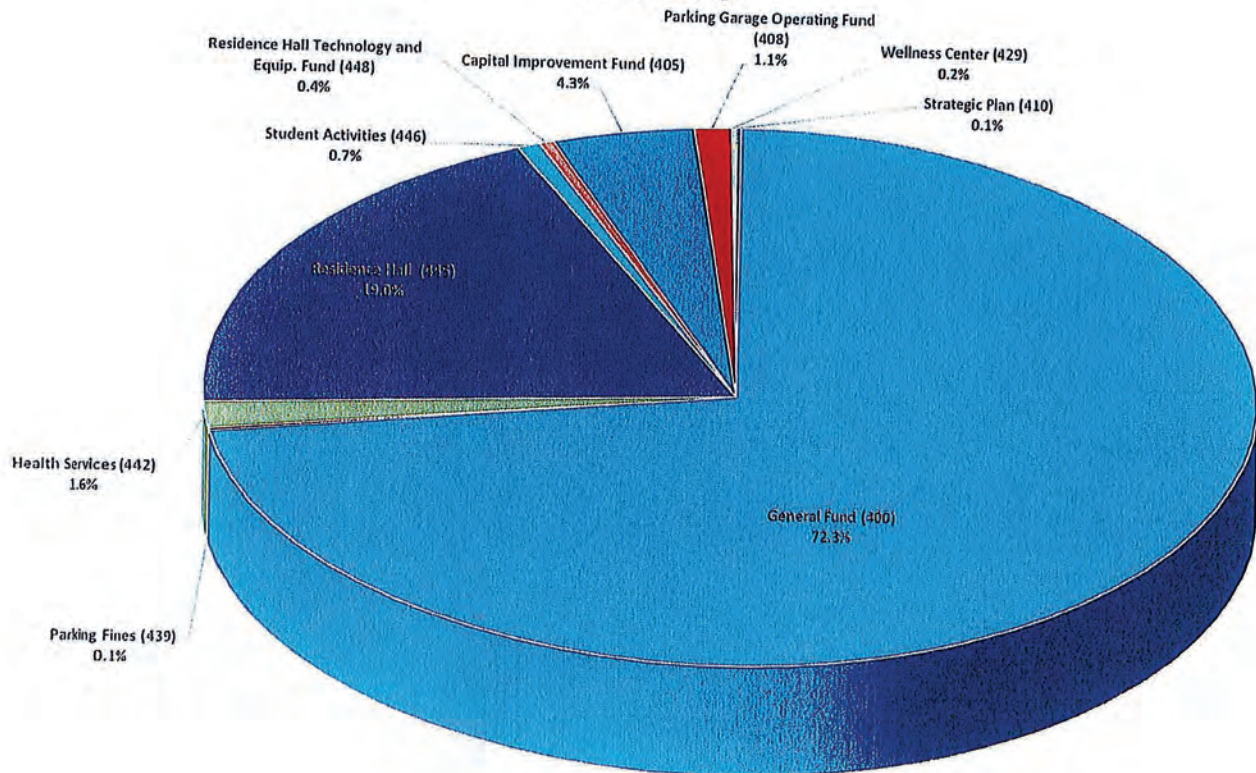
Worcester State University

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



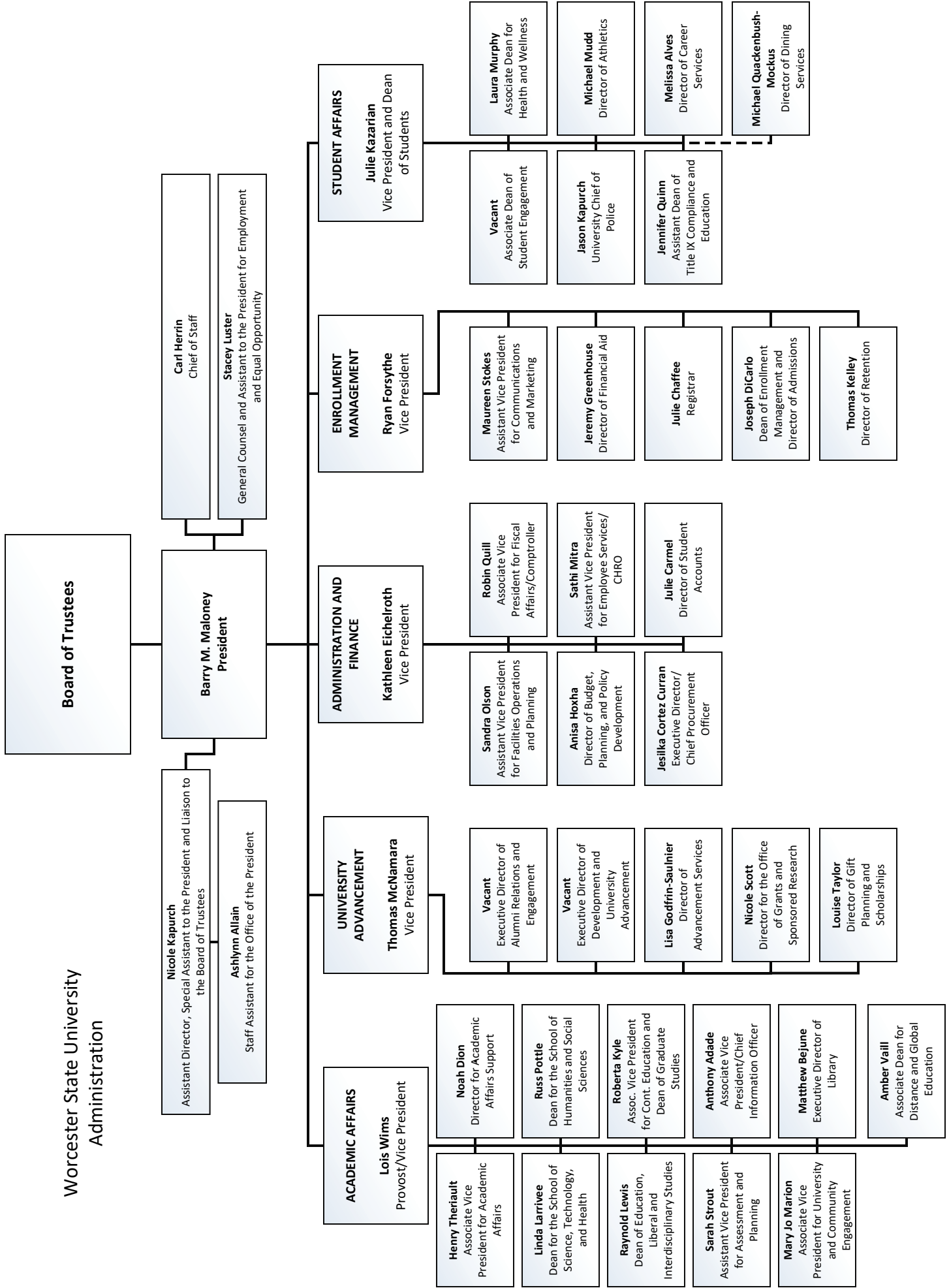
Worcester State University

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 Administration





2023 Faculty Appointments

David Angell

M.F.A., Vermont College of Fine Arts
B.A., Rhode Island College

Laura Curtis

M.S.N., Northeastern University
B.S.N., University of Saint Joseph

Maria Fahey

B.S., Saint Joseph's College
M.S., Worcester State College
M.S.N., The Medical University of the Americas
M.S.N., Saint Joseph's College

Steven Gagliastro

B.Ed., UMass Amherst

Matthew Kaufman Ph.D.

Ph.D., The University of Texas at Austin's Jackson
School of Geosciences
B.S., Keene State College

Karly Kwasigroch

M.S.N.Ed., Western Governors University
B.S.N., Le Moyne College

Maxim Lavrentovich Ph.D.

Ph.D., Harvard University
B.A., Kenyon College

Jaime Mancilla Ph.D.

Ph.D., University of Chicago
B.S., University of Maryland

Trinidad Morales Ph.D.

Ph.D., Texas A&M University
M.A., B.A., The University of Texas at El Paso

Visiting Assistant Professor

Communication

One Year Temporary

Visiting Assistant Professor

Nursing

One Year Temporary

Instructor

Nursing

Tenure Track

Visiting Instructor

Visual & Performing Arts

One Year Temporary

Assistant Professor

Earth, Environment & Physics

Tenure Track

Visiting Instructor

Nursing

One Year Temporary

Assistant Professor

Earth, Environment & Physics

Tenure Track

Assistant Professor

Biology

Tenure Track

Visiting Assistant Professor

Sociology

One Year Temporary



WORCESTER
STATE
UNIVERSITY

2023 Faculty Appointments

Jürgen Renze Ph.D.

Ph.D., University of Hamburg

M.S., B.S., University of Würzburg

Visiting Assistant Professor

Chemistry

One Year Temporary

Shaylynne Shuler Ph.D.

Ph.D., M.A., Northern Arizona University

B.S., B.S., B.I.S., Webster State University

Visiting Assistant Professor

Health Science

One Year Temporary



2023 Staff Appointments

Division of Academic Affairs

| | | |
|------------------|--------------------|------------------------------|
| Paul Aldonis | Staff Assistant | Information Technology |
| Simon Coude | Staff Associate | Earth, Environment & Physics |
| Mary Dillon | Clerk IV | Visual & Performing Arts |
| Jenna Glazer | Associate Director | Academic Success |
| Michela Lopez | Staff Associate | Multicultural Affairs |
| Andy Luong | Staff Assistant | Information Technology |
| Catherine Thomas | Associate Dean | Nursing |
| Amanda Wittman | Director | Binienda Center |

Division of Administration and Finance

| | | |
|---------------------------|--------------------------|-----------------------------|
| Michelle Blakeney-Couture | Receiving Teller II | Student Accounts |
| Boris Collins | Accountant III | Finance Office |
| Benny Correa | Maintainer II | Facilities Operation |
| Patrick Devaney | Plumber & Steamfitter II | Facilities Operation |
| Nathan Frederick | Staff Associate | Purchasing/Accounts Payable |
| Kyle Germain | Maintainer II | Facilities Operation |
| Sherri Knapik | Accountant I | Purchasing/Accounts Payable |
| Samuel Matias | Maintainer II | Facilities Operation |
| Jodie McDaniel | Maintainer II | Facilities Operation |
| Sathi Mitra | Assistant Vice President | Employee Services |



2023 Staff Appointments

| | | |
|------------------------|--------------------|-----------------------------|
| Cattery Munoz Betancur | Maintainer II | Facilities Operation |
| Pablo Ramirez Morales | Maintainer II | Facilities Operation |
| Joseph Rollins | Maintainer II | Facilities Operation |
| Athir Shelsh | Maintainer II | Facilities Operation |
| Jared Sooper | Maintainer II | Facilities Operation |
| Benito Vega | Assistant Director | Purchasing/Accounts Payable |

Division of University Advancement

| | | |
|---------------|----------------------------|-------------------------------|
| Ursula Arello | Director | Institutional Advancement |
| Sarah Bjorn | Administrative Assistant I | Alumni Relations & Engagement |
| Beth Langlois | Staff Associate | Grants & Sponsored Research |
| Paul Madden | Staff Assistant | Institutional Advancement |

Division of the President's Office

| | | |
|-----------------|--------------------|-------------------------------|
| Meredith Bond | Staff Assistant | Conference and Event Services |
| Edward Harris | Director | Conference and Event Services |
| Caitlin Kincaid | Assistant Director | Conference and Event Services |

Division of Enrollment Management

| | | |
|-------------------|--------------------|---------------|
| Amy Belina | Associate Director | Financial Aid |
| Mary Leufstedt | Staff Associate | Marketing |
| Catherine Livesay | Clerk IV | Financial Aid |



2023 Staff Appointments

Nicole Mankowska

Clerk IV

Admissions

Allison Vickstrom

Staff Assistant

Enrollment Management

Division of Student Affairs

Mariel Aleman

Staff Associate

Career Counseling

Cedric Crawford

Campus Police Officer II

Public Safety

Montana Epps

Assistant Director

Residence Life

Destiny Esparra Monfreda

Communication Dispatcher II

Public Safety

Andrew Goins

Staff Associate

Counseling Center

Rachel Graddy

Associate Director

Student Accessibility Services

Michelle Kaelin

Associate Director

Career Counseling

Charles Klemba

Communication Dispatcher II

Public Safety

Alison Park

Assistant Director

Health Services

Marily Rosa

Campus Police Officer II

Public Safety

Lori Rubin

Clerk IV

Public Safety

Zachary Sneeringer

Staff Assistant

Residence Life



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2023-2024**

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William D. Mosely

Dina A. Nichols

Amy L. Peterson '03

Maureen F. Power '05

Kaitlin Schott '24, Student Trustee



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Greta Bajrami Campoverde
Derek Canton '15
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Suzanne Singh Nebelung, M.Ed '00
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Seth Pitts '10
Gregg H. Rosen '86
Kimberly Salmon
Samantha Santiago '05
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Representative, Ex. Officio
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Robert J. Spain '78
Peter J. Staiti '02
George W. Tetler, III
Randal D. Webber '91

Dorothy Manning, M.Ed '88



Alumni Association's Advisory Board 2023-2024

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Vice President

Dana F. Perry '16

Secretary

Lauren M. O'Neill '13

Executive Committee at Large

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Robert G. Doyle '73

Directors

Jenna M. Beahn '22, M.Ed. '21 - Assistant Director of Alumni

Thomas P. Cieszynski '07

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Meaghan K. Dougherty '19

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Jacob Labonte '22

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Debra F. Tambeau '74

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

Michael Whitman, M.S. '21

Marilyn F. Willand '69, M.Ed. 81

SGA President/Senate Chair – Student Representative

Nick Holm '24

Effective 7/1/23

Updated 7/11/23

WORCESTER STATE



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



**Tuition
&
Fees**



40+

clubs and student
organizations



93%

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

\$11,286

In-State

\$17,366

Out-of-State

\$13,000

Average Room & Food



5,311

students

14:1

faculty-to-student
ratio



Worcester is a vibrant
city - home to over
35,000 college
students



**WORCESTER
STATE
UNIVERSITY**



20

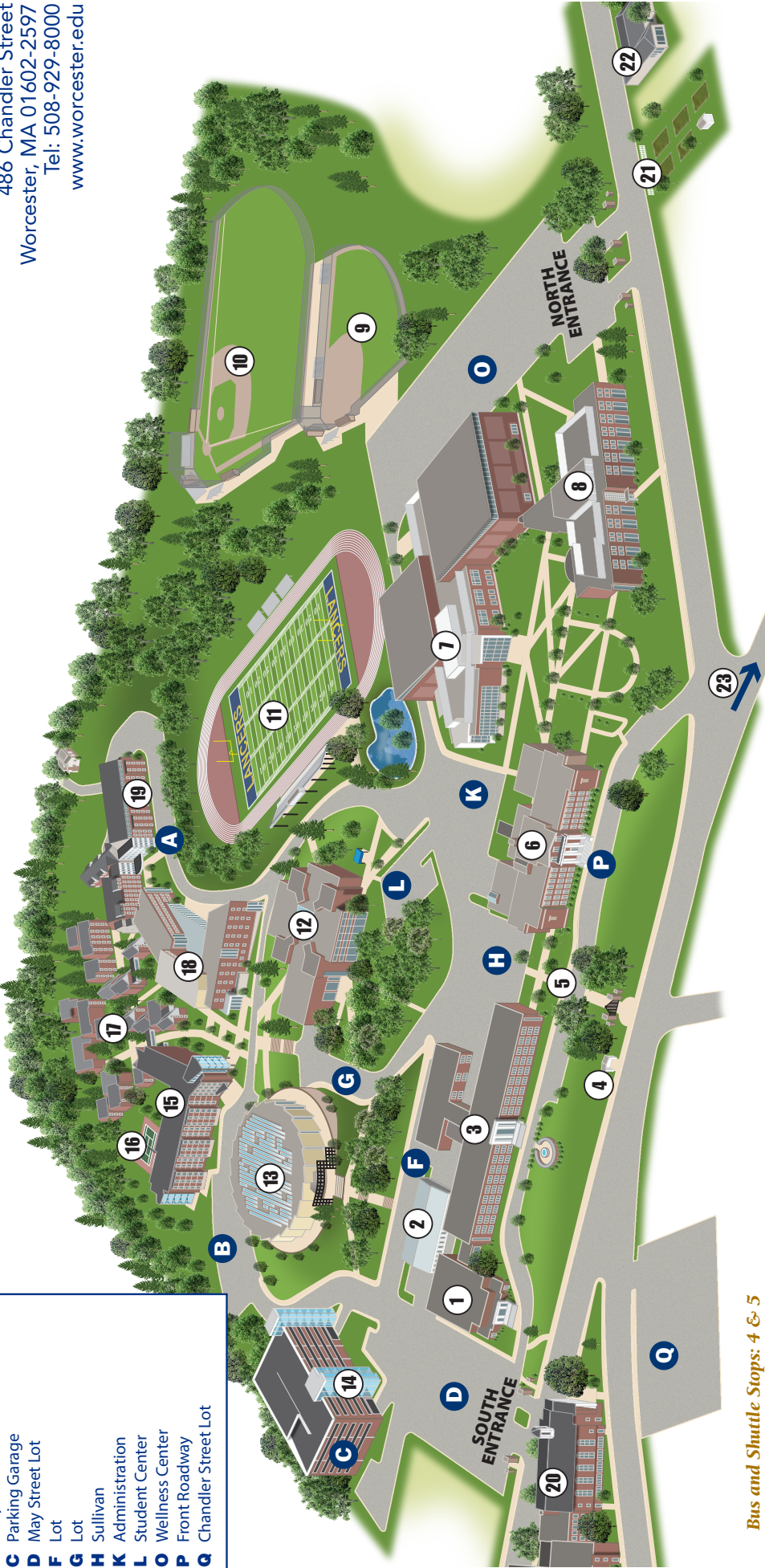
NCAA Division III
varsity teams



PARKING LOTS

Visitor Spots are in H Lot

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



Bus and Shuttle Stops: 4 & 5

- | | | |
|--|---|--|
| 1 Sullivan Auditorium | 13 Learning Resource Center (LRC) Mail Center—1st floor (student package pickup) Multicultural Affairs—1st floor Spiritual Life Prayer & Meditation Lounge—2nd floor Library—2nd & 3rd floors Information Technology Services—3rd floor | 18 Sheehan Hall—Residence (SRH) Health Services—Lower level Sheehan Dining Hall—1st floor |
| 2 Facilities (TA) | 14 Parking Garage | 19 Dowden Hall—Residence (DH) Market at Dowden—Lobby |
| 3 Sullivan Academic Center (S) Eager Auditorium—1st floor | 15 Wasylean Hall—Residence (W) | 20 May Street Building & Auditorium (M) |
| 4 WRTA Bus Shelter | 16 Tennis Courts | 21 IUI Garden for All Ages |
| 5 Sagamore Road Studios Shuttle Stop | 17 Chandler Village—Residence (CV) | 22 Latino Education Institute (LEI) |
| 6 Shaughnessy Administration Bldg. (A) Welcome Center—1st floor Academic Mall (various services)—1st floor Admissions, Fuller Theater—2nd floor Graduate School—4th floor | | 23 Sagamore Road Studios Worcester Center for Crafts |
| | | |
| 7 Wellness Center (WELL) 102 Auditorium—1st floor Mary Cosgrove Dolphin Gallery—1st floor Speech-Language-Hearing Center—1st floor | | |
| 8 Ghosh Science & Technology Center (ST) Speech-Language-Hearing Center—1st floor | | |
| 9 Rockwood Softball Field | | |
| 10 Kevin Lyons Baseball Diamond | | |
| 11 Coughlin Athletic Field | | |
| 12 Student Center (SC) Bookstore, Food Court, Blue Lounge, North & South Conference Rooms—1st floor Lancer's Loft, Fallon & Foster Rooms—3rd floor | | |

HANOVER THEATRE & CONSERVATORY

College Partners Agreement for **Worcester State University**

Worcester State University (WSU) agrees to provide The Hanover Theatre \$25,000 in funding annually beginning July 1, 2023 through June 30, 2028; The Hanover Theatre will provide an invoice annually.

Funds will be deposited in a draw down account for use by the University. Payment for tickets, rental and sponsorship will be made from the draw down account. An accounting of amounts spent by WSU each year, and a statement of balances remaining will be provided by The Hanover Theatre.

WSU shall have a “menu” of option each year, which may include but is not limited to:

- The purchase of blocks of tickets for students, faculty, staff and/or alumni
- Rental of the theatre and /or other building areas for performances, classes, functions or special events
- Sponsorship of one performance at the \$5,000 level

WSU will also receive a complimentary Director Circle Franklin Square Society Membership, benefits include:

- Four Franklin Square Society Membership cards
- Private hotline with first opportunity to reserve seats for most events
- Discounts on tickets for most events
- Free, convenient parking adjacent to the theatre
- Access to the Franklin Square Salon with complimentary bar service before and during performances
- 12 guest passes for use of Salon and Myrtle Street parking lot
- Recognition in Broadway Programs and the Annual Report
- E-mail notification of last minute ticket offers and discounts
- Four complimentary tickets to a special performance and reception during the season
- Eight silent movie vouchers
- An invitation for two to attend *A Christmas Carol* dress rehearsal
- 2 Complimentary tickets to preview performances or invited dress rehearsals for THT Rep productions
- Discounts at participating restaurants in the theatre’s Restaurant Partners Program
- Employee Discount Program
- 25% discount on use of function spaces for private events

This agreement shall be construed as a Massachusetts contract, and shall be renewable upon mutually agreeable terms and conditions.

Agreed and Accepted,
WORCESTER STATE
UNIVERSITY

WORCESTER CENTER FOR
PERFORMING ARTS, INC.

By _____
Barry Maloney, President

By _____
Troy Siebels, Executive Director

Worcester Center for Performing Arts is a registered not-for-profit 501(c)(3) organization, which owns and operates The Hanover Theatre and Conservatory for the Performing Arts. All donations are tax deductible to the fullest extent allowed by law.

Memorandum of Understanding

The Guild of St. Agnes and Worcester State University

This memorandum of understanding is entered between the Guild of St. Agnes (Guild) and Worcester State University (WSU), for a period of four (4) academic years, commencing on September 1, 2022.

This MOU does not establish a joint venture between the Parties. This MOU is non-binding and is intended only to provide the general principles and key terms for the parties' cooperation.

Vision of the Partnership Network

To create a dynamic and sustained partnership between the Guild and WSU that will promote excellence in preparation of Early Childhood Educators and provide a clear pathway for both traditional undergraduates and employed Early Childhood Educators to complete a bachelor's degree in Early Childhood Education.

The occasion of this partnership is afforded by the planned opening of a Guild site location at 248 Mill Street, Worcester, MA, at which location the two parties expect to create a teaching laboratory setting of mutual benefit.

Mission

The mission of the Guild of St. Agnes/Worcester State University Partnership is to support quality early childhood educators and their preparation through--

- Enhancing developmentally appropriate practice;
- Improving professional learning for Guild and WSU faculty and teacher candidates;
- Improving quality of teacher preparation;
- Increasing the diversity of teacher candidates and professionals in the profession;
- Increasing the application of research-based best practices in child care and university classrooms; and
- Increasing access to high quality Early learning for underserved communities.

Worcester State University will

- Maintain a commitment to this four-year partnership;
- Identify a faculty member to serve as the Guild of St. Agnes liaison;

- Assign, support, and assess WSU students in field experiences and preschool practicum placements at Guild sites, especially the 248 Mill Street Laboratory program;
- Facilitate communication and collaboration through hosting regular advisory committee meetings (inclusive of agency liaison faculty and parents, university liaison faculty, and WSU students);
- Provide professional development for the Guild's employees;
- Support grant opportunities for Guild and WSU faculty to implement the partnership and gather data on research-based practices to support instructional improvements;
- Collaborate to determine the extent to which the partnership is working and report annually to both WSU and Guild stakeholders;
- Provide advising for Guild employees who wish to continue their education;
- Provide priority registration for Guild employees for WSU evening and online courses;
- Where possible, assign a WSU Work-Study student to support placement and scheduling of field experiences; and
- Ensure WSU teacher candidates who are placed in Guild classrooms display high levels of professionalism and follow Guild guidelines regarding legal and health requirements.

The Guild of St. Agnes will

- Maintain an agency-wide commitment to this four-year partnership;
- Ensure at least three-quarters of Guild faculty will serve as Fieldwork Supervisors, Pre-Practicum Supervisors, and/or Supervising Practitioners for WSU teacher candidates at various stages of preparation (with a goal of at least 6 classrooms hosting WSU candidates at 248 Mill St.);
- Educate the Guild community on the goals and initiatives of the partnership, incorporating the vision into the everyday work and mission of the school.
- Ensure the WSU Faculty liaison and program supervisors are integrated into the Guild culture;
- Provide on-site classroom space where possible;
- Facilitate diverse clinical experiences focusing on English learners, children with special needs, children living in poverty, and/or children identified as academically gifted;
- Provide an identified Agency Liaison (teacher or school leader) to help facilitate partnership-related activities, including activities such as serving on the Partnership Advisory Council;
- Assist with placements and supervision of WSU teacher candidates;
- Facilitate communication between WSU and Guild faculty;
- Participate in research projects and collaborative professional development, including mentor training and assessment support;
- Support, supervise, and assess teacher candidates in clinical experiences throughout the educator preparation program;

- Collaborate to determine the extent to which the Partnership is working and report annually to both WSU and Guild stakeholders; and
- Encourage and allow teachers and teacher candidates to implement innovative practice to meet the needs of diverse learners in the school.

Both parties agree that all financial arrangements will be negotiated and agreed upon with due regard to the availability of funds and other resources. Such arrangements will be covered in a separate agreement, if needed.

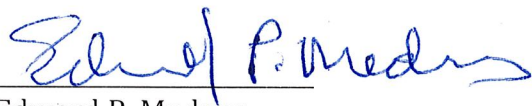
Each institution shall designate a coordinator to oversee and facilitate the implementation of this MOU.

The duration of this MOU shall be four years from September 1, 2022. If the MOU remains dormant for five (5) consecutive years, it will be deemed to have lapsed. Where it continues to be active, the two (2) institutions shall review the agreement six (6) months prior to the expiry date. If the parties are agreeable, then the agreement shall be extended in writing for such period as may be agreed upon.

This MOU may be terminated at any time by mutual written consent or by nine months' notice in writing by either of the two parties with due regard to educational programs of each party, and any contractual commitments of specific separate contracts between the two parties.

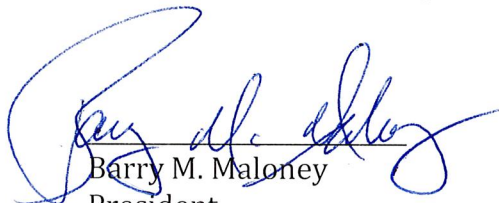
Nothing in this MOU shall create an exclusive relationship between the parties. The parties hereto shall be free to enter into relationships with any other university or organization.

The MOU may be executed in a number of duplicate originals, and each duplicate original shall be deemed to be an original.



Edward P. Madaus
Executive Director
Guild of St. Agnes
19 Harvard Street
Worcester, MA 01609

Date: 03-04-22



Barry M. Maloney
President
Worcester State University
486 Chandler Street
Worcester, MA 01602

Date: 3 March 2022