

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Tuesday, June 11, 2024
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; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Stacey Luster; Lois Wims

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

AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> A. Call to Order B. Approval of the Minutes: 1. Full Board - April 9, 2024* 2. Academic & Student Development - April 9, 2024* 3. Nominating Committee - May 14, 2024*	Marina Taylor	1. vote required 2. vote required 3. vote required
2. <i>Operational Excellence (OpEx) Presentation - 30 minutes including Q&A</i> A. Operational Excellence Powerpoint*	Kathy Eichelroth Jonathan Walker	A. Informational
3. <i>Equity, Diversity, and Inclusion Presentation - 15 minutes /Q&A</i> A. Advisory Committee for Affirmative Action and Equal Opportunity*	Edgar Moros Charlotte Haller & Shaylynne Shuler	A. Informational
4. <i>Finance & Facilities Committee Report</i> A. Finance & Facilities Committee Packet*	Lisa Colombo	A. Informational and vote required
5. <i>Human Resources Committee Report</i> A. Human Resources Committee Meeting Packet*	Dina Nichols	A. Informational and vote required
6. <i>Nominating Committee Report</i> A. Nominating Committee Meeting Packet* B. Approve the 2024- 2025 Slate of Officers*	Marina Taylor	A. Informational B. vote required
7. <i>Administrative Updates</i> A. Report of the Chair I. 2024-2025 Meeting Schedule* B. Report of the Student Trustee C. Report of the President I. President's Update* II. 3rd Year Strategic Plan Progress Report*	Marina Taylor Kaitlin Schott Barry Maloney	I. vote required I. Informational II. Informational
8. <i>Executive Session</i> A. Security Report Update	Marina Taylor	A. Informational
9. <i>Adjournment</i>	Stephen Madaus	9. vote required

*Attachment

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

CHAIR: Marina Taylor (Chair) DATE: April 9, 2024

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

TIME: 4:00 PM

MEMBERS PRESENT: Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson (remotely);
Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

MEMBERS ABSENT: William Mosley; David Tuttle

WSU STAFF: Barry Maloney; Lois Wims; Ashlynn Allain; Kathy Eichelroth; Nikki Kapurch; Stacey
Luster; Julie Kazarian; Tom McNamara; Maureen Stokes; Carl Herrin

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, April 9, 2024, in room 204, located in the Wellness Center. Chair Taylor called the meeting to order at 4:01 p.m. Trustee Taylor reported that one Trustee will participate by remote access and announced that all votes will be by recorded roll call.

President Maloney introduced Michael Mudd, the Director of Athletics, who recognized members of the Worcester State University Athletics teams, which brought home two championship trophies this winter: the men's basketball team won the 2024 MASCAC Men's Basketball Championship, and the women's ice hockey team captured the Eastern Collegiate Hockey Alliance Championship.

Administrative Business

APPROVAL OF THE MINUTES - Full Board Meeting - January 9, 2024

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

VOTED: to approve the January 9, 2024, minutes of the Full Board Meeting meeting as presented.

ROLL CALL VOTE: **7 approved.** Lisa Colombo (Vice-Chair); Karen Lafond; Amy Peterson;
Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

EQUITY, DIVERSITY, AND INCLUSION PRESENTATION

Campus Climate Committee

- President Maloney welcomed Edgar Moros, Executive Director of Diversity, Inclusion, and Equal Opportunity, who introduced Luis Rosado, Assistant Professor in the Chemistry Department and co-chair of the Campus Climate Committee, along with Edgar.
- They presented the PowerPoint presentation that was included in the packet.

an increase to the General Fee in FY2025 up to, but not to exceed, \$500 a year.

ROLL CALL VOTE: **7 approved.** Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson; Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair)
1 not approved. Kaitlin Schott

Academic and Student Development Committee Report

- Trustee Lafond, chair of the committee, reported that the group convened today at 9:00 a.m. and provided a summary of that meeting.
- Provost and Vice President for Academic Affairs Lois Wims provided the committee with an informative presentation regarding the process for the awarding of tenure and promotion.
- Provost Wims and the Committee went through the PowerPoint presentation that was included in the packet, which highlighted the process for both tenure and promotion and included a brief summary of each candidate's educational background and scholarly activities.
- President Maloney and Provost Wims both assured the trustees that each applicant for promotion and/or tenure was given due and serious consideration as required under the provisions of the collective bargaining agreement.
- The costs for proposed promotions will be an annual total of \$76,027.00 and are based on the MSCA contractual rate that was effective September 2020.
- These rates are an increase in the base salary by academic rank, or whichever is the greater amount: 5% of the current salary or the rate listed and dictated by the contract.
- The administration plans for the annual cost to the best of its ability and budgets accordingly.
- Chair Taylor gave a big thank you to the faculty for all their hard work.

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

VOTED: **to accept the recommendation of the Academic and Student Development Committee and approve the awarding of tenure with promotion to Associate Professor, effective September 1, 2024, for the slate of faculty as presented**

Frank Boardman	Philosophy
Yan Hu	Biology
Julia McNeil	Nursing

ROLL CALL VOTE: **8 approved.** Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson; Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

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

VOTED: **to accept the recommendation of the Academic and Student Development Committee and approve the following promotion to Associate Professor, effective September 1, 2024, for the slate of faculty as presented**

Nada Alsallami	Computer Science
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WSU Board of Trustees
April 9, 2024

Mark Beaudry	Criminal Justice
Laura Kane	Philosophy
Tanya Trudell	Occupational Therapy

ROLL CALL VOTE: **8 approved.** Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson; Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

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

VOTED: **to accept the recommendation of the Academic and Student Development Committee and approve the following promotion to Full Professor, effective September 1, 2024, for the slate of faculty as presented**

Jeremy Andreatta	Chemistry
Alex Briesacher	Sociology
Aimée Delaney	Criminal Justice
Martin Fromm	History & Political Science
Antonio Guijarro-Donadios	World Languages
Daniel Hunt	Communication
Susan Mitroka-Batsford	Chemistry
Miriam Plavin-Masterman	Business Administration & Economics
Francisco Vivoni	Sociology

ROLL CALL VOTE: **8 approved.** Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson; Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

Human Resources Committee Report

- Trustee Nichols reported that the committee met on Thursday, April 4, 2024, to review and discuss President Maloney’s annual self evaluation.
- Trustee Nichols gave an update on the report.
- The HR Committee was charged with conducting President Maloney’s annual evaluation as called for in his appointment contract and in accordance with the guidelines distributed by Department of Higher Education Commissioner Ortega.
- We cover 10 areas in which we evaluated the President.
- Once the Board of Trustees approves, an executive summary with the appropriate materials will be prepared and forwarded to the Commissioner by the June 30, 2024, 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.
- President Maloney’s overall average rating for all areas used as part of his evaluation was 54.6 out of a possible total score of 55.
- Trustees commended President Maloney on his leadership.

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

VOTED: to accept the recommendation of the Human Resources Committee

and approve the FY24 Annual Evaluation of President Maloney as presented and to forward to Commissioner Ortega as requested, with appropriate documents, to meet the June 30, 2024, deadline and further to recommend the maximum allowance when the merit/salary increase parameters are authorized by the Commissioner.

ROLL CALL VOTE: **8 approved.** Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson; Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

Chair Taylor addressed the board members regarding President Maloney's current salary and her reasons for asking the Commissioner for an adjustment. She stated that President Maloney is in his thirteenth year as President. He is the longest-serving president of the Massachusetts State University system and the second-longest-serving public higher education leader of the state's 29 public campuses. Worcester State is ill-served by the below-market salary currently in place. During his time, he has had excellent reviews. The adjustment is intended not only to recognize and retain President Maloney in the near term but also to position Worcester State to attract high-quality presidential candidates in the long term. President Maloney's salary falls below the 25th percentile when compared to his peers at other state universities. Because President Maloney is the most senior president, his salary should reflect that status, and therefore, we have determined an adjustment is necessary. A thirteen percent increase would put him into the fiftieth percentile. He deserves to have the presidential salary at a competitive level with peer institutions. President Maloney meets the requirements for seeking a retention salary adjustment, and he has provided Worcester State with outstanding leadership for the past 12 and half years. He and the University deserve to have a presidential salary that is competitive with peer institutions.

Trustee LaFond expressed her gratitude to the Committee for conducting the President's evaluation and acknowledged the amount of work it required. She highlighted that the President has consistently received high ratings in all ten areas assessed during the ten years she has served on the Board. Additionally, she emphasized that President Maloney's excellent relational abilities are one of his greatest strengths.

Trustee Colombo praised the President for his exceptional leadership. She commended the President for his efforts in opening a mass vaccination site in the Wellness Center and noted that the University is running smoothly under his leadership.

Trustees are requesting an equity adjustment for their sitting president.

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

VOTED: to accept the recommendation of the Human Resources Committee that the chair of the trustees convey to the Commissioner the Board's support for an adjustment to President Maloney's salary of 13 percent to address compatibility with his State University peers and market equity for the Worcester State University presidency and to recognize his record of excellence and longevity of service, with the intention of retaining his employment with the University.

ROLL CALL VOTE: **8 approved.** Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson;

REPORT OF THE CHAIR

Nominating Committee - Chair Taylor

- Chair Taylor notified the Board that the bylaws require the chair to appoint the Nominating Committee and to charge them with meeting and presenting a slate of officers at the annual meeting.
- The Committee will have a recommendation and report for the June 11 meeting.
- Chair Taylor appointed Trustee Colombo, Trustee Sasso, and Trustee Taylor to the Nominating Committee and charged the group with bringing forth a slate of officers for election at the June 11, 2024, meeting.
- Next meeting: June 11, 2024.
- All trustees were sent an electronic email invitation to all the Spring events. Please RSVP to that email.

REPORT OF THE STUDENT TRUSTEE

- Trustee Schott reported that the SGA student body elections will be held this month and introduced the two students running. Kyrin Pou, SGA treasurer, is on the Foundation Board, and Arianna Constant is the Track and Field team captain.
- Trustee Schott gave an update on the protest that was held on March 13 on campus. Students were not satisfied with the way they were informed about the guest speaker who came to speak. President Maloney later sent out a message addressing the students' concerns. There was a worry that the administration was taking a side. President Maloney spoke to the Board and said they had a great group of student leaders. He explained how he had invited the student leaders to his home, and he and Vice President Kazarian had a good dialogue with them on the issue. They had three programs in the fall and one in the spring. There was a lot of disruption during the March 13 event, but they had good conversations afterward with students, neighbors, and faculty. President Maloney also shared the memo that he sent out to the campus community. Going forward, a protocol will be put in place to ensure that the campus community is handled in a safe manner. Provost Wims did a remarkable job handling the event.

REPORT OF THE PRESIDENT

- The packet included the President's Update report. If any trustees have any questions, please let the President know.
- The President introduced Joe DiCarlo, Dean of Enrollment and Director of Admissions, and Amy Belina, Associate Director of Financial Aid, who provided an enrollment and financial aid update.
 - Accepted Students Day, Saturday, April 6, was the highest-yielding post-admission event for new students. 355 student attendees and 888 total attendees.
 - Associate Director Belina provided a 2024-2025 Financial Aid update. This year, the federal government made substantial changes to the Free Application for Federal Student Aid (FAFSA) in an effort referred to as FAFSA simplification, which is not what is currently happening. We have created and are issuing estimated financial aid letters to our students to ease the unknown.
 - Deposit deadlines have been moved from May 1 to June 1, 2024.
- At the June meeting, I will bring a formal report from Healy+.
- Welcomed Felicia Riffelmacher to the Advancement team as our new Executive Director of Development & Alumni Relations. Felicia brings with her over 16 years of higher education and

April 9, 2024

non-profit fundraising and leadership experience, most recently as Senior Vice President of Organizational Advancement at RFK Community Alliance.

- President Maloney provided an update on how the state universities are advocating.
 - The Governor recommended using \$125 million of Fair Share funding to begin to address capital needs across the higher education system. This recommended funding could be leveraged for a public higher education capital bond bill. The State University Presidents have asked that the \$125 million be used for deferred maintenance.
 - Our students will benefit through the expansion of the MassGrant Plus Program.
 - The University state appropriations were discussed, and the president emphasized how underfunded our campus line-item appropriations are and the need for an increase. The President has been meeting with the legislative delegation and asking for a \$9.5 million increase for WSU to be right-sized. If funding is received, it would close the budget deficit.
 - \$75 million expansion of MassGrant Plus: Adding an additional \$75 million will make attending any public two or four-year institution tuition-and-fee-free for anyone with an annual income under \$110,000.
 - Extension of MassReconnect and SUCCESS to Four-Year Institutions: Propose extending these programs to four-year institutions, acknowledging that they serve students with needs similar to those of community colleges.
- Thanked all the board members for all their support.

Approval of Honorary Degree

- The President provided a memorandum in the packet seeking approval to award Adriane Haslet an honorary degree. Adriane Haslet will serve as our 2024 Commencement Speaker at our undergraduate Commencement. Ms. Haslet's speaker nomination was vetted through the Speaker/Awards Committee and approved by the All-University Committee. She was on the list of potential commencement speakers previously approved by this Board.
- We will pay an honorarium to the Commencement Speaker, with support from the senior class and the Commencement budget.

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

VOTED: to approve the awarding of the following honorary degree:
Adrienne Haslet, Doctor of Humane Letters, *Honoris Causa*, at Undergraduate Commencement on May 18, 2024.

ROLL CALL VOTE: **8 approved.** Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson; Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

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

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

VOTED: to adjourn the meeting at 5:49 p.m.

WSU Board of Trustees
April 9, 2024

8 approved. Lisa Colombo (Vice-Chair); Karen Lafond; Dina Nichols; Amy Peterson; Maureen Power; Marina Taylor (Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees

WORCESTER STATE UNIVERSITY
ACADEMIC AND STUDENT DEVELOPMENT MEETING
Meeting Minutes

CHAIR:	Karen LaFond (Chair)	DATE:	April 9, 2024
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	9:00 AM		
MEMBERS PRESENT:	Karen Lafond; Willam Mosley; Maureen Power (Vice-Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott		
NON-MEMBERS:	Marina Taylor (Board of Trustees Chair)		
WSU STAFF:	Lois Wims; Ashlynn Allain; Nikki Kapurch; Stacey Luster; Ryan Forsythe; Carl Herrin		

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Academic and Student Development Committee was held on Tuesday, April 9, 2024, through a Zoom remote call. Chair LaFond called the meeting to order at 9:02 a.m. Trustee LaFond reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

Administrative Business:

Academic & Student Development Committee Report

- Trustee Lafond, chair of the committee, introduced Provost and Vice President of Academic Affairs Lois Wims. Provost Wims provided an informational presentation regarding the process for the awarding of tenure and promotion.
- The PowerPoint presentation that was included in the packet highlighted the process for both tenure and promotion and included a brief summary of each candidate's educational background and scholarly activities.
- Also enclosed in our packet of materials is a memo from President Maloney presenting his recommendations for promotion and tenure following the recommendation of Provost Wims.
- The MSCA contract governs the process for promotion and tenure.
- President Maloney and Provost Wims assured the trustees that each applicant for promotion and/or tenure was given due and serious consideration as required under the provisions of the collective bargaining agreement.
- The costs for proposed promotions will be an annual total of \$76,027.00 and are based on the MSCA contractual rate effective September 2020.
- These rates are an increase in the base salary by academic rank, or whichever is the greater amount: 5% of the current salary or the rate listed and dictated by the contract.
- The administration plans for the annual cost to the best of their ability and budgets accordingly.

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

VOTED: to recommend to the full board the approval of the awarding of tenure with Promotion to Associate Professor, effective September 1, 2024, for the slate of faculty as presented

Frank Boardman	Philosophy
Yan Hu	Biology
Julia McNeil	Nursing

ROLL CALL VOTE: 5 approved. Karen Lafond; Willam Mosley; Maureen Power (Vice-Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

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

VOTED: to recommend to the full board the approval of the following promotion to Associate Professor, effective September 1, 2024, for the slate of faculty as presented

Nada Alsallami	Computer Science
Mark Beaudry	Criminal Justice
Laura Kane	Philosophy
Tanya Trudell	Occupational Therapy

ROLL CALL VOTE: 5 approved. Karen Lafond; Willam Mosley; Maureen Power (Vice-Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

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

VOTED: to recommend to the full board the approval of the following promotion to Full Professor, effective September 1, 2024, for the slate of faculty as presented

Jeremy Andreatta	Chemistry
Alex Briesacher	Sociology
Aimee Delaney	Criminal Justice
Martin Fromm	History & Political Science
Antonio Guijarro-Donadios	World Languages
Daniel Hunt	Communication
Susan Mitroka-Batsford	Chemistry
Miriam Plavin-Masterman	Business Administration & Economics
Francisco Vivoni	Sociology

WSU Board of Trustees
April 9, 2024

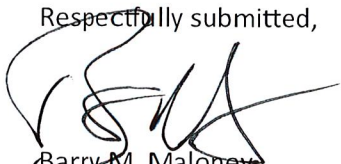
ROLL CALL VOTE: **5 approved.** Karen Lafond; Willam Mosley; Maureen Power (Vice-Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

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

VOTED: **to adjourn the meeting at 9:23 a.m.**

ROLL CALL VOTE: **5 approved.** Karen Lafond; Willam Mosley; Maureen Power (Vice-Chair); Lawrence Sasso (Vice-Chair); Kaitlin Schott

Respectfully submitted,



Barry M. Maloney
Secretary, Board of Trustees

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

CHAIR: Marina Taylor DATE: May 14, 2024

LOCATION: Remote Participation MINUTES BY: Nikki Kapurch

TIME: 12:00 PM

COMMITTEE MEMBERS PRESENT: Marina Taylor; Lisa Colombo; Lawrence Sasso

NON-COMMITTEE MEMBERS PRESENT: Maureen Power; Dina Nichols

WSU STAFF: Nikki Kapurch

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Board of Trustees Nominating Committee was held on Tuesday, May 14, 2024, through a Zoom remote call. Chair Taylor called the meeting to order at 12:01 p.m. Trustee Taylor reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

The Nominating Committee was appointed by Chair Taylor at the April 9 meeting and was charged with bringing forth a slate of officers for election at the full Board meeting on June 11, 2024. Chair Taylor appointed Trustee Colombo, Trustee Taylor, and Trustee Sasso to serve.

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

- 2023-2024 Elected Officers of the Board
- List of Trustees with Expiration of Terms
- Current BOT Bylaws

With our current board chair Trustee Taylor stepping down from the Chairperson position due to her term ending in 2025, the Board must formally elect a new Chair, as well as other officers. The following positions are available:

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

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

After a full discussion, the trustees agreed to nominate Trustee Colombo for the Chair position. Trustee Sasso

would remain in the vice-chair position that he currently holds, and Trustee Power would be moved into the second vice-chair role. Trustee Colombo appreciates the opportunity to fill this role and looks forward to serving.

- Further discussion on the remaining positions took place.
- Trustee Nichols has served on the Foundation Board and as an alternate on the Executive Committee, but mentioned that she will be stepping down from the Board of Trustees. Trustee Taylor volunteered to serve in the Foundation position and Trustee Power agreed to remain in the second Foundation spot.
- Trustee LaFond will remain in the Executive Committee position. The committee volunteered Trustee Peterson as the Executive Committee alternate. Trustee Colombo mentioned that Trustee Peterson serving in this role would be good for advancement and succession purposes.

After discussion among the trustees, it was agreed to present the following slate of officers to the full board at the June 11, 2024, meeting.

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

VOTED: to recommend approval to the full Board the following slate of officers for
2024-2025:

2024-2025 OFFICERS

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

ROLL CALL VOTE: 3 approved. Marina Taylor; Lisa Colombo; Lawrence Sasso

WSU Board of Trustees
May 14, 2024

OTHER BUSINESS:

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

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

VOTED: **to adjourn the meeting at 12:10 p.m.**

ROLL CALL VOTE: **3 approved. Marina Taylor; Lisa Colombo; Lawrence Sasso**

Respectfully submitted,

A handwritten signature in cursive script that reads "Nikki Kapurch". The signature is written in dark ink and is positioned above the printed name and title.

Nikki Kapurch
Assistant Secretary, Board of Trustees



WORCESTER
STATE
UNIVERSITY

Operational Excellence

Presentation to Board of Trustees

June 11, 2024



Presentation Outline

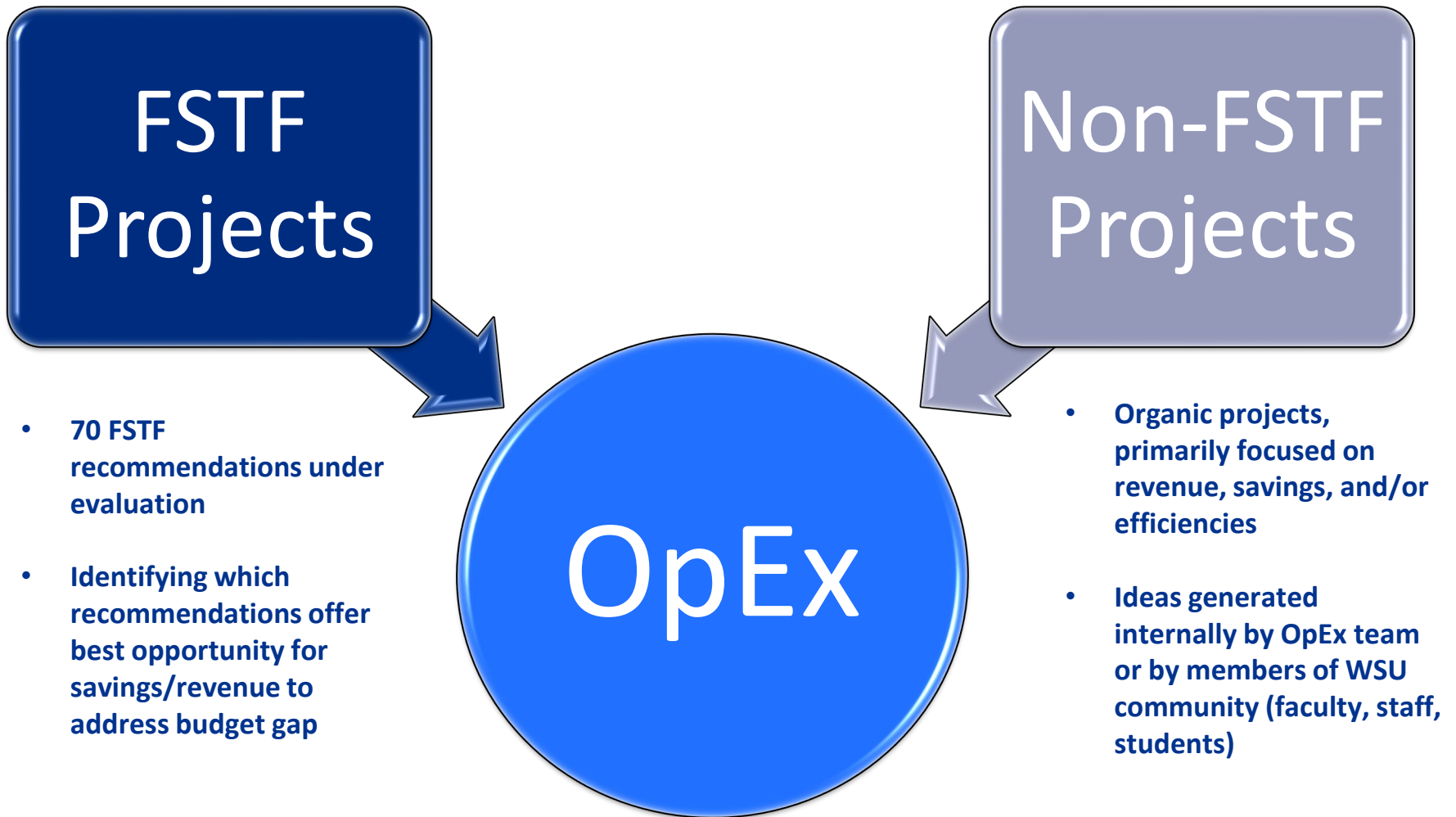
Topic	Slides
Operational Excellence – Overview and Objectives	3-4
Projects & Activities	5-9
Operational Excellence – Case Study	10-12
FSTF Update	13-19
Demonstration Projects Update	20-24
Future Activities & Projects	25-27
Questions & Conclusion	28

Operational Excellence - Overview and Objectives

- Identify and implement strategies to increase revenue;
- Reduce costs;
- Introduce efficiencies;
- Promote and apply lean, continuous improvement principles across all areas of campus.

These objectives are achieved through completing 'FSTF' or 'Non-FSTF' projects, collectively referred to as Operational Excellence ("OpEx") projects.

FSTF vs non-FSTF Operational Excellence Projects



Operational Excellence Projects & Activities (Not originating from FSTF)

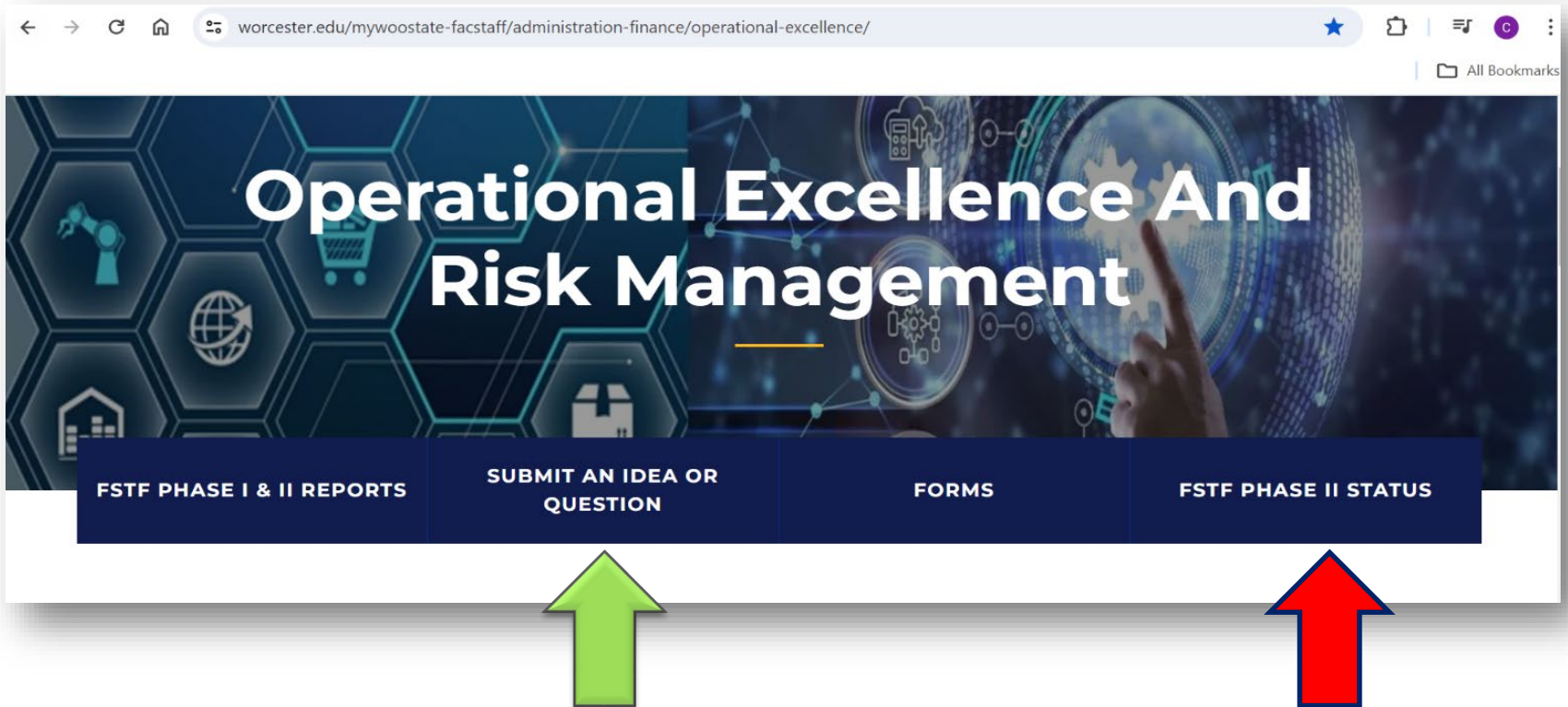
Some examples of Non-FSTF Projects/Activities

- Website launch in April 2024*
- Development of new forms/processes, including:
 - Grant Action Form
 - Grant Budget Template
 - VPA QR Code*
 - Non-Student Accounts Receivable – Data Collection
- Automation of travel forms to capture student involvement (compliance w/ Jeanne Clery Act - cost avoidance).

Non-FSTF Projects/Activities

- Removed stale grant data from Colleague.
- End-to-end grant process review, currently in planning stages.
- Attended BSU AI summit & currently evaluating opportunities to utilize AI in conjunction w/ AI working group, lead by Dr. Vescio.
- Currently identifying costs associated w/ alumni email.

Operational Excellence Website (Intranet)



<https://www.worcester.edu/mywoostate-facstaff/administration-finance/operational-excellence/>

Operational Excellence Website (Intranet) – Status Page

FSTF Phase II status can be found on the Operational Excellence intranet page

Reference #	Working Group	Current Status (A/O 5/21/24)	Primary OpEx Liaison	FSTF Phase 2 Recommendation Summary
1	Academic Efficiencies	In process	RIE Implementation Team	Course Scheduling
2	Academic Efficiencies	In process	RIE Implementation Team	Course Minimums
10	Academic Efficiencies	In process	Academic Affairs (Provost's Office)	Review program offerings at the graduate/undergraduate levels to assess the need for future investment, archiving, and/or developing new programs.

Operational Excellence:

A Case Study

Visual Performing Arts (“VPA”) Waivers: A Case Study

Problem:

- VPA students must complete paper waiver form, acknowledging that they are accepting risks associated w/ set design (power tools).
- VPA faculty must print, distribute, collect, track and store these paper-based forms each semester.

Solution:

- Operational Excellence developed a solution using a QR code. Students scan & complete form on smart device.
- Enables VPA Faculty to track form completion.

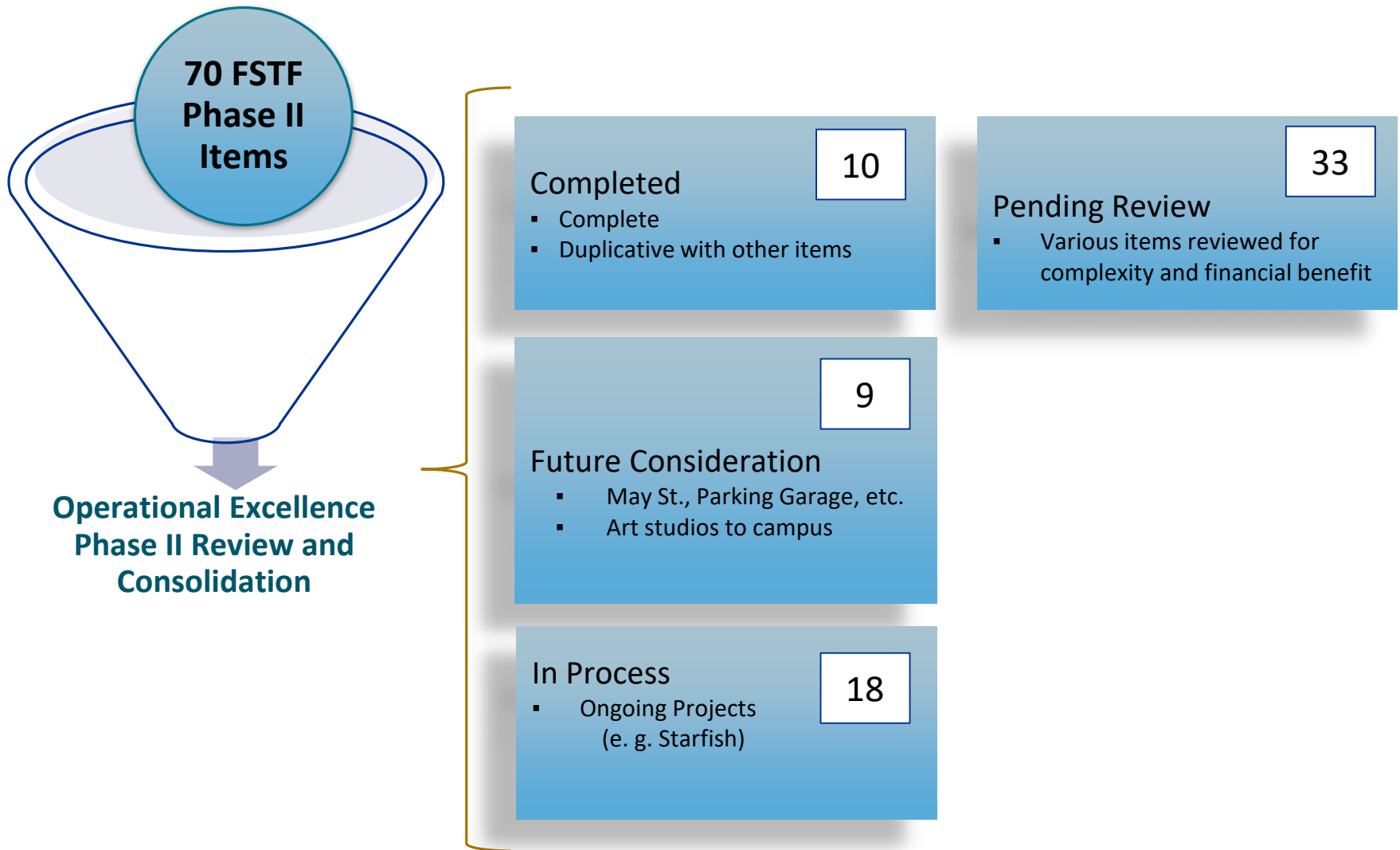
Visual Performing Arts Tool Use Forms: A Case Study

Benefits:

- Improved experience for faculty/students;
- Significant time saved for both faculty and students since paper forms no longer required;
- Forms are automatically stored on server (easy access when/if needed); and
- Savings due to efficiencies introduced: time savings, elimination of paper, toner, etc.

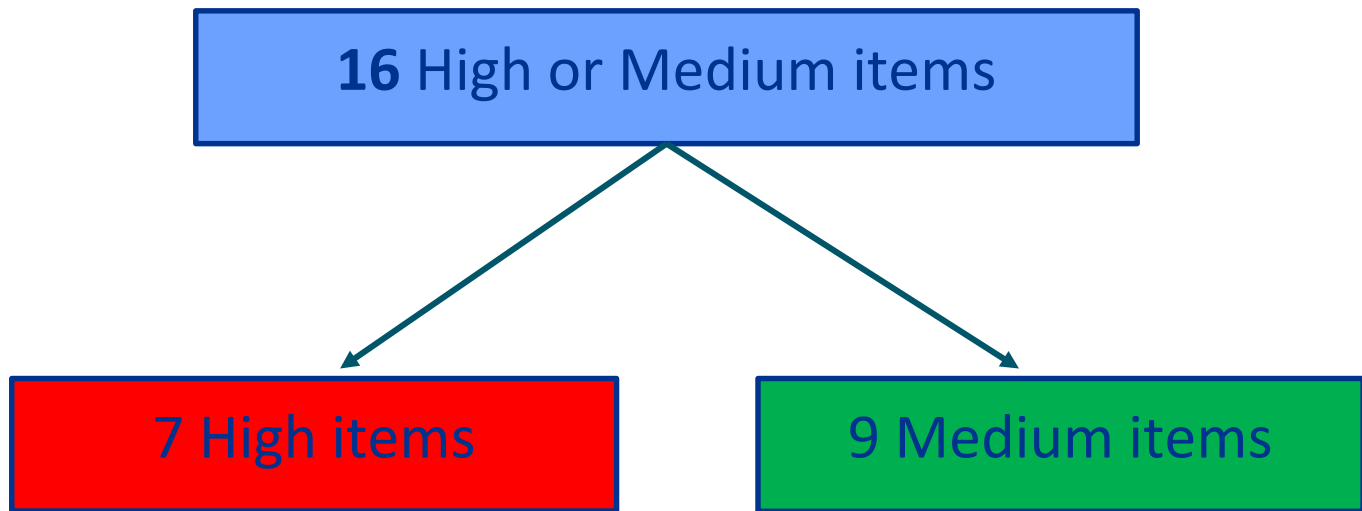
FSTF Update

FSTF Phase II Recommendation Status Update



FSTF Pending Items

- 33 Pending items—> **16** items ranked as either High or Medium estimated financial impact:



Note: Remaining 17 items with low or no financial impact

Priority: 'High' Impact Projects

Estimated 'High' Financial Impact Projects			
Project Category	Complexity		Totals
	High	Medium	
Resource Utilization	0	3	3
Revenue Generation	3	0	3
Strategic	1	0	1
Totals	4	3	7

Projects:

- APR's / EWC's (2 recommendations): **Resource Utilization**
- Identify & Evaluate day faculty teaching grad courses as part of load: **Resource Utilization**
- DGCE (3 recommendations) - Course Scheduling, Marketing & Promotion, Online degree offerings: **Revenue Generation & Strategic**
- Summer Programs: **Revenue Generation**

These 7 projects are tied to the following strategic plan goals:

- Academic Excellence & Distinction
- Marketing & Enrollment
- Resources and Infrastructure

Priority – ‘Medium’ Financial Impact

Estimated 'Medium' Financial Impact Projects			
Project Category	Complexity		Totals
	High	Medium	
Cost Avoidance	1	3	4
Operational Efficiencies	0	1	1
Revenue Generation	1	1	2
Strategic	1	1	2
Totals	3	6	9

Projects include:

- Explore server colocation partnerships
- Consider an alternative LMS (Blackboard – 240K/year)
- Update and test IT disaster recovery and business continuity plans
- Bookstore

These 9 projects are tied to the following strategic plan goals:

- Academic Excellence & Distinction
- Student Support & Success
- Marketing & Enrollment
- Community Engagement and Public Good
- People and Culture
- Resources and Infrastructure

Low Financial Impact (lower priority)

Estimated 'Low' Financial Impact Projects				
Project Category	Complexity			Totals
	High	Medium	Low	
Cost Avoidance	0	0	1	1
Operational Efficiencies	1	2	5	8
Efficiencies Benefitting Students	1	2	3	6
Revenue Generation	1	0	0	1
Strategic	0	1	0	1
Totals	3	5	9	17

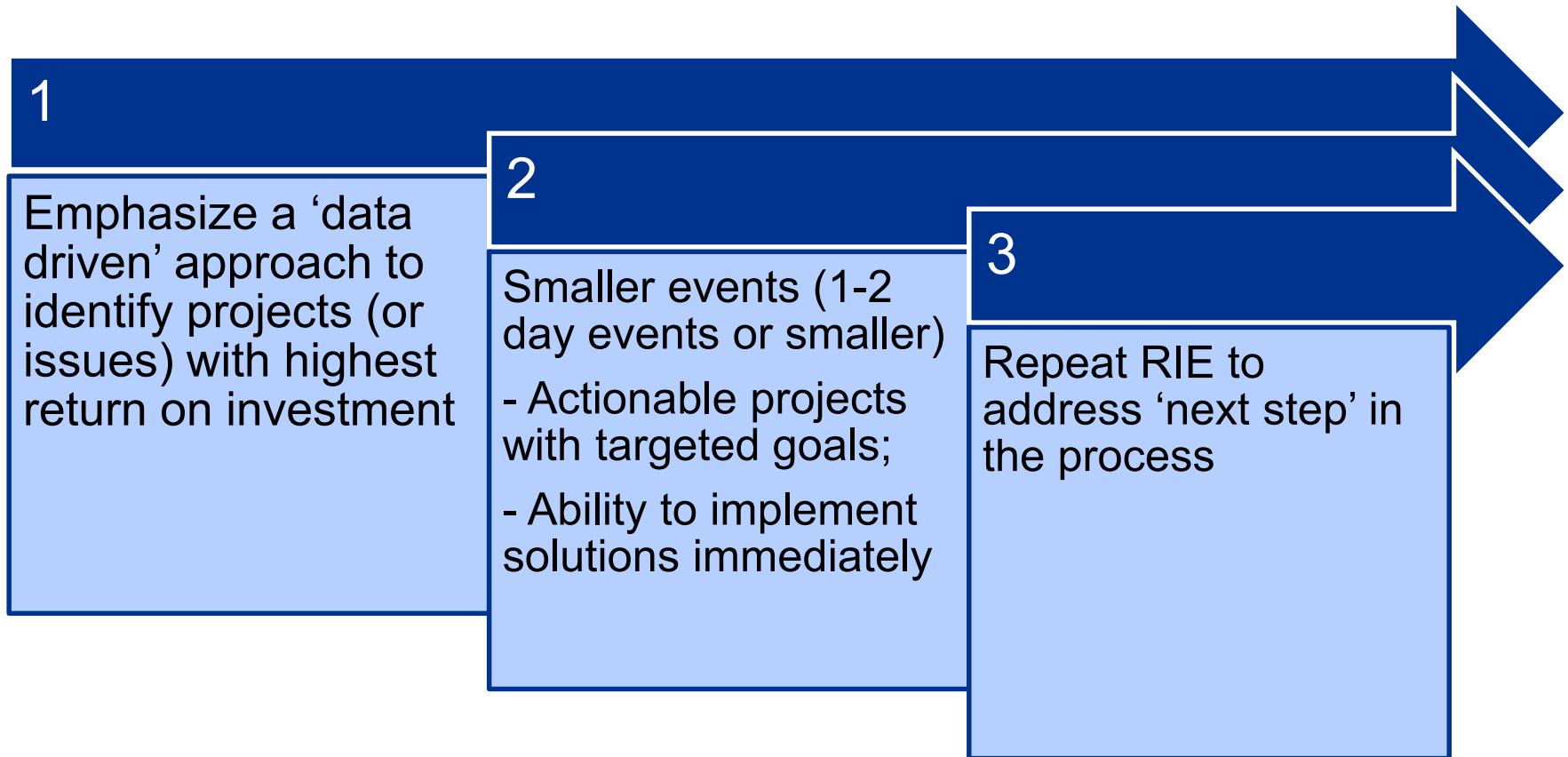
Projects include:

- ROI analysis of Laptop Depot
- Academic Success to consider a committee for student advising
- Review of all advising software
- Creation of a public facing office to conduct survey for outside organizations

These 17 projects are tied to the following strategic plan goals:

- Academic Excellence & Distinction
- Student Support & Success
- Marketing & Enrollment
- Community Engagement and Public Good
- People and Culture
- Resources and Infrastructure

Rapid Improvement Events: Lessons Learned (for future projects)



Demonstration Projects Update – Course Scheduling

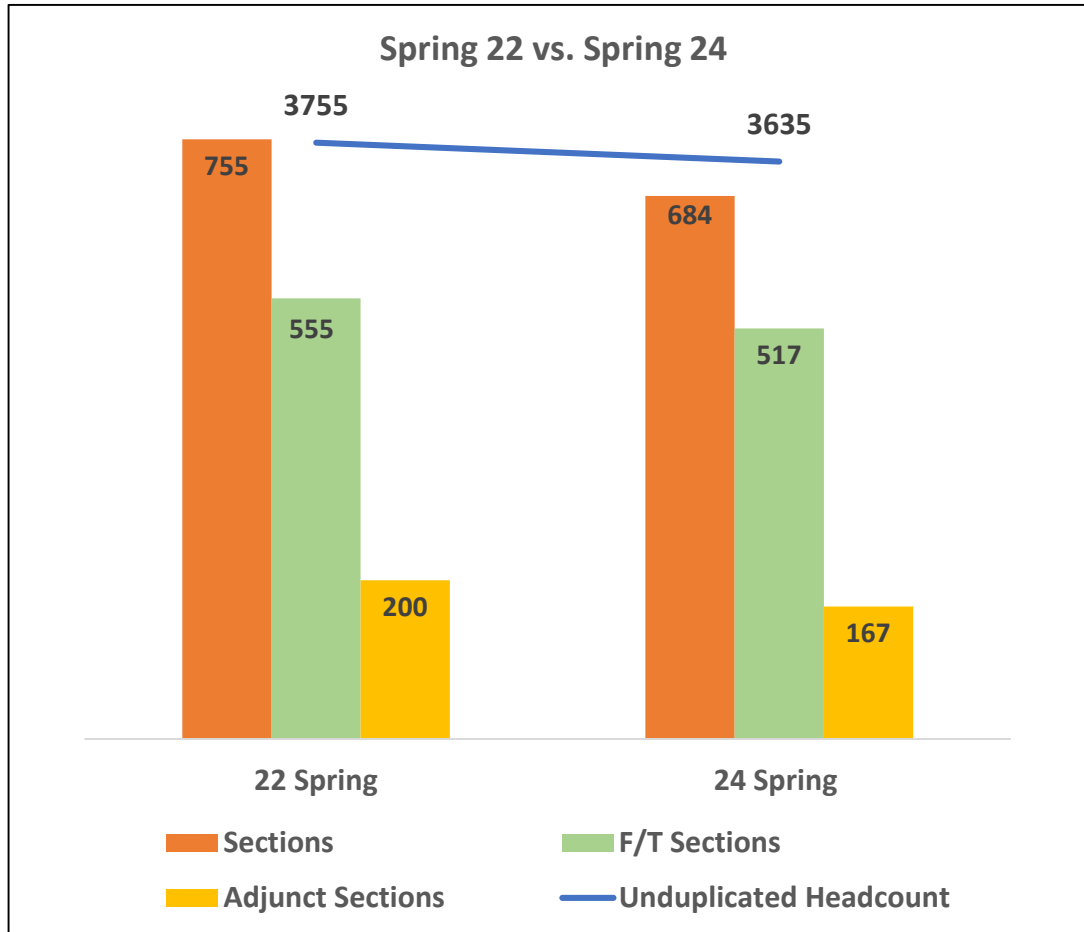
Demonstration Projects: Course Scheduling (FSTF #1, 2):

- ✓ Developed new draft Course Scheduling manual for Dept. Chairs
- ✓ Formalized course exemption/exception process for optimization and tracking of results
- ✓ Course scheduling survey to Chairs and students
- ✓ Google Drive for Chairs
- ✓ Course scheduling is a more integrated, visible scheduling process

Next Steps:

- Review costs associated with non-instructional activities
- Mapping of costs associated with Full-Time faculty assigned through DGCE
- Ongoing semester by semester data reviews

UPDATED W/ UNDUPLICATED HEADCOUNT



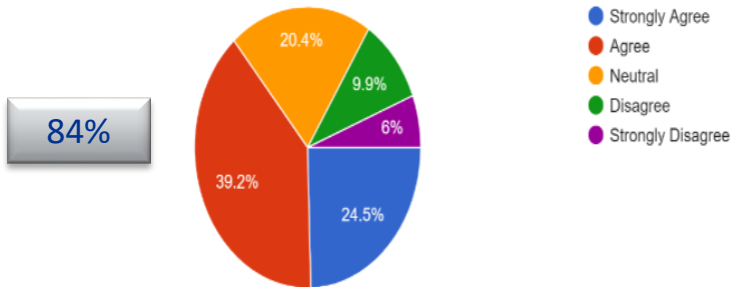
Takeaways: WSU ‘right sizing’ course offerings to better align with headcount.

- 3.2% Decrease in enrollment (unduplicated headcount)
- 9.4% decrease in sections
- 6.8% decrease in F/T sections
- 16.5% decrease in Adjunct sections.
- 76% ‘fill rate’ in 22SP vs. 79% in 24SP (seats filled)

Demonstration Projects Update – Course Scheduling

I was able to register for all the courses I needed for my major to graduate on time.

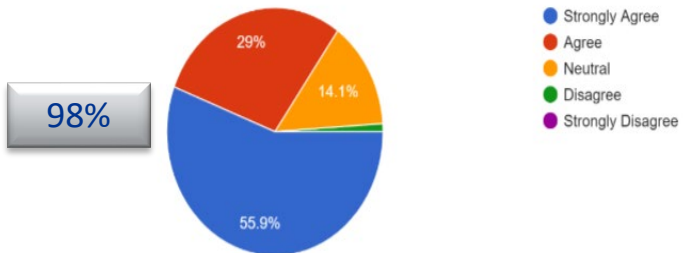
383 responses



- ✓ Students surveyed in December, 23. Approximately 400 responses. Overall positive results from students on views of Course Scheduling process
- ✓ Majority of students would like ability to 'self-plan' courses for multiple semesters. Planning is currently underway in regards to resources, timing and execution of implementation.

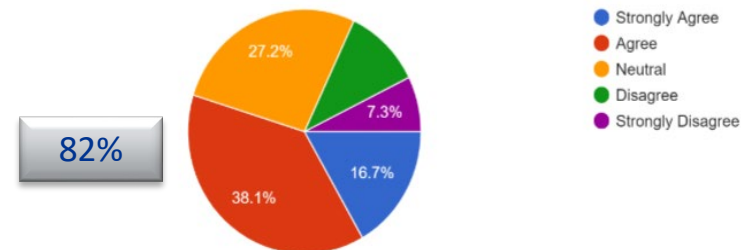
It would be helpful if Self-Service could show course offerings for multiple semesters and let me save the courses I would like to take in each semester.

383 responses



Overall, I am satisfied with the course registration process at WSU.

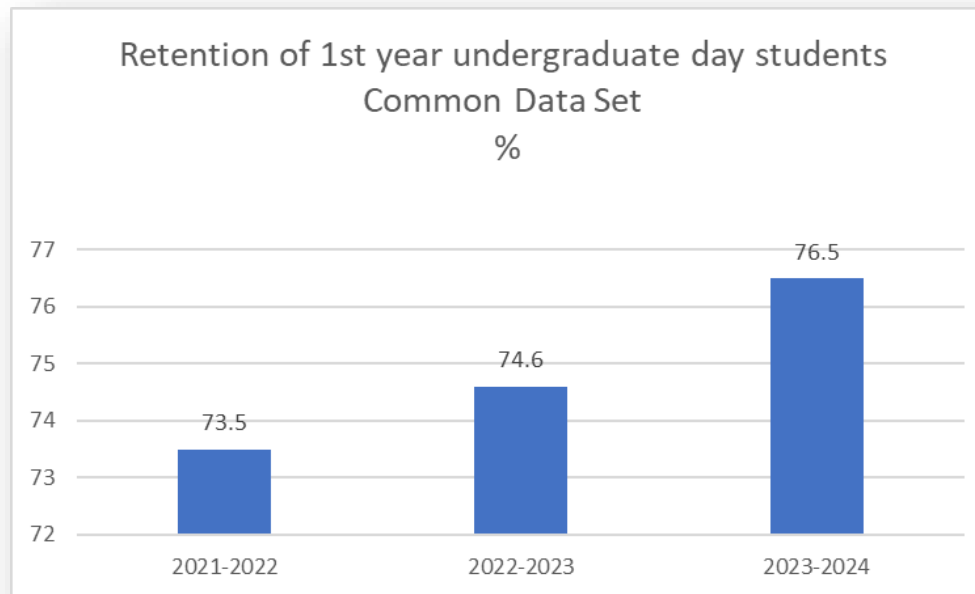
383 responses



Demonstration Projects Update: Early Support

Rapid Improvement Event: Starfish (FSTF #27)

- Rebranded Starfish program as Early Support
- Updated website and logo
- Communicated benefits to Chairs and developed user guidelines



Improved retention: 1.9% higher as compared to prior year

Demonstration Projects Update: Early Support

Next Steps – Early Support:

- Incorporate Early Support into student orientation & continued targeted outreach to students and faculty;
- Nearing completion of information integration into Early Support. This will allow Early Support to have additional student information in order to score risk. Feature we pay for but have not been able to utilize to date;
- Progress surveys, facilitated via Early Support are now represented on academic calendar (Dean Pottle submitted a policy, that has gone through AUC); and
- Additional planned activities to be managed by Retention include: awareness sessions to students, ongoing monitoring of usage, etc.

Operational Excellence Proposed Future Activities

Operational Excellence Other Projects on the Horizon

- Review costs associated with non-instructional activities
- DGCE Review: Form project team with DGCE to consider FSTF Phase II recommendations
 - Mapping of costs associated with Full-Time faculty assigned through DGCE
- Grants: work with OSGR & new Director to document process and streamline where possible
- Alumni email retention project

Operational Excellence Proposed Future Activities FY25

June-Sept 24

- Campus discussion/listening sessions;
- Work with Marketing & Communication on Operational Excellence engagement plan: posters, QR codes, etc.
- Develop universal methodology to quantify savings

Oct-Dec 24

- Network with other higher education institutions also involved in Operational Excellence and share knowledge
- Develop savings 'dashboard' for OpEx website.

Jan-Jun 25

- Develop and conduct internal training for departments who seek to leverage lean/process improvement in their day-to-day operations; build excitement about OpEx across Campus
- Explore feasibility of internship program for WSU students within OpEx in conjunction with Business Dept.

Questions?

Operational Excellence Contacts

Jonathan Walker
Kiran Chamankar
Chris Korites

jwalker@worchester.edu
kchamankar@worchester.edu
ckorites@worchester.edu

Advisory Committee for Equal Opportunity, Diversity and Affirmative Action

Report to the Board of Trustees, June 11, 2024

Charlotte Haller and Shay Shuler

Committee Members

Co-Chairs



Katey Palumbo
Director of International Programs and the Senior International Officer at WSU



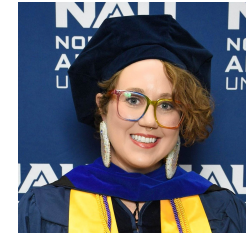
Charlotte Haller
Professor and Chair, Department of History & Political Science



Dean Bowen
Assistant Director/Fitness Manger, Wellness Center



Midaly Carrasquillo
WSU MA '21, Assistant Director of the Urban Action Institute.



Shay Shuler
Assistant Professor, Associate Professor, Department of Health Sciences



Marc Wagoner
Department of Psychology

Ex-officio members

Edgar Moros & Stacey Luster

LJ Dawson, Professor, Department of Psychology

Telese Forbes, Alumna and Assistant Director of the Worcester State University Graduate School

Karly Kwasigroch, Instructor/Professor of Nursing

Committee Responsibilities

(as required by the Commonwealth of Massachusetts):

To serve as an Advisory Group to the President:



Recommend

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



Evaluate

To evaluate institutional compliance with respect to all equal opportunity, diversity and affirmative action programs and to recommend appropriate strategies to the President; and



Inform

To keep informed as to federal and state laws and regulations as well as institutional policies impacting equal opportunity, diversity and affirmative action.

**We focus our attention
on two key areas:**



We care about recruitment and retention of ALANA/BIPOC, LGBTQIA+, disabled, and other traditionally underserved faculty and staff because we know that the recruitment, retention, and success of students from traditionally underserved groups requires it.



At public 4-year schools in the U.S., 39% of undergraduate students were BIPOC/ALANA

In 2023, 25% of Worcester State staff identified as BIPOC/ALANA.

WSU's student body is 37% BIPOC/ALANA





Current Focus:

>3 years, the Advisory Committee for Affirmative Action and Equal Opportunity has recommended that a Diversity Support Navigator position be created. This position would be focused on engaging with, supporting, mentoring, and helping to retain staff of color.



2023-2024

We worked to refine the position, and collaborated with current staff leaders on DEI issues (Laxmi Bissoondial, Alison Park, Fran Manocchio and Rachel Graddy) to develop a workable proposal for a Staff Diversity Navigator that would meet the needs of BIPOC/ALANA staff.



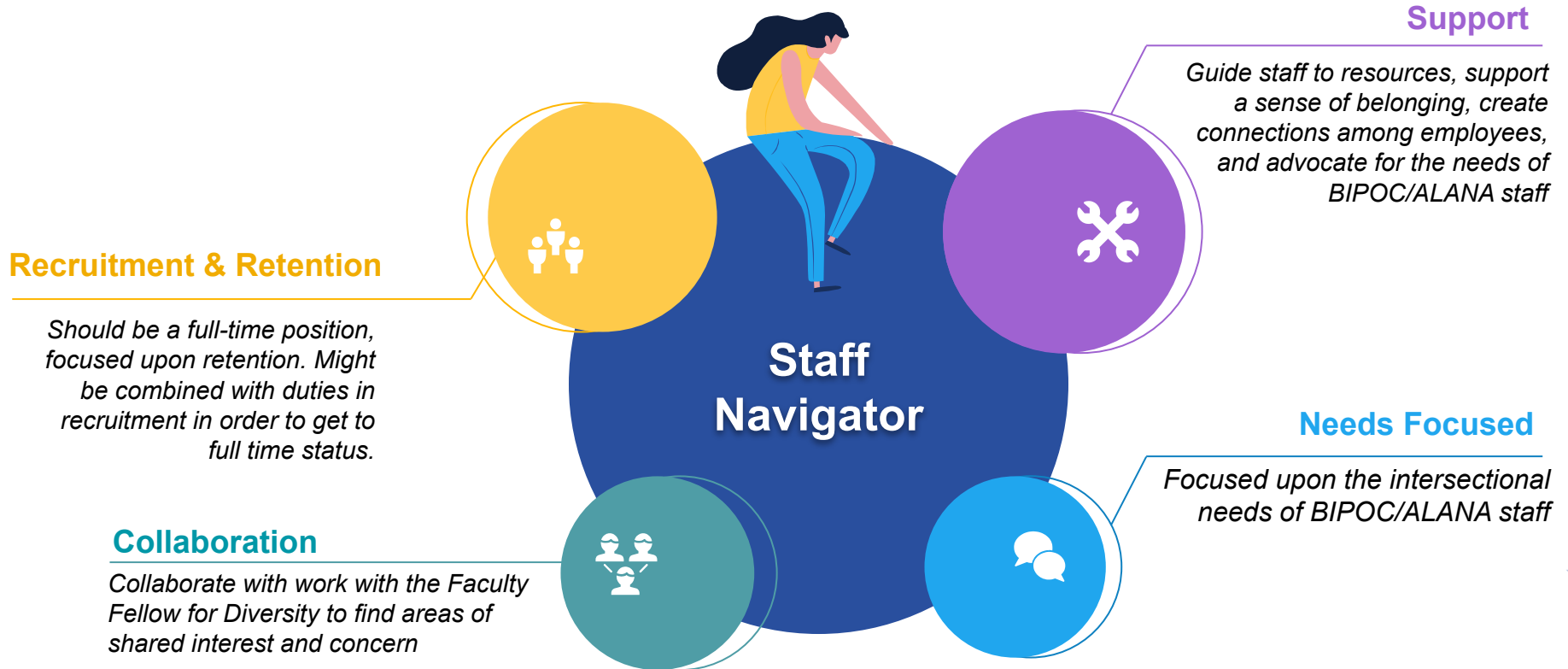
With the sponsorship of Julie Kazarian, the position was requested, but was not incorporated into the final budget.

2022-2023



DIVERSITY SUPPORT NAVIGATOR POSITION

Housed in Diversity, Equity, and Inclusion



When we recruit and retain diverse faculty and staff, we can better recruit and retain our diverse students.

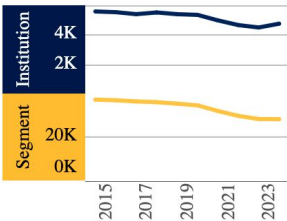
Enrollment & Equitable Access

Is Worcester State University enrollment maintaining expected levels, and are traditionally underserved populations well represented?

Fall Undergraduate Enrollment



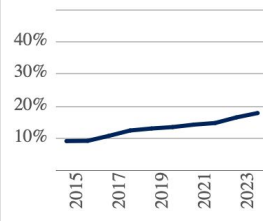
vs. MA State Universities



% Latinx



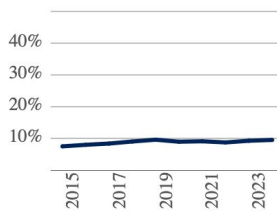
vs. Institution Trend Only



% African American



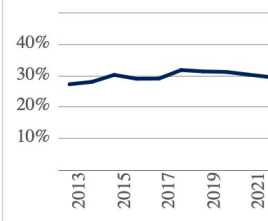
vs. Institution Trend Only



% Pell Recipient



vs. Institution Trend Only



We are making strides in recruitment – in fact, recruitment of Latinx and African American students are keeping our enrollments relatively steady in volatile times.

When it comes to retention of historically underrepresented groups, we need to do better.

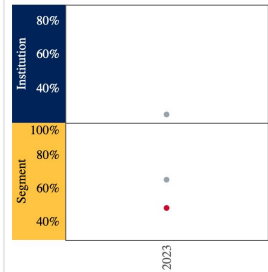
African American Equity in First-Year Progress

Looking at recently entering cohorts, how equitable are Worcester State University's outcomes for hitting early milestones associated with achieving college success among African American and White students?



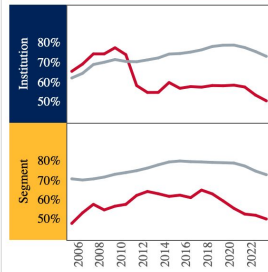
Timely Completion of Gateway Courses

vs. MA State Universities



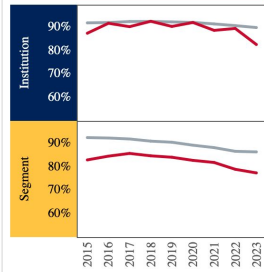
On-Time Credit Accumulation

vs. MA State Universities



Retention After First Year

vs. MA State Universities



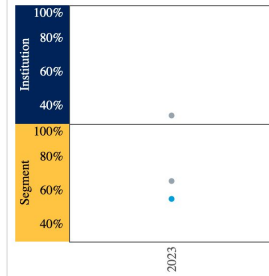
Latinx Equity in First-Year Progress

Looking at recently entering cohorts, how equitable are Worcester State University's outcomes for hitting early milestones associated with achieving college success among Latinx and White students?



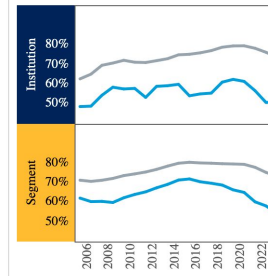
Timely Completion of Gateway Courses

vs. MA State Universities



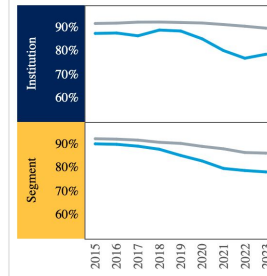
On-Time Credit Accumulation

vs. MA State Universities

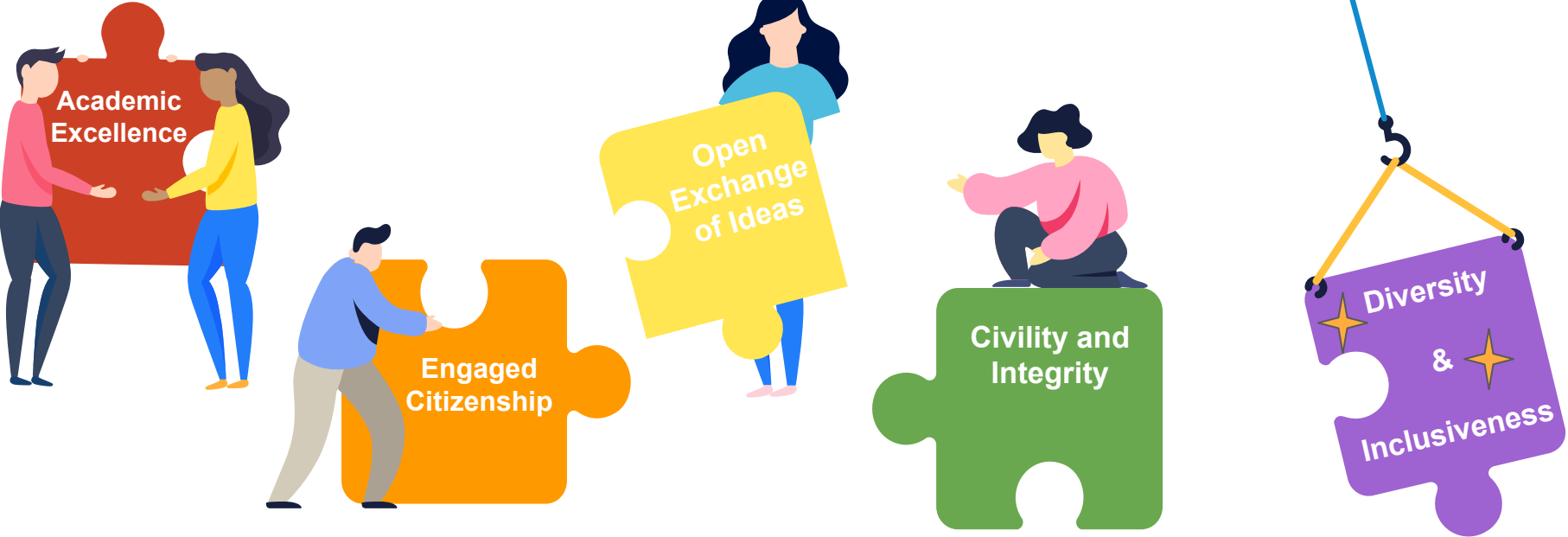


Retention After First Year

vs. MA State Universities



And be willing to commit to the resources needed to live up to our stated values.





Thank you for your
attention to this
important work!

Questions or
Comments?

References

National Center for Education Statistics. (2023). Characteristics of Postsecondary Faculty. *Condition of Education*. U.S. Department of Education, Institute of Education Sciences. Retrieved August 30, 2023

Worcester State Factbook, 2023.

“Performance Measurement Report: Worcester State University,” DHE Data Center, <https://www.mass.edu/datacenter/PMRS/worcester.asp>

Matias, J.N., Lewis, N.A. & Hope, E.C. US universities are not succeeding in diversifying faculty. *Nat Hum Behav* 6, 1606–1608 (2022). <https://doi.org/10.1038/s41562-022-01495-4>

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE & FACILITIES MEETING
Tuesday, June 11, 2024
3:00 P.M.
WELLNESS CENTER, ROOM 204

Meeting Called By: Lisa Colombo (Chair)

Minutes: Nikki Kapurch

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

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 - April 09, 2024*	Lisa Colombo	1. vote required
2. <i>Finance & Facilities Committee Report</i> A. FY 2025 Comprehensive University Budget* B. FY 2024 Q3 Trust Fund Reports*	Lisa Colombo Kathy Eichelroth	A. vote required
4. <i>Administrative Updates</i> A. Other Business	Lisa Colombo	
5. <i>Adjournment</i>	Lisa Colombo	5. vote required

*Attachments

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

CHAIR:	Lisa Colombo (Chair)	DATE:	April 9, 2024
LOCATION:	Remote Participation	MINUTES BY:	Nikki Kapurch
TIME:	10:00 AM		
COMMITTEE MEMBERS PRESENT:	Lisa Colombo (Chair); Amy Peterson; Dina Nichols; Lawrence Sasso (Vice Chair)		
BOARD MEMBERS PRESENT:	Marina Taylor		
WSU STAFF:	Lois Wims; Ashlynn Allain; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Julie Kazarian; Stacey Luster; Ryan Forsythe; Sathi Mitra; Tom McNamara; Maureen Stokes		

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, April 9, 2024, through a Zoom remote call. Chair Colombo called the meeting to order at 10:03 a.m. Trustee Colombo reported that all trustees will participate remotely and announced that all votes will be made by recorded roll call.

FINANCE & FACILITIES COMMITTEE REPORT

Trustee Colombo opened the meeting and called upon Vice President Kathy Eichelroth to walk trustees through the *Q2 FY 2024 Comparative Financial Report* and the *FY 2025 Budget Planning PowerPoint*.

Q2 FY 2024 Comparative Financial Report

- VP Eichelroth summarized the report and reviewed the Quarterly FY 2024 Trust Funds.
- A description of individual trust funds is included for information.
- Some of the fund percentages of the budget earned have yet to catch up with the recorded invoices.
- Activity Income is related to commissions and transcript fees. This fund shows we are only at 1.76% revenue. That is due to a timing issue when receiving payments.
- Underspending on the A-line due to vacancies; that is the only line I see as underspent.

FY 2025 Budget Resource Discussion

- Typo to the posted agenda should say FY25 Budget, not FY24
- VP Eichelroth started the FY2025 budget resource discussion by providing a preview of the upcoming recommendation to the Board for an FY2025 budget.
- A detailed memo is included in the packet.
- FY 2025 will be the first year since COVID that we do not have any one-time operating grants available to offset operating expenses.
- We are in the process of firming up the estimates for campus-generated revenue while evaluating the status of revenue generation compared to the budget for FY 2024.

- We anticipate we will need to address a continuing budget shortfall.
- We do not yet know the extent to which we will need to rely on a budgeted reserve draw to fill a revenue gap.
- In coordination with the Operational Excellence team, we are quantifying savings achieved during the current year and evaluating other opportunities to suspend or eliminate expenses in FY 2025.
- We developed a budget process by following two simultaneous tracks: Revenue and Expense Reconciliation and a Collaborative Budget Process.
- Our current analysis of revenue and expenditures indicates a \$6.1 M gap that will carry forward to FY2025 and increase due to trending revenue projections.
- VP Eichelroth walked us through some items that were under consideration.
- Funding for new initiatives will depend upon the results of the ongoing gap analysis.
- The University has strong unrestricted reserves in the amount of \$62 million.
- If we increase the fee, how much would we close the gap? \$1.7 - \$1.8 million.
- All the other SUs are talking about fee increases as well.
- Our average net costs are still much lower than those of private institutions. The current cost, based on FY24 rates, is \$11,286 for a commuter. With room and board, an additional \$13K makes in-state tuition below \$25K.
- The fee increase puts us in the middle of the pack compared to other state universities.
- Any major capital expenses in the future pipeline? Not at this time
- We are not going to meet revenue projections.
- President Maloney provided an update on how the state universities are advocating.
 - The Governor recommended using \$125 million of Fair Share funding to begin to address capital needs across the higher education system. This recommended funding could be leveraged for a public higher education capital bond bill. The State University Presidents have asked that the \$125 million be used for deferred maintenance.
 - Our students will benefit through the expansion of the MassGrant Plus Program.
 - Pell Grant awards are given to the most needy students.
 - The University state appropriations were discussed, and the President emphasized how underfunded our campus line-item appropriations are and the need for an increase. The President has been meeting with the legislative delegation and asking for a \$9.5 million increase for WSU to be right-sized. If funding is received, it would close the budget deficit.
- Chair Colombo concluded that we need to double down on the Operational Excellence work as board members.

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

VOTED: to recommend to the full board to authorize an increase to the General Fee in FY2025 up to, but not to exceed, \$500 a year.

ROLL CALL VOTE: 5 approved. Lisa Colombo (Chair); Amy Peterson; Dina Nichols; Lawrence Sasso (Vice Chair), Marina Taylor

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

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

WSU Board of Trustees
April 9, 2024

VOTED: **to adjourn the meeting at 11:03 a.m.**

ROLL CALL VOTE: 5 approved. Lisa Colombo (Chair); Amy Peterson; Dina Nichols; Lawrence Sasso
(Vice Chair); Marina Taylor

Respectfully submitted,


Barry M. Maloney
Secretary, Board of Trustees

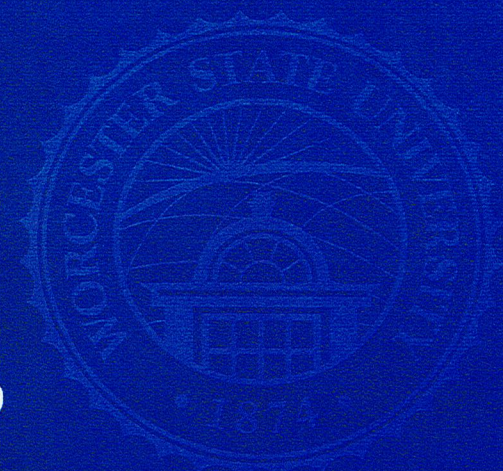


WORCESTER
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FY 2025 Budget Planning

Kathleen Eichelroth

Vice President for Administration and Finance/CFO



Variables in the Mix

- FY 2025 will be the first year since COVID that *we do not have any one-time operating grants* available to offset operating expenses.
- We are in the process of *firming up the estimates for campus generated revenue* by evaluating the status of revenue generation compared to budget for FY 2024.
- We will need to address a **continuing budget shortfall**.
- The extent to which we will need to *rely on a budgeted reserve draw to fill a revenue gap* is not known at this time.
- We are *quantifying savings* that have been achieved during the current year and *evaluating other opportunities to suspend or eliminate expenses* in FY 2025

Budget Development Process

The process is following 2 simultaneous tracks:

- Revenue and Expense Reconciliation
- Collaborative Budget Process



Revenue and Expense Reconciliation

- ✓ Analysis of actual revenue categories compared to PY budget and project last quarter earnings
- ✓ Link department budgets to current position obligations and budgeted vacancies to be filled
- ✓ Update fringe and payroll tax rates as received from the State Comptroller
- ✓ Identify known cost increases associated with existing obligations
- ✓ Identify funding surplus or gap

Collaborative Budget Process

- A process has been initiated to gather requests for new funding in a prioritized manner by Division.
- The process implemented is designed to facilitate transparency and inclusion while focusing on the Strategic Plan and directing resources to the achievement of plan priorities.
- The bottom up process is managed at the division level by the area Vice President
- Division leaders assemble a working group and identify, document and prioritize any new FY2025 Divisional funding requests
- Requests are vetted within the Division work group through a process of discussion and evaluation focusing on the initiatives best aligned with achieving the University's strategic goals.
- The Division leaders are responsible for prioritizing which funding requests that are submitted to Executive Cabinet.
- Each Division has an opportunity to discuss their top priorities that have been submitted to Executive Cabinet.
- Executive Cabinet begins the deliberation process following the Division presentations. The final recommendations will be published in the FY 2025 budget to be presented to the Board of Trustees on June 11, 2024. In addition, a record of the process, including requests submitted for consideration and the results of the prioritization, will be made available to the campus community

Next Steps: Gap Analysis and Initiatives

Gap Analysis

- The FY 2024 Budget Gap was \$7.8M
- The General Fee was increased by \$500 annually reducing the gap to \$6.1M
- The remaining gap was covered by one time resources, specifically the final allocation of COVID relief funds of \$3.4M and a draw from reserves of \$2.7M.
- Our current analysis of revenue and expenditures indicates the \$6.1M gap will carry forward to FY 2025 and increase due to revenue projections that are trending downward.

Gap Analysis and Initiatives - continued

- The following items will be under consideration as we work through the FY 2025 gap analysis:
 - Quantifiable cost savings that have been identified over the past year
 - Reliable trends in revenue growth/decline
 - Potential increase in State resources as the FY 2025 budget process plays out
 - Operational changes in process/resource allocation that can be rolled out as pilot programs in FY 2025
- Other considerations to be evaluated to offset the remaining funding gap are as follow:
 - An increase to the General Fee not-to-exceed \$500 per year
 - Appropriation of reserves
 - Freezing of select vacant positions
 - Reduction in force in various part time position lines

Gap Analysis and Initiatives - continued

New Initiatives

- The collaborative budget process has generated many ideas and initiatives focused on progressing the strategic plan and contributing to a culture of operational excellence
- Prioritization has occurred and various themes have emerged as a result of the process that engaged many on campus.
- In addition, in response to inflation that is being experienced in many sectors, we have identified a need for a significant investment in ongoing operational costs through an inflationary adjustment (last broad based inflation increase occurred in FY 2016)

The ability to fund any of these new initiatives will be dependent upon the results of the ongoing gap analysis

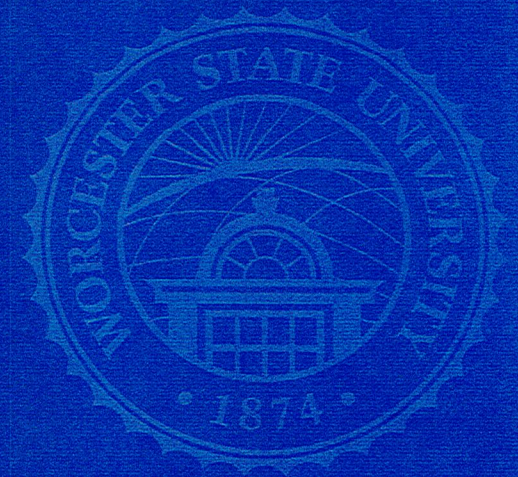
June Board Meeting

- FY 2025 WSU Budget Package will be presented
 - The operating budget deficit will be addressed:
 - All realized cost savings will be tabulated and presented
 - All cost saving/revenue generating initiatives will be identified and net savings/net new revenue estimated
 - a General Fee increase will be requested (not to exceed \$500 per yr)
 - An amount of appropriated reserves will be identified
 - Other trust fund budgets will be reconciled and balanced with consideration of the need for other program fee increases
- Operational Excellence (OpEx) Update will be presented
 - Update on 70 FSTF items
 - Progress of demonstration projects
 - Other efficiency initiatives
 - New Web page
 - Future plans/timeline



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Questions and comments





WORCESTER
S T A T E
UNIVERSITY

FY 2025

**Comprehensive
University Budget**

**Worcester State University
FY 2025 Budget Package**

I Fiscal Year 2025 Budget Overview

II Fiscal Year 2025 Budget

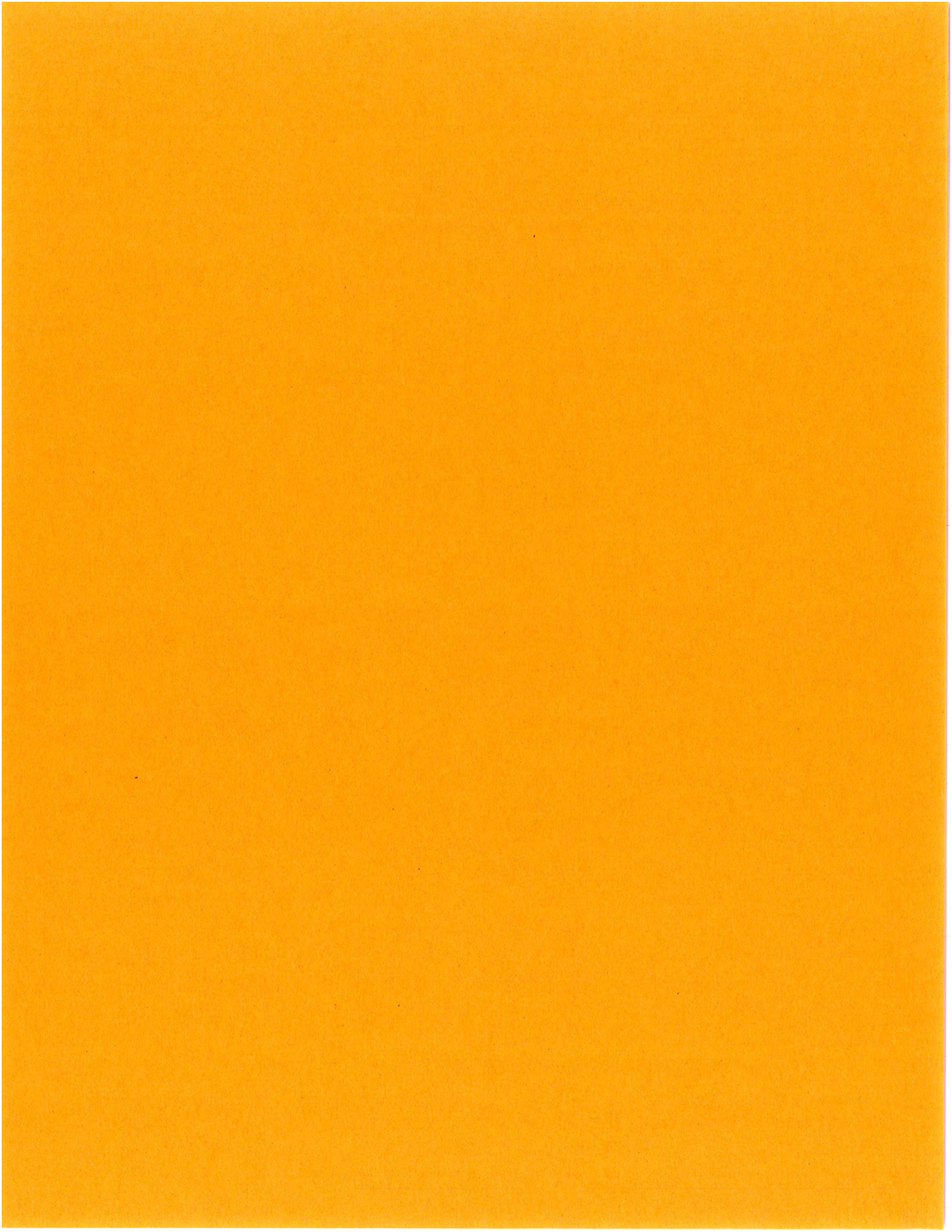
- 1 Summary FY2025 Budget - Sources and Uses of Funds
- 2 Pie Chart: Source of Funds
- 3 Bar Chart: Use of Funds
- 4 FY 2025 Summary of Sources of Funds
- 5 FY2025 Trust Fund Summary
- 6 Pie Chart: Trust Fund Summary
- 7 Operating Revenue Budget

III Individual Fund Budgets compared with FY2025 Budget

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

Appendix

- A Capital Adaptation and Renewal Spending Plan
- B FY 2025 Tuition and Fee Schedule
- C FY 2025 Budget Discussion April 9, 2024
- D FY 2025 Collaborative Budgeting Process



Memorandum

DATE: May 28, 2024

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance 

RE: **FY 2025 BUDGET PLAN – JUNE 2024**

At the April 9th Finance and Facilities sub-committee meeting we discussed the legislative landscape surrounding the development of the Commonwealth's budget for FY 2025. At that time Governor Healey had released her spending plan for FY 2025 which has annualized all FY 2024 state funding into a FY 2025 base funding line for each state university. The annualized base includes collective bargaining increases that were rolled out in FY 2024 and our FY 2024 allotment of performance funding. The Governor had not proposed resources in FY 2025 for performance funding or the internship incentive and endowment incentive programs.

As the budget process continues to wind its way through the House and the Senate the state universities are not any closer to having funding restored in FY 2025 for formula funding, endowment incentive or the internship incentive programs. The Council of Presidents continues to advocate for restoration of these funds in the FY 2025 budget, most recently by requesting senator co-sponsorship of five amendments to the Senate budget. The Senate began its budget debate on May 21st. We will monitor the final steps of the state budget process and will provide an update and budget reconciliation as appropriate in the fall.

Since the April meeting we have firmed up revenue estimates and offer the following analysis.

Revenue Analysis

	Baseline FY 2025 <u>Budget</u>	FY 2024 Approved <u>Budget</u>	FY 2023 Approved <u>Budget</u>
<u>Operating Revenue Categories</u>			
State Appropriations	37,758,345	34,809,139	34,150,628
State Funded Fringe Benefits	<u>17,108,306</u>	<u>15,946,067</u>	<u>14,305,698</u>
Total State Operating Resources	<u>54,866,651</u>	<u>50,755,206</u>	<u>48,456,326</u>
Net Tuition	6,490,342	6,553,807	5,925,742
Net Fees	33,492,411	34,724,423	33,025,144
Other Income	<u>1,121,047</u>	<u>1,449,281</u>	<u>1,118,163</u>
Total General Trust Fund Resources	<u>41,103,800</u>	<u>42,727,511</u>	<u>40,069,049</u>
Total Resources – Operating Budget	<u>95,970,451</u>	<u>93,482,717</u>	<u>88,525,375</u>

State resources have increased over the past three years due to an increase in the Fringe Benefit Rate provided to us by the State Comptroller’s Office. The rate increase from FY 2024 to FY 2025 is estimated at \$1.1M. The State Appropriations figure has increased in FY 2025 over FY 2024 as a result of collective bargaining funds and formula funding received in FY 2024 that are rolled in to the base going forward. Total campus generated revenue, identified as General Trust Fund resources, have trended down during FY 2024 in comparison with budget. Adjustments have been made to the revenue budget for FY 2025 to reflect this trend. The General Fee increase authorized by the board at the April meeting is not reflected in the chart for FY 2025, it is addressed in the following reconciliation of the FY 2024 budget to FY 2025.

Expenditure Reconciliation

	FY 2024 General Operating Budget – Total Expenditures	\$ 99,598,791
Add:	FY 2024 Collective Bargaining Increases	3,851,322
	FY 2024 Budget Adjustments to add to base	<u>308,602</u>
	Adjusted FY 2024 Base Expenditures	<u>\$103,758,715</u>
	FY 2025 increase in fringe/payroll tax rate and collective bargaining reserve	1,947,813
	FY 2025 Inflation adjustment	856,451
	U.S. Department of Labor compliance	234,321
	Re-adjust Debt Service net of refund savings	<u>286,354</u>
	Subtotal - Add	\$3,324,939
Subtract:	Discontinued costs with savings that carry forward	<u>1,630,347</u>
	Subtotal – Subtract	<u>\$1,630,347</u>
	FY 2025 General Operating Budget – Total Expenditures	<u><u>\$105,462,351</u></u>

The expenditure reconciliation above starts with FY 2024 budgeted expenditures and is adjusted to add FY 2024 costs identified during the year to arrive at adjusted FY 2024 base expenditures. Planned increases for FY 2025 have been identified and added to the base expenditure budget. The increases include the annual adjustment for assessed fringe and paurol tax in addition to projected increases to direct labor costs associated with rulings from the US Department of Labor and a scheduled adjustment in annual debt service related to the 2002 Bonds that funded the Sullivan Academic Center. Also, as described during the announcement of the FY 2025 collaborative budget process (Appendix D), the base funding of numerous budget categories will be increased by 6% in an effort counteract the reduction in purchasing power brought on by increased inflation in recent years. Reductions to expenditures include the savings associated with the closing of underperforming programs, the final few months of budgeted off campus parking and shuttle costs, a reduction in the cost of convenience fees and some initial savings in instruction costs realized through the course scheduling demonstration project under the Operational Excellence initiative.

FY 2025 Budget GAP Analysis

FY 2025 General Operating Budget – Total Expenditures \$105,462,351

FY 2025 General Operating Budget – Baseline Revenue \$ 95,970,451
Revenue GAP \$ 9,491,900

<u>Resources for Backfill</u>	
General Fee Increase	\$1,636,000
DGCE Tuition and Fee Increase	\$ 800,000
FY 2024 Formula Funds-base	\$1,115,792
FY 2024 Formula Funds-surplus	\$1,115,792
Deferred vacancies	\$2,122,112
Reserve draw	<u>\$2,702,204</u>
Resources	<u>\$9,491,900</u>

During FY 2024 the state distributed the campus allotted formula fund resources late in the budget cycle. Instead of amending the budget to reduce the FY 2024 budgeted reserve draw the additional resources were received into the university and fell to the operational bottom line by reducing the need to draw from reserves to fund operations. The FY 2024 allotment will be programmed as a resource for FY 2025 as an appropriation from FY 2024 surplus. In addition, formula funds in the year after allotment are added to the state maintenance base budget and increase the accumulated state resources for a campus annually. As an ongoing resource the FY

2024 allotment will be added to the FY 2025 base budget and continue in the base going forward.

Tuition and fee increases are presented as resources to support operations. The Division of Graduate and Continuing Education has requested a 12% increase in tuition and fees to offset an anticipated increase in contract faculty costs in the coming year and alleviate financial constraints. Increases will be put in place for the fall 2024 semester, and subsequent terms, for classes offered in the evening, winter and summer sessions, in addition to graduate courses and online degree programs. Budgeted resources also include a \$500 annual increase to the General Fee that is assessed to all undergraduate students on a per credit basis. As discussed in April, this is a 5% increase in mandatory undergraduate student fees bringing the total annual cost to \$10,816, which is expected to be less than the mandatory student fees at five of the other state universities in Massachusetts.

WSU continues to experience the impact of post-Covid labor challenges. Approximately 8% of approved positions are vacant, some of which have been intentionally deferred while others have been posted but not filled due to challenges in gathering a qualified applicant pool. Various positions critical to operations have been filled with temporary staffing in order to ensure continuity of operations. Savings have been realized in the direct labor costs over the past several years which has allowed us to avoid drawing from reserves to fund operations. As a resource strategy in FY 2025 we have identified various vacant positions that will be suspended from the search process and deferred to a later date. The savings calculated include the annual pay and related costs of benefits and payroll tax and will be programed as a one-time cost reduction in the FY 2025 budget.

The remaining budget gap will be filled with an anticipated \$2,702,204 draw from unrestricted General Fund reserves. While the most recent budgets have relied on draws from budgeted reserves, realized savings in direct labor costs due to unfilled vacancies have resulted in closing the fiscal years with expenditures less than budget deferring the need to use reserves for operations.

Collaborative Budgeting and Priorities

A collaborative budget process has been initiated to gather requests for new funding in a prioritized manner by division. The process implemented is designed to facilitate transparency and inclusion while focusing on the Strategic Plan and directing resources to the achievement of plan priorities. The bottom up process is managed at the division level by the area Vice President. Division leaders assembled working groups and identified, documented and prioritized new FY2025 divisional funding requests. Requests were vetted within the division work groups through a process of discussion and evaluation focusing on the initiatives best aligned with achieving the University's strategic goals. The Division leaders are responsible for prioritizing which funding requests are submitted to Executive Cabinet. Each Division has an opportunity to discuss their top priorities that have been submitted to Executive Cabinet.

Appendix D of this budget package provides more specific information regarding this process including the itemized list of prioritized requests brought forward to Executive Cabinet by each division.

Subsequent to division level presentations, Executive Cabinet met to discuss the requests and prioritize them in reference to the Strategic Plan priorities and perceived operational challenges that the University faces as it looks toward FY 2025 and beyond. Appendix D – 3 provides a summary of the top initiatives identified by Executive Cabinet for FY 2025. The one overarching priority identified by all divisions is the desire for a university wide professional development program. The other priorities from 1 to 10 are listed in the Appendix D-4. The estimated cost to fund the top 10 items is \$1,663,363. The identified top priority is an EAB Enrollment Marketing proposal. Enroll 360 is an innovative approach to inquiry generation aimed at increasing undergraduate applications and new student enrollment. Participation in the program requires a three-year commitment that has demonstrated results at other institutions of increasing enrollment by 16%, in addition to contributing to increased retention rates and postgraduation giving. Year one of this initiative has been funded in the FY2025 budget with the majority of resources being provided from the Strategic Plan Trust Fund and a small re-allocation of resources in the operating budget.

Due to the growing revenue gap and continued need to budget a reserve draw to fill the gap, we are unable to fund any of the remaining priorities identified by Executive Cabinet. A cross divisional workgroup has been convened to develop a recommendation for a university wide professional development plan. Work on this plan will continue with a proposal delivered to Executive Cabinet in September. Funding for a professional development plan and priorities 2 - 10 does not exist at this time, however in the event we receive additional state resources as the FY 2025 state budget is finalized, Executive Cabinet will consider using new resources to fund these priorities and bring them forward to the board in the form of a budget amendment.

Residence Life Trust Fund

The FY 2025 budget for the Residence Halls anticipates average room occupancy at 87% of capacity. The occupancy rate is similar to the capacity used for FY 24 and reflects actual fall occupancy during FY 2024. FY 2025 expenditures have increased over the prior year due to an increase in direct labor costs associated with collective bargaining increases and increase in the fringe rate, in addition to the resumption of the full cost of annual lease obligation payments to MSCBA subsequent to the savings realized from an MSCBA bond refunding in FY 2024. Room rental rates for FY 2025 are increasing between 2-4%, however the resources provided are not sufficient to fully fund operating costs. While the FY 2025 budget has been right sized to reflect reduced capacity there is a revenue gap of \$1,312,649 that will be filled with reserves. At June 30, 2023, the Residence Hall Trust Fund reported an accumulated operating reserve of \$4,160,251 and accumulated net future lease payments of \$12,260,169 resulting in a net negative position of \$8,099,918.

Other Trust Funds

The Student Activities Trust Fund and the Wellness Center Trust Fund FY 2025 budgets are consistent with FY 2024 operations. The funds are generating revenue and continue to draw on

reserves which are sufficiently healthy to support the draw for another year or two. An increase in the student activity fee and wellness center rates should be review in the coming year to determines whether increases in future years may be necessary.

The Health Services Trust Fund, Capital Improvement Trust Fund, Parking Fines Trust Fund, Parking Garage Trust Fund and Resident Hall Equipment & Technology Trust Fund are fully funded with designated resource streams and reflect operating costs consistent with prior years.

The Strategic Plan Trust Fund was most recently funded by a \$562,582 transfer from operating reserves in FY 2020. FY 2025 reflects the final allocation of the funding that occurred five years ago. The final allocation distributes \$335,000 to continue funding of previously approved innovation projects and the strategic priority that rose to the top of requested initiatives in FY2025, the Enroll 360 project, which is intended to boost undergraduate applications and new student enrollment.

Over the past two years approximately \$5M in savings have been derived from the initial work of the FSTF task force, and more recently, our focus on Operational Excellence (OpEx). The OpEx team, led by Jonathan Walker, Institutional Risk & Compliance Officer, continues to cultivate ideas from across the campus community while evaluating the 70 plus recommendations that came out of FSTF. In addition to this budget presentation, Jonathan will be providing an update on the OpEx work at the June Finance and Facilities subcommittee meeting.

The FY 2025 budget as presented for approval results in the annual cost of attendance for a full time in-state student who commutes to campus of \$11,786. The baseline cost for an in-state student who resides on campus per year is \$24,876. The baseline cost for an out-of-state student residing on campus per year is \$30,956.

Worcester State University
 Summary of Sources and Uses of Funds
 FY 2025 - All Sources and Trust Funds

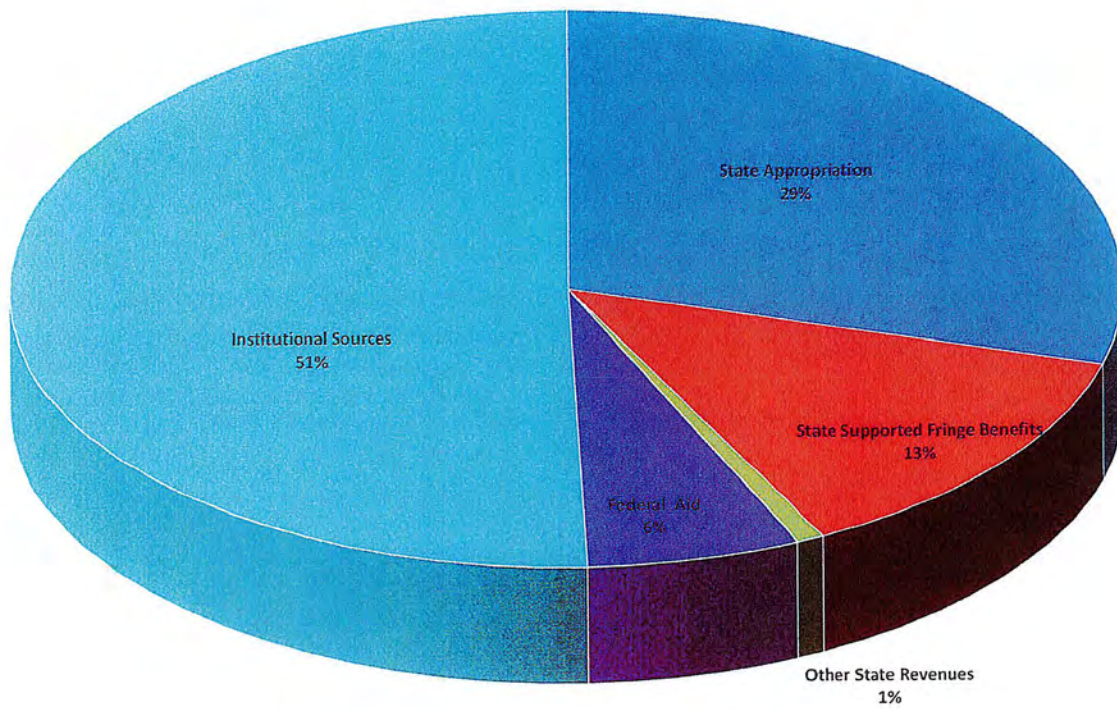
Sources of Funds:

State Appropriation	\$	38,874,137
State Supported Fringe Benefits		17,108,306
Other State Revenues		1,107,534
Federal Aid		8,207,294
Institutional Sources		66,620,760
Total Sources	\$	131,918,031

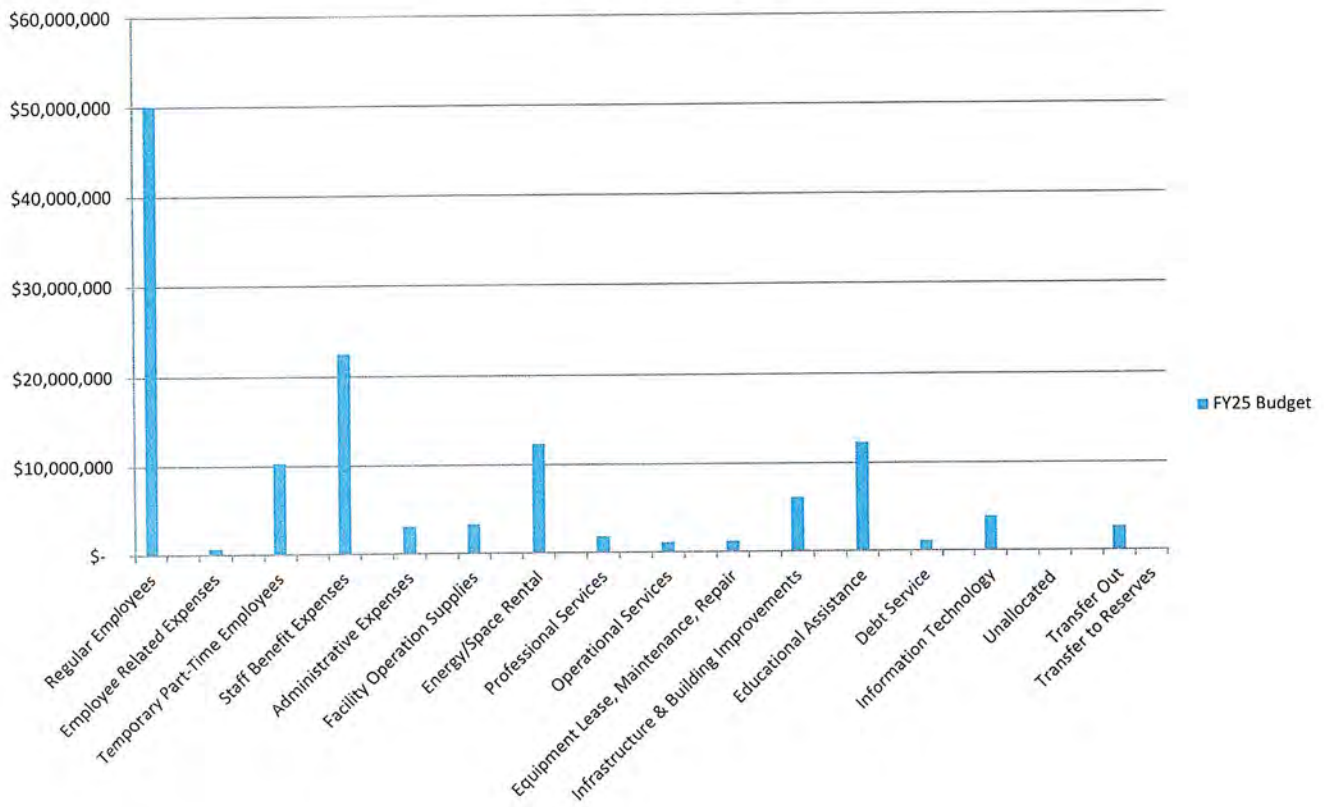
Uses of Funds:

AA	Regular Employees	\$	49,999,276
BB	Employee Related Expenses		616,453
CC	Temporary Part-Time Employees		10,292,580
DD	Staff Benefit Expenses		22,448,053
EE	Administrative Expenses		3,008,354
FF	Facility Operation Supplies		3,189,475
GG	Energy/Space Rental		12,355,116
HH	Professional Services		1,846,852
JJ	Operational Services		1,095,146
LL	Equipment Lease, Maintenance, Repair		1,206,277
NN	Infrastructure & Building Improvements		6,025,310
RR	Educational Assistance		12,267,492
SS	Debt Service		1,104,153
UU	Information Technology		3,843,081
XX	Unallocated		-
	Transfer Out		2,620,413
	Transfer to Reserves		
	Total Uses	\$	131,918,031

Worcester State University
Sources Of Funds
FY 2025 Budget



Worcester State University Uses of Funds FY 2025 Budget



Worcester State University
 Summary of Sources
 FY 2025 - All Sources and Trust Funds

State Sources

Annual State Maintenance Appropriation		\$ 38,874,137
State Supported Fringe Benefits	17,108,306	
Student Aid Program (Cash Grant & PT Student)	1,107,534	
Total Other State Sources		18,215,840
Total State Sources		57,089,977

Federal Sources

SEOG Program	222,534	
College Work Study Program	131,716	
Pell Grants	7,734,344	
<i>Local match (Transfer from General Trust Fund Reserve)</i>	118,700	
Total Federal Sources		8,207,294

Institutional Sources

Revenue		
General Trust Fund	43,539,800	
Parking Fines Fund	96,849	
Health Services Trust Fund	998,306	
Residence Halls Trust Fund	12,277,962	
Student Activities Trust Fund	231,852	
Residence Hall Tech. and Equip. Trust Fund	275,000	
Capital Improvement Trust Fund	2,689,788	
Wellness Center Trust Fund	48,010	
Transfers In		
<i>*Transfer from Resident Hall Trust Fund Reserve</i>	1,312,687	
<i>*Transfer from Student Activities Trust Fund Reserve</i>	223,892	
<i>*Transfer from Capital Improvement Trust Fund Reserve</i>	721,206	
<i>*Transfer from Wellness Center Trust Fund Reserve</i>	52,412	
<i>*Transfer from Strategic Plan Trust Fund Reserves</i>	335,000	
<i>*Transfer from Reserves</i>	2,702,204	
<i>*Transfer from Formula Funding-surplus</i>	1,115,792	
Total Institutional Sources		66,620,760
Total Sources		\$ 131,918,031

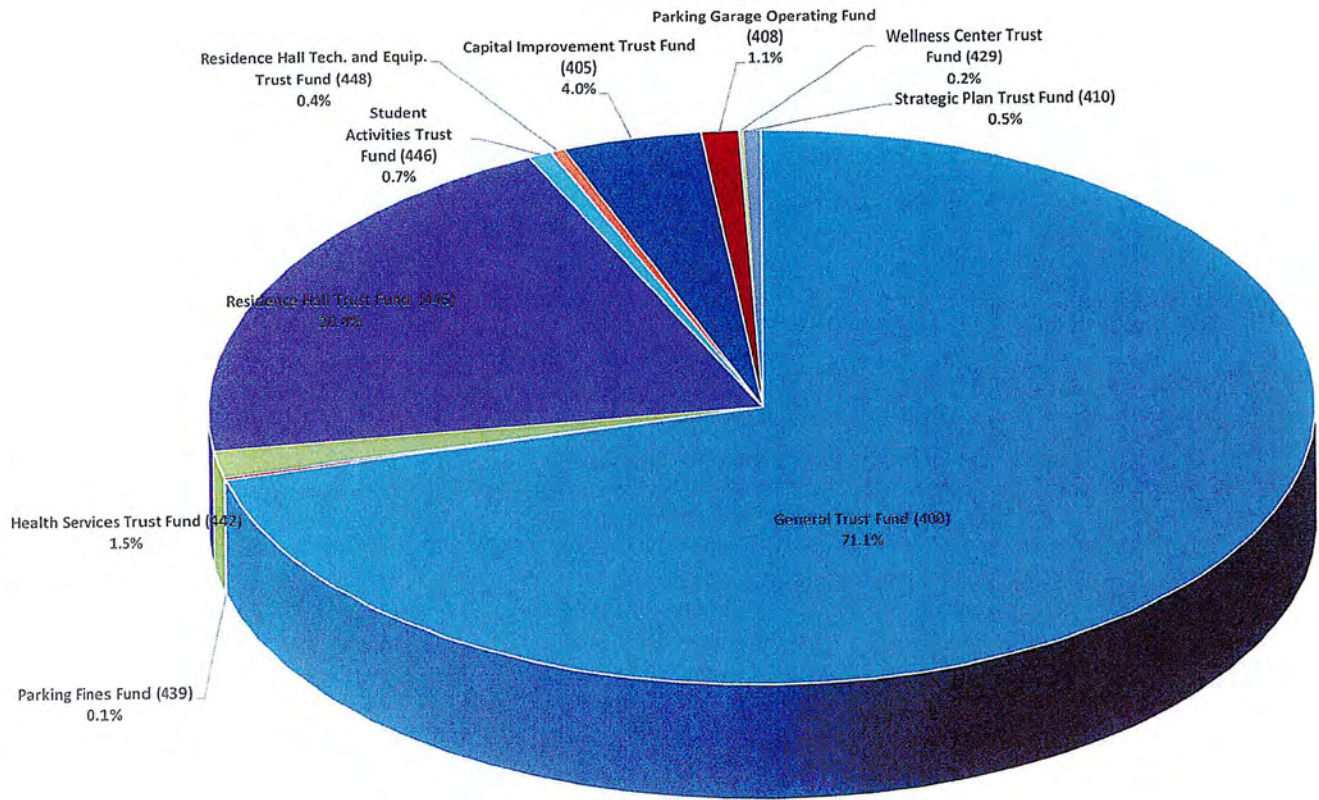
Worcester State University

Trust Fund Summary

FY 2025 Budget

	Budget FY 2025		
	Sources	Uses	
General Trust Fund (400)	\$47,357,796	\$ 47,357,796	71.1%
Parking Fines Fund (439)	96,849	96,849	0.1%
Health Services Trust Fund (442)	998,306	998,306	1.5%
Residence Hall Trust Fund (445)	13,590,649	13,590,649	20.4%
Student Activities Trust Fund (446)	455,744	455,744	0.7%
Residence Hall Tech. and Equip. Trust Fund (448)	275,000	275,000	0.4%
Capital Improvement Trust Fund (405)	2,689,788	2,689,788	4.0%
Parking Garage Operating Fund (408)	721,206	721,206	1.1%
Wellness Center Trust Fund (429)	100,422	100,422	0.2%
Strategic Plan Trust Fund (410)	335,000	335,000	0.5%
Total Trust Fund Budget	<u>\$66,620,760</u>	<u>\$ 66,620,760</u>	

**Worcester State University
Trust Fund Summary
FY 2025 Budget**

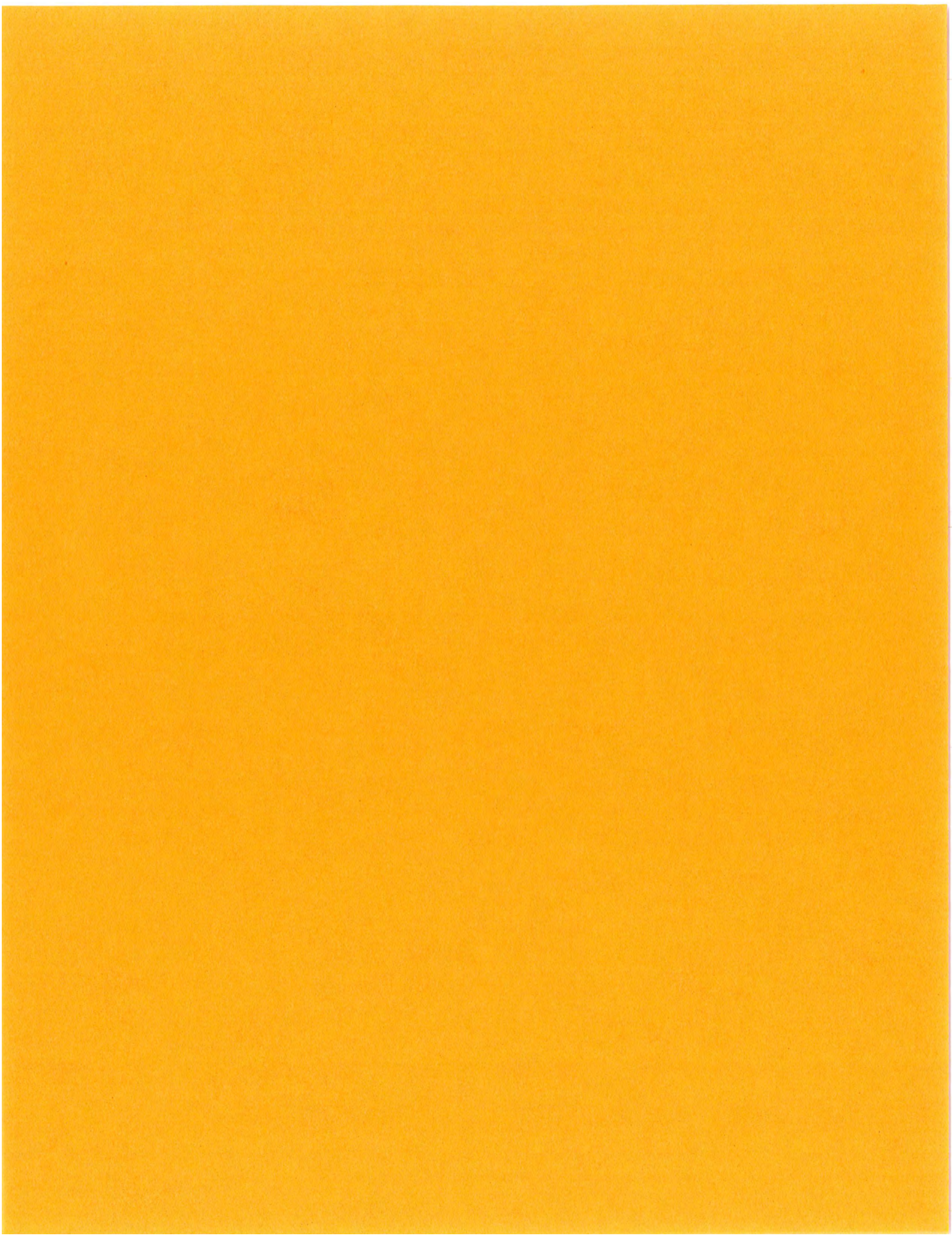


Worcester State University

Operating Revenue

FY 2025 Budget

	FY 2025 Proposed Budget	FY 2024 Approved Budget
State Sources		
State Maintenance	38,874,137	34,809,139
State Funded Fringe Benefits	17,108,306	15,946,067
Total State Sources	55,982,443	50,755,206
Institutional Sources		
General Trust Fund		
Tuition/ In state Undergraduate	4,153,067	4,153,067
Tuition/ Graduate	1,238,432	1,420,690
Tuition/ Out of State Undergraduate	1,397,759	1,278,666
Total Tuition	6,789,258	6,852,423
Waivers/Undergraduate	(110,804)	(110,504)
Waivers/Graduate	(188,112)	(188,112)
Total Tuition Waivers	(298,916)	(298,616)
Net Tuition	6,490,342	6,553,807
Undergraduate Day Division	32,056,744	30,797,499
Undergraduate Eve/Summer Programs	3,539,222	3,281,796
Graduate School	1,366,324	1,469,766
Total Fees	36,962,290	35,549,061
Undergraduate Day Division waivers	(849,858)	(640,617)
Undergraduate Eve/Summer Programs/waivers	(52,670)	(52,670)
Graduate Fee waiver	(131,351)	(131,351)
Total Fees Waivers	(1,033,879)	(824,638)
Net Fees	35,928,411	34,724,423
Application Fees	68,953	62,330
Special fees	282,829	256,398
Commencement Fees	3,885	2,160
Transcript Fees	39,378	33,541
Orientation Fees	36,840	36,375
Testing Fees	-	790
Activity income	2,190	913
Commissions	120,000	218,496
Non-Credit Courses incl Restricted	211,027	217,500
Center for Effective Instruction	100,483	61,075
Intensive English Institute	-	266,115
Center for Business & Industry	-	92,857
Facilities rentals	145,462	90,731
Miscellaneous	110,000	110,000
Other income	1,121,047	1,449,281
Total General Trust Fund Source	43,539,800	42,727,511
General Operating Budget Income	\$ 99,522,243	\$ 93,482,716



Worcester State University
 General Operating Budget (111 & 400)
 FY 2025 Budget

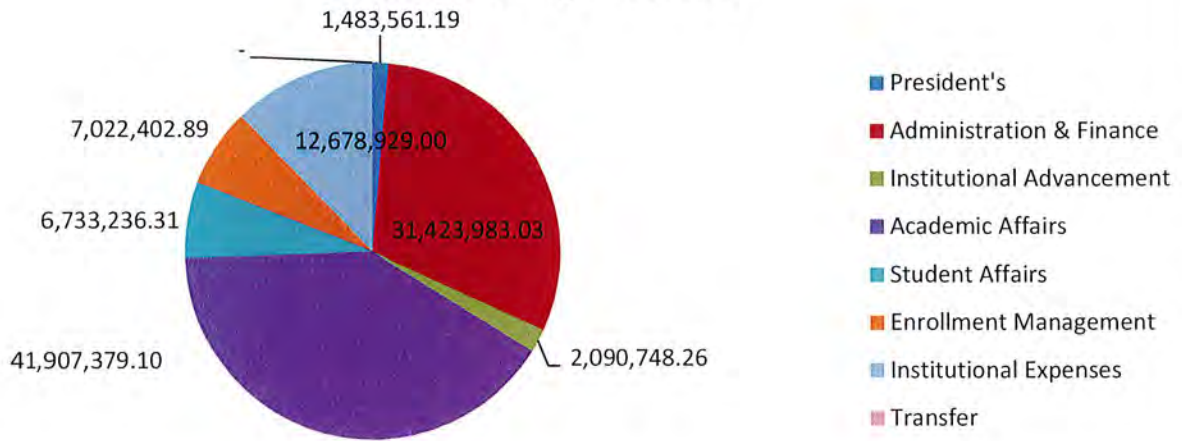
	FY2025 Requested Budget	FY2024 Approved Budget
Sources of Funds:		
Institutional Revenue	\$ 43,539,800	\$ 42,727,511
State Appropriation	\$ 38,874,137	\$ 34,809,139
State Funded Fringe Benefits	\$ 17,108,306	\$ 15,946,067
ARPA Allocation- State Grant (Re-purpose 2023)	\$ -	\$ 2,000,000
ARPA Allocation- State Grant 2024	\$ -	\$ 1,366,275
Transfer in -Reserves	\$ 2,702,204	\$ 2,749,798
FY024 Formula Funds -surplus	\$ 1,115,792	\$ -
Total Sources	<u>\$ 103,340,239</u>	<u>\$ 99,598,790</u>

Uses of Funds:		
AA Regular Employees	\$ 48,359,308	\$ 46,254,709
BB Employee Related Expenses	607,453	601,853
CC Temporary Part-Time Employees	9,979,580	9,579,855
DD Staff Benefit Expenses	21,695,448	21,343,174
EE Administrative Expenses	2,890,154	3,042,988
FF Facility Operation Supplies	2,615,975	2,099,362
GG Energy/Space Rental	2,140,200	2,053,000
HH Professional Services	894,652	994,652
JJ Operational Services	1,069,146	1,018,004
LL Equipment Lease, Maintenance, Repair	1,100,177	1,117,192
NN Infrastructure & Building Improvements	5,228,226	5,171,100
RR Educational Assistance	2,416,964	2,457,611
SS Debt Service	567,536	325,000
UU Technology Expenses	3,775,420	3,540,290
Total Uses	<u>\$ 103,340,239</u>	<u>\$ 99,598,790</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

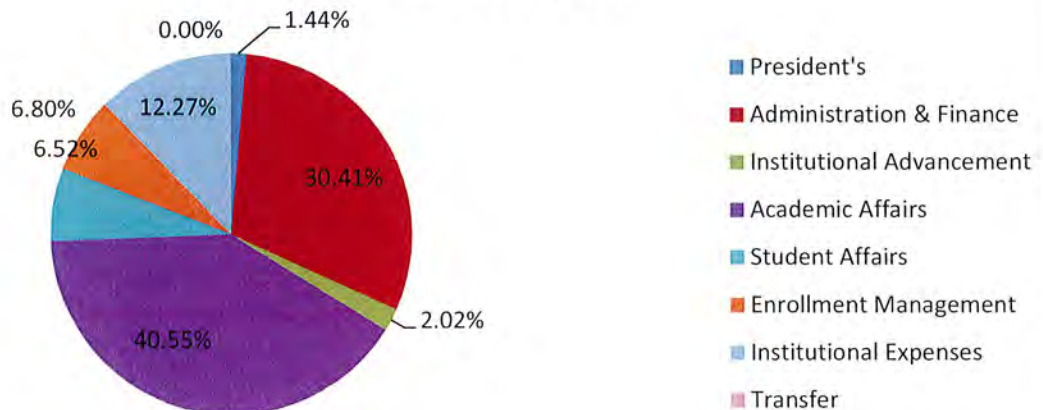
Worcester State University
 400/111 Expenditures by Division
 FY 2025 Budget

Class	Division	Budget FY25 Subtotals	Budget FY25 Exp %
2	President's	1,483,561.19	1.44%
3	Administration & Finance	31,423,983.03	30.41%
4	Institutional Advancement	2,090,748.26	2.02%
6	Academic Affairs	41,907,379.10	40.55%
7	Student Affairs	6,733,236.31	6.52%
8	Enrollment Management	7,022,402.89	6.80%
3	Institutional Expenses	12,678,929.00	12.27%
	Transfer	-	0.00%
		<u>\$ 103,340,239.78</u>	<u>100.01%</u>

**Budget FY2025
Subtotals by Division**



**Budget FY2025
Expense % by Division**



Worcester State University
State Maintenance Appropriation (111)
FY 2025 Budget

		FY2025 Requested Budget	FY2024 Approved Budget
		<hr/>	<hr/>
<u>Sources of Funds:</u>			
	State Appropriation	\$ 38,874,137	\$ 34,809,139
	State Funded Fringe Benefits	\$ 17,108,306	\$ 15,946,067
	Total Sources	<hr/> <hr/>	<hr/> <hr/>
		\$ 55,982,443	\$ 50,755,206
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 38,874,137	\$ 34,809,139
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	-	-
DD	Staff Benefit Expenses	17,108,306	15,946,067
EE	Administrative Expenses	-	-
FF	Facility Operation Supplies	-	-
GG	Energy/Space Rental	-	-
HH	Professional Services	-	-
JJ	Operational Services	-	-
LL	Equipment Lease, Maintenance, Repair	-	-
NN	Infrastructure & Building Improvements	-	-
SS	Debt Service	-	-
UU	Technology Expenses	-	-
	Total Uses	<hr/> <hr/>	<hr/> <hr/>
		\$ 55,982,443	\$ 50,755,206
	Net Sources / (Uses)	<hr/> <hr/>	<hr/> <hr/>
		\$ -	\$ -

**Worcester State University
General Trust Fund (400)
FY 2025 Budget**

		FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>			
	Institutional Revenue	43,539,800	42,727,511
	ARPA Allocation- State Grant (Re-purpose 2023)	-	2,000,000
	ARPA Allocation- State Grant 2024	-	1,366,275
	Transfer in -Reserves	2,702,204	2,749,798
	Transfer in-FY024 Formula Funds -surplus	1,115,792	
	Total Sources	<u>\$ 47,357,796</u>	<u>\$ 48,843,584</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 9,485,171	\$ 11,445,570
BB	Employee Related Expenses	607,453	601,853
CC	Temporary Part-Time Employees	9,979,580	9,579,855
DD	Staff Benefit Expenses	4,587,142	5,397,107
EE	Administrative Expenses	2,890,154	3,042,988
FF	Facility Operation Supplies	2,615,975	2,099,362
GG	Energy/Space Rental	2,140,200	2,053,000
HH	Professional Services	894,652	994,652
JJ	Operational Services	1,069,146	1,018,004
LL	Equipment Lease, Maintenance, Repair	1,100,177	1,117,192
NN	Infrastructure & Building Improvements	5,228,226	5,171,100
RR	Educational Assistance	2,416,964	2,457,611
SS	Debt Service	567,536	325,000
UU	Technology Expenses	3,775,420	3,540,290
	Transfer to - Capital Improvement Trust Fund	-	-
	Total Uses	<u>\$ 47,357,796</u>	<u>\$ 48,843,584</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
 Capital Improvement Trust Fund (405)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Capital Improvement Fee	\$ 2,689,788	\$ 2,729,601
Total Sources	\$ 2,689,788	\$ 2,729,601
<u>Uses of Funds:</u>		
GG - Energy/Space rental	\$ -	\$ -
SS - Debt Service	536,617	536,617
Transfer Out - Parking Garage Oper. Fund	721,206	701,206
Transfer Out - To Reserves	1,431,965	1,491,778
Total Uses	\$ 2,689,788	\$ 2,729,601
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Parking Garage Operating Fund (408)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Transfer In - Capital Improvement T. F.	\$ 721,206	\$ 701,206
Total Sources	\$ 721,206	\$ 701,206
<u>Uses of Funds:</u>		
FF Facility operating supplies	\$ -	\$ -
GG Energy and space rental	621,206	621,206
HH Professional services	-	-
JJ Operational services	-	-
LL Equipment lease, maint and repair	-	-
NN Construction/Maintenance/Improvements	100,000	80,000
UU Technology Expenses	-	-
Total Uses	\$ 721,206	\$ 701,206
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Strategic Plan Trust Fund (410)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Transfer in -Reserves	\$ 335,000	\$ 89,000
Total Sources	\$ 335,000	\$ 89,000
<u>Uses of Funds:</u>		
AA Regular Employees	\$ -	\$ 10,000
BB Employee Related Expenses	1,000	15,000
CC Temporary Part-Time Employees	20,000	-
DD Staff Benefit Expenses		
EE Administrative Expenses	-	27,000
FF Facility Operation Supplies	6,000	12,000
GG Energy/Space Rental		
HH Professional Services	300,000	
JJ Operational Services	-	15,000
KK Equipment Purchase		
LL Equipment Lease, Maintenance, Repair	2,000	5,000
RR Educational Assistance	6,000	5,000
NN Construction/Maintenance/Improvements		
XX Unallocated		
Total Uses	\$ 335,000	\$ 89,000
Net Sources / (Uses)		

Worcester State University
Wellness Center Trust Fund (429)
FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Revenues	\$ 48,010	\$ 42,328
Transfer in - Reserves	\$ 52,412	\$ 58,162
Total Sources	\$ 100,422	\$ 100,490
<u>Uses of Funds:</u>		
BB Employee Related Expenses	\$ -	\$ -
CC Temporary Part-Time Employees	20,000	20,000
DD Staff Benefit Expenses	422	490
EE Administrative Expenses	20,000	20,000
FF Facility Operation Supplies	31,000	31,000
GG Energy/Space Rental	-	-
HH Professional Services	-	-
JJ Operational Services	2,000	2,000
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	12,000	12,000
NN Construction/Maintenance/Improvements	-	-
UU Technology Expenses	15,000	15,000
Transfer Out - To Reserves	-	-
Total Uses	\$ 100,422	\$ 100,490
Net Sources / (Uses)	\$ -	\$ -

Worcester State University

Parking Fines Fund (439)

FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Fines and Other Income	\$ 96,849	\$ 50,477
Transfer in - Reserves	-	39,523
Total Sources	<u>\$ 96,849</u>	<u>\$ 90,000</u>
<u>Uses of Funds:</u>		
EE Administrative Supplies	\$ 30,000	\$ 30,000
RR Educational Assistance	60,000	60,000
Transfer Out - To Reserves	6,849	-
Total Uses	<u>\$ 96,849</u>	<u>\$ 90,000</u>
Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
 Health Services Trust Fund (442)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Fees and Other Income	\$ 998,306	\$ 1,004,473
Total Sources	\$ 998,306	\$ 1,004,473
<u>Uses of Funds:</u>		
AA Regular Employees	\$ -	\$ -
BB Employee Related Expenses	-	-
CC Temporary Part-Time Employees	8,000	8,000
DD Staff Benefit Expenses	169	196
EE Administrative Expenses	450	450
FF Facility Operation Supplies	10,000	12,000
HH Professional Services	600,000	600,000
LL Equipment Lease, Maintenance, Repair	600	596
RR Client Medical Services	750	750
UU Technology Expenses	-	-
Transfer Out - Reserves	378,337	382,481
Total Uses	\$ 998,306	\$ 1,004,473
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
Resident Hall Trust Fund (445)
FY 2025 Budget

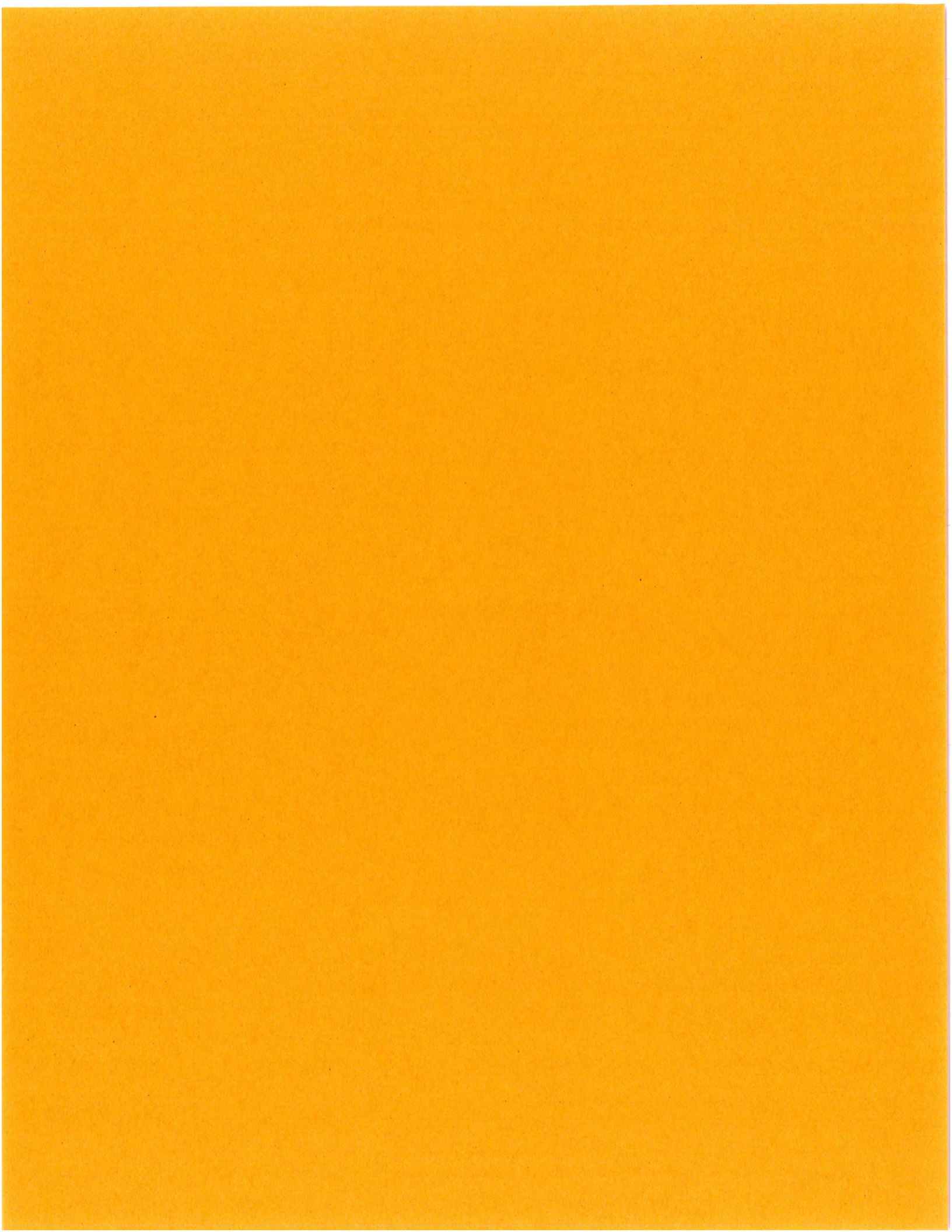
		FY2025 Requested Budget	FY2024 Approved Budget
Sources of Funds:			
	Fees and Other Income	\$ 12,277,962	\$ 11,976,996
	Transfer In - Reserves	\$ 1,312,687	\$ -
	Total Sources	\$ 13,590,649	\$ 11,976,996
Uses of Funds:			
AA	Regular Employees	\$ 1,639,968	\$ 1,506,627
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	225,000	225,000
DD	Staff Benefit Expenses	751,270	631,126
EE	Administrative Expenses	32,500	37,000
FF	Facility Operation Supplies	275,000	240,000
GG	Energy/Space Rental	9,400,766	8,158,131
HH	Professional Services	10,200	6,200
LL	Equipment Lease, Maintenance, Repair	37,500	37,500
NN	Infrastructure & Building Improvements	697,084	629,748
RR	Educational Assistance	468,950	434,000
UU	Technology Related Expenses	52,411	24,000
	Transfer Out - To Reserves	-	47,664
	Total Uses	\$ 13,590,649	\$ 11,976,996
	Net Sources / (Uses)	\$ -	\$ -

Worcester State University
Student Activities Trust Fund (446)
FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Fees	\$ 231,852	\$ 233,139
Transfer In - Reserves	\$ 223,892	\$ 207,596
Total Sources	\$ 455,744	\$ 440,735
<u>Uses of Funds:</u>		
BB Employee Related Expenses	\$ 8,000	\$ 8,000
CC Temporary Part-Time Employees	40,000	30,000
DD Staff Benefit Expenses	744	735
EE Administrative Expenses	35,250	32,750
FF Facility Operation Supplies	251,500	242,000
GG Energy/Space Rental	-	-
HH Professional Services	42,000	47,000
JJ Operational Services	24,000	24,000
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	54,000	56,000
NN Construction/Maintenance/Improvements	-	-
UU Technology Expenses	250	250
Total Uses	\$ 455,744	\$ 440,735
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Residence Hall Technology and Equipment Trust Fund (448)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Fees and Other Income	\$ 275,000	\$ 272,910
Total Sources	\$ 275,000	\$ 272,910
<u>Uses of Funds:</u>		
AA Regular Employees	\$ -	\$ -
DD Staff Benefits Expense	-	-
EE Administrative Expenses	-	-
GG Energy/Space Rental	192,944	221,880
LL Equipment Lease, Maintenance, Repair	-	-
UU Technology Expenses	-	-
Transfer Out - To Reserves	82,056	51,030
Total Uses	\$ 275,000	\$ 272,910



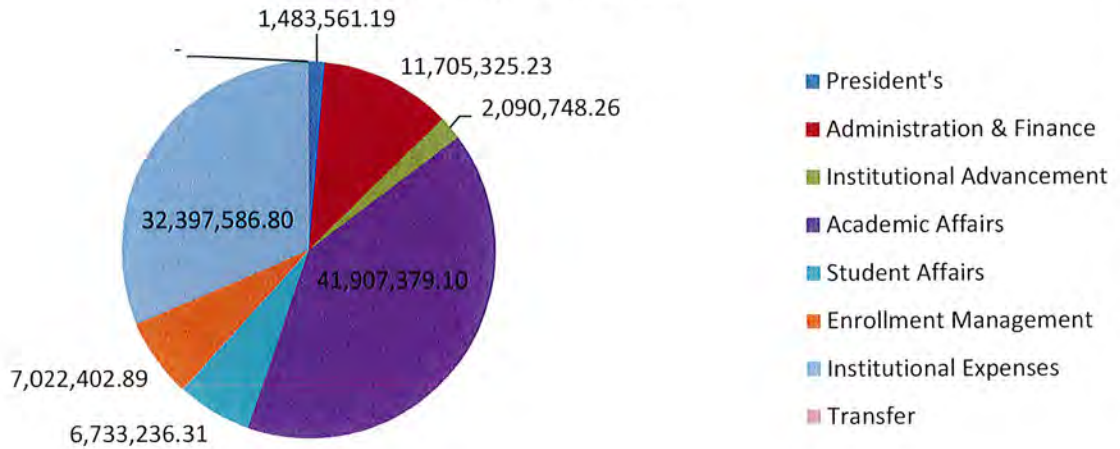
Worcester State University
 General Operating Budget (111 & 400)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Institutional Revenue	\$ 43,539,800	\$ 42,727,511
State Appropriation	\$ 38,874,137	\$ 34,809,139
State Funded Fringe Benefits	\$ 17,108,306	\$ 15,946,067
ARPA Allocation- State Grant (Re-purpose 2023)	\$ -	\$ 2,000,000
ARPA Allocation- State Grant 2024	\$ -	\$ 1,366,275
Transfer in -Reserves	\$ 2,702,204	\$ 2,749,798
FY024 Formula Funds -surplus	\$ 1,115,792	\$ -
Total Sources	\$ 103,340,239	\$ 99,598,790
<u>Uses of Funds:</u>		
AA Regular Employees	\$ 48,359,308	\$ 46,254,709
BB Employee Related Expenses	607,453	601,853
CC Temporary Part-Time Employees	9,979,580	9,579,855
DD Staff Benefit Expenses	21,695,448	21,343,174
EE Administrative Expenses	2,890,154	3,042,988
FF Facility Operation Supplies	2,615,975	2,099,362
GG Energy/Space Rental	2,140,200	2,053,000
HH Professional Services	894,652	994,652
JJ Operational Services	1,069,146	1,018,004
LL Equipment Lease, Maintenance, Repair	1,100,177	1,117,192
NN Infrastructure & Building Improvements	5,228,226	5,171,100
RR Educational Assistance	2,416,964	2,457,611
SS Debt Service	567,536	325,000
UU Technology Expenses	3,775,420	3,540,290
Total Uses	\$ 103,340,239	\$ 99,598,790
Net Sources / (Uses)	\$ -	\$ -

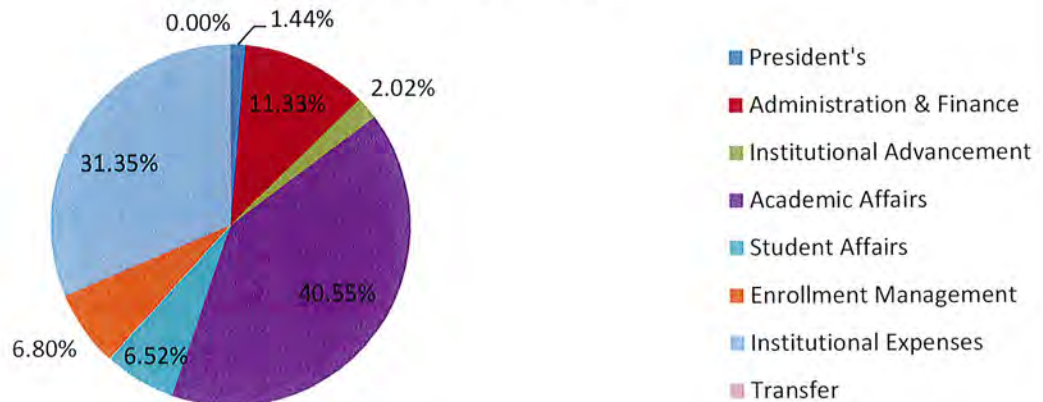
Worcester State University
 400/111 Expenditures by Division
 FY 2025 Budget

Class	Division	Budget FY25 Subtotals	Budget FY25 Exp %
2	President's	1,483,561.19	1.44%
3	Administration & Finance	11,705,325.23	11.33%
4	Institutional Advancement	2,090,748.26	2.02%
6	Academic Affairs	41,907,379.10	40.55%
7	Student Affairs	6,733,236.31	6.52%
8	Enrollment Management	7,022,402.89	6.80%
3	Institutional Expenses	32,397,586.80	31.35%
	Transfer	-	0.00%
		<u>\$ 103,340,239.78</u>	<u>100.01%</u>

**Budget FY2025
Subtotals by Division**



**Budget FY2025
Expense % by Division**



**Worcester State University
General Trust Fund (400)
FY 2025 Budget**

		FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>			
	Institutional Revenue	43,539,800	42,727,511
	ARPA Allocation- State Grant (Re-purpose 2023)	-	2,000,000
	ARPA Allocation- State Grant 2024	-	1,366,275
	Transfer in -Reserves	2,702,204	2,749,798
	Transfer in-FY024 Formula Funds -surplus	1,115,792	
	Total Sources	<u>\$ 47,357,796</u>	<u>\$ 48,843,584</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 9,485,171	\$ 11,445,570
BB	Employee Related Expenses	607,453	601,853
CC	Temporary Part-Time Employees	9,979,580	9,579,855
DD	Staff Benefit Expenses	4,587,142	5,397,107
EE	Administrative Expenses	2,890,154	3,042,988
FF	Facility Operation Supplies	2,615,975	2,099,362
GG	Energy/Space Rental	2,140,200	2,053,000
HH	Professional Services	894,652	994,652
JJ	Operational Services	1,069,146	1,018,004
LL	Equipment Lease, Maintenance, Repair	1,100,177	1,117,192
NN	Infrastructure & Building Improvements	5,228,226	5,171,100
RR	Educational Assistance	2,416,964	2,457,611
SS	Debt Service	567,536	325,000
UU	Technology Expenses	3,775,420	3,540,290
	Transfer to - Capital Improvement Trust Fund	-	-
	Total Uses	<u>\$ 47,357,796</u>	<u>\$ 48,843,584</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
State Maintenance Appropriation (111)
FY 2025 Budget

		FY2025 Requested Budget	FY2024 Approved Budget
		<u> </u>	<u> </u>
<u>Sources of Funds:</u>			
	State Appropriation	\$ 38,874,137	\$ 34,809,139
	State Funded Fringe Benefits	\$ 17,108,306	\$ 15,946,067
	Total Sources	<u>\$ 55,982,443</u>	<u>\$ 50,755,206</u>
<u>Uses of Funds:</u>			
AA	Regular Employees	\$ 38,874,137	\$ 34,809,139
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	-	-
DD	Staff Benefit Expenses	17,108,306	15,946,067
EE	Administrative Expenses	-	-
FF	Facility Operation Supplies	-	-
GG	Energy/Space Rental	-	-
HH	Professional Services	-	-
JJ	Operational Services	-	-
LL	Equipment Lease, Maintenance, Repair	-	-
NN	Infrastructure & Building Improvements	-	-
SS	Debt Service	-	-
UU	Technology Expenses	-	-
	Total Uses	<u>\$ 55,982,443</u>	<u>\$ 50,755,206</u>
	Net Sources / (Uses)	<u>\$ -</u>	<u>\$ -</u>

Worcester State University
 Capital Improvement Trust Fund (405)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Capital Improvement Fee	\$ 2,689,788	\$ 2,729,601
Total Sources	\$ 2,689,788	\$ 2,729,601
<u>Uses of Funds:</u>		
GG - Energy/Space rental	\$ -	\$ -
SS - Debt Service	536,617	536,617
Transfer Out - Parking Garage Oper. Fund	721,206	701,206
Transfer Out - To Reserves	1,431,965	1,491,778
Total Uses	\$ 2,689,788	\$ 2,729,601
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Parking Garage Operating Fund (408)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Transfer In - Capital Improvement T. F.	\$ 721,206	\$ 701,206
Total Sources	\$ 721,206	\$ 701,206
<u>Uses of Funds:</u>		
FF Facility operating supplies	\$ -	\$ -
GG Energy and space rental	621,206	621,206
HH Professional services	-	-
JJ Operational services	-	-
LL Equipment lease, maint and repair	-	-
NN Construction/Maintenance/Improvements	100,000	80,000
UU Technology Expenses	-	-
Total Uses	\$ 721,206	\$ 701,206
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Strategic Plan Trust Fund (410)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Transfer in -Reserves	\$ 335,000	\$ 89,000
Total Sources	\$ 335,000	\$ 89,000
<u>Uses of Funds:</u>		
AA Regular Employees	\$ -	\$ 10,000
BB Employee Related Expenses	1,000	15,000
CC Temporary Part-Time Employees	20,000	-
DD Staff Benefit Expenses		
EE Administrative Expenses	-	27,000
FF Facility Operation Supplies	6,000	12,000
GG Energy/Space Rental		
HH Professional Services	300,000	
JJ Operational Services	-	15,000
KK Equipment Purchase		
LL Equipment Lease, Maintenance, Repair	2,000	5,000
RR Educational Assistance	6,000	5,000
NN Construction/Maintenance/Improvements		
XX Unallocated		
Total Uses	\$ 335,000	\$ 89,000
Net Sources / (Uses)		

Worcester State University
Wellness Center Trust Fund (429)
FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Revenues	\$ 48,010	\$ 42,328
Transfer in - Reserves	\$ 52,412	\$ 58,162
Total Sources	\$ 100,422	\$ 100,490
<u>Uses of Funds:</u>		
BB Employee Related Expenses	\$ -	\$ -
CC Temporary Part-Time Employees	20,000	20,000
DD Staff Benefit Expenses	422	490
EE Administrative Expenses	20,000	20,000
FF Facility Operation Supplies	31,000	31,000
GG Energy/Space Rental	-	-
HH Professional Services	-	-
JJ Operational Services	2,000	2,000
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	12,000	12,000
NN Construction/Maintenance/Improvements	-	-
UU Technology Expenses	15,000	15,000
Transfer Out - To Reserves	-	-
Total Uses	\$ 100,422	\$ 100,490
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Parking Fines Fund (439)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Fines and Other Income	\$ 96,849	\$ 50,477
Transfer in - Reserves	-	39,523
Total Sources	\$ 96,849	\$ 90,000
<u>Uses of Funds:</u>		
EE Administrative Supplies	\$ 30,000	\$ 30,000
RR Educational Assistance	60,000	60,000
Transfer Out - To Reserves	6,849	-
Total Uses	\$ 96,849	\$ 90,000
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Health Services Trust Fund (442)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Fees and Other Income	\$ 998,306	\$ 1,004,473
Total Sources	\$ 998,306	\$ 1,004,473
<u>Uses of Funds:</u>		
AA Regular Employees	\$ -	\$ -
BB Employee Related Expenses	-	-
CC Temporary Part-Time Employees	8,000	8,000
DD Staff Benefit Expenses	169	196
EE Administrative Expenses	450	450
FF Facility Operation Supplies	10,000	12,000
HH Professional Services	600,000	600,000
LL Equipment Lease, Maintenance, Repair	600	596
RR Client Medical Services	750	750
UU Technology Expenses	-	-
Transfer Out - Reserves	378,337	382,481
Total Uses	\$ 998,306	\$ 1,004,473
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Resident Hall Trust Fund (445)
 FY 2025 Budget

		FY2025 Requested Budget	FY2024 Approved Budget
Sources of Funds:			
	Fees and Other Income	\$ 12,277,962	\$ 11,976,996
	Transfer In - Reserves	\$ 1,312,687	\$ -
	Total Sources	\$ 13,590,649	\$ 11,976,996
Uses of Funds:			
AA	Regular Employees	\$ 1,639,968	\$ 1,506,627
BB	Employee Related Expenses	-	-
CC	Temporary Part-Time Employees	225,000	225,000
DD	Staff Benefit Expenses	751,270	631,126
EE	Administrative Expenses	32,500	37,000
FF	Facility Operation Supplies	275,000	240,000
GG	Energy/Space Rental	9,400,766	8,158,131
HH	Professional Services	10,200	6,200
LL	Equipment Lease, Maintenance, Repair	37,500	37,500
NN	Infrastructure & Building Improvements	697,084	629,748
RR	Educational Assistance	468,950	434,000
UU	Technology Related Expenses	52,411	24,000
	Transfer Out - To Reserves	-	47,664
	Total Uses	\$ 13,590,649	\$ 11,976,996
	Net Sources / (Uses)	\$ -	\$ -

Worcester State University
Student Activities Trust Fund (446)
FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Fees	\$ 231,852	\$ 233,139
Transfer In - Reserves	\$ 223,892	\$ 207,596
Total Sources	\$ 455,744	\$ 440,735
<u>Uses of Funds:</u>		
BB Employee Related Expenses	\$ 8,000	\$ 8,000
CC Temporary Part-Time Employees	40,000	30,000
DD Staff Benefit Expenses	744	735
EE Administrative Expenses	35,250	32,750
FF Facility Operation Supplies	251,500	242,000
GG Energy/Space Rental	-	-
HH Professional Services	42,000	47,000
JJ Operational Services	24,000	24,000
KK Equipment Purchase	-	-
LL Equipment Lease, Maintenance, Repair	54,000	56,000
NN Construction/Maintenance/Improvements	-	-
UU Technology Expenses	250	250
Total Uses	\$ 455,744	\$ 440,735
Net Sources / (Uses)	\$ -	\$ -

Worcester State University
 Residence Hall Technology and Equipment Trust Fund (448)
 FY 2025 Budget

	FY2025 Requested Budget	FY2024 Approved Budget
<u>Sources of Funds:</u>		
Fees and Other Income	\$ 275,000	\$ 272,910
Total Sources	\$ 275,000	\$ 272,910
<u>Uses of Funds:</u>		
AA Regular Employees	\$ -	\$ -
DD Staff Benefits Expense	-	-
EE Administrative Expenses	-	-
GG Energy/Space Rental	192,944	221,880
LL Equipment Lease, Maintenance, Repair	-	-
UU Technology Expenses	-	-
Transfer Out - To Reserves	82,056	51,030
Total Uses	\$ 275,000	\$ 272,910

A

Worcester State University
Capital Adaptation and Renewal
FY 2025

A

Sullivan Building - RTU Replacements	1,025,724
LRC Data Center - Replace AC units	256,908
Sullivan Roof A&E	104,775
Miscellaneous Campus Projects	2,612,593

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

Worcester State University
Tuition and Fees - Academic Year 2024/2025

B

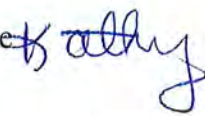
	Annual	Increase from FY 2024
Undergraduate Day Division		
Cost for Full-Time In-State Student	11,786.00	
Tuition:		
MA Resident	970.00	
Non-Resident	7,050.00	
NE Regional	1,455.00	
Fees:		
General Fee 5%	9,798.00	500.00
Student Activity Fee	72.00	
Student Health Svc Fee	310.00	
Capital Improvement Fee	636.00	
Total Fees	10,816.00	500.00
Health Insurance 4%	3,941.00	162.00
Orientation Fee (New Students)	75.00	
Commuter Meal Plan - freshman, sophomore and junior	300.00	
Residence Halls		
Residence Hall rates		
Chandler Village I 3%	8,700.00	302
Dowden Hall 4%	8,400.00	302
Wasylean Hall 3%	9,200.00	302
Sheehan Hall 3%	9,000.00	302
Single room varies (average additional charge)	1,000.00	400
Residence Activity Fee	50.00	
Technology and equipment fee	220.00	
Resident Parking Fee	100.00	
Board 5%	4,420.00	214
Damage Deposit (1st Semester)	100.00	
Division of Graduate and Continuing Education		
	Credit Hour	
Tuition:		
Undergraduate 12%	148.00	18.00
Graduate 11%	189.00	20.00
Fees:		
Administrative Fee		
Undergraduate 11%	161.00	18.00
Graduate 12%	163.00	20.00
Capital Improvement Fee	26.50	
Online Graduate Degree Programs;		
Master of Education - Moderate Disabilities 11%	409.00	44
Master of Education - Early Childhood Education 11%	409.00	44
Master of Education - Elementary Education 11%	409.00	44
Master of Science in Nursing - Nurse Educator 11%	504.00	54
Master of Science in Nursing - Public and Population Health 11%	504.00	54
Other University fees:		
<u>All students</u>		
Application fee	per item	50.00
Transcript fee	per item	10.00
Applied music fee	per course	260.00
Lab Instruction	per course	90.00
International Student Fee - fall/spring	per term	250.00
International Student Fee - summer session	per term	125.00
<u>Undergraduate Day Division - only</u>		
Student Teaching	per course	75.00
<u>Continuing Education Division - only</u>		
Art Model Fee	per course	25.00
Student Teaching	per cr hr	15.00
Field Work Supervision	per cr hr	15.00
Internship	per cr hr	15.00

C

Memorandum

DATE: March 26, 2024

TO: Barry M. Maloney, President

FROM: Kathleen Eichelroth, Vice President for Administration and Finance 

RE: FY 2025 BUDGET RESOURCE DISCUSSION

Governor Healey released her spending plan for FY 2025 which has annualized all FY 2024 state funding into a FY 2025 base funding line. The annualized base includes collective bargaining increases that were rolled out in FY 2024 and our FY 2024 allotment of performance funding. The Governor has not proposed resources in FY 2025 for performance funding or the internship incentive and endowment incentive programs.

FY 2025 will be the first year since COVID that we do not have any one-time operating grants available to offset operating expenses. We are in the process of firming up the estimates for campus generated revenue while evaluating the status of revenue generation compared to budget for FY 2024. We anticipate we will need to address a continuing budget shortfall. The extent to which we will need to rely on a budgeted reserve draw to fill a revenue gap is not known at this time. We are quantifying savings that have been achieved during the current year and evaluating other opportunities to suspend or eliminate expenses in FY 2025.

While planning for operating expenses in FY 2025 we have returned to a deliberative process of soliciting funding requests. The budget process had been limited to level funding over the past four years in response to COVID. The last deliberative process that included a prioritization of funding requests occurred in the winter of 2020 in preparation of the FY 2021 budget. The decision to engage the campus at the division level in a process of requesting and prioritizing funds is driven by the need to align resources with strategic plan priorities. It is unclear at this point in time how, or if, any new resources will be allocated to a prioritized list of new initiatives. At the conclusion of the prioritization process we will have initiatives that will have been vetted and ready to execute should additional new resources be identified as we close out the budget process or continue in to the new year.

Outside of a prioritized list there is a need to increase several spending categories due to loss of budget capacity in a level funded situation as a result of increased inflation. We have not provided any inflationary increases to spending categories since 2016. The struggle that budget managers have experienced attempting to sustain departmental operations with resources that have remained static for years has been acknowledged and will be alleviated somewhat by a 6% increase to certain budget categories.

Through the efforts of our Operational Excellence (OpEx) initiative an estimated \$1.6M in savings have been identified in FY 2024 which will be offset in the FY 2025 budget. The OpEx team continues to work through the 70 FSTF recommendations, the two demonstration projects and other just in time events to increase campus efficiencies and quantify savings. In conjunction with the FY 2025 budget presentation to the Board of Trustees in June, a comprehensive update on OpEx operations will be presented.

As we work on reconciling the budget it is important to recognize that we will continue to program reserves into the funding equation. In addition, we are asking for consideration of an annual General Fee increase of up to \$500 in FY 2025.

WSU last increased its General Fee by a vote of the Board of Trustees in March 2023. An annual General Fee increase of \$500 was approved for FY 2024 bringing the amount assessed annually for a full-time undergraduate student to \$9,298. The General Fee, which is the largest institutional source of revenue provides the majority of local revenue to operate the university. The General Fee is one of several mandatory fees assessed to undergraduate students. Total mandatory fees in FY 2023 include the General fee, the Student Activity fee (\$72 per year), the Student Health Service fee (\$310 per year), and the Capital Improvement fee (\$636 per year), for the total cost of mandatory fees of \$10,316. Mandatory fees assessed by the state universities are reported annually to the Department of Higher Education. Mandatory fees at the state universities are comparable to tuition assessed by private institution's, where the funds are the primary source of revenue to operate the institution.

A rolling ten-year trend is maintained on the DHE website, an excerpt of which is attached. The table is intended to provide context with regard to rate setting history, trends prior to, during, and after COVID, and positioning with regard to "cost of attendance".

This proposed increase in the General Fee will place WSU at the higher end of mandatory fees among the state university institutions if the other campuses do not increase their rates. The Commonwealth's continued investment in state funded student financial aid will cover the additional cost of attendance for the neediest students. Increased financial aid from the Commonwealth will also provide the opportunity for WSU to better leverage campus scholarship dollars to address the resource gaps of other students.

We believe the strategy described above is prudent as we continue to work on quantifying the budget gap for the coming year and prepare the FY 2025 budget plan for the June Board meeting.

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

Segment	Institution	FY-2015	FY-2016	FY-2017	FY-2018	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	1 Yr % Chg	FY 25 increase	WSU difference
State Universities	Bridgewater State University	\$7,444	\$8,018	\$8,718	\$9,102	\$9,458	\$9,822	\$9,822	\$9,822	\$10,146	\$10,480	3%	\$0	(\$336)
State Universities	Fitchburg State University	\$8,290	\$8,964	\$9,164	\$9,184	\$9,384	\$9,534	\$9,684	\$9,684	\$9,950	\$10,074	1%	\$0	(\$742)
State Universities	Framingham State University	\$7,354	\$7,734	\$8,374	\$8,950	\$9,550	\$10,130	\$10,410	\$10,410	\$10,410	\$10,660	2%	\$0	(\$156)
State Universities	Massachusetts College of Art and Design	\$10,194	\$10,694	\$11,170	\$11,670	\$12,170	\$12,670	\$13,170	\$13,170	\$13,540	\$13,930	3%	\$0	\$3,114
State Universities	Massachusetts College of Liberal Arts	\$7,946	\$8,446	\$8,846	\$9,106	\$9,530	\$9,900	\$10,276	\$10,276	\$10,560	\$10,854	3%	\$0	\$38
State Universities	Massachusetts Maritime Academy	\$5,778	\$6,076	\$6,374	\$6,684	\$7,946	\$8,182	\$8,424	\$8,570	\$8,782	\$9,038	3%	\$0	(\$1,778)
State Universities	Salem State University	\$7,736	\$8,336	\$8,826	\$9,368	\$9,972	\$10,374	\$10,764	\$10,764	\$11,068	\$11,068	0%	\$0	\$252
State Universities	Westfield State University	\$7,712	\$7,846	\$8,306	\$8,746	\$9,460	\$9,880	\$10,170	\$10,170	\$10,530	\$10,912	4%	\$0	\$96
State Universities	Worcester State University	\$7,588	\$7,888	\$8,232	\$8,562	\$9,192	\$9,192	\$9,616	\$9,616	\$9,816	\$10,316	5%	\$500	\$10,816
Weighted Average	State Universities*	\$7,710	\$8,153	\$8,634	\$9,023	\$9,572	\$9,901	\$10,151	\$10,149	\$10,435	\$10,726	3%		
Weighted Average	State Universities excludes MCAD and MMA**	\$7,660	\$8,118	\$8,621	\$9,016	\$9,524	\$9,849	\$10,080	\$10,072	\$10,338	\$10,608	3%		

Page created 12/6/2023

Source: Massachusetts Department of Higher Education

Weighted data calculated based on % Undergraduate FTE of total Segment and overall. (FTE figures used for calculation are one year in arrears due to reporting schedules.)

Mass Maritime and Mass College of Art and Design are reported separately because they are specialty schools and for purpose of Performance Measurement are not compared to other MA state colleges.

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Collaborative Budgeting

On Wed, Feb 7, 2024 at 3:09 PM WSU Communications and Marketing <wsumarcom@worchester.edu> wrote:

This message is being sent on behalf of Administration and Finance.

Good Afternoon,

As the University continues to work on closing the post-Covid budget gap, we understand that operational needs continue to evolve and there is an ever-increasing demand on resources. The previous work of FSTF I and FSTF II cultivated ideas for revenue generation, savings and greater efficiencies with a published set of recommendations. Those recommendations, along with our Lean Higher Ed demonstration projects, continue to be the focus of the Operational Excellence (OpEx) team led by Jonathan Walker, Institutional Risk and Compliance Officer. That work is important and it will continue and become more visible as the Operational Excellence web page is launched.

For FY 2025, in addition to the OpEx work, we will return to a more traditional budget process. The basis for the FY 2025 budget will be a carry forward of the FY2024 base by department. In addition, realizing purchasing power has declined over recent years, certain budget categories will be increased by a 6% inflation factor. The attached document (Inflationary Increases) provides a listing of the impacted budget categories.

Through a 'Collaborative Budgeting' process, we will be gathering requests for new funding in a prioritized manner by Division. The process being implemented has been designed to facilitate transparency and inclusion while focusing on the Strategic Plan and directing resources to the achievement of plan priorities.

The collaborative process will be managed at the division level by the area Vice President after an initial kick off meeting with Anisa Hoxha and Jonathan Walker. Anisa and Jonathan will provide more detail with regard to the process and expectations for division level submissions during sessions. They will also make themselves available to facilitate divisional budget discussions and the prioritization process. Division leaders will determine the manner in which they will accept departmental requests and how those requests should be prioritized and brought forward to the next level of review and consideration. One imperative of this process, without exception, is that all requests must reference at least one strategic plan initiative.

Utilizing the expertise of Divisional working groups, each Division may submit up to five new funding requests, with the exception of Academic Affairs, who may submit up to 15 requests. These requests will be evaluated by Executive Cabinet, who will rely on the University's Strategic Plan, the FSTF Phase II report, and information from Divisional working groups to assist with prioritization. A brief overview of the process is outlined below:

- Beginning the week of February 5 through March 14, Division leaders will assemble a working group and identify, document and prioritize any new FY2025 Divisional funding requests. Funding requests should be documented using the attached Budget Request Template. Division leaders may wish to distribute the budget template to members of the working group for completion in advance of any meetings.
- Requests should be vetted within the Division work group through a process of discussion and evaluation focusing on the initiatives best aligned with achieving the University's strategic

goals.

- The Division leaders are responsible for prioritizing which five (or, 15 for Academic Affairs) funding requests will be submitted to Executive Cabinet. Divisional funding requests are due to Anisa Hoxha on or before March 15, 2024.
- On March 29, each Division will be provided an opportunity to discuss their top priorities that have been submitted to Executive Cabinet. More information will be provided at a later date regarding the schedule, format and time allotted for each presentation.
- Executive Cabinet will begin the deliberation process following the Division presentations. The final recommendations will be published in the FY 2025 budget to be presented to the Board of Trustees on June 11, 2024. In addition, a record of the process, including requests submitted for consideration and the results of the prioritization, will be made available to the campus community.

Please don't hesitate to reach out to me, Anisa or Jonathan with any questions, and thank you in advance!

Sincerely,

Kathleen Eichelroth, CPA
Vice President for Administration and Finance/CFO
Worcester State University
508-929-8098 (office)
774-329-9767 (cell)

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Administration Building, A 258
Worcester State University
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Walker, Jonathan <jwalker@worchester.edu>

Message from the President about the FY25 Budget

1 message

President's Office <presidentsoffice@worchester.edu>
To: EMPLOYEES@listserv.worcester.edu

Tue, Mar 5, 2024 at 2:14 PM

Dear Worcester State Faculty and Staff,

As communicated by Administration and Finance Vice President Eichelroth (Feb. 7 email from WSU Communications and Marketing), we are in the midst of developing our campus budget for Fiscal Year 2025, which begins July 1, 2024. Anisa Hoxha and Jonathan Walker in A&F have been meeting with VP designees in each division to help guide the process of generating and prioritizing budgetary requests. I wanted to contextualize for employees why we are soliciting these requests, even as our deficit stood, as of last week, at \$7,895,210.

First, it is a credit to prudent fiscal management in years preceding the pandemic, as well as to the Financial Sustainability Task Force (FSTF) process since then, that we were able to reduce the deficit from \$9,394,211 in FY23 to \$7,772,073 in FY24, even after our enrollment declined 14% - nearly 1,000 students - between Fall 2019 and Fall 2022. We did this without resorting to the levers many other universities were forced to pull. Not only were we able to avoid across-the-board budget cuts, furloughs, and/or layoffs of permanent employees, we anticipate using some of the savings realized from the FSTF process to fund the highest priority initiatives that emerge from this spring's campus budget process.

Second, I believe this process will help ensure that senior administrators are aware of the most pressing budgetary needs, beyond the inflationary ones that A&F will be accounting for. A "pressing" need will be one that advances the [Strategic Plan](#), so each must be tied to at least one of those goals. The Vice Presidents, and then the Executive Cabinet, will prioritize those that are forward-looking and likely to help us meet the needs of future students. The participatory FSTF process uncovered many ideas, and we expect this process to, as well.

Third, there are two variables that make it particularly hard to predict our revenue for the upcoming fiscal year. While it is always true that our final state appropriation figure is unclear until the summer, this year we are also seeking an adjustment from the Legislature to better reflect our enrollment vis-à-vis that of our state university peers. We have ramped up our advocacy around this issue, pursuant to a recommendation from the FSTF; it is possible we will receive an additional allocation aimed at addressing the inequity (see the attached).

The second variable is fall enrollment. This year is unlike any other in my 32-year career in higher education, with the delayed implementation of the new FAFSA form causing a substantial delay in colleges receiving their students' financial information. Therefore, we are unable to send out financial aid packages for several more weeks. (Read more about this in many places, including [here](#).) We have no way to predict how this will affect our enrollment for Fall 2024.

We've responded by pushing out new students' decision deadline, [from May 1 to June 1](#), and we have taken additional actions, such as creating a [web page on the admissions site](#). How can you help ensure that no current student leaves because of financial uncertainty? How can you help WSU put its absolute best foot forward this spring, so that we are able to enroll another robust new class next fall? How can you help ensure that prospective students and their families know that financial aid will be forthcoming? Your ideas are welcome. Send them to Vice President of Enrollment Management [Ryan Forsythe](#), who is coordinating our response.

Should these two most unpredictable variables – state appropriation and fall enrollment – swing in our favor, it is wise for us to have spending initiatives rostered, that we would then be able to fund. That said, should variables trend the other way, we will be unlikely to fund many of them.

Finally, I'll add that even if this fall's enrollment is stable and we receive an influx of equity dollars, our structural deficit will not disappear. Our long-term financial health depends upon our continued progress on the 70 recommendations that emerged from the FSTF process, along with adoption of a culture of continuous improvement and operational excellence. Jonathan Walker, who leads this effort, will announce next steps this spring.

A firm financial footing also depends upon gains in student retention as well as enrollment growth, as envisioned under the Strategic Enrollment Management Plan, adopted in 2022. That ambitious plan sets the stage for us to, for as many as the next 150 years, "equip students with knowledge and skills necessary for lives of professional accomplishment, engaged citizenship, and intellectual growth," to quote from our mission statement.

5/22/24, 11:00 AM

Worcester State University Mail - Message from the President about the FY25 Budget

I thank the Administration and Finance team for guiding us through this year's budget process as well as all those involved from each division. I look forward to seeing the proposals that come forward, via presentations to Executive Cabinet at the end of March.

Sincerely,

Barry M. Maloney
President

President's Office

Worcester State University

486 Chandler Street

Helen G. Shaughnessy Administration Building, Room 255

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www.worcester.edu/Presidents-Office/

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State University Appropriations.pptx

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FY2025 Budget Priorities - Top 10 Initiatives receiving votes

Request #	Item / Initiative Name	Division	Amount Requested	Voting Results (Priority)	Notes
N/A	University Wide Professional Development	All	N/A	N/A	The need for professional development was identified as a priority from each division. As a result, this priority was excluded from voting. Formal plans to address professional development needs are currently in development.
31	EAB / Enrollment Marketing Proposal	Enrollment Management	\$385,970.00	1	
8	IT consultant	A&F	\$75,000.00	2	
40	Police Equipment	Student Affairs	\$35,500.00	3	
7	Dynamic Forms (Workflow Software)	A&F	\$14,000.00	4	
12	Donor and Alumni Engagement Events	Advancement	\$51,893.70	5	
17	Department budgets and experiential learning materials (S5TH Dean's Office)	Academic Affairs	\$150,000.00	6	Number 17 & 18 combined as one item
18	Department budgets and experiential learning materials (distribute among H+SS departments)	Academic Affairs	\$150,000.00		
23	Experiential Learning Tracking Software	Academic Affairs	\$80,000.00	7	
39	Programming Support (Title IX, SAVE, SMRT Teams, AOD)	Student Affairs	\$8,000.00	8	
9	<u>Business Process Enhancements:</u> A) Revenue Contract Module & Integration to Projects Accounting B) Ellucian Emburse solution for Invoice management	A&F	\$210,000.00	9	
16	Academic Affairs Mini-Grant Programs: Faculty Scholarship and Creative Activity, Teaching and Learning Innovation, Advising Innovation, and Summer Undergraduate Research; Conference/Workshop Travel for Faculty and Staff	Academic Affairs	\$93,000.00	10	

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FY2025 Budget Priorities (by Division)

#	Item / Initiative Name	Division	Department	Briefly describe the new budget request. Also, please indicate if this is a one-time request or ongoing expense.	Amount Requested	One-Time or Recurring?
1	Cultural Humility and Professional Development	President's Office	DEI/General Counsel	MCAD Trainings, DEI Awareness workshops, Guest speakers.	\$10,000.00	Recurring
2	Flags	President's Office	DEI/General Counsel	Purchase of flags and Maintenance	\$2,500.00	Recurring
3	External consultants & investigators	President's Office	DEI/General Counsel	Title IX, Investigators, and Attorneys	\$50,000.00	Recurring
4	Unity Day	President's Office	DEI/General Counsel	Stipends for Students, Art supplies, Chartwells	\$7,500.00	Recurring
5	Recruitment - Travel	President's Office	DEI/General Counsel	HACU Conference Annual, Black Doctoral Conference, NACUA Conference, NorthStar Collective	\$21,500.00	Recurring
6	Recovery Select	A&F	Bursar's Office	Implement ECSI Recovery Select: RecoverySelect is a comprehensive accounts receivable management solution for higher education institutions that combines sophisticated software with compassionate customer service, allowing students to resolve past due accounts without the threat of collections	\$25,200.00	25200 recurring 2500 one time
7	Dynamic Forms (Workflow Software)	A&F	OpEx/Risk Management	E-Forms would give multiple areas across campus the ability to deliver the functionality of allowing students and other constituents the ability to complete and submit various forms online.	\$14,000.00	One-time \$14,000 Charge, plus a Smaller Annual Cost
8	IT consultant	A&F	Employee Services	Bring in external group to evaluate the organizational structure of Information Technology services and assess the need for additional resources and/or staffing	\$25,000.00	One Time

FY2025 Budget Priorities (by Division)

#	Item / Initiative Name	Division	Department	Briefly describe the new budget request. Also, please indicate if this is a one-time request or ongoing expense.	Amount Requested	One-Time or Recurring?
9	<u>Business Process Enhancements:</u> A) Revenue Contract Module & Integration to Projects Accounting B) Ellucian Emburse solution for Invoice management	A&F	Finance, Procurement, Accounts Payables	A.) Will provide advanced automation, eliminating the reliance on email, manual contracts, Excel spreadsheets to manage vendor invoice processing and expediting payment to vendors, thereby increasing efficiencies, speeding process time and reducing errors resulting from manual processes B.) Implement an interactive contract database (both purchased services and services provided) providing more efficient, accurate and timely contract management including active flagging of renewal cycles and integration with Fiscal Affairs needs for budgeting and third party billing 3) Establish a visible process flow to ensure proper set up in official financial records of the University and process flow including budget load, accounting, third party billing, and reporting to ensure transaction are timely and accurate.	\$210,000.00	A) \$25,000 one time; \$12,000 annual B) \$185,000 one time; \$100,000 annual
10	Interview Exchange Module enhancement for Evaluation management	A&F	Employee Services	Add Performance management module in the IE to streamline the Perf. Eval process from paper base manual process to digital.	\$12,000.00	One time
11	Donor & Alumni Cultivation Travel Out of State/Overnight	Advancement	Alumni Relations, Development, Grants	Increase 20% Lodging since January 2020 up 17.1%, Rental car since January 2020 up 16.5%, Restaurant prices up 25.6% We anticipate that we will need similar percentage increases each year to keep up with the inflation rates. Plus additional travel/people	\$13,872.00	One Time
12	Donor and Alumni Engagement Events	Advancement	Alumni Relations, Development, Grants	Increase 25% food/waitstaff/givesways/ Incidentals	\$51,893.70	One time
13	Printing and Design for Personalized Communications	Advancement	Alumni Relations, Development, Grants	Increase 20% Mailings using outsourced vendors - Personalized print solicitations/variable data, photography plus 3 personalized off campus mailings	\$32,302.40	One time

FY2025 Budget Priorities (by Division)

#	Item / Initiative Name	Division	Department	Briefly describe the new budget request. Also, please indicate if this is a one-time request or ongoing expense.	Amount Requested	One-Time or Recurring?
14	Technology Subscriptions	Advancement	Alumni Relations, Development, Grants	Technology Subscriptions -ThankView \$7,000 -Free Will \$19,000 -Tableau, \$4,000 -iWave \$7,500 - Please note these are annual costs - costs can be lowered with multi year contracts.	\$37,500.00	Recurring
15	Professional Development	Advancement	Alumni Relations, Development, Grants	Ongoing allocation of \$1,500/employee for professional development	\$28,500.00	Recurring
16	1.) Academic Affairs Mini-Grant Programs: Faculty Scholarship and Creative Activity, Teaching and Learning Innovation, Advising Innovation, and Summer Undergraduate Research; Conference/Workshop Travel for Faculty and Staff	Academic Affairs	N/A	For multiple years, there has been no dedicated funding for NUP and APA staff to do continuing professional education and new skill development through participation in external professional conferences and other programs or training programs. While some funding has been reallocated from other sources on a very limited basis for selected activities, this has left most staff without professional development opportunities. The result is a growing gap between capacities on campus and best practices based on current trends, data, and challenges. Across the library, IT, GMA, IEI, International Programs, Assessment and Planning, the Academic Success Center, the Binienda Center, and the Office of Academic Affairs, there are 39 NUPs and APA members. This request is for \$2,000 each for professional development, which corresponds to the buying power of \$1,000-\$1,500 pre-COVID, given substantial increases in travel and program costs. In addition, for more than two years, funding for faculty professional development, which includes delivering presentations at professional conferences, general research support, and other things, has been reduced dramatically -- from pre-COVID amounts by approximately 70 percent. This has significantly impeded the ability of faculty members stay current in their fields and thus to provide students leading-edge educational experiences. It has also negatively impacted WSU's regional, national, and international reputation, as faculty are not able to present their research and creative work in as many venues as they might otherwise. This funding would restore the pre-COVID amount and adjust it upward for significantly increased	\$503,000.00	One-Time
17	2.) Department budgets and experiential learning materials (SSTH Dean's Office)	Academic Affairs	N/A	\$1,000 per faculty member to assist faculty and students with speakers, field trips (especially those central to coursework), and teaching innovations/resources, other opportunities that arise during the semester and are not covered through other sources. Approximately 80 faculty members in SSTH	\$180,000.00	One-Time

FY2025 Budget Priorities (by Division)

#	Item / Initiative Name	Division	Department	Briefly describe the new budget request. Also, please indicate if this is a one-time request or ongoing expense.	Amount Requested	One-Time or Recurring?
18	2.) Department budgets and experiential learning materials (distribute among H+SS departments)	Academic Affairs	N/A	Add funds so that budget categories EEE, FFF, and HHH reflect a total matching \$1,000 per full-time faculty member in the department. Departments with specialized materials or equipment costs – CM, PS, and VPA – will have those costs restored to pre-pandemic levels.	\$150,000.00	One-Time
19	2.) DGCE Marketing	Academic Affairs	DGCE	Additional Marketing Funds to return to our pre-2012 level of funding (Target: \$200k/ current earmark is \$135k)	\$65,000.00	One-Time
20	2.) Classroom Technology Upgrades	Academic Affairs	N/A	Classroom technology is now out of date and requires widespread updates.	\$201,000.00	One-Time
21	3.) Halda Electronic Smart Forms	Academic Affairs	N/A	Halda offers advanced inquiry collection by customizing our inquiry forms to react based on prospective students' answers. The data they share shows that universities that use their forms increase their applications and enrollments by significant percentages. Fitchburg recently signed with them and have reported the following: "Our Smart Forms captured 1200 new inquiries for them: 235 applications and 75 admitted students."	\$10,000.00	Recurring
22	4.) CTL Funding	Academic Affairs	CTL	External consultants for training and professional development programming on campus, especially for the CTL: Faculty Development Center.	\$30,000.00	One-Time
23	5.) Experiential Learning Tracking Software	Academic Affairs	N/A	Accreditation reporting and student activity tracking (especially for civic engagement) software, and its accreditation software is out-of-date.	\$80,000.00	Recurring
24	6.) Accreditation Tracking Software	Academic Affairs	N/A	WSU lacks accreditation reporting and student activity tracking (especially for civic engagement) software, and its accreditation software is out-of-date.	\$60,000.00	Recurring
25	7.) Student Program Support	Academic Affairs	N/A	New areas of student support and programming including student learning activities through OMA, the First-Year Seminar program, civic engagement activities through the Binienda Center, increased short-term study away/abroad activities through the International Programs Office.	\$67,000.00	One-time

FY2025 Budget Priorities (by Division)

#	Item / Initiative Name	Division	Department	Briefly describe the new budget request. Also, please indicate if this is a one-time request or ongoing expense.	Amount Requested	One-Time or Recurring?
26	8.) SSTH Faculty Start-Up Funds	Academic Affairs	SSTH	Up to \$10,000 per new faculty member to be spent in the first two years with the option to apply for an additional \$5,000 in the next two years. Continuing scholarship is required by MSCA CBA. Based on approximately 10 open positions in SSTH.	\$50,000.00	Recurring
27	9.) Online Tutoring	Academic Affairs	DGCE	DGCE wishes to contract with Tutor.com to provide online tutoring services to adult learners and graduate students in need of tutoring. Tutor.com offers a wide variety of subject tutoring as well as writing tutoring and is available to students 24/7. This service will best meet the needs of adult learners who are working to balance work, life and school responsibilities. The first year cost includes an implementation fee; following the first year we would purchase blocks of hours of tutoring as needed. Unused hours can roll to the next year.	\$12,000.00	Recurring
28	10.) OMA Events	Academic Affairs	OMA	Increase the events offered by OMA that support BIPOC/ALANA student (and staff and faculty) belonging and DEI in the broader student and other demographics at WSU.	\$10,000.00	One-Time
29	11.) IACUC Consultant	Academic Affairs	N/A	The University has been operating without an Institutional Animal Care and Use Committee (IACUC) for at least six years. As new and existing faculty members develop new animal research projects and programs and animal research becomes more attractive to students as well as making our students more attractive to industry and graduate schools, WSU needs to be sure to conform to federal requirements by fully constituting its IACUC.	\$8,000.00	One-Time
30	12.) Graduate Student Conference Attendance	Academic Affairs	N/A	Funding for travel and research for graduate students to attend conferences with faculty members ; to purchase supplies and materials for research; and to support innovative teaching approaches. This budget request impacts retention and recruitment. Student research with faculty is an AAC&U High Impact Practice. Overall, this request increases the number of students impacted and the diversity of students impacted.	\$10,000.00	One-Time

FY2025 Budget Priorities (by Division)

#	Item / Initiative Name	Division	Department	Briefly describe the new budget request. Also, please indicate if this is a one-time request or ongoing expense.	Amount Requested	One-Time or Recurring?
31	EAB / Enrollment Marketing Proposal	Enrollment Management	Admissions	Enroll360 is an innovative approach to inquiry generation aimed at increasing undergrad applications and new student enrollment. Enroll360 will help us with audience selection strategy, application apply marketing, cultivate inquiry generation, new virtual "YouVisit" tour, and analytics. Partners with EAB on average see a 16% increase in new student enrollment, first-year retention rates that are 6% points higher, and 13% greater rates of postgraduation giving. By engaging with EAB Enroll360 over a multi-year agreement, Worcester State will be supporting its intention to grow enrollment per the SEM plan and counteract significant declining demographics anticipated in 2027. We recommend a 3-year agreement: Year 1 cost = \$360,866; Year 2 cost = \$366,961; Year 3 cost = \$377,970. In addition to the EAB Enroll 360 Service, we are request funds for Apply, which is another EAB service which would allow us to purchase 4,000 prospective transfer student names at a cost of \$4,000 annual. Amount listed is for Year 1 of EAB Enroll 360 + 1 year of Apply.	\$385,970.00	Recurring
32	University brand refresh	Enrollment Management	MARCOMM	In the midst of our 150th anniversary celebration, we have an opportune moment to redefine and refresh Worcester State University's brand identity and strategy. A brand initiative would facilitate a better understanding of how Worcester State is perceived among key audiences and lay the foundation for the development of marketing and communications plans to support the University's current Strategic Plan and achieve critical enrollment, retention, fundraising, and faculty/staff recruitment goals.	\$200,000.00	One-Time
33	Visual Representation of Brand / Early Support (campus)	Enrollment Management	Retention	The rebranding of Early Support includes the strategic overhaul of the visual identity of Early Alert at WSU. Part of the creative process included the designing of new logos and adapting branding and color scheme to university standards. The next step of this rebrand is cohesive campaign materials including but not limited to table cloths, mini pop banners, and branded items such as pens, stickers, notepads, banners on campus to reflect Early Support, diversity, inclusion, and key brand attributes. New banners will serve to reinforce the university's mission and values and foster a greater sense of community and belonging on campus.	\$25,000.00	One-Time
34	File Review/Verification Assistance	Enrollment Management	Financial Aid	With the delays of the 24-25 FAFSA, there will most likely be a backlog of file review to perform. On July 1st, the Financial aid Office may need assistance with file review of returning students. This will allow the FAO staff to continue with the immediate review and counseling of new students entering Fall 2024.	\$40,000.00	One time



FY2025 Budget Priorities (by Division)

#	Item / Initiative Name	Division	Department	Briefly describe the new budget request. Also, please indicate if this is a one-time request or ongoing expense.	Amount Requested	One-Time or Recurring?
35	Search Engine Optimization ("SEO") Strategy & Implementation	Enrollment Management	MARCOMM	Conduct a thorough SEO audit of the website, focusing on academic programs; perform detailed keyword research to identify high-value keywords; optimize all program pages; develop a content strategy to address gaps in content and enhance visibility of program pages; address technical SEO issues; optimize for local SEO elements to improve visibility in central MA; set up and configure advanced analytics	\$40,000.00	Recurring
36	Professional Development (Division-wide)	Student Affairs	Division Wide	Several depts. are required to engage in professional development in order to maintain clinical licensure. The division has an extremely limited budget in this area that does not meet the needs of compliance, clinicians, and keeping with best practices. Monies would be used division-wide to support individual, group and on campus training opportunities. Ongoing Expense	\$50,000.00	Recurring
37	Career Services Base Budget-Increase	Student Affairs	Career Services	Increase the base budget of Career Services to \$25,000. Current budget makes it difficult to expand programming and outreach to employers. Other state schools with a similar size staff and student body population have a budget of over \$75,000 which is still small but more appropriate for an office that is supposed to serve undergraduate, graduate and alumni up to 5 years out. Ongoing expense	\$15,000.00	Recurring
38	Software for Student Accessibility Services	Student Affairs	SAS	Currently, SAS is using Titanium along with the Counseling Center. This platform was not designed for accessibility offices. A new software will allow for better customer service for over 600 students and allow all testing accommodation requests to be completed online by faculty. Ongoing expense	\$20,000.00	Recurring
39	Programming Support (Title IX, SAVE, SMRT Teams, AOD)	Student Affairs	Division Wide	Compliance with federal regulations, MA 2979 and Culture of Respect Initiative. Safety programs are part of ongoing efforts in prevention education and harm reduction. Ongoing expenses.	\$8,000.00	Recurring
40	Police Equipment	Student Affairs	UPD	Replace Cruisers 11 and 15 with a new lease (Sedan or SUV). Moves the entire fleet to a lease only model-Approx \$16,000 -Helmets (5 x \$500) and shields (5 x \$1,000) \$7500 - Portable Handheld Radios to be replaced w/digital (10 x \$1200) \$12,000 Cruiser is an ongoing expense.	\$85,500.00	Recurring
Grand Total:					\$2,817,238.10	

FY 2024 Quarter 3 Financial Reports

All Trust Funds

Year-to-Date Revenue through March 31, 2024, with comparative information from FY 2023

Year-to-Date Expenses through March 31, 2024, with comparative information from FY 2023

Operating Budget (State Appropriations and General Purpose Trust Fund)

Year-to-Date Revenue through March 31, 2024, with comparative information from FY 2023

Year-to-Date Expenses through March 31, 2024, with comparative information from FY 2023

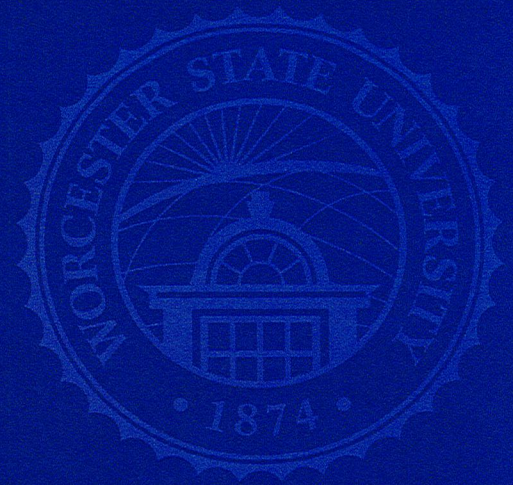
Resident Hall Trust Fund

Year-to-Date Revenue through March 31, 2024, with comparative information from FY 2023

Year-to-Date Expenses through March 31, 2024, with comparative information from FY 2023



All Trust Funds



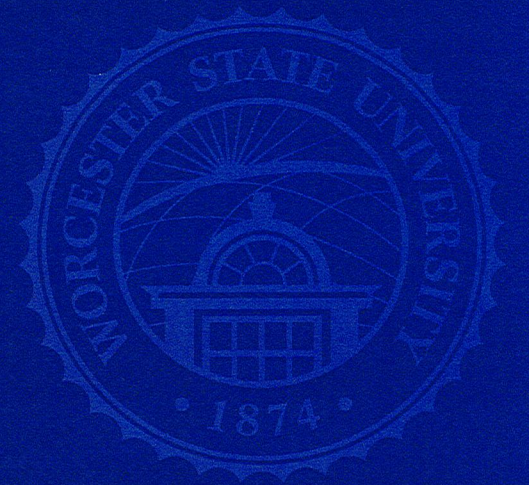
Worcester State University
 All Trust Fund Report - Quarter 3
 FY24 vs FY23 Budget vs Actuals
 Revenues 3/31/2024 & 3/31/2023

Account Description	FY 2024					FY 2023				
	Amendment #1 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	Amendment #1 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
General Trust Fund (400)	48,843,584.00	42,727,511.00	42,870,847.65	100.34%	(143,336.65)	49,463,260.00	40,069,049.00	39,823,525.76	99.39%	245,523.24
Capital Improvement Trust Fund (405)	2,729,601.00	2,729,601.00	2,626,840.90	96.24%	102,760.10	2,740,301.00	2,740,301.00	2,630,449.77	95.99%	109,851.23
Parking Garage Operating Fund (408)	701,206.00	-	-	0.00%	-	761,893.00	-	-	0.00%	-
Strategic Plan Trust Fund (410)	60,000.00	-	-	0.00%	-	152,500.00	-	-	0.00%	-
Wellness Center Trust Fund (429)	100,490.00	42,328.00	42,429.77	100.24%	(101.77)	85,200.00	28,661.00	41,136.39	143.53%	(12,475.39)
Parking Fines Fund (439)	90,000.00	50,477.00	71,859.00	142.36%	(21,382.00)	90,000.00	43,715.00	61,357.90	140.36%	(17,642.90)
Health Services Trust Fund (442)	1,004,473.00	1,004,473.00	992,467.30	98.80%	12,005.70	695,400.00	695,400.00	1,001,810.13	144.06%	(306,410.13)
Resident Hall Trust Fund (445)	11,976,996.00	11,976,996.00	11,098,185.13	92.66%	878,810.87	12,420,520.00	12,420,520.00	11,345,248.42	91.34%	1,075,271.58
Student Activities Trust Fund (446)	440,735.00	233,139.00	238,094.35	102.13%	(4,955.35)	440,567.00	250,414.00	231,758.53	92.55%	18,655.47
Residence Hall Technology and Equipment Trust Fund (448)	272,910.00	272,910.00	275,110.00	100.81%	(2,200.00)	336,380.00	336,380.00	272,910.00	81.13%	63,470.00
	66,219,995.00	59,037,435.00	58,215,834.10	98.61%	821,600.90	67,186,021.00	56,584,440.00	55,408,196.90	97.92%	1,176,243.10

Worcester State University
 All Trust Fund Report - Quarter 3
 FY24 vs FY23 Budget vs Actuals
 Expenses 3/31/2024 & 3/31/2023

Account Description	FY2024					FY2023				
	Amendment #1 Budget - BOT	Expenditure Budget	Expenditure Actual	Percent of Budget Spent	Available	Amendment #1 Budget - BOT	Expenditure Budget	Expenditure Actual	Percent of Budget Spent	Available
General Trust Fund (400)	48,843,584.00	48,843,584.00	32,744,524.69	67.04%	16,099,059.31	49,463,260.00	49,088,687.00	30,332,178.51	61.79%	18,756,508.49
Capital Improvement Trust Fund (405)	2,729,601.00	536,617.00	446,030.22	83.12%	90,586.78	2,740,301.00	1,286,617.00	1,286,616.59	100.00%	0.41
Parking Garage Operating Fund (408)	701,206.00	701,206.00	250,156.34	35.68%	451,049.66	761,893.00	761,893.00	628,624.74	82.51%	133,268.26
Strategic Plan Trust Fund (410)	60,000.00	60,000.00	47,350.46	78.92%	12,649.54	152,500.00	152,500.00	550.00	0.36%	151,950.00
Wellness Center Trust Fund (429)	100,490.00	100,490.00	46,144.13	45.92%	54,345.87	85,200.00	85,200.00	36,508.24	42.85%	48,691.76
Parking Fines Fund (439)	90,000.00	90,000.00	48,889.86	54.32%	41,110.14	90,000.00	90,000.00	141,835.36	157.59%	(51,835.36)
Health Services Trust Fund (442)	1,004,473.00	621,992.00	354,241.99	56.95%	267,750.01	695,400.00	572,337.00	343,628.19	60.04%	228,708.81
Resident Hall Trust Fund (445)	11,976,996.00	11,929,332.00	8,248,052.18	69.14%	3,681,279.82	12,420,520.00	11,594,294.00	10,220,591.19	88.15%	1,373,702.81
Student Activities Trust Fund (446)	440,735.00	440,735.00	204,164.07	46.32%	236,570.93	440,567.00	440,567.00	246,149.47	55.87%	194,417.53
Residence Hall Technology and Equipment Trust Fund (448)	272,910.00	221,880.00	192,943.75	86.96%	28,936.25	336,380.00	221,880.00	221,879.82	100.00%	0.18
	66,219,995.00	63,545,836.00	42,582,497.69	67.01%	20,963,338.31	67,186,021.00	64,293,975.00	43,458,562.11	67.59%	20,835,412.89

Operating Budget



Worcester State University
 FY24 vs FY23 Budget vs Actuals - Quarter 3
 Operating Budget Revenue (Source 400 & 111)
 3/31/2024 & 3/31/2023

Description	FY 2024					FY 2023				
	Amendment #1 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	Amendment #1 Budget - BOT	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
Academic Fees	(35,939,865.45)	(35,939,865.45)	(34,308,267.06)	95.46%	(1,631,598.39)	(34,199,916.00)	(34,199,916.00)	(32,745,609.58)	95.75%	(1,454,306.42)
Fee Waivers	824,638.32	824,638.32	874,148.68	106.00%	(49,510.36)	797,610.00	797,610.00	734,960.49	92.15%	62,649.51
Tuition	(7,489,969.87)	(7,489,969.87)	(8,438,550.36)	112.66% ¹	948,580.49	(6,604,137.00)	(6,604,137.00)	(7,749,313.16)	117.34%	1,145,176.16
Tuition Waivers	298,616.00	298,616.00	253,780.25	84.99%	44,835.75	298,616.00	298,616.00	254,385.65	85.19%	44,230.35
Activity Income	(110,913.00)	(110,913.00)	(2,366.35)	2.13%	(108,546.65)	(170,174.00)	(170,174.00)	(1,088.92)	0.64%	(169,085.08)
Other Student Charges	(310,017.00)	(310,017.00)	(1,249,592.81)	403.07% ²	939,575.81	(191,048.00)	(191,048.00)	(316,860.24)	165.85%	125,812.24
State Maintenance	(50,805,206.00)	(50,805,206.00)	(43,354,373.24)	85.33%	(7,450,832.76)	(48,456,326.00)	(48,506,326.00)	(28,197,011.67)	58.13%	(20,309,314.33)
	(93,532,717.00)	(93,532,717.00)	(86,225,220.89)	92.19%	(7,307,496.11)	(88,525,375.00)	(88,575,375.00)	(68,020,537.43)	76.79%	(20,554,837.57)

- ¹ Gross tuition is up due to increased enrollment in Graduate online programs, however 50% of gross revenue is remitt to third party vendor
- ² Investment strategy was changed to take advantage of high ST T-Bill Rates

Worcester State University
 FY24 vs FY23 Budget vs Actuals - Quarter 3
 Operating Budget Expenses (Source 400 & 111)
 3/31/2024 & 3/31/2023

Account Description	Object	FY 2024					FY 2023					
		Original	Amendment #1	Current	Actual	Percent of Budget Spent	Available	Amendment #1	Current	Actual	Percent of Budget Spent	Available
		Budget - BOT	Budget - BOT	Budget				Budget - BOT	Budget			
Regular Employees	AAA	46,254,709.00	46,254,709.00	46,260,609.00	32,105,345.64	69.40%	14,155,263.36	45,663,441.00	45,663,441.00	30,711,804.10	67.26%	14,951,636.90
Employee Related Expenses	BBB	601,853.00	614,853.00	720,936.69	480,500.62	66.65%	240,436.07	575,973.00	702,157.23	431,007.01	61.38%	271,150.22
Temporary Part-Time Employees	CCC	9,579,855.00	9,588,855.00	9,594,156.08	6,998,194.89	72.94%	2,595,961.19	9,558,506.00	9,574,858.22	7,138,076.99	74.55%	2,436,781.23
Staff Benefit Expenses	DDD	21,343,174.00	21,343,174.00	21,343,174.00	14,461,668.61	67.76%	6,881,505.39	19,431,033.00	19,431,033.00	2,334,139.29	12.01%	17,096,893.71
Administrative Expenses	EEE	3,042,988.00	3,043,488.00	2,945,854.49	1,521,756.07	51.66%	1,424,098.42	3,038,535.00	2,914,153.69	1,948,291.21	66.86%	965,862.48
Facility Operation Supplies	FFF	2,099,362.00	2,111,262.00	1,668,012.27	846,198.11	50.73%	821,814.16	2,055,529.00	1,576,238.82	771,010.70	48.91%	805,228.12
Energy/Space Rental	GGG	2,053,000.00	2,053,000.00	1,934,173.54	1,282,272.37	66.30%	651,901.17	2,500,519.00	2,400,719.00	1,618,984.78	67.44%	781,734.22
Professional Services	HHH	994,652.00	1,006,652.00	1,203,020.58	1,198,685.29	99.64%	4,335.29	771,602.00	836,436.50	996,476.89	119.13%	(160,040.39)
Operational Services	JJJ	1,018,004.00	1,018,004.00	1,059,430.16	1,349,637.24	127.39%	(290,207.08) 1	1,099,900.00	1,173,332.00	1,394,345.47	118.84%	(221,013.47)
Equipment Purchase	KKK	-	-	32,119.03	71,661.62	223.11%	(39,542.59)	-	13,081.63	203,173.52	1553.12%	(190,091.89)
Equipment Lease, Maintenance, Repair	LLL	1,117,192.00	1,120,792.00	1,284,231.53	826,598.00	64.37%	457,633.53	1,626,268.00	1,746,636.03	895,130.16	51.25%	851,505.87
Infrastructure & Building Improvements	NNN	5,171,100.00	5,171,100.00	5,228,227.69	2,948,997.02	56.41%	2,279,230.67	5,521,100.00	5,502,611.45	2,173,306.45	39.50%	3,329,305.00
Educational Assistance	RRR	2,457,611.00	2,457,611.00	2,461,611.00	2,218,291.00	90.12%	243,320.00	2,457,611.00	2,463,789.81	1,941,830.00	78.81%	521,959.81
Debt Service	SSS	325,000.00	325,000.00	325,000.00	121,506.25	37.39%	203,493.75	325,000.00	325,000.00	128,006.25	39.39%	196,993.75
Loans & Special Pmts	TTT	-	-	-	-	0.00%	-	-	-	15,000.00	0.00%	(15,000.00)
Technology Expenses	UUU	3,540,290.00	3,540,290.00	3,588,233.94	2,476,802.45	69.03%	1,111,431.49	3,294,569.00	3,271,524.62	2,309,364.39	70.59%	962,160.23
		99,598,790.00	99,648,790.00	99,648,790.00	68,908,115.18	69.15%	30,740,674.82	97,919,586.00	97,595,013.00	55,009,947.21	56.37%	42,585,065.79

1 Spending exceeds budget mainly due to the need to backfill vacancies with temp staffing

Residence Hall Trust Fund



Worcester State University
 FY24 vs FY23 Budget vs Actuals - Quarter 3
 Residence Hall Trust Fund Revenue (Source 445 & 444)
 3/31/2024 & 3/31/2023

Description	FY 2024					FY 2023				
	Original Budget - Upload	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned	Original Budget - Upload	Revenue Budget Excluding Transfers	Revenue Earned Actual	Percent of Budget Earned	Unearned
Academic Fees	-	-	62,525.00	0.00%	(62,525.00)	-	-	62,025.00	0.00%	(62,025.00)
Res Hall Room Charges	11,976,996.00	11,976,996.00	10,893,694.20	90.96%	1,083,301.80	12,420,520.00	12,420,520.00	10,810,233.85	87.04%	1,610,286.15
Other Student Charges	-	-	141,965.93	0.00%	(141,965.93)	-	-	472,989.57	0.00%	(472,989.57)
	11,976,996.00	11,976,996.00	11,098,185.13	92.66%	878,810.87	12,420,520.00	12,420,520.00	11,345,248.42	91.34%	1,075,271.58

Worcester State University
 FY24 vs FY23 Budget vs Actuals - Quarter 3
 Residence Hall Trust Fund Expenses (Source 445 & 444)
 3/31/2024 & 3/31/2023

FY 2024							FY 2023				
Account Description	Object	Original Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available	Original Budget - BOT	Current Budget	Actual	Percent of Budget Spent	Available
Regular Employees	AAA	1,506,627.00	1,506,627.00	986,064.27	65.45%	520,562.73	1,401,791.00	1,401,791.00	857,623.25	61.18%	544,167.75
Employee Related Expenses	BBB	-	9,000.00	6,935.28	77.06%	2,064.72	-	6,056.00	18.86	0.31%	6,037.14
Temporary Part-Time Employees	CCC	225,000.00	225,000.00	147,207.00	65.43%	77,793.00	200,000.00	200,000.00	86,602.20	43.30%	113,397.80
Staff Benefit Expenses	DDD	631,126.00	631,126.00	430,259.18	68.17%	200,866.82	552,726.00	552,726.00	336,802.42	60.93%	215,923.58
Administrative Expenses	EEE	37,000.00	41,000.00	12,123.35	29.57%	28,876.65	20,000.00	32,000.00	10,626.03	33.21%	21,373.97
Facility Operation Supplies	FFF	240,000.00	235,000.00	121,907.81	51.88%	113,092.19	200,000.00	211,444.00	92,189.20	43.60%	119,254.80
Energy/Space Rental	GGG	8,158,131.00	8,158,131.00	1,748,764.96	21.44%	6,409,366.04	7,938,879.00	7,938,879.00	7,783,604.83	98.04%	155,274.17
Professional Services	HHH	6,200.00	10,600.00	5,883.00	55.50%	4,717.00	-	8,500.00	3,061.05	36.01%	5,438.95
Operational Services	JJJ	-	-	-	0.00%	-	-	400.00	400.00	100.00%	-
Equipment Purchase	KKK	-	-	-	0.00%	-	-	11,784.00	11,669.40	99.03%	114.60
Equipment Lease, Maintenance, Repair	LLL	37,500.00	29,500.00	7,255.24	24.59%	22,244.76	94,104.00	32,500.00	4,831.03	14.86%	27,668.97
Infrastructure & Building Improvements	NNN	629,748.00	621,348.00	647,764.46	104.25%	(26,416.46)	584,000.00	591,420.00	494,267.44	83.57%	97,152.56
Educational Assistance	RRR	434,000.00	434,000.00	551,591.76	127.09%	(117,591.76)	434,000.00	434,000.00	513,426.58	118.30%	(79,426.58)
Debt Service	SSS	-	-	3,563,313.11	0.00%	(3,563,313.11)	-	-	-	0.00%	-
Technology Expenses	UUU	24,000.00	28,000.00	18,982.76	67.80%	9,017.24	168,794.00	172,794.00	25,468.90	14.74%	147,325.10
		11,929,332.00	11,929,332.00	8,248,052.18	69.14%	3,681,279.82	11,594,294.00	11,594,294.00	10,220,591.19	88.15%	1,373,702.81

- 1 necessary improvement and repair projects exceeded budget
- 2 due to increased demand scholarships awarded exceeded budget
- 3 Due to implementation of GASB 96 expenditures are booked to Debt service but were budgeted in rentals

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE MEETING
Tuesday, June 11, 2024
2:00 P.M.
Wellness Center, Room 204**

Meeting Called By: Dina Nichols (Chair)

Minutes: Nikki Kapurch

Board Members: Dina A. Nichols (Chair), Maureen Power (Vice Chair), Amy Peterson, David Tuttle

WSU Staff: Barry Maloney; Ashlynn Allain; 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: April 4, 2024*	Dina Nichols	B. vote required
2. <i>Human Resources Committee Report</i> A. Theriault, Henry - Promotion Letter 2024* a. Letter of Support* b. Proposed Associate Provost Job Description* c. Resume* B. Division of Academic Affairs Organizational Chart*	Dina Nichols	A. vote required a. Informational b. Informational c. Informational B. Informational
3. <i>Adjournment</i>	Dina Nichols	3. vote required

*Attachments

WORCESTER STATE UNIVERSITY
HUMAN RESOURCES COMMITTEE MEETING
Meeting Minutes

CHAIR: Dina Nichols (Chair) DATE: April 4, 2024

LOCATION: Remote Participation MINUTES BY: Nikki Kapurch

TIME: 9:00 AM

COMMITTEE MEMBERS PRESENT: Dina A. Nichols (Chair), Amy Peterson, Maureen Power, David Tuttle

BOARD MEMBERS PRESENT: Marina L. Taylor

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 Thursday, April 4, 2024, through a Zoom remote call. Chair Nichols called the meeting to order at 9:09 a.m. Trustee Nichols reported that all Trustees will participate by remote access and announced that all votes will be by recorded roll call.

Administrative Business:

- Trustee Nichols thanked everyone for joining to conduct the 2023-2024 annual evaluation of President Maloney.
- The Human Resources Committee is charged with conducting President Maloney's annual evaluation, as called for in his appointment contract and as requested by Commissioner Ortega.
- The deadline for submission of the presidential evaluation is June 30, 2024, 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
 - FY24 self-evaluation with the following appendices:
 - Appendix A: WSU Financial Sustainability Report Phase 1 & 2
 - Appendix B: The 2020-2027 Strategic Plan, "Beyond 150: Lead, Succeed, Engage"
 - Appendix C: New WSU Enrollment Management Plan
 - Appendix D: Social Media Engagement
 - Appendix E: Culture of Respect Report – WSU Results
 - Appendix F: JED Campus/Healthy Minds
 - 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	Equity Work/Campus Climate
Fiscal Management/Budgeting	External Relations w/Campus Climate

Communication

- 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=E

- We will begin the process by having a member rate the President and provide comments from the Assessment Form provided. Another member may make additional comments if they feel the comment would add to the review. We will repeat this process for all 11 evaluation areas. At the conclusion of the meeting, the forms will be submitted to tally the results for the final report on the various areas used in the evaluation.

1. **Retention and Student Success** **Average Rating: 5**

Comments:

At a time when colleges and universities across the country are and have been experiencing a decline in student enrollment and struggling to retain their current student population, Worcester State University has excelled under the leadership of President Maloney. The University has weathered the storm and shown resilience to the challenges presented by the waning of a college-ready population and challenging demands of a new generation. WSU has strategically implemented programs and initiatives to address and adapt, including the Common Application, Major Plus Program, and has further created a more inclusive and dynamic campus experience leading to an increase in diversity. Worcester State University has seen an increase in first generation students which is an indication that it is poised and prepared for the continued growth and evolving demographics of the region.

Fall 2024 welcomed the most diverse entering class ever. 43% Alana/BIPOC, 51% first generation to enter college. Total enrollment this spring is a 4.9% increase over 2023 per recently reported numbers. Student retention fall-spring is also up from last year, 85.63% in 22-23 versus 87.16% in 23-24.

At the June 2023 Board of Trustees meeting we were presented with the First Rapid Improvement Event, Maximizing Course Enrollment by Improving the Course Scheduling Process by the faculty of WSU. The goal of the RIE, with the President's support, was to increase graduation rates for our diverse student body. This is a new model but with President Maloney's support the BOT is looking forward to hearing the results of utilizing this model in the upcoming years. It should be stressed that it is already evident with the first and second semester of this academic year retention rates have improved from 85.63% last year to 87.16% from Fall 2023 to Spring 2024. President Maloney's continued support of faculty's initiatives should be applauded.

Consistent with the new strategic enrollment management plan, Worcester State proudly welcomed 1200 new students this fall, comprising a group of transfers alongside a "Class of 2027" cohort of first-year students. This number is significant as it ties with the university's largest-ever intake, previously set in 2017.

Under President Maloney's Leadership, Unity Day was a resounding success, with most events reaching standing room only capacity. This highlights the strong interest and engagement of the campus

community in promoting Diversity, Equity, Inclusion, and Justice (DEIJ) initiatives. Such events play a crucial role in advancing these values and creating a more inclusive and supportive environment, which in turn contributes to student retention by fostering a sense of belonging and community among all members of the University.

The President always puts students first.

2. **Academic Management and Leadership** **Average Rating: 5**

Comments:

This is my ninth evaluation of President Maloney's performance. He remains a leader who provides his full support and encourages the WSU's faculty to pursue goals within their respective areas of expertise. This is evident by the Nursing Department's receipt of the top rating in the State's Nursing Programs, receiving a \$1 million award; and WSU reading program received accolades due to high praises from the Boston Globe. With the expansion of academic services and programs, different departments within the University were able to pivot and meet the demands of the students on both undergraduate and graduate levels.

Fall '23 had the second largest group ever of incoming new students, which President Maloney and his team deserve tremendous credit for that achievement. Some University highlights this year:

- The very highly regarded Communication Sciences and Disorders Department celebrated its 50th anniversary.
- The Binienda Center for Civic Engagement introduced its new director, who is a highly regarded leader in the field of education, Dr. Amanda Whittmen.
- Faculty member Dr. Nabin Malakar was a Fulbright Award recipient this year and Dr. Margaret Kerr also received a Fulbright Grant.

Worcester State University, under President Maloney's leadership, has demonstrated its commitment to academic excellence through thoughtful and sustainable programming and community collaborations that foster student engagement and experience, in and outside of the classroom, as well as the continued education and research of faculty. This intentional approach bridges the gap between an institution and its local and global communities and aligns students and faculty with meaningful academic opportunities. This is evident in grant awards, institutional partnerships, and expanded departmental programming.

Expanding Course Offerings: Supported by grants from the Massachusetts Department of Higher Education, the University is focusing on expanding its curriculum in diversity content areas and by developing new programs through the Center for Teaching and Learning (CTL)

3. **Assessment** **Average Rating: 5**

Comments:

Last year WSU received a positive self-study review conducted by NECHE. President Maloney and his staff and faculty have begun focusing on specific areas that require improvement. WSU received a ten-year re-accreditation. As mentioned earlier, the Nursing Department received a top State rating and another ten-year re-accreditation. A new Data Warehouse implemented by the University will assist with not only enrollment data and transparency, but will also help with data sets needed for program review. Some of what I mentioned here is related to the 2022-2027 Strategic Plan. These initiatives will bring us closer to the goals the University has set for itself.

NECHE has tasked the University with developing a culture of assessment and the WSU Strategic

Plan has reinforced that by creating action items to ensure ongoing assessments and resulting action plans.

Additionally, in the spring of 2023, the Campus Climate Committee conducted a comprehensive survey of the entire WSU community. The data collected from this survey will be shared with all stakeholders, with the goal of developing a university-wide climate that fosters equity. These efforts demonstrate WSU's commitment to responding to feedback and creating an inclusive and equitable campus environment.

The collaborative nature of the NECHE self-assessment conducted by the University showcased the commitment of WSU's leadership to transparency and accountability. Going beyond the surface and tapping deeply into faculty and staff involvement created a greater sense of belonging and institutional pride by stakeholders across the campus, resulting in favorable outcomes that have already and will continue to inform best practices and decisions on standards set for accreditation.

4. **Infrastructure**

Average Rating: 4.6

Comments:

During the times of financial deficit, WSU was able to complete 13 different projects, from roof replacement to renovating auditoriums, all within the designated \$5 million cap. President Maloney recognizes that capital improvements are a continuous expense that cannot be avoided. Students touring the campus for the first time or those that have not visited WSU in a long time are always impressed with how well the school campus and buildings are maintained and kept up-to-date. President Maloney continues to keep lines of communication open with the Board of Trustees regarding future plans for the May Street project. I have confidence in President Maloney and his team, that this project will be developed in due time.

The completion of the Sullivan Auditorium renovation was a wonderful success story, particularly given the fact that it successfully navigated through COVID-19 times without notable budgetary impacts given the rapid cost changes in the construction industry during those times. Kudos to all involved.

Management of and for a public institution comes with a variety of complexities, including the built environment, classroom space, common space, living quarters, athletic fields, amenities, and more. Despite obstacles such as inflation and financial shortfalls resulting from the COVID-19 pandemic, WSU was able to leverage resources to finance \$5M in capital improvements this year.

WSU continued to take advantage of the support from the Massachusetts Higher Education Bond bill to complete deferred maintenance. Projects including:

- Completed two-year project to replace all ceilings and lighting fixtures on the first floor of the Learning Resource Center
- Completed renovation of Eager Auditorium
- Completed Counseling suite renovation
- Completed replacement of all wet-lab fume hoods, as well as reconfiguring of mechanical infrastructure to the hoods to realize energy savings
- Completed Admissions Welcome Center
- Completed Math Department faculty office suite expansion
- Completed Sullivan Auditorium renovation
- Completed replacement of Learning Resource Center roof
- Completed repairs to Dowden Hall/Chandler Village heating loop

The May St building is still a looming project that continues to evolve. The City of Worcester has roadway redesign plans drafted for Chandler Street, specifically near the WSU main campus entrance and near the May Street building, which includes roundabouts, land taking from WSU, and more. The University is working diligently to ensure the best outcome for both the University and its students, as well as The City of Worcester. Next steps for the renovation of May Street appear to be proceeding, but understandably are impacted by the City's Chandler Street roadwork.

The campus looks beautiful.

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

Comments:

The University, under President Maloney's leadership, has proven itself extremely resourceful when faced with challenging fiscal headwinds. We are still in a lingering COVID-recovery phase on many levels, but under President Maloney's leadership, the University, administrators, faculty, and staff have proven themselves to be highly resourceful and committed to addressing fiscal challenges with a commitment to creative problem solving.

I would like to repeat myself from the prior year's review of President Maloney and restate that I continue to applaud President Maloney and his executive team's quick response to addressing WSU's financial standing. The Financial Sustainability Task Force (FSTF) that was created identified 70 areas where the University had an opportunity to work on closing the budget gap. Fiscal year 2024 was a balanced budget year, but the administration did not rest, and continued with the previous year's efforts of finding ways to be more efficient, cut expenses, and improve revenue generation from other sources. This process will take time, and we have seen \$3 million in savings last fiscal year and a \$1.6 million improvement in savings and efficiencies for this fiscal year 2024.

The Financial Stability Task Force and its recommendations, under President Maloney's leadership, appears to be generating positive results in terms of reducing the budget deficit. Per President Maloney, that work has already saved 1.3M for FY24 due to action on 2 key measures that surfaced during the process: ending the Goddard parking lot contract and restructuring the relationship with Worcester Center for Crafts.

Of particular note this year is the fact that the University was able to balance the 2024 budget without instituting across-the-board budget cuts, furloughs, lay-offs, etc, that other public universities may have had to resort to this year. Despite the 8% salary increases across all collective bargaining units, as well as corresponding fringe costs, etc, savings and efficiencies created by the SFTF work groups, collaboration with the Worcester State Foundation, and, most importantly, strong senior leadership to navigate the challenging fiscal environment resulted in a balanced budget for FY24.

I am very proud to note that despite these tough fiscal times, the University maintained an A bond rating with Standard and Poors.

Enrollment equals revenue.

WSU has made its investment in people a priority. The Financial Sustainability Task Force and the subsequent Operational Excellence Team have found and implemented cost-saving measures using a Six Sigma approach that aims to create efficiencies and opportunities while maintaining morale and encouraging participation from faculty and staff. The President's strategy to balance the budget and close the gap on a \$7M deficit is not about making sacrifices but rather about looking at business practices through critical analysis and practicality.

Donor-funded scholarships are essential for recruiting and retaining students. Worcester State students who receive donor-funded scholarships have a 90% six-year graduation rate, compared to 60% for all students. Each year, the Division of University Advancement coordinates the awarding of more than 400 scholarships to undergraduates.

WSU is experiencing positive financial outcomes, notably with a significant increase in incoming first-year students, tying the record for the highest number ever seen since 2017. This achievement is particularly notable as it marks a reversal of the recent downward enrollment trend that was influenced by the challenges posed by COVID-19.

6. **Communication**

Average Rating: 5

Comments:

President Maloney is known for his skill as a relatable communicator. He is extremely approachable, which benefits both him and the University. The 'State of the University' kick-off meeting held in September with employees was very successful, and the opportunity to have Secretary of Education Dr. Patrick Tutwiler join Pres Maloney as the event keynote speaker was highly beneficial to both the University and students and faculty.

The importance of communication to an institution of higher education cannot be understated. Not only does it foster an environment of understanding and inclusivity, but it contributes significantly to the shared vision of the University as well as the safety and well being of the campus community. While there is much to celebrate within this focus area for Worcester State University, the efficacy of the leadership model of communication was on full display as the campus faced a gunfire incident in one of its dormitories this year. The response from the administration, top-down, was handled professionally and with sensitivity – putting the safety of its students first. President Maloney not only employed strategies during and in the direct aftermath of the incident, but sought out third-party consultation to ensure that the University can learn, improve, and be prepared for any number of potential events in the future. This shows his and the University's willingness to be vulnerable and accept change, where and when necessary.

This year has been particularly trying for the University in terms of public perception, specifically due to the tragic on-campus shooting in late October. President Maloney and his senior leadership team, most notably Provost Lois Wims, deserve tremendous credit for controlling the conversation and managing communication to minimize any unnecessary fallout in the media. They did an exceptional job to ensure that students were protected both physically and emotionally immediately after the event and in the weeks and months following.

President Maloney from year to year continues to stay engaged with the University community, faculty, staff, administration, and the Board. It is my understanding that improvement in revenue and cost cutting measures are to be on the mind of everyone at the University. This has been the President's consistent message throughout the campus community. I am happy to see President Maloney has also taken on several other initiatives where WSU received positive exposure through social media and local newspaper coverage.

As a new member of the Board of Trustees, I felt that President Maloney warmly welcomed and informed me. Spending a day at WSU prior to beginning on the Board provided me with an opportunity to get to know the President and his team.

President Maloney's communications (President's Message) are informative and comprehensive, providing stakeholders with a thorough understanding of important matters and initiatives within the organization.

- President Maloney held regular meetings with union leaders and with student leaders and regularly attended campus events.

7. **Administrative Management and Leadership** **Average Rating: 5**

Comments:

It was very positive news to hear reports that resident halls were 90% occupied this fall. WSU senior leadership team under President Maloney's guidance continues to turn in strong enrollment and on-campus resident numbers, as we move past the downturn experienced during COVID.

New and innovative initiatives on campus aimed at eliminating racial disparities in the MA public higher education system were launched this year. One new program, The WISE program, provides sponsorship of up to four ALANA/BIPOC summer graduate student fellows through the DHE Innovation Fund. It provides stipends, allowances, and faculty mentoring on DEI with the goal of cultivating potential future faculty members.

A leader is only as strong as the team they surround themselves with. President Maloney has built an incredibly capable, loyal, and dedicated cabinet and administrative team that gives the University a foundation of reliability and succession that is self-sufficient. The President has empowered his cabinet, which gives them the confidence and freedom to perform in their area of expertise. That type of leadership is infectious and has a trickle-down effect that delivers successful results both vertically and interdepartmentally.

President Maloney's role as the leader of this University continues to be constantly evolving and never stagnant. His approach to resolving issues of declining enrollment and the fiscal deficit has been exemplary. Under his leadership, the Executive Team was able to act swiftly during the event of October 28th. Immediate action was taken by the administration in seeking expert advice from Healy+ Group on continued improvement of the safety of our students, faculty, administration, and staff.

President Maloney continues to manage the 2022 Financial Sustainability Task Force and implement recommendations. President Maloney is also actively participating in seeking out new Board members to recommend to the Governor.

Leadership and communication following the incident on October 28, 2023 was timely, appropriate, and sensitive to all who were impacted. President Maloney organized and initiated a review process related to the October 28th shooting incident, with the help of Healy+ and a nationally recognized security group, to help improve campus safety (policy, physical campus, and response preparedness training).

8. **Decision-Making and Problem-Solving** **Average Rating: 5**

Comments:

President Maloney has consistently demonstrated a steady hand when leading the University and that sense of confidence and control of his environment has allowed both President Maloney and the University to navigate through even the most challenging of times. The October '23 shooting incident, occurring on the eve of a highly anticipated Homecoming Weekend, with students, family, and friends all keyed up to spend the weekend on campus, presented a tremendous challenge to the University. President Maloney, with the assistance of Provost Lois Wims and senior team members, was able to maintain a sense of calm in that moment of crisis and in the days and weeks that followed with the steady hand he exhibits.

The University did an outstanding job of controlling the news media, thus protecting the student community from added anxiety and distraction.

The school year of 2023 to 2024 proved to be another year of challenges. The President was able to meet these challenges working remotely during the two months of medical leave. Through his clear leadership, senior management had the confidence to make decisions and resolve problems quickly and efficiently. Once again, I applaud President Maloney and his management team for their efforts throughout the year.

Based on the 2022 efforts put into the FSTF, every employee on campus is now vigilant about the University's financial health and everyone has been empowered to come forward with ideas for cost savings and revenue generation. Once again, President Maloney has empowered his leadership team to respond to issues before they occur and not after the fact. Early implementation of the FSTF, which identified 70 items, has reaped benefits during this year, with \$3 million in savings in FY 2023 and another \$ 1.6 million this year. Separately, the University's Moody's review of the financial statements of the organization continues to receive a rating of A2 with an outlook as Stable.

President Maloney has served Worcester State University for over a decade with logic, reason, and integrity. There have been many obstacles over his tenure, all of which have been met and overcome with grace and diplomacy, and have prepared him to face the challenges brought on by the latent and continued effects of the COVID-19 pandemic, the demands of growing community around the campus, and a shift in generational ideologies. The President arrives at conclusions and makes decisions based on data, research, and, most importantly, informed by his campus constituency.

Under the guidance of President Maloney, WSU has developed initiatives aimed at closing achievement gaps. These initiatives include expanding access to academic support services, developing mentoring and networking opportunities for students, providing financial assistance to those in need, and creating more culturally inclusive learning environments. These efforts reflect WSU's commitment to fostering student success and creating a supportive and equitable educational experience for all.

WSU completed its first Sexual Misconduct Climate Survey in December 2023 as part of its ongoing efforts to address and manage issues related to sexual misconduct on campus.

The Working 4 Woo program was created to provide support to first-year students at Worcester State who were identified as being at-risk after their initial semester of classes.

WSU has been recognized as a JED campus, part of a nationwide initiative by The Jed Foundation (JED) aimed at helping schools assess and enhance their mental health, substance misuse, and suicide prevention programs and systems. In line with this recognition, Counseling Services at WSU focuses its outreach efforts on specific campus goals aimed at promoting emotional well-being among students.

9. **Fundraising**

Average Rating: 5

Comments:

President Maloney and his team work hand in hand with the Division of University Advancement. This collaboration is yielding quite favorable results. The Foundation's endowment is reportedly exceeding \$800,000 this year. They have earned a Commonwealth endowment match of \$555,555 from the State due to the strength of the University's fundraising efforts this year. Direct fundraising has resulted in over \$2,500,000 to date from 1,993 donors. Grants have also continued to grow in number and size, which had been a goal for the University in prior years and is exciting to see.

This year, the University's endowment fund grew from \$40 million to \$45 million, which is an incredible feat. To be able to pivot from in-person to virtual fundraising and then continue with the efforts of

always staying in touch with our alumni base, while achieving such impressive fundraising efforts, is to be congratulated.

While fundraising activity at WSU continues to keep pace, institutional advancement is about so much more than just raising money. It's how legacy, allegiance, and influence are created and how a university keeps alumni and stakeholders vested. The President has a very active role in this area and has elevated giving at all levels, creating campaigns to fit any budget, and lowering the barrier to entry. Support through grants, endowments, scholarships and other programming remains strong, creating a pathway for future generations to obtain a Worcester State degree.

A recent new initiative is the Division of University Advancements' new focus on funding much needed wrap-around student support programs, not just the donor-funded scholarships that we have come to expect. While the scholarships are essential for recruiting and retaining students (WSU students who receive donor-funded scholarships – there were 380 scholarships awarded this year - have a 90% 6-yr graduation rate), the wrap-around services are also critically needed for retaining students. Some examples: This year the Foundation is funding new paid internships; WSU raised over \$600,000 in scholarships and academic awards this year; so far in FY24, The Worcester State Foundation has supported the University with over \$1.2 million, including \$500,000 in direct student support.

Millions of dollars in grant funding was awarded to WSU, including \$589,200 Massachusetts Department of Elementary and Secondary Education.

I am impressed to see how President Maloney and the University Advancement team engage current students in the fundraising efforts, as one example notes the signing of thank you cards to existing donors during Thanksgiving. It is great to see how WSU continues to engage current recipients of the donor funds to help them grow into future WSU donors and give back to the community that helped them while at WSU.

10. **Equity Work /Campus Climate** **Average Rating: 5**

Comments:

This is an area that I believe WSU is excelling under the leadership of President Maloney. For the President and the broader WSU staff and faculty, DEI is NOT performative, nor simply ink on paper. It is the bare minimum standard acceptable by the President and has been embraced and operationalized through the implementation of a broad range of initiatives. It is an investment in the people who live and work on campus. The President understands that this work cannot live in a silo or be accomplished by a single department. It is being embedded into the culture at Worcester State University with strategies employed in ways that are culturally appropriate, accessible and transparent, taking into account lived experience and the unique needs across a diverse spectrum of users of the University.

The University has continued to expand its equity and inclusion efforts, very deliberately and thoughtfully. They are demonstrating their Commitment to the Diversity Initiatives outlined in the '20-27 Strategic Plan. This fall the University welcomed its most diverse incoming student class ever. 44% identified as ALANA/BIPOC, a 22% increase over last year.

In the fall, the school opened with the 2nd Annual Unity Day, featuring a day-long schedule of events aimed at understanding and embracing diverse students (ie those with disabilities, LGBTQ+, etc). It also included the Hispanic Association of Colleges & Universities flag raising.

The Office of Military & Veteran Services presented to the Board. They have hired new staff members to work with vets and the campus community in an effort to expand their student population recruiting efforts.

Two new interesting initiatives were implemented in an effort to close the achievement gap. Diversity (DIV) is now a required curricular component for student graduation. Students must complete one course in the Diversity area. Secondly, a DEI Fellowship position was created. Illyashah Shabazz was appointed the 1st DEI visiting fellow. She will work on creating a sense of belonging, especially amongst ALANA/BIPOC students, in addition to pursuing the University's DEI goals and enhancing classroom experiences.

Early College continues to be a very successful program and is growing. It is particularly beneficial for Worcester High School students and is a continued success story.

Mental health of our community has become another very important subject for President Maloney. The University has seen an increase in demand for in-person appointments and addressed it promptly with the availability of telehealth therapists on a 24/7/365 basis. The Board of Trustees was very supportive of this initiative. This area of support is very much needed, and I am glad to see that President Maloney fully supports it.

Certainly, the Diversity, Equity, Inclusion, and Justice (DEIJ) Strategic Plan is a crucial framework for fostering a more inclusive and equitable environment. That plan launched in the Fall of 2023. This subject is being addressed through President Maloney taking initiative and creating a DEIJ committee.

Under the leadership of President Maloney, the Campus Climate Committee completed a comprehensive survey of the WSU community in the spring of 2023. The data collected from this survey will be shared with all stakeholders, aiming to inform the development of a university-wide strategy focused on promoting equity. This initiative marks a significant step towards understanding and enhancing the campus climate.

In December 2023, WSU completed its inaugural Sexual Misconduct Climate Survey, marking a significant stride in addressing and understanding sexual and gender-based misconduct and discrimination within the campus community. Following this, WSU established the Sexual Misconduct Response Team (SMRT), a collaborative, multidisciplinary group dedicated to evaluating and enhancing the campus's responses, policies, and protocols concerning sexual and gender-based misconduct. Additionally, the Sexual Assault Violence Education (SAVE) Task Force has made considerable progress in raising awareness and educating the community, completing over thirty in-classroom presentations. These initiatives demonstrate WSU's committed effort to foster a safer and more informed campus environment.

This year, there's a renewed emphasis on promoting a positive campus climate and culture through the in-person classroom experience led by caring faculty. This approach underscores the importance of personal interaction and the role of compassionate educators in enhancing student engagement and well-being.

The Working 4 Woo program was developed to support first-year students who were considered at-risk after their first semester of classes at Worcester State.

11. **External Relationships/Leadership in the Community**

Average Rating: 5

Comments:

President Maloney is doing an excellent job at representing the University, both on and off campus. He knows the value to the University of committing his time and demonstrated leadership to roles outside of campus as well as on-campus. He serves on the Board at St. Vincents Hospital, Worcester Art Museum, Greater Worcester Community Foundation, and Wilbraham and Monson Academy.

The Binienda Center for Civic Engagement, under leadership of its new Director, has been launching new initiatives this year to engage with the broader community in meaningful ways that will advance the goals of the University and always be mindful of our equity agenda.

President Maloney had the honor of participating in the Mechanic's Hall project of displaying for the first time portraits of Black American leaders of the 19th century. Inviting outside speakers provides an educational foundation, not only to our student body but also to guests from outside of WSU. This allows for WSU to be involved with our outside-of-campus community

President Maloney continues to speak with and stay involved with state and federal representatives to strive for keeping our university needs on their "top of mind."

President Maloney proudly represents Worcester State University across the City and region and is considered an important stakeholder among his colleagues in higher education, local government, as well as the business and non-profit community. The President regularly makes himself and members of the leadership team available on matters relevant to the public and the institution's impact on the local economy and socio-economic status is a great example of being a good neighbor and convener, engaged in local dialogue and activities.

President Maloney has demonstrated a longstanding commitment to community engagement by organizing and hosting the WSU MLK Breakfast for many years. In recognition of this service, President Maloney received an award from the City of Worcester. This event, which attracts hundreds of community members and local politicians, serves as a significant platform for fostering dialogue and celebrating the legacy of Martin Luther King, Jr.

Under the Leadership of President Maloney, the Worcester State University Police Department has close ties to several professional associations, including the Massachusetts Chiefs of Police Associations, the International Association of Chiefs of Police, and the Massachusetts Association of College Law Enforcement Administrators. Close working relationships are maintained with the Worcester Police Department, the Massachusetts State Police, the Worcester County District Attorney's Office, and the Massachusetts Alcoholic Beverages Control Commission (ABCC).

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

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 very positively and is continuously planning and strategizing with his leadership team to keep WSU moving forward.

President Maloney's overall average rating for all areas used as part of his evaluation was 54.6 out of a total possible of 55.

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

VOTED: to recommend to the full board the report of the Human Resources Committee and approve the FY24 Annual Evaluation of President Maloney as presented and to forward to Commissioner Ortega as requested, with appropriate documents to meet the June 30, 2024, deadline and further to recommend the maximum allowance when the merit/salary increase parameters are authorized by the Commissioner.

Trustee Nichols stated that Chair Taylor would like to address the committee regarding President Maloney's current salary and her reasons for asking the Commissioner for an adjustment. She stated that President Maloney is in his thirteenth year as President. He is the longest-serving president of the Massachusetts State Universities and the second-longest-serving public higher education leader of the state's 29 public campuses. Worcester State is ill-served by the below-market salary currently in place. During his time, he has had excellent reviews. The adjustment is intended not only to recognize and retain President Maloney in the near term, but also to position Worcester State to attract high-quality presidential candidates in the long term. President Maloney's salary is grossly below and the least among his state university peers. Because President Maloney is the most senior president, his salary should reflect that status, and therefore, we have determined an adjustment is necessary. A thirteen percent increase would put him into the fiftieth percentile. He deserves to have the presidential salary at a competitive level with peer institutions.

All trustees were in full agreement.

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

VOTED: to recommend to the full board that the chair of the trustees convey to the Commissioner the Board's support for an adjustment to President Maloney's salary of 13 percent, to address compatibility with his State University peers and market equity for the Worcester State University presidency and to recognize his record of excellence and longevity of service, with the intention of retaining his employment with the University.

President Maloney expressed his gratitude to the Board for their support. He appreciated the commentary related to the leadership of his executive team. He also thanked Provost Wims for her leadership during his medical leave and Vice President Julie Kazarian and Police Chief Jason Kapurch for their leadership during the October 28 incident on campus. The President expressed his gratitude to the Board for their support and the vote of confidence.

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

VOTED: to adjourn the meeting at 10:42 am

WSU Board of Trustees
April 4, 2024

Respectfully submitted,



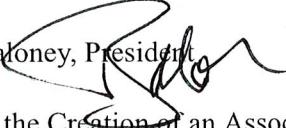
Nikki Kapurch
Assistant Secretary, Board of Trustees



WORCESTER
S T A T E
UNIVERSITY

President's Office
Phone: 508-929-8020
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TO: Members, WSU Board of Trustees

FROM: Barry M. Maloney, President 

RE: Proposal for the Creation of an Associate Provost and Promotion of Dr. Henry C. Theriault

DATE: May 29, 2024

I am writing to propose the creation of an Associate Provost position at Worcester State University (WSU), a strategic move designed to enhance our academic leadership and better align our resources with our institutional goals. This recommendation comes after a thorough analysis of our current administrative structure in Academic Affairs and implementation of succession planning for the future.

As WSU continues to grow in size and complexity, it has become increasingly evident that additional leadership is necessary to manage the expanding demands in our academic operations, especially in areas such as undergraduate education, research, international programs, etc. An Associate Provost can provide focused leadership and oversight, facilitating better operational alignment and improved execution of our strategic objectives.

The Associate Provost will report directly to the Provost and will be a key member of the Academic Affairs team, ensuring alignment across various academic departments and initiatives. The position will be integrated into our existing organizational chart, filling a crucial gap in leadership between the Provost and department heads.

I am recommending Dr. Henry C. Theriault to be promoted to the Associate Provost position. He has demonstrated exemplary leadership and commitment in his current role as Associate Vice President of Academic Affairs. His deep understanding of the academic environment at WSU, combined with his strategic insight and proven ability to lead high-performing teams, makes him an ideal candidate for this position. Hank's promotion will also signal to our staff and faculty our commitment to recognizing and developing talent from within. Additionally, this promotion will include a compensation increase of 6% to his current salary to reflect the expanded responsibilities and the value he brings to our institution.

The creation of the Associate Provost position represents a forward-thinking step towards strengthening our academic leadership. It underscores our commitment to excellence and our dedication to the ongoing success of our university. I am confident that with your support, this initiative will significantly contribute to our institution's progress and prosperity.

Thank you for considering this strategic addition to our university's leadership team.

cc: L Wims
S. Mitra



WORCESTER
STATE
UNIVERSITY

May 9, 2024

President Barry M. Maloney

Dear President Maloney:

It is my very great pleasure to recommend a title change for Dr. Henry Theriault to Associate Provost. As we have discussed over the last year, in his seven years as Associate Vice President, Dr. Theriault has served in direct supervision of the Center for Academic Success, the Center for Faculty Development (formerly Center for Teaching and Learning), the First Year Seminar, the Honors Program, and has contributed greatly to the smooth running of the Provost's Office. He is my designee on MSCA grievance matters which vary from year to year in number but are always complex. He is a key member of the Academic Ceremonies Committee which has been called upon to dive deeply into the security and safety issues of a campus during a time of national disruptions of events.

Hank leads our review of the General Education requirements---formerly known as LASC---and has put together a large team into high functioning committees on a tight timeline and has continually kept his focus on what is best for students and their completion of MajorPlus. He is a reliable representative of the Provost Office at events and in the absence of the Provost and thoughtfully brings forward concerns from our faculty, staff, and students. He was chosen to lead the University's Innovation work group which yielded many ideas that have come to fruition.

Dr. Theriault continues to bring Worcester State's name and reputation into international and national spotlights as an expert on genocide while balancing increasing responsibility here. He has continually advocated for improvements in our processes and programs, most notably the FSTF one day review of the grants and sponsored research and our annual Celebration of Scholarship and Creativity and Academic Achievement Awards. His judgment is sound and his good-natured spirit of commitment to Worcester State University's students, faculty, and staff is evident every day.

I would be proud to have him as Associate Provost.

Most sincerely,

Lois A. Wims, Ph.D.



OFFICIAL TITLE: Associate Provost

SUPERVISION RECEIVED: Provost and Vice President for Academic Affairs

SUPERVISION EXERCISED:

1. CTL: Faculty Development Center (Faculty Director, FT Staff Associate Faculty Development Specialist, Faculty Fellow for Equity, and advisory committee)
2. Academic Success Center (FT Administrative Director, 5 FT staff, and 1+ PT staff)
3. Library (Administrative Executive Director and 13 FT staff)
4. International and Domestic Study Away Programs (Administrative Director, 1 FT staff, and 1 PT staff)
5. Academic Affairs
6. Commonwealth Honors Program
7. First-Year Seminar Program (Faculty Director and advisory committee)
8. General Education Program (Faculty Director and advisory committee)
9. Institutional Review Board (Faculty Chair and members)
10. Institutional Animal Care and Use Committee (Faculty Chair)
11. Research Integrity Officer (Faculty)
12. *Currents in Teaching and Learning* (Faculty Editor and editorial board)
13. Human Rights Center
14. Academic Judicial Board (Staff Chair, 2 faculty, and 2 students)
15. Academic Judicial Board of Appeals (Serve as Chair, 2 faculty, and 2 students)
16. Supervisory assignments as determined by the President and Provost

General Statement of Duties:

Responsibilities:

(E) = Essential

1. (E) Serves as chief advisor to the Provost.
2. (E) Leads initiatives and projects as determined by the President and Provost.
3. (E) Serves as active member of the President's Cabinet.
4. (E) Serves on the Provost's Leadership Team, providing support and advice as determined by the Provost.
5. (E) Responsible for academic honesty procedures and structures, including periodic revision of the Academic Honesty Policy, oversight the formal processes, the Academic Central File, and faculty and student support.
6. (E) Responsible for organizing the annual student Celebration of Scholarship and Creativity.
7. (E) Responsible for support of University's participation in the annual Massachusetts Undergraduate Research Conference.
8. (E) Serves as Institutional Official for US Federal grants.
9. (E) Responsible for research integrity across the University.
10. (E) Responsible for the Academic Affairs internal grant program, including the Summer Undergraduate Research Grants, Faculty Research and Creative Activity Grants, Teaching and Learning Innovation Grants, Advising Innovation Grants, and Graduate Student Research Travel and Publication Grants.
11. (E) Responsible for evaluation of student appeals of academic policies and procedures.



12. (E) Responsible for helping identify key needs and opportunities and co-planning and co-implementing faculty development and support programs related to teaching, research/creative activity, and career progress, through the CTL: Faculty Development Center and in other ways.
13. (E) Responsible for oversight of the general education program.
14. (E) Responsible for oversight of academic support services through the Academic Success Center.
15. (E) Responsible for oversight of first-year student academic program.
16. (E) Coordinates administrative aspect of course evaluation process.
17. (E) Chairs Research Advisory Board and oversees academic research development and support
18. (E) Academic Affairs liaison to Office of Grants and Sponsored Research
19. (E) Responsible for mentoring and professional development support for all direct reports.
20. (E) As directed by the Provost, represents the Division of Academic Affairs to other divisions.
21. (E) As directed by the Provost or President, represents the University to external entities.
22. (E) Serves as administrative representative on committees determined by the President and Provost.
23. (E) Responsible for oversight of Library planning and operations.
24. (E) Responsible for oversight of International and Domestic Study Away Program planning and operations.
25. (E) Under joint supervision by the Vice President for University Advancement and the Provost, contributes to the oversight of external grant operations of the University.
26. Supports curriculum and program development initiatives across the Division of Academic Affairs, as requested.
27. Serves as Academic Affairs liaison to Enrollment Management Committee, Student Affairs (including the Counseling Center, Student Accessibility Services, the Office of Community Standards, the Title IX Office, the Sexual Assault Violence Education program, and/or the Student Intervention Team).
28. Participates in crisis management planning and execution for the Division of Academic Affairs and the University as a whole.
29. (E) Demonstrates civility and professional, customer-service oriented behavior, worthy of emulation by other staff and students.
30. (E) Responsible for contributing to the WSU Strategic Plan.
31. (E) Responsible for contributing to Equal Opportunity/Affirmative Action objectives, including serving on committees and planning and implementing DEIJ-focused projects.
32. Performs other duties as assigned.

Required Qualifications:

1. Earned doctorate in an academic discipline.
2. Significant documented record of excellence as a faculty member and as an academic administrator (e.g., as department or division chair, dean, assistant or associate vice president).
3. Experience with and knowledge of research and creative activity support and oversight.
4. Experience with and knowledge of assessment, strategic planning, and related activities.
5. Experience with and knowledge of budgeting and fiscal oversight.
6. Substantial experience with student support.
7. Substantial experience working cross-divisionally in a higher education setting.
8. Commitment to Diversity, Equity, Inclusion, and Social Justice regarding race and other categories.
9. Strong organizational and communication skills, commitment to quality education and ethical standards, ability and desire to work collegially in a collective bargaining environment, and familiarity with current trends and innovations in higher education.



WORCESTER
STATE
UNIVERSITY

NON-UNIT JOB DESCRIPTION

Position Number: 00XXXXXX

Reports to: 00XXXXXX

Incumbent: Vacant

Department:

By signing below, I acknowledge that I have received a copy of this job description. I understand that I must be able to perform the essential functions of my position with or without reasonable accommodation. Questions relating to my responsibilities or need for accommodation, now or in the future, will be directed to my supervisor and/or Human Resources.

Employee Signature

Date

Supervisor or Human Resources Signature

Date

Henry C. Theriault

Office of Academic Affairs
Worcester State University
Shaughnessy Administration Building Room 364
486 Chandler Street
Worcester, MA 01602 USA

+1 508-929-8612 (direct)
htheriault@worchester.edu
Pronouns: he, him, his

EDUCATION

- University of Massachusetts at Amherst: Ph.D. in Philosophy, 1999
- Princeton University: B.A. in English, 1988

SELECTED PROFESSIONAL DEVELOPMENT

- Harvard University Graduate School of Education: Institute for Educational Management, July 15-27, 2018

ACADEMIC LEADERSHIP EXPERIENCE

Worcester State University: Associate Vice President for Academic Affairs, July 1, 2017-Present

- Activities include/have included:
 - Leading campus-wide process for first redesign of the general education system in 15 years
 - Leading campus-wide process for replacement of 2007 Academic Honesty Policy
 - Advisory role in leadership decisions of Academic Affairs, under the Provost
 - Member of WSU President's Cabinet
 - Executive Sponsor of Net Revenue Subgroup of the Financial Sustainability Task Force and member of the steering committee for the Financial Sustainability Task Force process
 - Chair of President's Cabinet's Innovation Working Group
 - Responsible for generating and soliciting innovative ideas to address key challenges or open up new opportunities for the university
 - Co-chair of Standard 6: Teaching, Learning, and Scholarship for Worcester State's self-study for accreditation by the New England Commission of Higher Education (NECHE)
 - Member of Campus Climate Committee focused on diversity and inclusion and its Implementation Subcommittee
 - Co-leader of the Worcester State Racial Equity and Justice Institute's (REJI) campus team
 - Member of student, faculty, staff, administrative, and Board of Trustees team charged with implementing the recommendations of WSU's 2021-22 equity audit
 - Four annual terms as member of Academic Policies governance committee

- One-year term as member of Student Affairs governance committee
- Currently serving second annual term on Undergraduate Curriculum governance committee
- Significant oversight and operational duties for Academic Affairs budget areas, which includes extensive liaising with members of the Administration and Finance Division
- Currently supervise Honors Program, Center for the Study of Human Rights, Forensic Sciences Minor, Center for Teaching and Learning, First-Year Experience Program, Liberal Arts and Sciences Curriculum (general education), Institutional Review Board, Institutional Animal Care and Use Committee, Research Integrity Officer, and Academic Success Center, which provides extensive tutoring, advising, and other support for students
 - 11 direct reports and more than 10 indirect reports
- Chaired Interdisciplinary Studies Department Implementation Committee
- Provost's designee for academic policy student appeals
- Oversight and coordination of academic honesty functions, including maintaining the Academic Central File for recording of violations and periodic review in order to determine if further action is warranted
- Member of multiple student conduct hearing boards
- Step 1 Grievance Hearing Office – hear, investigate, negotiate, and render decisions regarding allegations of violations the collective bargaining agreement made by faculty members or their union chapter
- Chair of Research Advisory Board and point person for expansion of faculty and student research infrastructure
- Institutional Official
- Coordination and on-going redevelopment of Faculty Scholarship and Creative Activity Grant, Teaching and Learning Innovation Grant, Summer Undergraduate Research Grant, Advising Innovation Grant, and Graduate Student Research Travel and Publication Grant programs
- Co-redesigned and co-run Provost's Travel Fund for faculty research and creativity activities
- Cowriter and writer of a number of external program grant applications
- Lead organizer of the Celebration of Scholarship and Creativity, an annual event showcasing research of undergraduate and graduate students
- Member of Enrollment Management Committee and co-chair of its Retention Subcommittee
- Chair of Academic Ceremonies Committee, which plans and organizes the undergraduate and graduate commencements, academic convocation, and academic achievement awards ceremony
- Represents the Office of Academic Affairs on the campus-wide Student Intervention Team, which coordinates approaches to support for at-risk students facing mental health, behavioral, and similar challenges
- Serve on Sexual Assault and Violence Education Committee, the Mental Health Committee, and the Title IX Committee
 - Serve as Title IX investigator

- Oversee student evaluations of faculty campus-wide
- For 2020-2021, served on COVID-19 Response Committee
 - Led faculty training and support initiative for the Spring 2020 transition to distance learning and subsequent COVID-19 affected aspects of teaching
- Chaired 2019-20 Associate Dean for Distance and Global Education Search Committee
- Served on 2024 Director of the Office of Grants and Sponsored Research
- Served on 2017 Assistant Vice President for Planning and Assessment Search Committee
- Numerous other continuing and temporary activities and duties assigned by the Provost or President

Worcester State University: Department Chairs' Council, 2010-17; Chair of Chairs' Council, 2014-15; Acting Vice-Chair, Spring 2012

- Elected Chair and Vice-Chair by vote of all WSU department chairs
- As Chair of the Chairs' Council, was member of President's Cabinet

Worcester State University: Chair, Philosophy Department, 2010-13 and 2013-16 terms; Acting Chair, Spring 2007

- Coordinated development and implementation of department's first assessment plan
- Coordinated 2010-11 program review

Worcester State University: Liberal Studies Major Working Group, January 2013 to May 2014

Worcester State University: Online Learning Committee, January to October 2013

Worcester State University: Chair, Integrity Subcommittee, New England Association of Schools and Colleges 2012 Review of WSU, 2010 to 2012

Worcester State University: Dean of Humanities and Social Sciences Search Committee, October to November 2010

Worcester State University Center for the Study of Human Rights: Coordinator, Fall 1999 to Spring 2007 and Steering Committee Member Fall 2007 to Present

- Spearheaded revival of the Center over the Spring and Summer of 1999, after 10-year dormancy
- Principal organizer of a series of human rights programs for the academic and broader communities featuring a number of nationally- and internationally-respected scholars and leaders
- Collaborated with various WSU programs, departments, and offices, including the Office of Diversity, the Honors Program, the Women's Studies Program, and others
- Programs included dozens of panels and lectures, a number of multi-panel conferences and symposia, and a play, on a range of human rights issues

- Helped coordinate development of the WSU Dennis Brutus Collection, the largest collection of Brutus' papers in the world

Worcester State University: All College Committee Governance Committee, 2003-04, 2004-05, 2005-06, and 2006-07 academic years

- Chaired ACC 2004-05 (elected by committee members)

Worcester State University: Academic Policies Governance Committee, 2002-03 academic year

TEACHING EXPERIENCE

Worcester State University Philosophy Department: Fall 1998 to Present

- Assistant Professor, 1998-2004, Associate Professor 2004-09, Tenured September 2005, Full Professor 2009-2017, Adjunct Professor, 2017-Present
- Received George I. Alden Excellence in Teaching Award in 2016
- Over full career at Worcester State, including summer and winter sessions, have taught 312 three-credit undergraduate course sections, with two to five preparations per semester when serving as a full-time faculty member
- Faculty advisor for 19 students presenting research papers at various Annual Massachusetts Statewide Undergraduate Research Conference (2017 – 7 papers, 2015 – 1 paper, 2010 – 2 papers, 2005 – 1 joint paper, 2004 – 1 paper, 2003 – 2 papers, 2000 – 1 paper, and 1999 – 1 joint paper)
- Faculty advisor for numerous student presentations at the April 2024, 2023, 2022, 2021, 2020, 2017, 2015, and 2014 WSU Celebration of Scholarship and Creativity; advised and coordinated four-student philosophy panels at the April 2012 and April 2011 WSU Celebration of Scholarship and Creativity; and advised and coordinated participation of student researcher on April 18, 2012, genocide studies panel featuring three scholars in the field
- Strong record of graduate, law, and medical school student placement success

Gratz College: Fall 2023 to Present

- Dissertation committee member

Stockton University Master of Arts in Holocaust and Genocide Studies Program: Spring 2019 to Fall 2020

- Master's thesis committee member

Australian National University: Spring 2013

- Outside reader for Master's thesis

Clark University Department of History and Strassler Center for Holocaust and Genocide Studies: Spring 2019 to Present, Spring 2008, Spring 2002, and Fall 2000

- Currently serving on Ph.D. dissertation committee
- As Visiting Professor, taught an undergraduate course on the Armenian Genocide

- Second reader for 2002 Holocaust and Genocide Studies undergraduate honors thesis

University of Massachusetts at Amherst Philosophy Department: Fall 1991 to Spring 1995

- Graduate Teaching Associate and Assistant
- Taught 5 and assisted in 3 three-credit undergraduate philosophy courses

RESEARCH FELLOWSHIP

Australian Research Council Centre for Excellence in Policing and Security Visiting Scholar, Griffith University, Mt. Gravatt Campus, Queensland, Australia: June to July 2013

- In residence to research the positive and negative impacts of humanitarian military intervention on the security of women and girls through case study analysis

SCHOLARLY LEADERSHIP and EDITORIAL POSITIONS

International Association of Genocide Scholars: 1999 to Present

- President (elected), 2017-19 and 2019-21 terms
- Advisory Board (elected), 2007-09 and 2009-11 terms
- Resolutions Committee, 2023-25 term
- Co-organized all aspects of fully in-person 2023 biennial conference in Barcelona
 - 250 participants

Genocide Studies International, Co-Editor: April 2013 to Present

- <https://www.utpjournals.com/Genocide-Studies-International.html>

International Criminal Law Review, special issue: “Armenian Genocide Reparations,” 14:2 (2014): Guest Editor

Armenian Review, special issue: “The New Global Reparations Movement,” 53:1-4 (Spring-Winter 2012): Guest Editor

- Developed plan for special issue based on 2005 international conference on reparations I co-organized at Worcester State University

Genocide Studies and Prevention, Co-Editor: August 2007 to December 2012

SELECTED EVENT ORGANIZING

International Association of Genocide Scholars “Environmental Degradation and Mass Violence” Panel Series (virtual)

“Mass Media in Genocide Prevention: The Promise and Peril of the Digital Age” Virtual Discussion, December 9, 2020

“Black Lives Matter – for Armenians” Panel, Virtual, July 20, 2020

“Racial Injustice and Responsibility” Panel, Virtual, June 23, 2020

International Association of Genocide Scholars 14th Biennial Conference: American University of Phnom Penh, July 14-18, 2019

Centennial Committee of America, Eastern Region: “Responsibility 2015” global conference on genocide, Marriot Marquis Times Square, New York City, March 13-15, 2015

Worcester State University and Clark University: “Manufacturing Denial: The Assault on Scholarship and Truth” lecture and conference, October 24-25, 2014

Worcester State University: “Whose Debt? Whose Responsibility?” global symposium on reparations, December 10, 2005

PUBLICATIONS: BOOKS AND REPORT

Justice after Atrocity, co-edited with Chunhui Peng, in process

The United Nations Genocide Convention: An Introduction, co-authored with Samuel Totten (Toronto: University of Toronto Press, 2019)

Controversies in the Field of Genocide Studies, Vol. 11 of Genocide: A Critical Bibliographic Review book series, co-edited with Samuel Totten and Elisa von Joeden-Forgey (New York: Transaction Publishers, 2017)

Legal Avenues for Armenian Genocide Reparations, Editor, Vol. 8 of the Khatchig Babikian Literary Fund book series (Antelias, Lebanon: Armenian Catholicosate Printing House, 2015)

- Book publication of the *International Criminal Law Review* (14:2) special issue on “Armenian Genocide Reparations” (2015)

Resolution with Justice: Reparations for the Armenian Genocide – The Report of the Armenian Genocide Reparations Study Group, co-authored with Alfred de Zayas, Jermaine O. McCalpin, and Ara Papian, March 2015

- 150-page study of the legal, historical, political, and ethical dimensions of the issue of reparations for the 1915 Armenian Genocide
- www.armeniangenocidereparations.info

PUBLICATIONS: CHAPTERS AND ARTICLES

“Taner Akçam as Scholar-Activist and Armenian-Turkish Relations,” in *Documenting the Armenian Genocide: Essays in Honors of Taner Akçam*, edited by Thomas Kühne, Marc A. Mamigonian, and Mary Jane Rein, Palgrave Studies in the History of Genocide Book Series (Cham, Switzerland: Palgrave, 2024)

“The Ethics of Genocide Scholarship and New Trends in Rhetorical Manipulation in Genocide Studies,” special issue “In Honour of Dr. Herb Hirsch,” *Genocide Studies International* 14:1 (2022): 65-90

“Chapter 6: Consequences,” in Elisa von Joeden-Forgey, Editor, *A Cultural History of Genocide in the Era of Total War (1914-1945)*, Volume 5 of *A Cultural History of Genocide* book series, edited by Paul Bartrop (London: Bloomsbury, 2021)

“Chapter 1: Is Denial the Final Stage? Consolidation and the Metaphysical Dimensions of Denial,” in John Cox, Amal Khoury, and Sarah Minslow, Editors, *Denial: The Final Stage of Genocide* (Oxford: Routledge, 2021)

“Rape as a Tool of Genocide or Genocide as a Tool of Rape? Conceptual Distinctions and the Realities of Perpetration,” in Carol Rittner, Editor, *Women, the Holocaust, and Genocide: The Ethel LeFrak Holocaust Education Conference Proceedings* (Greensburg, PA: Seton Hill University, 2019)

“Denial: David Irving, and the Complexities of Representing a Holocaust Denier,” co-authored with Kirril Shields and Ted Nannicelli, *Genocide Studies and Prevention: An International Journal* 12:3 (2018)

“Genocide Structures the Very World We Live In,” in *Last Lectures on the Prevention and Intervention of Crimes against Humanity and Genocide*, edited by Samuel Totten (New York: Routledge, 2018)

“The Global Reparations Movement and Meaningful Resolution of the Armenian Genocide,” in *Opposing Viewpoints: Reparations* (Farmington Hills, MI: Greenhaven Publishing/Cengage-Gale, 2017)

- Chapter was originally published in the *Armenian Weekly Magazine* (April 2010)

“Against the Grain: Critical Reflections on the State and Future of Genocide Scholarship,” *Revista de Estudios sobre Genocidio* (“Journal of Genocide Studies”) 8:11 (2016)

- Spanish translation of the 2016 updated revision of 2012 article from *Genocide Studies and Prevention* 7:1

Chapter section essays on “Prevention and Justice” and “Schools, Colleges, and Universities,” in *Teaching about Rape in War and Genocide*, edited by Carol Rittner and John Roth (New York: Palgrave Macmillan, 2015)

“Out of the Shadow of War and Genocide,” in *Advancing Genocide Studies: Personal Accounts and Insights from Scholars in the Field*, edited by Samuel Totten (Piscataway, NJ: Transaction Publishers, 2015)

“The Victims’ Struggle,” *Politique Internationale*, special issue: “A Hundred Years Ago . . . the Armenian Genocide,” 147 (Spring 2015)

- Other contributors to the special issue include then-French President François Hollande
- Article published in both English and French (“Le Combat des Victimes”)

“Hoşgörüden eşitliğe: Türklerle Ermeniler arasındaki güç ilişkilerini bir sivil haklar modeli aracılığıyla değiştirmek” (“From Tolerance to Equality: Changing the Power Relations Between Turks and Armenians Through a Civil Rights Model”), *Kaldıraç* 164 (February 2015)

“Repairing the Irreparable: ‘Impossible’ Harms and the Complexities of ‘Justice,’” in *Prácticas Genocidas y Violencia Estatal: en Perspectiva Transdisciplinar* (San Carlos de Bariloche, Argentina: IIDyPCa-CONICET-UNRN, 2014),
http://iidypca.homestead.com/Prcticas_Genocidas_y_Violencia_Estatal_en_perspectiva_transdisciplinar.pdf

“Hell Is for Children: The Impact of Genocide on Young Armenians,” *Genocide: A Critical Bibliographic Review*, Vol. 10, *The Plight and Fate of Children Prior to, During, and Following Genocide*, edited by Samuel Totten (New Brunswick, NJ: Transaction Publishers, 2014)

“Reparations for Genocide: Group Harm and the Limits of Liberal Individualism,” *International Criminal Law Review*, special issue: “Armenian Genocide Reparations,” 14:2 (February 2014)

“Yüzyıl Türkiye’si İçin Ermeni Soykırımı Sorunu: Sorumluluk ve Çözümüne Yönelik Tazmin” (“The Challenge of the Armenian Genocide for 21st Century Turkey: Responsibility and Reparation Toward Resolution”), in Sait Çetinoğlu and Mahmut Konuk, *Öncesi ve Sonrası İle 1915: İnkâr ve Yüzleşme: İnkâr ve Yüzleşme Sempozyumu 24-25 Nisan 2010* (Ankara, Turkey: Ütopya Yayınevi, 2013)

“Shared Burdens and Perpetrator-Victim Group Conciliation,” in Bert Ingelaere, Stephen Parmentier, Jacques Haere, and Barbara Segaert, *Genocide, Risk and Resilience: An Interdisciplinary Approach*, “Rethinking Political Violence” book series (Basingstoke, Hampshire, UK: Palgrave Macmillan, 2013)

“Denial of Ongoing Atrocities as a Rationale for Not Attempting to Prevent or Intervene,” in *Genocide: A Critical Bibliographic Review*, Vol. 9, *Impediments to the Prevention and Intervention of Genocide*, edited by Samuel Totten (New Brunswick, NJ: Transaction Publishers, 2013)

“From Unfair to Shared Burden: The Armenian Genocide’s Outstanding Damage and the Complexities of Repair,” *Armenian Review*, special issue: “The Global Reparations Movement,” 53:1-4 (Spring-Winter 2012)

“From Dialogue to Repair: Resolving the ‘Armenian Question,’” *Armenian Review*, special issue: “The Global Reparations Movement,” 53:1-4 (Spring-Winter 2012)

“Genocide Prevention: Studies and Recommendations” (2012), “International Indifference to East Timor: U.S., British, and Australian Support of Indonesia” (2012), “Kurdistan and Genocide: Role of Turkish Policy Regarding Kurdish Statehood” (2012), “Recognition of the Armenian Genocide: Diplomacy and Denial: Reluctance to Recognize the Armenian Genocide” (2012), “UN Definition of Genocide: Definition of Genocide Still Viable?” (2012), and “Why Did It Take the United States 30 Years to Sign the 1948 UN Convention on Genocide” (2013), all in *Modern Genocide: Understanding Causes and Consequences* (Santa Barbara, CA: ABC-CLIO, 2012-13, <http://modern-genocide.abc-clio.com/>)

“Against the Grain: Critical Reflections on the State and Future of Genocide Scholarship,” *Genocide Studies and Prevention* 7:1 (Spring 2012)

- Published in the second special issue on the “State and Future of Genocide Studies”

“The Mass Atrocity Response Operation Handbook: New Possibilities or the Same Old Militarism,” *Genocide Studies and Prevention* 6:1 (Spring 2011)

“Genocidal Mutation and the Challenge of Definition,” *Metaphilosophy* 41:4 (July 2010)

“Rousseau, Plato, and Western Philosophy’s Anti-Genocidal Strain,” in *Metacide: In the Pursuit of Excellence*, Value Inquiry Book Series, Vol. 216, edited by James R. Watson (Amsterdam, the Netherlands: Rodopi, 2010)

“Genocide, Denial, and Domination: Armenian-Turkish Relations From Conflict Resolution to Just Transformation,” *Journal of African Conflicts and Peace Studies* 1:2 (September 2009)

“The Albright-Cohen Report: From Realpolitik Fantasy to Realist Ethics,” *Genocide Studies and Prevention* 4:2 (Summer 2009)

“Rethinking Dehumanization in Genocide,” in *The Armenian Genocide: Cultural and Ethical Legacies*, edited by Richard Hovannisian (New Brunswick, NJ: Transaction Publishers, 2007)

“An Analytical Typology of Arguments Denying Genocides and Related Mass Human Rights Violations” (*Comparative Genocide Studies* [University of Tokyo] Volume 1, 2004)

“Free Speech and Denial: The Case of the Armenian Genocide,” in *Looking Backward, Moving Forward: Confronting the Armenian Genocide*, edited by Richard G. Hovannisian (New Brunswick, NJ: Transaction Publishers, 2003)

- Summarized and discussed in Facing History and Ourselves’ resource book, *Crimes Against Humanity and Civilization: The Genocide of the Armenians* (Facing History and Ourselves Foundation, 2004), pp. 177-79

“Universal Social Theory and the Denial of Genocide: Norman Itzkowitz Revisited,” *Journal of Genocide Research* 3:2 (June 2001)

- Reprinted in *Defining the Horrific: Readings on Genocide and Holocaust in the Twentieth Century*, edited by William L. Hewitt (Pearson-Prentice Hall, 2004)

RECENT AND SELECTED INVITED LECTURES, KEYNOTE ADDRESSES, AND PANEL PRESENTATIONS

Invited Presentation

“The Destruction of Artsakh and the 130-Year Genocide”

“Continuation of Genocide: The Armenian Struggle” Panel

Armenian National Committee – Eastern Region

Brown University

May 2, 2024

Invited Presentation

“Unpacking the Armenian Government’s Minimization of Genocide: Risks and Responses”
Panel

National Association for Armenian Studies and Research and Institute for Security Analysis
Virtual

May 1, 2024

Invited Presentation

Armenian Genocide Commemoration

St. Sarkis Armenian Apostolic Church

Douglaston, NY

April 28, 2024

“Nationalism, Anti-Nationalism, and the Survival of Genocide Victim Groups”

“Exclusionary Nationalism and Identity Formation” Panel (April 17)

Genocide Awareness Week

Arizona State University

April 16-18, 2024

Invited Participant

“The Making of *Aurora’s Sunrise*” Panel (April 8)

Genocide Awareness Symposium

Texas State University

April 1-12, 2024

Invited Presentation

“Imaginary and Fabricated Genocides”

Genocide Awareness Symposium (April 8)

Texas State University

April 1-12, 2024

Invited Discussant

“Armenian Genocide Research: Documentation, Denial, and Recognition” Panel
Remembering Richard G. Hovannisian: Looking Back, Moving Forward
Promise Armenian Institute
University of California at Los Angeles
April 6, 2024

Invited Presentation

“When Genocide Is Global: The Armenian Case” Panel
Lemkin Institute for Genocide Prevention
Virtual
March 22, 2024

Invited Presentation

“Self-Determination as Genocide Prevention” (March 21)
“Discrimination, Genocide and Ethnic Cleansing in Nagorno-Karabakh” Working Symposium
Center for Holocaust and Genocide Studies
University of Minnesota
March 21-22, 2024

Invited Presentation

“Breaking Borders: The Ethnic Cleansing of Artsakh/Nagorno-Karabakh” Panel
Armenian Cultural Association of Maine
University of Southern Maine
December 6, 2023

Invited Presentation

“Words and Discourse” Session
“Artsakh: Loss, Trauma, and Restoration” Symposium
The Armenian Center at Columbia University, Columbia School of Social Work, Columbia
Middle Eastern, South Asian, and African Studies Department, Columbia Institute for the Study
of Human Rights, and the National Association for Armenian Studies and Research
Columbia University
November 11, 2023

Featured Speaker

“The Artsakh Crisis: Scholarly Ethics, Activism, and Genocide”
Annual Assembly of Members
National Association for Armenian Studies and Research
Belmont, MA
November 4, 2023

Invited Presentation

“The Blockade of the Lachin Corridor and the Conquest of Nagorno-Karabakh” Panel

National Association for Armenian Studies and Research/Calouste Gulbenkian Foundation
Series on Contemporary Armenian Issues, the International Institute for Genocide and Human
Rights Studies (A Division of the Zoryan Institute), and *Genocide Studies International*
Virtual
October 24, 2023

Invited Lecture
“The Failure to Repair and the Persistence of Genocide”
Monroe Center for Social Inquiry
Pitzer College
September 19, 2023

Invited Presentation
“Treaty of Lausanne Centennial Panel Discussion”
Summer Roundtable Series
Green School of International and Public Affairs
Florida International University
Virtual
July 24, 2023

Invited Presentation
“Impossible Harms: The Challenge of Repairing Key Impacts of Genocide on Children” (May
13, delivered virtually)
“Child and Nation: Forcible Child Transfer and the Genocide Convention Through Historical
and Contemporary Lenses” International Conference
Armenian Genocide Museum Institute
Yerevan, Armenia
May 13-15, 2023

Invited Presentation
“Prevention of Atrocity Crimes in the Digital Era” Panel
Permanent Mission of Armenia to the United Nations
United Nations Headquarters
New York, NY
April 28, 2023

Invited Presentation
“Genocide, Human Rights Law, and Justice: Lessons from the Armenian Case” Panel
New Jersey Institute for Continuing Legal Education
Virtual
April 25, 2023

Invited Presentation
“The Blockade of Artsakh and Global Indifference” Panel

National Association for Armenian Studies and Research/Calouste Gulbenkian Foundation
Series on Contemporary Armenian Issues, the Mashtots Chair in Armenian Studies at Harvard
University, and the Society for Armenian Studies

Virtual

January 21, 2023

Invited Presentation

“Remembrance and Education as Powerful Tools for Prevention: Drawing Lessons to Address
Challenges” Panel

Permanent Mission of Armenia

United Nations Headquarters

New York, NY

December 9, 2019

“Legacies of Lemkin: The Consequences of Genocide and Opportunities for Prevention”

Inaugural Lecture (Invitation from Member of Congress Adm Schiff)

Raphael Lemkin Policy Series: Raising Genocide Awareness in the 21st Century

Rayburn House Office Building Room 2123

Capitol Hill

US Congress

February 27, 2019

Third Global Forum Against the Crime of Genocide

Invited presentation (December 10)

Foreign Ministry of the Republic of Armenia, with support from the United Nations Special
Adviser of the Secretary General on the Prevention of Genocide and in coordination with the
International Association of Genocide Scholars

Yerevan, Armenia

December 9-11, 2018

“The Universality of Translating Reparations for Mass Violence”

Invited presentation

“An Evening with Alejandra Patricia Karamanian and Henry C. Theriault”

Worcester State University

October 30, 2017

“Setting the Agenda: Genocide Studies Today and the Place of the Armenian Genocide”

Invited discussion

National Association for Armenian Studies and Research

Belmont, MA

September 21, 2017

“A Film and Its Limits”

Invited presentation (July 12)

“*Denial*: David Irving and the Complexities of Representing a Holocaust Denier” Panel

13th Biennial Conference

International Association of Genocide Scholars
University of Queensland
July 9-13, 2017

“Genocide and International Law” panel presentation
Third Convention of European Armenians
European Parliament
Brussels, Belgium
October 15, 2013

Keynote Speaker
United States Congressional Caucus on Armenian Issues’ Armenian Genocide Observance
Cannon Caucus Room
Capitol Hill
April 22, 2009

- Other participants included then-Speaker of the House Nancy Pelosi, Representative Frank Pallone (NJ), then-Representative Mark Kirk (IL), and Representative James P. McGovern (MA)

RECENT CONFERENCE PAPERS AND PANELS

“Genocidal Repetition and the Vulnerability of Targeted Groups”
Paper
International Network of Genocide Scholars 9th International Conference (June 25)
Dornsife Center for Advanced Genocide Research
University of Southern California
June 22-26, 2024

“Genocidal Intensity, Repetition, and Interdiction: A New Understanding of Time and Repair”
“The Impact of Genocide on Society and Time” Panel (July 14)
International Association of Genocide Scholars 16th Biennial Conference
Faculty of Law
University of Barcelona
July 10-14, 2023

“Is Democracy a Risk Factor for Genocide?”
“Preventing Genocide” Panel (July 13)
International Association of Genocide Scholars 16th Biennial Conference
Faculty of Law
University of Barcelona
July 10-14, 2023

SELECTED MEDIA INTERVIEWS AND APPEARANCES

Video Interview

“Growing Fears of Genocide in Nagorno-Karabakh”

Your Morning

CTV Television Network (Canada)

September 28, 2023

<https://www.youtube.com/watch?v=yeNwKNh63N4>

Interviewed in “Völkermord könnte für Türkei teuer werden”

Jürg Steiner

Berner Zeitung

Bern, Switzerland

April 24, 2015

<http://www.bernerzeitung.ch/ausland/naher-osten-und-afrika/Voelkermord-koennte-fuer-Tuerkei-teuer-werden/story/21222044>

Quoted in “Armenian Groups Are Increasingly Focused on Reparations for Genocide”

Rick Gladstone

The New York Times Online

April 23, 2015

http://www.nytimes.com/2015/04/24/world/europe/turkey-fear-of-reparations-possibly-in-many-billions-is-a-factor-in-armenian-genocide-denials.html?_r=0

(Alternate version published as “Activist Groups Are Increasingly Focused on Reparations for Genocide,” in *The New York Times* New York Edition, April 24, 2015, Page A8)

“Dan Yorke State of Mind” Program

Full show on the Armenian Genocide

myRITV (WPRI)

Providence, RI

April 17, 2015

Interview on current issues regarding the Armenian Genocide

“Armenian Program”

SBS Radio

Melbourne, Victoria

Australia

April 27, 2012

Interview on reparations for genocide

WBAI 99.5 FM (Pacifica Radio)

New York, NY

April 24, 2012

Interviewed in “Armenians to Commemorate Genocide”

Rhonda Stewart

Boston Globe

April 11, 2004

“The Public Eye”

Panel discussion on hate crimes in reference to anti-Semitic vandalism in Worcester
WICN 90.5 FM (National Public Radio)
Worcester, MA
June 21, 2002

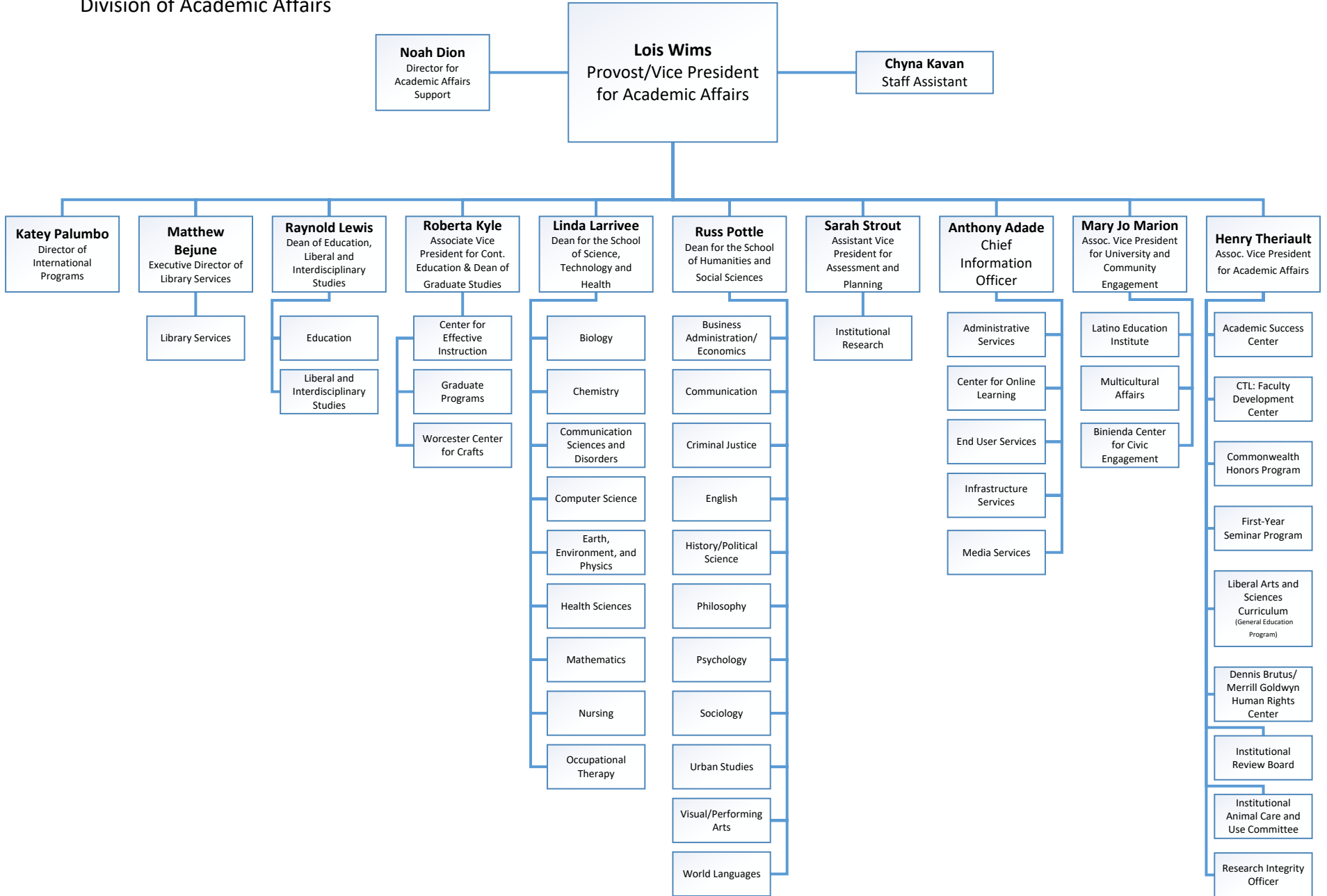
“Democracy in Crisis”

Guest expert on genocide issues
Queens Public Television
Queens, NY
February 11, 2000

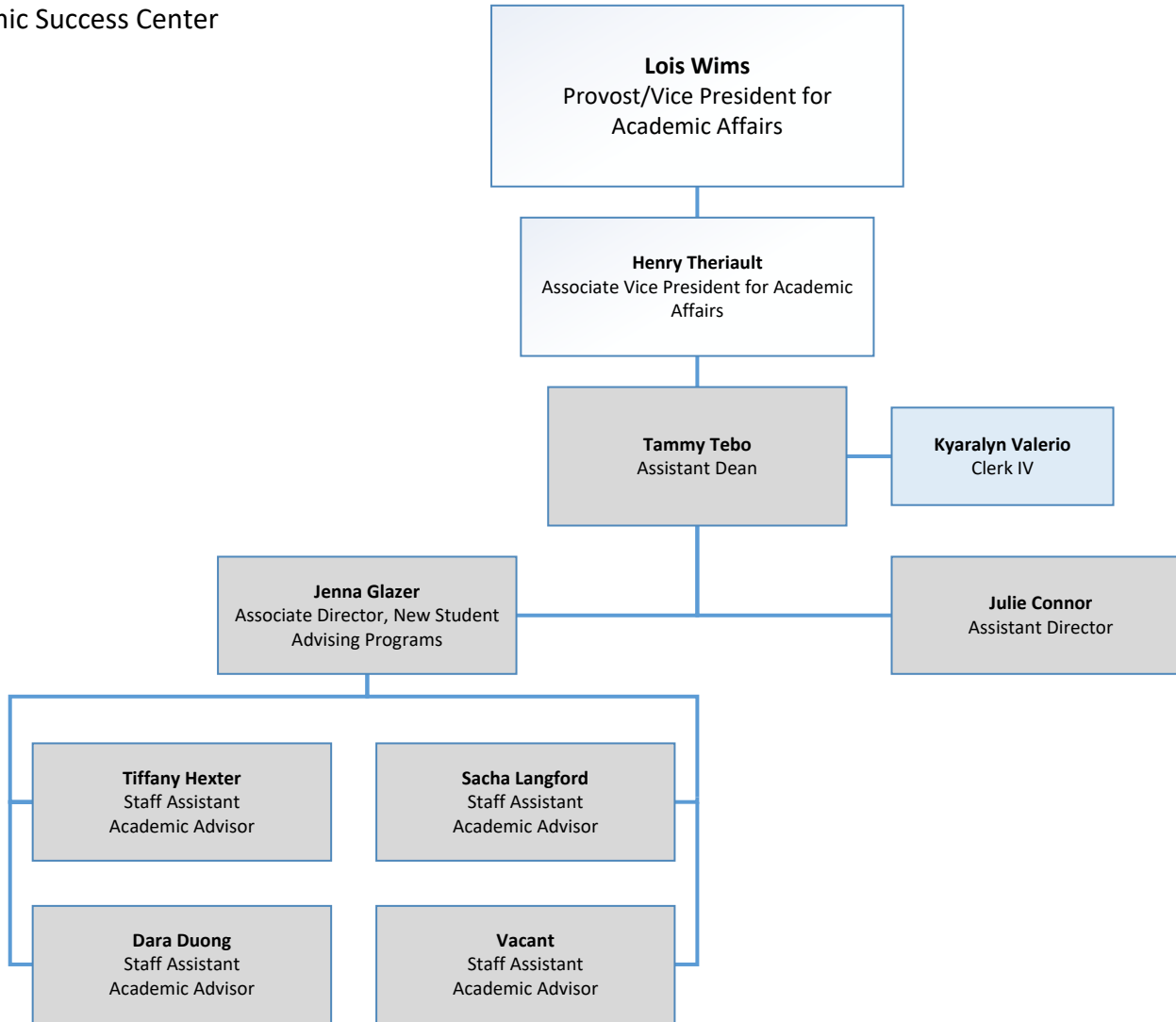
“Here and Now”

Interview segment on the Armenian Genocide, its denial, and their relevance to Kosovo
WBUR 90.9 FM (National Public Radio)
Boston, MA
April 23, 1999

Worcester State University
Division of Academic Affairs



Worcester State University
Division of Academic Affairs
Academic Success Center



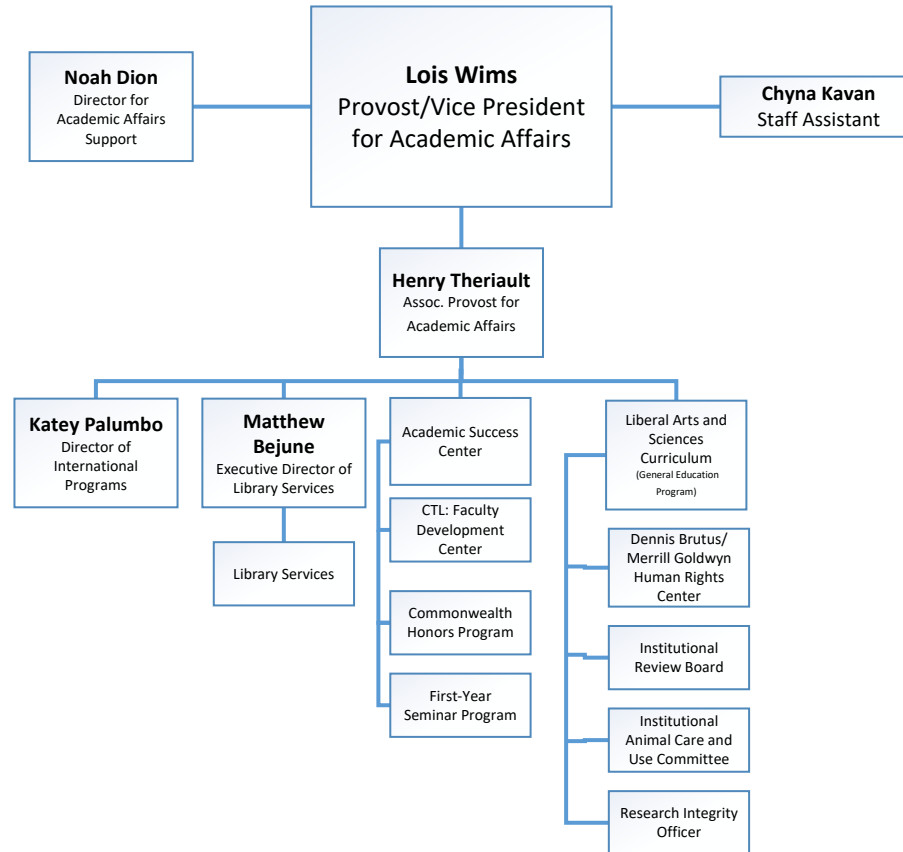
MSCA

Non-Unit Professional

APA

Classified

Worcester State University
Division of Academic Affairs



WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
Nominating Committee Meeting

Tuesday, May 14, 2024

10:00 AM

REMOTE PARTICIPATION

Join Zoom Meeting

<https://worcester.zoom.us/j/97420973629>

Meeting ID: 974 2097 3629

Meeting Called By: Marina Taylor (Chair)

Minutes: Nikki Kapurch

Board Members: Marina Taylor; Lisa Colombo; Lawrence Sasso

WSU Staff: Nikki Kapurch

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

AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> a. Call to Order	Marina Taylor	
2. <i>Nominating Committee Report</i> a. <i>Present Slate Of Officers - 2023-2024*</i> b. <i>Present Trustees- Expiration Of Terms*</i> c. <i>Current Bylaws*</i>	Marina Taylor	Recommendation to the Full Board - 1 vote required a. Informational b. Informational c. Informational
3. <i>Adjournment</i>	Marina Taylor	3. vote required

*Attachments

Board of Trustees - Slate of Officers

POSITION:	CURRENT 2023/2024 (Elected 6-13-2023)	NEW SLATE 2024/2025
CHAIR	Trustee Marina Taylor	
(2) VICE-CHAIRS	Trustee Lisa Colombo Trustee Lawrence Sasso	
SECRETARY	President Barry Maloney	
ASSISTANT SECRETARY	Nikki Kapurch	
(2) FOUNDATION BOARD	Trustee Dina Nichols Trustee Maureen Power	
EXECUTIVE COMMITTEE: ALTERNATE	Trustee Karen LaFond Trustee Dina Nichols	
MA STATE COLLEGES PRESIDENTS/TRUSTEES ASSOCIATION (<i>CHAIR</i>) ALTERNATE (<i>VICE-CHAIRS AS ALTERNATE</i>)	Trustee Marina Taylor Trustee Lisa Colombo Trustee Lawrence Sasso	

WSU BOARD OF TRUSTEES

List of WSU Board of Trustees members and the dates appointed (when membership started) and their terms of office.

BOT Members	Appointment Date	Expiration of Term	Eligible for Reappointment
Colombo, Lisa (appointed alum)	<u>First Term</u> August 31, 2017 <u>Second Term</u>	<u>First Term</u> March 1, 2022 <u>Second Term</u> March 1, 2027	Not Eligible
LaFond, Karen	<u>First Term</u> November 15, 2015	<u>First Term</u> March 1, 2020 <u>Second Term</u> March 1, 2025	Not Eligible
Power, Maureen	<u>First Term</u> Official: August 1, 2022 Appointed: January 3, 2023	<u>First Term</u> July 31, 2027	Eligible
Mosley, William	<u>First Term</u> October 9, 2019	<u>First Term</u> March 1, 2024	Not Eligible (not interested in the second term)
Nichols, Dina	<u>First Term</u> December 29, 2015 <u>Second Term</u> July 24, 2020	<u>First Term</u> March 1, 2020 <u>Second Term</u> March 1, 2025	Not Eligible
Peterson, Amy (elected alum)	<u>First Term (Alumni Elected)</u> July 1, 2022	<u>First Term</u> June 30, 2027	Eligible
Schott, Kaitlin	<u>First Term (Student Elected)</u> July 1, 2023	<u>First Term</u> June 30, 2024	Anticipated year of graduation
Taylor, Marina	<u>First Term</u> November 15, 2015	<u>First Term</u> March 1, 2020 <u>Second Term</u> March 1, 2025	Not Eligible
Tuttle, David	<u>First Term</u> June 30, 2016 <u>Second Term</u> March 26, 2021	<u>First Term</u> March 1, 2021 <u>Second Term</u> March 1, 2026	Not Eligible
Sasso, Lawrence	<u>First Term</u> January 22, 2021	<u>First Term</u> March 1, 2025	Eligible

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
BY-LAWS

Updated 1/19/2021

PREAMBLE: Worcester State University is a public university in the system of public institutions of higher education in Massachusetts. The University is governed by an eleven-member Board of Trustees. These By-Laws shall govern the proceedings and acts of the Board of Trustees of Worcester State University.

ARTICLE I. ORGANIZATION AND OFFICERS OF THE BOARD OF TRUSTEES

SECTION 1. COMPOSITION AND FUNCTIONS OF THE BOARD. The composition, functions, duties, powers, and responsibilities of the Board of Trustees, its committees, or subcommittees, shall be as provided and authorized by the laws General Laws of the Commonwealth as in effect, and by such rules, regulations, policies, or guidelines as the Board of Higher Education may, from time to time, adopt amend or repeal for the management, control, administration, or regulation of the system of public institutions of higher education, or any part thereof.

SECTION 2. OFFICERS OF THE BOARD. The officers shall consist of a Chair, two Vice-Chairs, a Secretary, and an Assistant Secretary, all of whom shall be elected at the annual meeting of the Board.

The Chair and Vice-Chairs of the Board shall be Trustees.

The Officers shall serve until their successors have been elected and sworn to the duties of their respective offices.

SECTION 3. THE CHAIR OF THE BOARD OF TRUSTEES. The Chair of the Board of Trustees shall have the following powers and duties:

- (a) To preside at all meetings of the Board of Trustees at which he/she is present.
- (b) To call special meetings of the Board of Trustees.
- (c) To serve ex officio, with voting power, as a member of all standing committees of the Board of Trustees.
- (d) To appoint standing committees, a nominating committee, and other special committees or task forces of the Board of Trustees and Chair thereof.
- (e) To appoint successor members and chairs of standing committees, other than the Executive Committee, in the event that for any reason a vacancy occurs in any such office. A successor so appointed shall serve until the next annual meeting of the Board of Trustees.

- (f) To appoint substitute members and chairs of standing committees, other than the Executive Committee, in the event that any such member or chair thereof declares an inability to serve for any period. A substitute so appointed shall serve during such inability.
- (g) To designate a minimum of two Trustees as members of standing committees, other than the Executive Committee. In the event of an increase in the number of Trustees appointed to the Board, the number of members of such committees shall be enlarged by such appointment. A member so appointed shall serve until the next annual meeting of the Board of Trustees.

SECTION 4. THE VICE CHAIRS OF THE BOARD OF TRUSTEES. The Vice-Chairs of the Board of Trustees shall have the following powers and duties:

- (a) To perform the duties of the Chair of the Board of Trustees at the Chair's request or in the case of absence or incapacity of the Chair. In the absence of the Chair and the Vice-Chair, the Board of Trustees shall elect a Chair Pro Tempore.

SECTION 5. THE SECRETARY. The secretary shall have the following duties:

- (a) To give written notice of all regular and special meetings of the Board of Trustees and of standing and special committees thereof. And to compile and distribute agendas therefor.
- (b) To record the proceedings and to prepare minutes of the meetings of the Board of Trustees, and of standing and special committees thereof.
- (c) To preserve all documents, papers, and records of the Board of Trustees determined by the Board to be a part of its official records or necessary to the performance of its duties.
- (d) To conduct correspondence as directed by the Board of Trustees and to certify official documents and proceedings.
- (e) To perform duties, not inconsistent with those prescribed by these Bylaws or by the Board of Trustees as prescribed from time to time by the Chair of the Board of Trustees.
- (f) To serve as Parliamentarian of the Board of Trustees.

SECTION 6. THE ASSISTANT SECRETARY. The Assistant Secretary shall perform the duties of the Secretary in the event of his absence or illness and assist in the preparation and conduct of general Trustee business under the direction of the Secretary.

ARTICLE II. ROLE OF THE BOARD. The Board shall be responsible to execute all of its duties and functions as mandated by Chapter 15A of the General Laws of the Commonwealth, any other provision of applicable law, and by its own bylaws. The key responsibilities of the Board shall include:

- (a) To appoint, support, and assess the performance of the President;
- (b) To provide guidance, direction, feedback, approve and assess the overall mission and strategic direction of the University in the long-range;

- (c) To provide guidance, direction, feedback to major initiatives of the University and to approve new academic programs;
- (d) To ensure adequate financial resources and financial management of the University;
- (e) To preserve the institutional autonomy, represent the University to the community and the community to the University;
- (f) To periodically review and provide guidance to the president on major issues facing the University.
- (g) To develop and submit to the Secretary and the Council a mission statement for the University. *(Secretary would be Commissioner and Council refers to the former Higher Education Coordinating Council which is now the Department of Higher Education.)*

The Board places responsibility on the President, as its Chief Executive Officer, to act with administrative authority on all matters pertaining to the conduct of the University business.

For the purpose of executing its fiduciary and statutory responsibilities, as mandated through its bylaws, BHE policies, and procedure guidelines, the full Board may delegate to the appropriate committee(s) the responsibility and authority to deliberate an action agenda as presented to it by the President. The appropriate Vice President shall serve as a resource person to Committee Chairs in providing detailed data and information on agenda items under consideration. Positive or negative recommendations of committees shall be forwarded to the full Board.

ARTICLE III. MEETINGS OF THE BOARD

SECTION 1. ANNUAL MEETING: Annual Meetings of the Board of Trustees shall be held at the last scheduled Board Meeting during which the Board will elect officers, adopt its organizational issues, establish standing committees and meeting schedules.

REGULAR MEETINGS: The Board shall conduct its regular meetings through bi-monthly sessions and meet at least five times a year or more as necessary.

SECTION 2. SPECIAL MEETINGS: Special Meetings of the Board of Trustees may be held at any time and place within the Commonwealth when called by the Chair of the Board of Trustees or the President of the University or by three Trustees in writing given to the Secretary specifying the purpose(s) of said meeting. The time and place of such meeting shall be fixed by the Chair of the Board of Trustees, except for those called by three or more Trustees, who shall have the right to fix the time and place of said meeting. Written notice of such meetings shall be sent to each Trustee by mail at least three days prior to the date fixed for said meeting, which notices shall state the time, place, and the purpose(s) for which it has been called; provided, that no notice need be given to any Trustee who waives the same by a written waiver executed before or after the meeting. Each such waiver shall be filed with the records of the meeting.

SECTION 3. NOTICE OF REGULAR MEETING; WAIVER. Written notice of each regular meeting of the Board of Trustees shall be sent to each trustee by mail at least seven days prior to the date fixed for said meeting, which notices shall state the time and place thereof; provided, that no notice need be given to any trustee who waives the same by a written waiver executed before or after the meeting. Each such waiver shall be filed with the records of the meeting.

SECTION 4. AGENDA OF REGULAR BOARD MEETINGS. A written agenda of matters to be considered at each regular meeting of the Board of Trustees shall be sent to each Trustee by mail at least five days prior to the date dived for said meetings. Items to be included in the agenda for a regular meeting shall be submitted to the Secretary in writing by (a) recommendation of a standing or other committees of the Board of Trustees, (b) the Chair of the Board of Trustees, or (c) the President of the University, and any Trustee upon the majority vote of said Board shall be entitled to present matters to the Board of Trustees for its consideration without prior reference to a committee.

The focus of the Board should be on a format structured around issues and operating results rather than a series of individual reports. The structured areas to be considered on a regular basis include:

- Review and discussion of major policies or issues and formal adoption of such programs.
- Review and status of previously implemented policies and initiatives.
- An operational report concerning the current status of the programs and the finance of the University.
- Review of administrative matters requiring Board approval.
- Review and discuss the furtherance of diversity, equity, and inclusion.

At least one meeting a year would be devoted to a strategic review which can be used as the benchmark for discussions for the remainder of the year.

SECTION 5. QUORUM. The number of Trustees necessary to constitute a quorum for the transaction of business shall be a majority of members (Trustees) then in office, but a lesser number may adjourn any meeting from time to time, and such meetings may be held as adjourned without further notice. When a quorum is present at any meeting, a majority of the Trustees present may take action on behalf of the Trustees unless a larger number is required by other provisions of these Bylaws. By a vote of a majority of a quorum of Trustees present, any meeting may be recessed.

ARTICLE IV. COMMITTEES OF THE BOARD OF TRUSTEES

SECTION I. STANDING COMMITTEES. There shall be five standing committees of the Board as follows: (a) Executive Committee; (B) Committee on Finance and Facilities; (c) Committee on Academic and Student Development; (d) Committee on Human Resources; (e) Committee on Planning and Development.

SECTION 2. NOMINATING AND SPECIAL COMMITTEES OR TASK FORCES. Nominating and Special Committees or task forces for any purpose may be appointed by the Chair.

SECTION 3: MEMBERS OF STANDING COMMITTEES. The Chair of the Board of Trustees at the annual meeting shall fix the number and appoint the Chair and the members of each standing committee other than the Executive Committee provided that each standing shall have no fewer than two members. The Chair of the Board of Trustees, with voting power, and the President of the University, without voting power, shall be members ex officio of each standing committee.

SECTION 4. COMMITTEE MEETINGS. Committee meetings may be held at any time and place when called but the Chair of the committee, the Chair of the Board of Trustees, the President of the University, or a majority of members of the committee. The Secretary shall send a written notice of the time and place of the meeting by mail to each member and any special member of such committee at least five days prior to such meeting. Notice need not be given to any member or special member who waives such notice in writing before or after the meeting, or who attends the meeting. Should any matter be an appropriate subject for consideration by more than one committee, the Chair after consultation with the respective chairs of said committees shall determine to which committee or committees the matter shall be referred, and whether a joint committee meeting shall be held.

As a principle, the quorum for a meeting shall be determined by the presence of a majority of members on a standing committee. The chair of the committee may, from time to time, invite students, faculty, administrators, alumni, and others to participate in committee meetings in seeking their advice.

Any member of the Board other than those as bonafide members of the committee may attend and participate in committee discussions but without voting power.

SECTION 5. AGENDA OF COMMITTEES OF THE BOARD. A written agenda of matters to be considered at each meeting of a committee of the Board of Trustees shall be sent to each committee member as early as possible in advance of the meeting. Copies of committee agendas will be sent to all trustees for their information as will minutes of committee meetings. Items to be included on committee agendas shall be submitted to the Secretary in writing by:

- (a) The President of the University, or
- (b) Any Trustee.

SECTION 6. THE EXECUTIVE COMMITTEE. 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:

- (a) 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.
- (b) 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.
- (c) To recommend honorary degree candidates for approval by the Board of Trustees.
- (d) 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.
- (e) To consider, propose, and recommend to the Board of Trustees the adoption, amendment, or revisions of rules and regulations for the governance of the Board of Trustees and the University, its administration, faculty, staff, students, and activities.
- (f) 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.
- (g) To consider the furtherance of governance, legislative, and public relations policy interests of the Board of Trustees and of the University and to make recommendations to the Board of Trustees with respect thereto.
- (h) To consider recommendations regarding relationships between the university and its alumni bodies and other groups having or desiring a special relationship to the University, and to make recommendations to the Board of Trustees with respect thereto.
- (i) To consider recommendations of the President of the University with respect to programs concerning the various constituencies of the university and to make recommendations to the Board of Trustees with respect thereto.
- (j) To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.

SECTION 7. THE COMMITTEE ON ACADEMIC AND STUDENT DEVELOPMENT.

The committee on Academic and Student Involvement shall have the following powers and duties:

- (a) To consider all matters related to academic affairs.
- (b) 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.
- (c) 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.
- (d) To consider all matters related to Student Development.

- (e) 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.
- (f) 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.
- (g) To advise the President on any matter within the scope of the committee's duties.
- (h) To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.

SECTION 8. THE COMMITTEE ON FINANCE AND FACILITIES. The committee on Finance and Facilities shall have the following powers and duties:

- (a) To consider all matters related to administration and finance.
- (b) 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.
- (c) To review proposals for the transfer of funds between subsidiary accounts, and to make recommendations to the Board of Trustees with respect thereto.
- (d) 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.
- (e) 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.
- (f) To consider the fidelity and performance bonding of the University personnel and to report thereon, and to make recommendations to the Board of Trustees with respect thereto.
- (g) 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.
- (h) 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.
- (i) To consider and make recommendations to the Board of Trustees with respect to design plans, bid taking, and other building project matters, contracts, and combinations 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.

- (j) To inspect University lands and buildings as required; to consider the acceptance of completed construction, and to make recommendations to the Board of Trustees with respect thereto.
- (k) 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.
- (l) 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.
- (m) To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.

SECTION 9. THE COMMITTEE ON HUMAN RESOURCES. The committee on Human Resources shall have the following powers and duties:

- (a) To consider all matters related to personnel.
- (b) 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.
- (c) To consider policies on personnel staffing patterns and to make recommendations to the Board of Trustees with respect thereto.
- (d) To consider recommendations from the President on the appointment, change in status, or termination of University personnel and to make recommendations to the Board of Trustees with respect thereto.
- (e) To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.

SECTION 10. THE COMMITTEE ON PLANNING AND DEVELOPMENT. 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 trustee named by the Chair of the Board. The Committee on Planning and Development shall have the following powers and duties:

- (a) Consider matters relating to long-range development quality enhancement and growth of the University.
- (b) Consider strategic plans to achieve key mission initiatives including but not limited to:
 - (i) Academic programs
 - (ii) Student life development
 - (iii) Support services
 - (iv) Financial, human, physical, and capital resource development
 - (v) External community relations,
 - (vi) Alumni relations
 - (vii) Governmental relations

- (c) Consider such joint projects which may be appropriate with the Worcester State Foundation.
- (d) To review 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.
- (e) To consider the furtherance of diversity, equity, and inclusion and make recommendations to the Board of Trustees with respect thereto.

ARTICLE 11 MISCELLANEOUS

SECTION 1. THE SEAL OF THE UNIVERSITY. The Common Seal of Worcester State University and of the Board of Trustees shall consist of a circle in which the latitudinal and longitudinal lines of the Earth are inscribed over which the outline of the Commonwealth of Massachusetts is superimposed. An open book and a twig with three leaves is within the outline. Two rings circle the representation of the earth. The words “Worcester State University 1874” are formed around the outer ring and another ring circles outside these words. The border of the seal is formed by a twelve pointed scallop that encloses it.

The Earth is used as a background to show the universality of education.

The Commonwealth of Massachusetts is superimposed on the Earth to show its relationships and contributions to the word of which it is a part.

The book, representing knowledge, is placed on the Commonwealth of Massachusetts where the City of Worcester would be located, and thereby indicates the placement of the University within the city and the state.

The leaves symbolize the living, growing nature of the university and the process of education of which it is a part.

SECTION 12. AMENDMENT, REVISION OR REPEAL OF BYLAWS. These Bylaws may be amended, revised, or repealed by vote of a two-thirds majority of the entire number of Trustees at any meeting of the Board of Trustees; provided, however, that the text of any amendment, revision, or repeal as originally proposed shall be sent to the Trustees at least thirty days before the meeting.

SECTION 13. PARLIAMENTARY PROCEDURE. Roberts Rules of Order shall be a guide in conducting the meeting of the Board of Trustees unless otherwise provided by the Board.

**WSU BOARD OF TRUSTEES
2024-2025 OFFICERS**

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

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
Meeting Schedule
FY 2024-2025

FULL BOARD MEETING

Tuesday, October 22, 2024
Tuesday, November 26, 2024
Tuesday, January 14, 2025
Tuesday, March 04, 2025
Tuesday, April 08, 2025
Tuesday, June 10, 2025

Subcommittee meetings will be scheduled as needed.

President's Update

June 2024

President's Message



This issue of the Update compiles this past year's highlights, as submitted by each area vice president. These are all the more remarkable, having been achieved during such an unsettled time.

At the beginning of September, we welcomed a new first-year class that tied for the largest ever, and we held uplifting State of the University and Unity Day events in late

September. Yet sadly, like so many other institutions in society today, in late October, the University was forced to deal with gun violence on campus, from those unrelated to the campus community. I was proud of the staff – in the University Police and Residence Life departments, especially – who performed their duties throughout that trying weekend. That we were able to return to classes that Tuesday left me thankful for our many dedicated faculty and staff.

A crisis of a different sort confronted us, and all of higher education, this spring, with federal delays in the FAFSA process. Our enrollment management division sprang into action – with cross-campus assistance – to ensure this wouldn't put us at a competitive disadvantage. They expanded contacts with admitted students and their families via text and email; extended our admissions deposit deadline out to June 1; created a new web page dedicated to FAFSA delay information; expanded temporary resources within the financial aid office; and invested in new auto-packaging functions so that as soon as the federal government sent us FAFSA data, we would be able to generate aid award letters/emails.

Meanwhile, we carried out the day-to-day functions of a mid-sized university in the city of Worcester. On May 17, we hosted the largest number of graduate students ever – along with many of their closest friends and family – for the hooding ceremony in Sullivan Auditorium, and the next day, nearly 1,000 of our undergraduates commenced. The majority of that graduating class took the brave step of enrolling in college during the height of the pandemic, prior to the rollout of the first vaccines, in Fall 2020. I'm reminded that this generation is more resilient than others say they are, and that our Lancer community rises to the challenges that come before us, time and time again.



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PRESIDENT'S OFFICE

Worcester State University
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www.worcester.edu



Academic Excellence and Student Success

Worcester State's Department of Visual and Performing Arts (VPA) collaborated with community partner [Music Worcester](#) to organize two compelling musical events this past academic year. The first event, "Bridges Between: Creating Music Across Cultures," featured world-renowned composer [Reena Esmail](#), who works between the worlds of Indian and Western classical music, and MacArthur Foundation Genius Grant awardee and violinist [Vijay Gupta](#), founder and Artistic Director of Street Symphony and co-founder of the Skid Row Arts Alliance. The program, open to both the academic and local communities, aimed to foster meaningful connections across cultures through the acts of "telling and listening." The second event featured a reading and discussion with [Mrs. Annye Anderson, step-sister of legendary musician Robert Johnson](#), who shared memories and insights from her book "Brother Robert: Growing Up with Robert Johnson," alongside acclaimed vocalist and guitarist Tim Eriksen. Mrs. Anderson, now 97 years old, recalled pivotal family moments and treasured memories of her early years with the influential blues musician, dispelling inaccuracies and shedding light on Johnson's life and musical talents beyond the blues genre.

Over the past two years, three Computer Science (CS) faculty members, Drs. Karl Wurst, Nada Alsallami, and Ali Al-Faris, participated in Duke University's "[Cultural Competence in Computing \(3C\) Fellows Program](#)." This two-year, cohort-based, virtual professional development program helps computing faculty learn about social science topics such as identity, intersectionality, racism, bias, and discrimination, and how these topics appear in academic environments and technologies. During their second year in the program (2023-2024), the CS faculty members developed and implemented projects promoting diversity, inclusion, and equity (DIE) in their courses. Dr. Wurst designed an activity for CS-348 Software Process Management to help students write documentation using inclusive language, which involved using a tool to check for non-inclusive language and rewriting the text. Dr. Ali Al-Faris created a three-part activity for CS-193 First-Year Seminar: Game Design, which included discussing DEI in games based on published studies, having students review and present on DEI principles in games of their choice, and engaging in classroom discussions and suggestions for improving DEI in various games. These efforts showcase the CS faculty's dedication to incorporating DIE principles into the curriculum and creating an inclusive learning environment for students.



Worcester State University's Department of Earth, Environment, and Physics (DEEP) hosted a highly successful [solar eclipse viewing party](#) on April 8th, 2024, organized by Drs. Nabin Malakar, Dr. Maxim Lavrentovich, and Ms. Alyssa Hammond. The event, which took place between the Ghosh Science & Technology Center and the Wellness Center, featured the distribution of 450 pairs of solar glasses and the deployment of four telescopes with solar filters. DEEP students assisted with the telescopes, glasses distribution, and answering questions from attendees. Concurrently, Chemistry faculty hosted a [reverse tie dye activity](#), while nine students accompanied Dr. Andrew Burkhardt and Adjunct Professor Robert Kolesnik on a trip to West Burke, Vermont, as part of PY250 Observational Astronomy. The students, trained on operating telescopes throughout the semester, used the historic Blumsack collection recently loaned to Worcester State and restored by Professor Kolesnik and the Aldrich Astronomical Society. The eclipse event coincided with the growing popularity of physics and astronomy on campus, evident from the university's new Astronomy minor and the quadrupling of Physics minors since the program review in 2020.

Worcester State has emerged as a leader in [Early College](#) education in the Commonwealth as awareness and adoption of this initiative continue to grow. With two Early College designations from the Department of Elementary and Secondary Education (DESE) and the Department of Higher Education (DHE) for Worcester and Springfield, along with approximately 20 other Massachusetts cities and towns at various stages of Early College and/or Dual Enrollment implementation, Worcester State takes pride in providing college-level courses and support to high school students in the region.

In the Fall 2023 semester, 115 student athletes (SAs) were named to the MASCAC All-Academic Team, and 89 SAs earned the same honor in the Winter 2023-2024 season. All 11 women's teams and one men's team achieved GPAs above 3.0, with the total GPA for all SAs reaching 3.16 (women 3.41, men 2.89). Notably, 29 SAs (20 women, 9 men) attained a perfect 4.0 GPA in the Fall 2023 semester. The 2017 cohort of student athletes demonstrated a higher graduation rate (63%) compared to the general student population (56%), emphasizing the positive impact of athletic participation on student success and persistence. These achievements highlight our student athletes' dedication to academic excellence and their ability to balance their athletic commitments with their studies.



Diversity, Equity, and Inclusion

Several faculty and staff members have recently completed professional development programs focused on diversity, equity, and inclusion (DEI). Bledi Demirazi, Mary Fowler, Vicki Gruzynski, and Sam O'Connell participated in the Diversity and Inclusion Certificate Program ([DICP](#)) in partnership with Clark University. This program provides valuable training for staff, faculty, and graduate students, emphasizing the importance of active participation from everyone on campus in building an inclusive environment.

Drs. Nabin Malakar and Kaushik Mukherjee completed the [Northstar Collective](#) (NSC) Faculty Fellowship Program, which is a group of colleges and universities in the New England region working towards transformative racial equity and committed to supporting and uplifting Black, Brown, Indigenous, and other people of color (BIPOC) on their campuses. The participation of these faculty members in the NSC Faculty Fellowship Program demonstrates Worcester State University's dedication to creating a more inclusive and equitable academic environment for all members of the community. These efforts align with the University's strategic plan goal of "Academic excellence and distinction," as fostering a diverse and inclusive campus contributes to the overall quality of education and student success. By engaging in such professional development opportunities, WSU faculty and staff are actively working to promote DEI and create a more welcoming and supportive environment for all students, faculty, and staff.

Worcester State has been recognized as an [Emerging Hispanic Serving Institution](#) (EHSI) by both the [Hispanic Association of Colleges and Universities](#) and [Excelencia in Education](#). This recognition acknowledges the University's growing Latine/Hispanic student population, which now exceeds 15% of the total student body. The EHSI designation marks the University's significant progress towards achieving the Hispanic Serving Institution (HSI) status, awarded by the U.S. Department of Education to institutions with a Latine/Hispanic student population of 25% or more. As Worcester State continues to attract and support Latine/Hispanic students, it demonstrates its commitment to fostering a diverse and inclusive learning environment, aligning with the university's Strategic Plan goals.

The Diversity, Inclusion, Affirmative Action, and Equal Opportunity Office now offers customized on-demand virtual DEIJ (Diversity, Equity, Inclusion, and Justice) learning opportunities to the campus community, including an online Search Committee Orientation. This training provides guidance to members throughout the hiring process, including an overview of the University's hiring process and search committee guidelines for conducting interviews, aiming to continually improve the hiring process and ensure the employment of a diverse and highly qualified community of engaged faculty and staff. The change to an online, on-demand format increases reach, efficiency, and accessibility, aligning with the University's Strategic Plan goals of fostering a diverse and inclusive environment.

The University is finalizing its rollout of "Understanding and Supporting Trans and Nonbinary College Students," an online course developed by Genny Beemyn, Ph.D., the director of the [Stonewall Center at UMass Amherst](#). This course is designed to raise awareness and further education related to the experiences and needs of transgender and nonbinary students, covering terminology, demographics, campus experiences, trans-inclusive policies and practices, and ways to be an ally.



Student Well-Being and Support Services

In January 2024, [Thea's Food Pantry](#), re-opened on the third floor of the Student Center, providing double the space and expanded food offerings, as compared to its previous location. To further support students facing food insecurity, Worcester State received an additional state-supported [Hunger Free Campus Initiative Grant](#) of \$36,269.67 in May 2024. This funding will directly support students through an on-campus emergency meal program and pantry support. Additionally, the university continues to partner with DHE, DESE, the Department of Housing and Community Development, and the Executive Office of Health and Human Services' Unaccompanied Homeless Youth Commission to offer an academic housing scholarship program that addresses student housing insecurity and homelessness for seven WSU students for the 2023-24 academic year.

Food insecurity is a significant issue on college campuses across the United States, affecting an estimated 23% of undergraduate students and 38% of community college students, impacting their academic performance, physical and mental health, and overall well-being. In response to these immediate needs, the [Urban Action Institute](#) (UAI) is collaborating with Student Affairs and community partners on a Campus Grocery project, funded by a \$75,000 [American Rescue Plan Act of 2021](#) (ARPA) grant from the state. This initiative aims to provide resources and support to students experiencing food insecurity, helping them better manage the underlying issues contributing to the problem, such as rising tuition costs, limited financial aid, and the increasing cost of living.

Worcester State is dedicated to supporting the diverse needs of its student population, including military-affiliated students, survivors of sexual violence, and those facing mental health challenges. In recognition of its commitment to military-affiliated students and their families, the [University has been awarded](#) the 2024-2025 [Military Friendly School Designation-Silver Status](#) and the 2024-2025 Military Spouse Friendly School Designation-Silver Status. These designations highlight the university's efforts to create an inclusive and supportive environment for military-affiliated students.

To address the critical issue of campus sexual violence, the Office of Title IX and the Counseling Center have completed the first year of [NASPA's Culture of Respect Initiative](#), a two-year program supported by a Student Behavioral and Mental Health grant. This initiative aims to develop and implement strategies to end sexual violence on campus. Additionally, WSU has partnered with the [JED campus program](#) to assess student mental health needs and develop a strategic plan that enhances existing strengths and improves student mental health. The University has successfully completed the 4-year Jed Foundation campus program/assessment, demonstrating its commitment to supporting students' mental well-being. Furthermore, Worcester State continues to leverage state-funded grant resources to provide comprehensive mental health services, including "[Resilient U](#)," an all-encompassing wellness platform that offers a 24/7/365 telehealth support line, telehealth appointments, and the "Headspace" app. These teletherapy resources will continue to be available for the upcoming academic year, through grant resources.



Enrollment Management and Financial Aid

In January 2024, WSU achieved a significant milestone by experiencing its largest number of concurrently enrolled high school students and hosting the DESE's statewide Early College Student Summit, which welcomed hundreds of Early College students to the campus, many for the first time. Recognizing the importance of Early College efforts, Worcester State further invested in this initiative in April 2024 by organizing Early College and dual enrollment (EC/DE) efforts within the Division of Graduate and Continuing Education (DGCE). With the stewardship and attention from the DGCE and EC/DE staff, the University is confident that Early College efforts will continue to flourish. Recently, Worcester State joined multiple new school districts and an early college consortium to announce its intention to apply for further designations to DESE and DHE, demonstrating the university's ongoing commitment to expanding access to higher education and providing valuable opportunities for high school students in the region.

Worcester State University has taken proactive measures to mitigate the negative effects of late financial aid awards caused by challenges at the federal level with the revised/simplified financial aid application and delays in providing [FAFSA/ISIR](#) information to colleges and universities. Pre-awarding efforts included sending email communications to accepted students, families, and current students; surveying students and parents on the status of FAFSA submission; creating a website for updates; developing talking points for admissions and financial aid staff; extending the admissions deposit deadline to June 1, 2024; investing in auto-packaging functionality to automate and speed up the delivery of financial aid packages; requesting assistance from the US Department of Education; expressing expectations to Ellucian for expedient Colleague releases; hosting [MassEdCO](#) counselors in the Financial Aid Office; providing financial literacy counseling and updates at yield events; hosting virtual financial aid nights; and providing updates and awareness presentations at various meetings.

Post-awarding efforts included producing estimated financial aid awards starting March 5, 2024, and official financial aid awards starting April 24, 2024. As of May 9, 2024, 2,698 official financial aid awards were produced, marking a 4.0% increase compared to the previous year. However, as of May 8, 2024, 5,131 2024-2025 ISIR records were received, indicating an 11.9% decrease compared to the previous year. All 2,698 students who received an official financial aid award by May 9, 2024, were notified through multiple channels, including emails from the Financial Aid and Admissions Offices, a paper letter from the Financial Aid Office, and a text message from the Admissions Office. These efforts demonstrate Worcester State University's commitment to supporting students and families in navigating the financial aid process during these challenging times.

Despite receiving the largest number of admission applications and accepted students for a fall semester in Worcester State University's history, the number of deposited students has lagged behind previous years, no doubt largely due to federal financial aid complications. In response, the University has increased its new student yield efforts throughout the fall, spring, and early summer to mitigate these issues.

One of the key steps taken was extending the May 1st admissions deposit deadline to June 1, 2024. As of May 8, 2024, all accepted students received yield communications via email and text. The Admissions Office also hosted two financial aid nights on May 5 and 21, 2024, specifically for non-deposited students, coinciding with the production of financial aid awards. Furthermore, the Admissions Office coordinated a cross-divisional effort to call all 4,156 new students who had not deposited, starting on May 20, 2024. This initiative resulted in tracking each student by one of the following statuses: "Yes - Intend to Enroll," "Still Deciding," "No - Other Plans," or "No Answer - Leave Voicemail/Email." These proactive measures demonstrate Worcester State's commitment to engaging with prospective students, addressing their concerns, and providing the necessary support to facilitate their enrollment decision-making process in the context of the delay in receiving FAFSA information.

Worcester States athletic teams continued to excel in their respective sports, with the Women's Ice Hockey team winning their third consecutive ECHA Championship, the Women's Field Hockey team securing the MASCAC Title, and the Men's Basketball team returning to the NCAA DIII Tournament after capturing their second straight MASCAC title. These accomplishments showcase the talent and dedication of our student athletes and the success of our athletic programs, which can be a factor in attracting prospective students.

To further strengthen the university's enrollment and retention efforts, the University's Financial Sustainability Task Force recommended hiring a full-time Head Coach and Coordinator of Operations position for Men's & Women's Cross Country/Track & Field/Recruiting Coordinator. The position was created and filled in September 2023. This critical step aims to strengthen the connection between student athletes and campus life, thereby increasing their likelihood of persistence and success.



Operational Excellence

Worcester State is moving toward an Operational Excellence (OpEx) culture through Continuous Improvement efforts across campus, focusing on achieving its vision statement and Goal 5 of the 2020-2027 strategic plan. The introduction of Continuous Improvement concepts during the Financial Sustainability Task Force (FSTF) Phase II marked a turning point for the University, with more than 82 volunteers contributing their time to identify 70 recommendations for cost reduction, revenue generation, and process improvement. To address the need for a comprehensive approach to Operational Excellence, the University formally introduced [Lean Higher Education](#) (LHE) and prioritized two recommendations for immediate action through Rapid Improvement Events (RIE): Maximizing Course Enrollment /Course Scheduling and Student Retention and Early Alert.

The University's inaugural RIE for Maximizing Course Enrollment took place with a dedicated team of faculty and administration working to improve the course scheduling process. The team generated a two-phase implementation plan, including immediate actions for the Spring '24 semester and a mid-term action plan for student advising, registration processes, and related software. The next RIE resulted in a rebranding from Starfish to Early Support, among other improvements. The Operational Excellence body structure, membership, and charter currently under development will provide oversight of the Continuous Improvement effort across the university, offering strategic support, project management guidance, and training on Lean Higher Ed and other best practices. Members of the Worcester State community can view the status of such initiatives by visiting the [Operational Excellence And Risk Management website](#). Worcester State's Operational Excellence aims to create more value for students and stakeholders, enhancing Worcester State's competitive edge as a leading public institution in New England.

Worcester State University is at the forefront of generative AI in Massachusetts public higher education, focusing on workforce readiness and economic development across the Commonwealth. The Center for Teaching and Learning (CTL), led by Dr. Emily Soltano and Julie Habjan Boiselle, established the University's first faculty cohort to explore the uses and implications of generative AI in teaching and learning. This work culminated in an AI Studio held during the CTL's Summer Institute, where faculty led demonstrations and conversations among their peers on best practices and ethical considerations of generative AI for their teaching and research. Dr. Don Vescio is co-chair of the Massachusetts community college and state university AI working group, MACH (Massachusetts Artificial Intelligence Council for Higher Education), which is exploring the pedagogical, policy, operational, and security opportunities and risks of generative AI. Currently, MACH is developing shared AI policy libraries and common resource databases, in addition to scheduling common professional upskilling opportunities, such as a monthly cross-institutional AI roundtable series that introduces AI topics of special interest to faculty and administrative staff, and an AI operations summit for staff and administrators to be hosted by Worcester State this fall. Grant proposals are being developed that center on such areas as ensuring equitable access to generative AI by all Massachusetts students and teachers, the use of generative AI to better meet the needs of underrepresented and nontraditional prospective students, and the development of community-based AI hubs to support entrepreneurs and small businesses in their use of generative AI to realize new opportunities and efficiencies.

Dr. Vescio also served on the education working group for [Governor Healey's AI Task Force](#), which was formed shortly after signing a \$1.2 billion plan to modernize IT systems and an executive order to establish an AI Strategic Task Force that includes \$100 million to create an Applied AI Hub in Massachusetts. As part of this initiative, the Task Force's education working group offered a series of strong recommendations on the support and funding necessary for generative AI to be introduced into K-12 and higher education curricula in an equitable, ethical, and measurable manner. Finally, this spring, the University completed extensive surveys of faculty and staff AI use (See Appendix), with a strong response rate yielding specific and actionable information that will assist the University in developing a strategic map for generative AI. This map will guide the University in the effective use of generative AI in the upcoming years in order to realize improved student retention, measurable learning outcomes, operational efficiencies, and institutional cost savings. Worcester State is partnering with EAB to leverage its considerable resources to assist in this mapping process, demonstrating the University's commitment to staying at the forefront of AI technology and its applications in higher education, ultimately benefiting students, faculty, and the institution.

Worcester State's fundraising efforts have seen remarkable success in the current fiscal year, with significant contributions from donors, new funds created, and a strong endowment performance. These achievements underscore the University's commitment to providing essential support for students, ensuring fiscal responsibility, and maintaining institutional sustainability. The following highlights showcase the impressive results of our fundraising initiatives:

- Received \$2,968,090 in support from 2,308 donors.
- So far in FY24, The Worcester State Foundation has supported the University with over \$1.2 million, including \$500,000 in direct student support.
- At this point in FY24, we have 15 new funds created.
- Due to the strength of our fundraising efforts, the foundation will be eligible to receive a Commonwealth endowment match of \$555,555.00 from the state this fiscal year.
- From the pool of nearly 670 schools nationwide that contribute data to the annual NACUBO-Commonfund study on endowments, we show a healthy 23% increase in endowment market value. This number focuses on the change in market value from one year to another. This change reflects the net impact of various factors, including the withdrawal of funds for institutional expenses/support, payment of endowment fees, additions from donor gifts, and investment gains or losses. It places us in a favorable position relative to other colleges in Worcester and underscores our commitment to fiscal responsibility and institutional sustainability.
- In NACUBO's current report, when compared to the nationwide 4-year public universities at the master's degree level, Worcester State Foundation ranks in the top 3% in change to the endowment market value.
- At the end of May 2024, the endowment/market value of funds under management reached **a record high of \$45 million**. This significant milestone is reflected in the Foundation Board treasurer's report.
- Over \$600,000 was raised in scholarships and academic awards this fiscal year.
- The foundation's support for scholarships, awards, and internships is on track to again exceed the \$800,000 level, marking five years in a row that it will reach that level.

- The 2024 Chandler's Challenge successfully raised over \$37,179 from 863 donors. There was increased participation with 35 teams from across campus involved in the challenge.

Worcester State has been awarded a competitive [Massachusetts Inclusive Concurrent Enrollment Initiative](#) (MAICEI) – Planning Grant in the amount of \$72,614, which supports the revenue-generation goals of Operational Excellence. Under the direction of Dr. Sue Foo, grant funding will be used to create new partnerships between high schools in public school districts, families, adult service agencies, and public colleges and universities. These partnerships are funded to engage in an extended, structured planning process in preparation to submit an implementation proposal for an inclusive concurrent enrollment program on campus for students with severe disabilities between the ages of 18 and 22. Each member of the partnership will commit to developing and improving systems to facilitate the inclusion of students with severe disabilities in typical college and university settings, supporting college and career success, and providing a free and appropriate public education in the least restrictive environment. The planning phase will last through August 31, 2024, at which time Worcester State will apply for implementation funding.

The Latino Education Institute (LEI) has been awarded a two-year [United Way Community Investments - Women's Initiative grant](#) totaling \$96,720 for the [LASOS \(Latina Achievers in Search of Success\) program](#). LASOS serves 25 6th-grade Latina girls and their mothers in a year-long after-school enrichment program focused on resilience-building, personal development, reducing violence, and improving self-esteem and mental health. The program provides socio-emotional learning, cultural enrichment, college and career exploration, and financial literacy to support the development of healthy, confident, and safe young women. LEI trains staff using evidence-based models from the [Collaborative for Academic, Social, and Emotional Learning](#) (CASEL) and the [Search Institute's Developmental Assets Profile](#) (DAP). This year, the program has been enriched with the addition of age-sensitive mental health education modules and over fifty related experiential learning activities.



Appendices

[Worcester State's All Employee AI Survey](#)

All Employee AI Survey Data

Don Vescio, Worcester State University

Executive Summary

This report presents the findings of a survey conducted between April 4, 2024, and April 22, 2024, to assess the understanding, perceptions, and concerns of various employee groups regarding the potential adoption and integration of generative AI within their departments. The survey gathered 143 responses from AFSCME (17.5%), APA (27.3%), Faculty (34.3%), and Non-Unit Professionals (21%). The purpose of the survey was to measure attitudes and beliefs about the potential impact of AI on office practices and procedures.

Key Findings:

- 1. Familiarity with generative AI:** Employees demonstrated varying levels of familiarity with generative AI concepts and applications, with Faculty members showing higher reported understanding compared to AFSCME, APA, and Non-Unit Professionals.
- 2. Openness to adoption:** The level of openness to exploring the use of generative AI within departments varied among employees, with Non-Unit Professionals expressing greater willingness to experiment with AI tools for professional purposes compared to AFSCME, APA, and Faculty.
- 3. Concerns and challenges:**
 - Ethical implications: A significant proportion of employees across all groups (AFSCME, APA, Faculty, and Non-Unit Professionals) expressed concerns about the ethical implications of using generative AI in their departments.
 - Accuracy and reliability: The accuracy and reliability of AI-generated outputs were a major concern for most employees across all groups (AFSCME, APA, Faculty, and Non-Unit Professionals).
 - Data privacy and security: Data privacy and security issues were a top concern for employees, with AFSCME and APA employees showing particularly high levels of concern compared to Faculty and Non-Unit Professionals.
 - Job displacement: The potential for job displacement due to AI adoption was a concern for many employees, with APA employees expressing higher levels of apprehension compared to AFSCME, Faculty, and Non-Unit Professionals.
 - Lack of policy or guidelines: The absence of clear policies or guidelines on AI use was a significant concern for employees across all groups, with AFSCME and APA employees showing higher levels of concern compared to Faculty and Non-Unit Professionals.

[Worcester State's Faculty AI Survey](#)

Faculty AI Survey Data

Don Vescio, Worcester State University

Executive Summary

This report presents the findings of a survey conducted among 56 faculty members to assess their understanding, perceptions, and concerns regarding the potential adoption and integration of generative AI in higher education. The survey gathered responses from faculty members across various disciplines and aimed to measure their attitudes and beliefs about the impact of AI on teaching and learning practices.

Key Findings:

1. Faculty members demonstrated a high level of familiarity with generative AI concepts but limited personal experience using these tools for academic purposes.
2. Ethical implications, such as academic dishonesty, data privacy, algorithmic bias, and the impact of AI on education quality, were prominent concerns among faculty members.
3. Faculty members expressed concerns about the potential impact of generative AI on the job market and their professional opportunities.
4. Clear guidelines and policies were seen as essential for the responsible and ethical use of generative AI in educational settings, with AI serving as a supplementary tool rather than replacing traditional teaching methods entirely.

Recommendations:

1. Develop a comprehensive AI ethics framework addressing concerns related to data privacy, algorithmic bias, academic integrity, and responsible use of AI-generated content.
2. Provide targeted training and professional development programs to help faculty members effectively integrate generative AI into their teaching practices.
3. Foster collaboration and interdisciplinary dialogue among stakeholders to address the complex challenges associated with generative AI in education.
4. Develop clear policies and guidelines governing the use of generative AI in educational settings, and invest in technical infrastructure and support systems to facilitate its effective use.

Methods

This project followed a methodology that prioritized confidentiality and data integrity, with approval from Worcester State University's Institutional Review Board (IRB). In April 2024, data was collected through a Google survey distributed to registered Worcester State University domain users only. Participation and login credentials were not recorded. Responses were securely stored in an encrypted

**Strategic Plan
Third Year Progress
2022-2023**



BEYOND 150

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STRATEGIC PLAN FRAMEWORK



INTRODUCTION

The Worcester State University Strategic Plan 2020-2027, *Beyond 150: Lead, Succeed, and Engage* was designed so that progress can be measured annually and compared longitudinally. While some analyses are subjective, the inclusion of metrics with benchmarks and targets provides objective data to inform decision-making.

In 2023, the Board of Trustees approved a two-year extension to the plan given that the implementation began during the COVID-19 pandemic and the resulting financial uncertainty. The plan will be in effect until 2027.

Also in 2023, continuous improvement was added as an overarching theme and new strategies, initiatives, and metrics have been created to measure the success of our operational excellence. More information is included in this report on page 6.

The University continued to make significant progress in the third year of the plan. This report highlights the progress achieved in 2022-2023, including key progress indicators, implementation of initiatives, longitudinal metrics, and selected accomplishments for each goal.

Successes include:

37% of all metrics met or exceeded the target.

40% of all initiatives were completed or show significant progress.

73% of metrics related to Community Engagement & Public Good and

68% of metrics related to People & Culture met or exceeded the target.

56% of initiatives relating to Student Support and Success and 41% of initiatives relating to DEIJ were completed or show significant progress.

Improvements from 2021-22 to 2022-23:

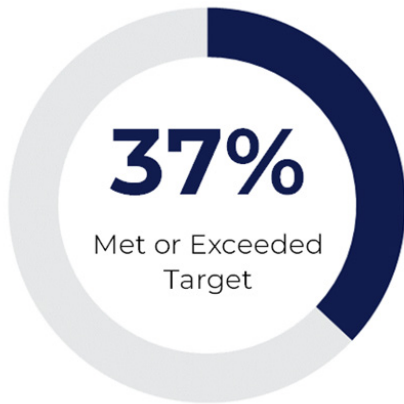
10% increase in experiential learning opportunities.

14% increase in undergraduate Latine enrollment.

7% increase in Latine six-year graduation rates.

9% increase in employee donor retention rates.

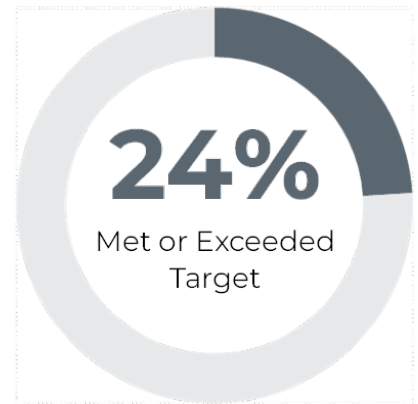
METRICS PROGRESS



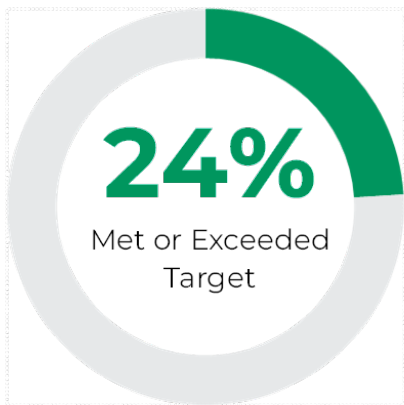
All Metrics



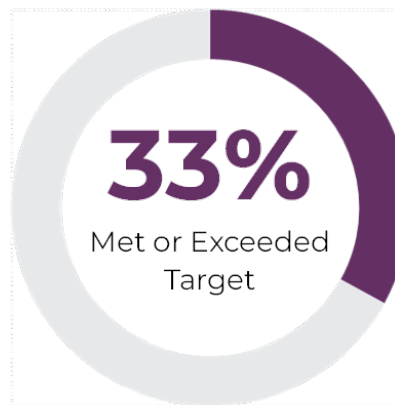
Diversity, Equity, Inclusion & Justice



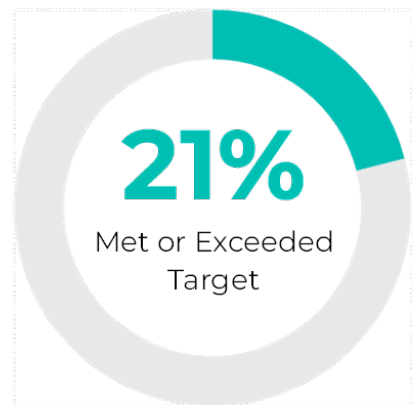
Continuous Improvement



Academic Excellence



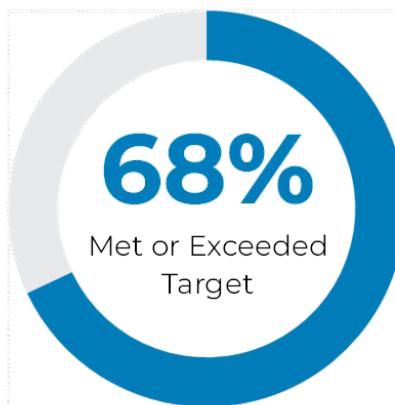
Student Success



Marketing & Enrollment



Community Engagement

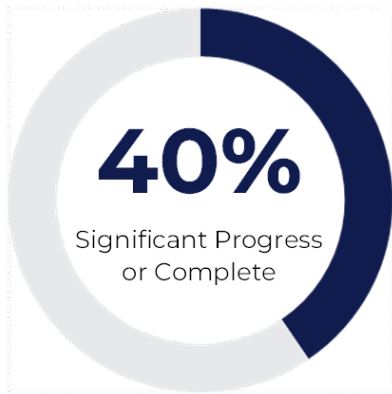


People & Culture

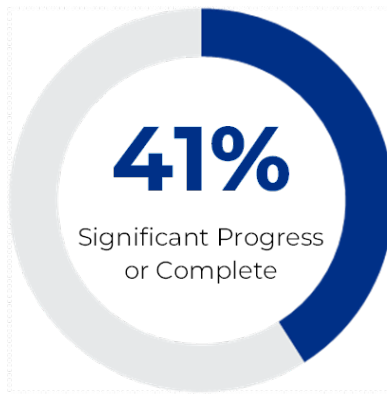


Resources & Infrastructure

INITIATIVES PROGRESS



All Metrics



Diversity, Equity, Inclusion & Justice



Continuous Improvement



Academic Excellence



Student Success



Marketing & Enrollment



Community Engagement

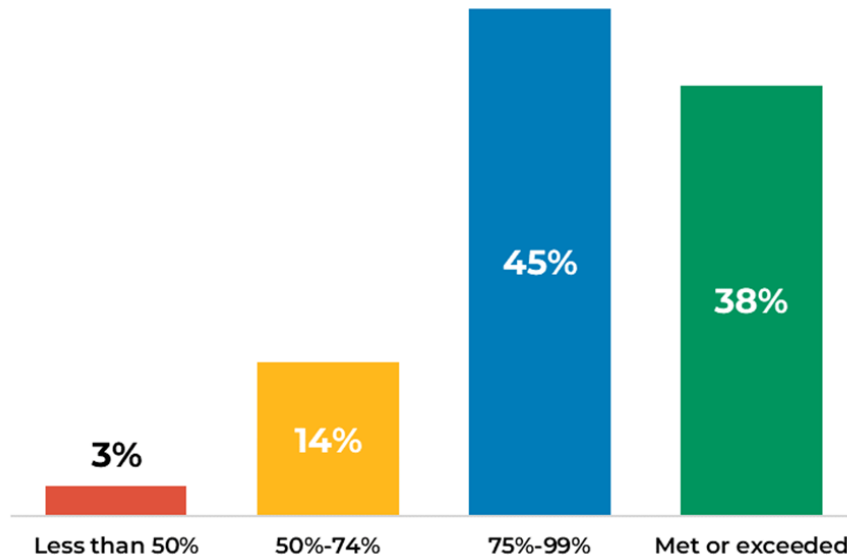


People & Culture

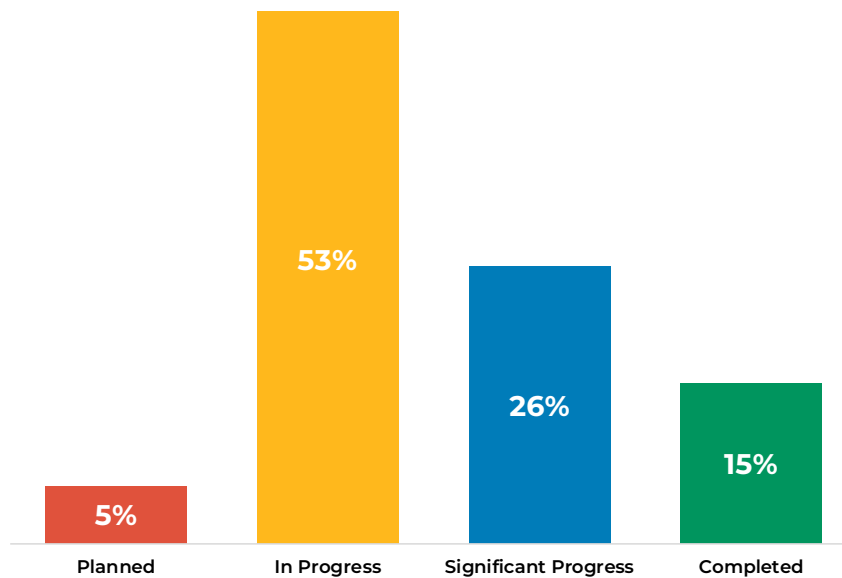


Resources & Infrastructure

Diversity, Equity, Inclusion, and Justice (DEIJ) is incorporated throughout the Strategic Plan’s goals, strategies, initiatives, and metrics.



Metrics Progress to Target



Initiative Completion Target

CONTINUOUS IMPROVEMENT

As part of the University's financial sustainability efforts, Worcester State has committed to intentionally and systematically cultivating a culture of continuous improvement and operational excellence.

Continuous improvement is a data-informed approach to improving processes and systems through small, incremental changes that collectively lead to significant improvements in efficiency, cost savings, and student success.

By embracing continuous improvement, Worcester State aims to foster a culture of innovation, efficiency, and adaptability, enabling us to navigate the challenges of a rapidly evolving higher education landscape.

As with the overarching lens of diversity, equity, inclusion, and justice (DEIJ), strategic plan initiatives and metrics will be aligned with continuous improvement practices.

Revisions related to continuous improvement:

Strategy 5.5 was changed from "Foster a culture of assessment and data-based decision making" to "Establish a culture of continuous improvement and data-informed decision making".

Two initiatives were added under Strategy 5.5: "Review, prioritize, and implement the recommendations of the Fiscal Sustainability Plan" and "Optimize processes to improve efficiency and effectiveness".

A new initiative was added under Strategy 6.1: "Explore opportunities to reduce cost and or increase revenue".







Starting with the review of AY 2023-2024 new metrics will be added to assess continuous improvement.

A comprehensive list of revisions can be found in Appendix C.



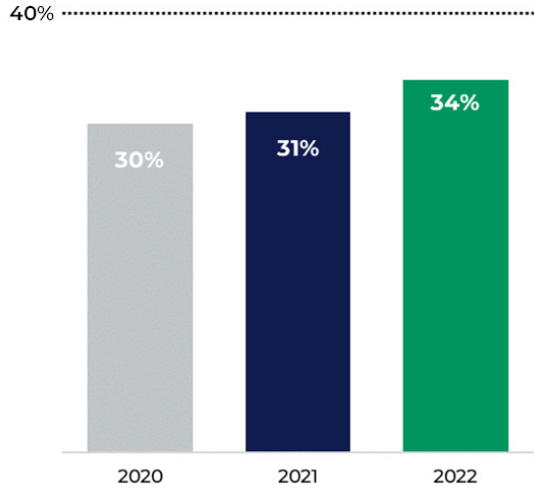
ACADEMIC EXCELLENCE & DISTINCTION

Offer high-quality programs that develop the intellectual and personal potential of every student and prepare the next generation of leaders, innovators, and scholars.

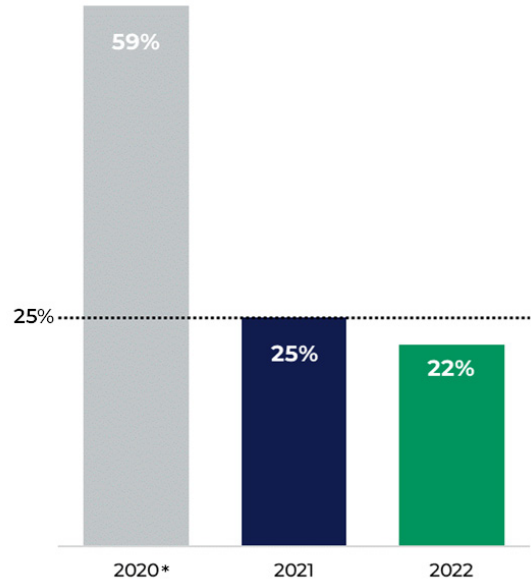
-  **1** Promote university-wide innovation in curricular program offerings and course modalities.
-  **2** Support and celebrate excellent teaching and expand teaching development opportunities.
-  **3** Leverage our location to create distinctive academic and leadership opportunities.
-  **4** Offer a vibrant and rigorous general education that supports the liberal arts in the 21st century.
-  **5** Enhance support for applied, interdisciplinary, and inclusive scholarly and creative work.
-  **6** Create a more vibrant intellectual life on campus and a culture of high academic standards.



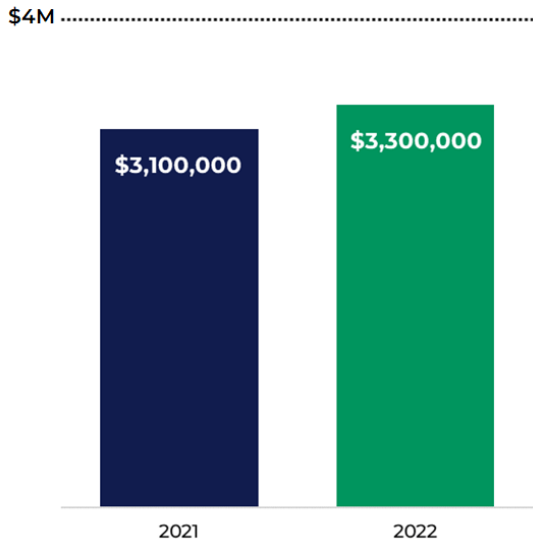
KEY PROGRESS INDICATORS



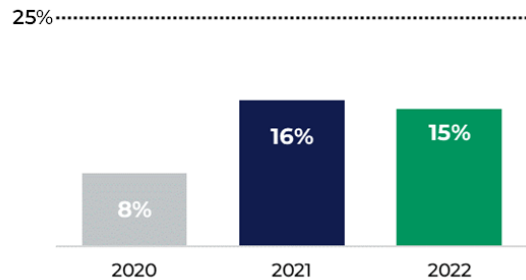
Experiential Learning



Online Sections



Grant Funds Awarded

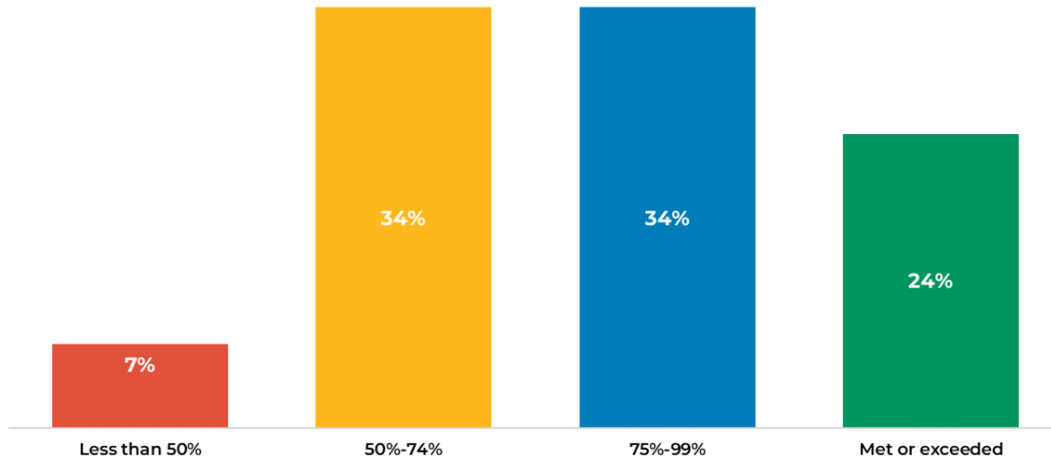


Internships, Practica & Fieldwork

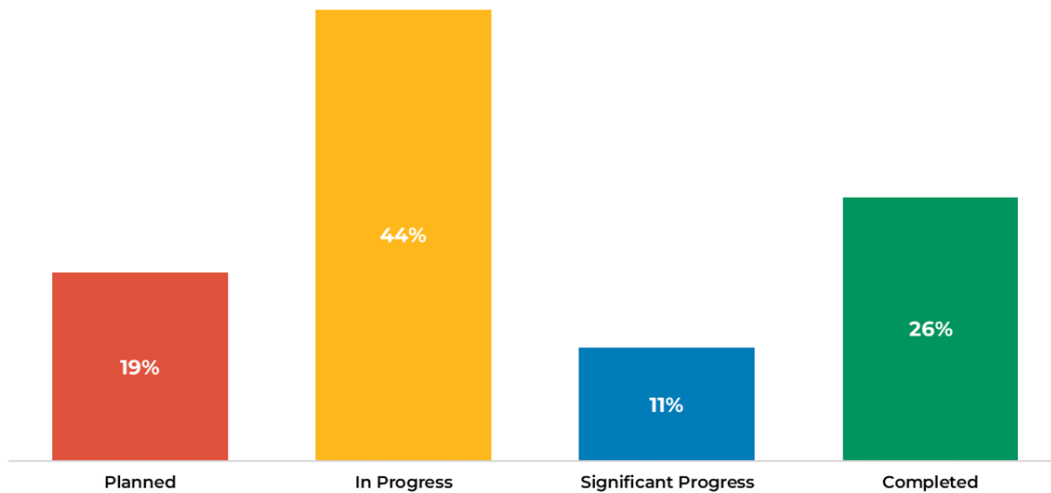
..... Target



METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

ACCOMPLISHMENTS

Chemistry students Sydney Demers and Joshua Fung-A-Fat and faculty Dr. Jeremy Andreatta, Dr. Margaret Kerr, and Dr. Weichu Xu, published their article, “Cultivating Student Research Interests in Undergraduate Organic Chemistry Course Through Class Activity” in the peer reviewed *Journal of Chemistry Education*.



Dr. Aimée Delaney, Associate Professor of Criminal Justice, won the Academy of Criminal Justice Sciences 2023 Outstanding Book Award for her book, “Norms of Violence: Violent Socialization Processes and the Spillover Effect for Youth Crime”.

English Professor Dr. Heather Treseler’s essay, “My Search for Elizabeth Bishop” was recognized in The Best American Essays 2022 and listed in Notable Essays and Literary Nonfiction of 2021.



Dr. Benjamin Jee, Associate Professor of Psychology, was awarded a National Science Foundation Grant in collaboration with universities in Massachusetts, California and Illinois to improve students’ analogical thinking and reasoning skills.

Visual & Performing Arts recognition:

Dr. Carlos Odria, Assistant Professor, was nominated for Boston Music Award’s Latin Artist of the Year.

Student Libia Gonçalves’ artwork was awarded an ArtsWorcester Juror’s Prize.



Students Ariana Strout (dramaturgy) and Julian Wagner (music composition) were awarded Kennedy Center American College Theatre Festival 2023 Merit Awards for their work on “Rosencrantz and Guildenstern are Dead”.

LEARNING RESOURCE CENTER

STUDENT SUPPORT & SUCCESS

Provide all students a transformative and holistic educational experience with a path to timely completion and a solid preparation for advanced studies or career success.



Increase overall retention and graduation rates and close achievement gaps.



Promote student leadership development opportunities proactively and equitably.



Embrace student-centeredness as a guiding principle and adopt holistic student support.



Ensure all students have access to the resources, services, and technology they need.



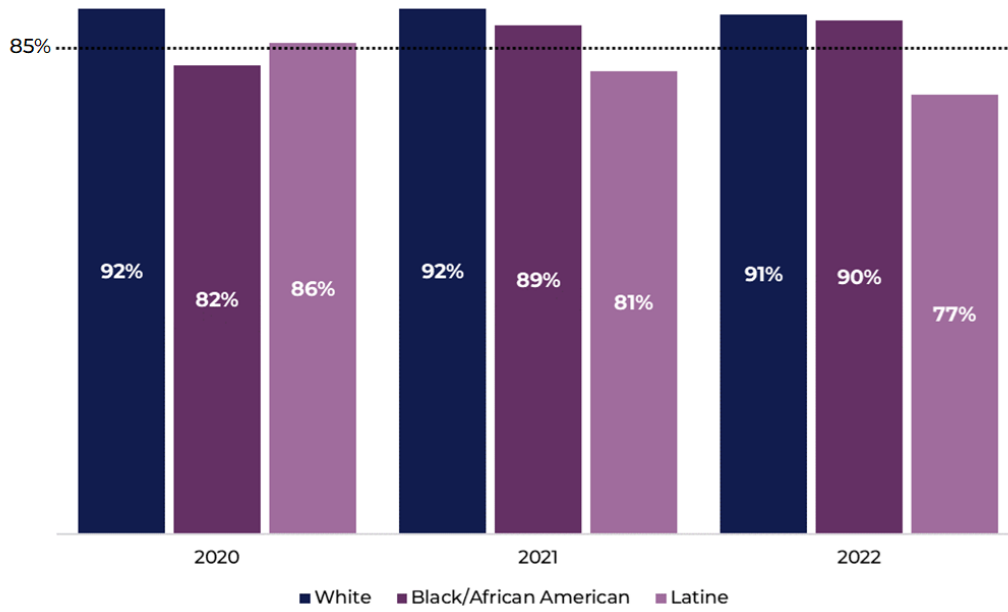
Adopt a mentoring advising model and ensure effective student support.



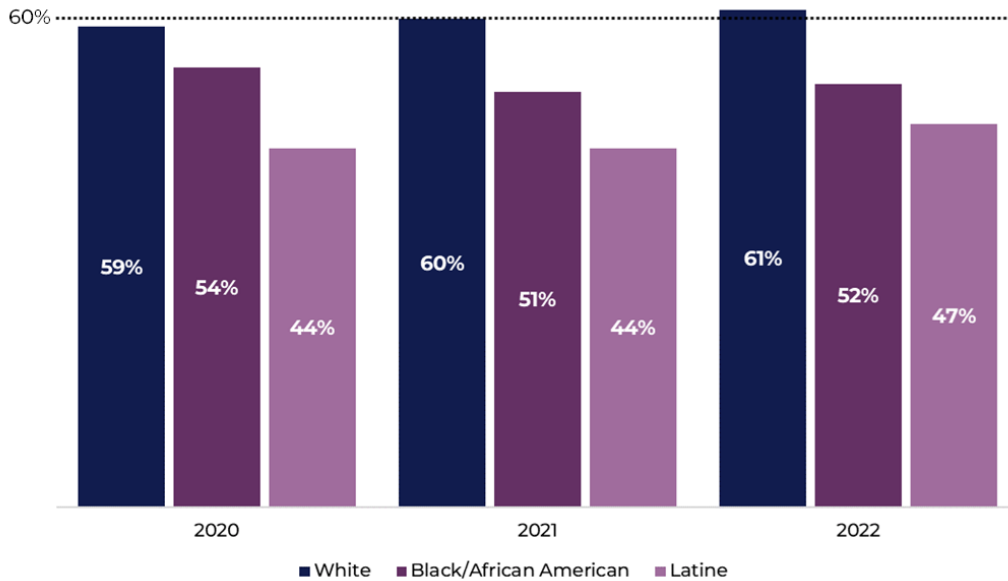
Create a robust campus life for all students and promote connection and community.



KEY PROGRESS INDICATORS



Cohort First Year Retention Rate

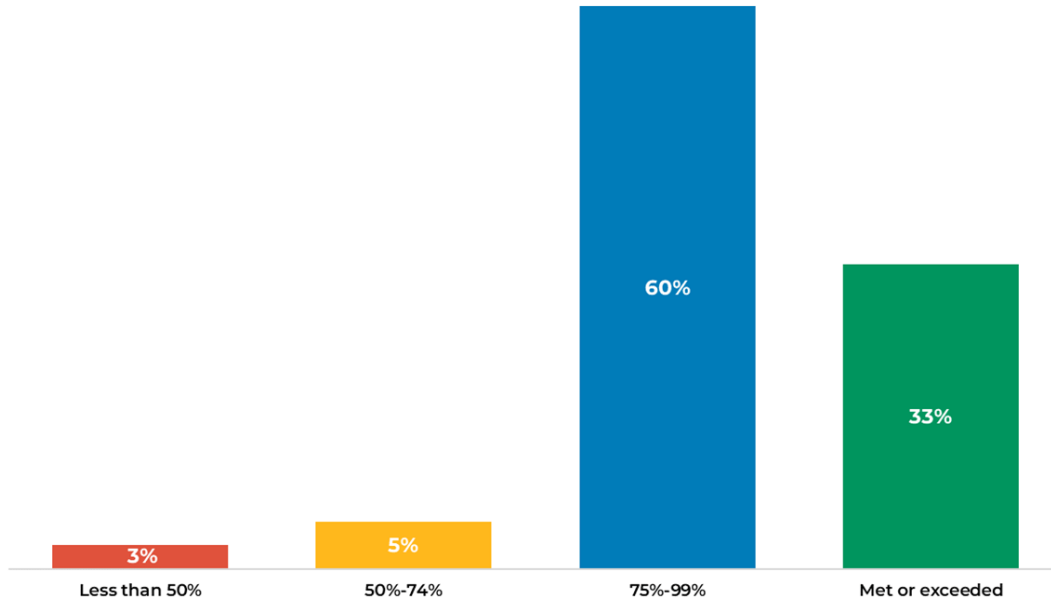


Cohort Six Year Graduation Rate

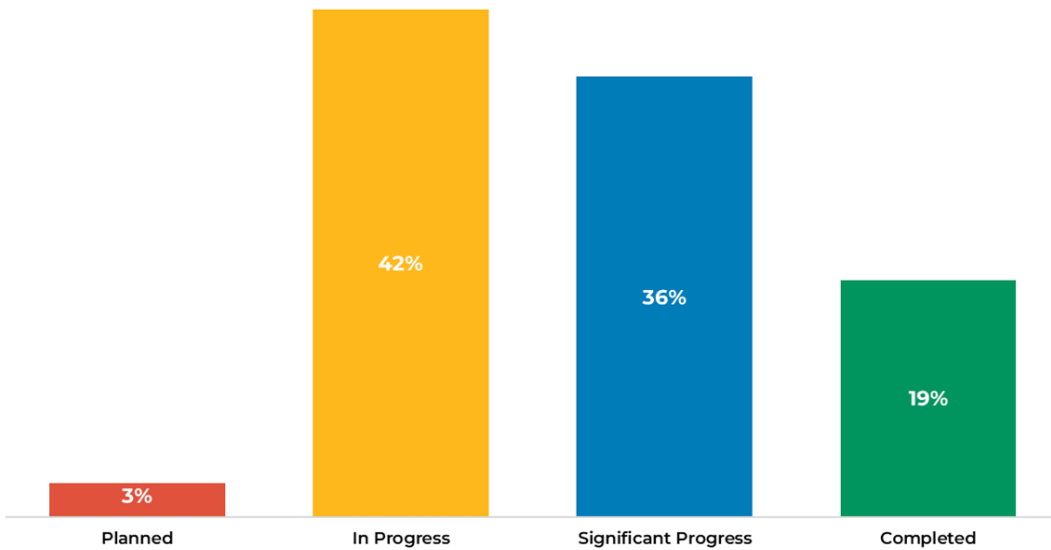
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METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

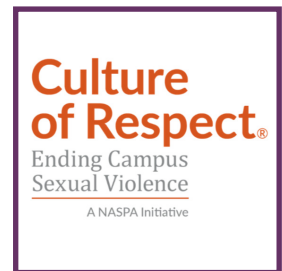
ACCOMPLISHMENTS

The Counseling Center expanded mental and emotional health services through the launch of Resilient U, which offers a 24/7 mental health support line, telehealth counseling, psychiatry, and a host of online wellness resources.



Worcester State received a \$75,000 Hunger Free Campus Initiative grant to address food insecurity. In addition, the Urban Action Institute and Chartwells partnered on the Empty Bowls Fundraiser to benefit Thea's Pantry on campus and the Chandler Magnet School Food Pantry.

The Title IX Office led the effort for Worcester State to join the Culture of Respect Collective, a two-year program that brings together institutions of higher education who are dedicated to ending campus sexual violence and guides them through a rigorous process of self-assessment and targeted organizational change.



A year-long comprehensive program for cancer awareness, research, education, and student support funded by The Rosen Cancer Awareness Fund kicked off with Grit 'N Wit, a confidence boosting, team-building, mental and fitness challenge obstacle course, aimed at increasing cancer awareness.







The first Wellness Expo, also sponsored by the Rosen Cancer Awareness Fund, brought together students, faculty, staff, and the community to promote cancer awareness and overall wellness.





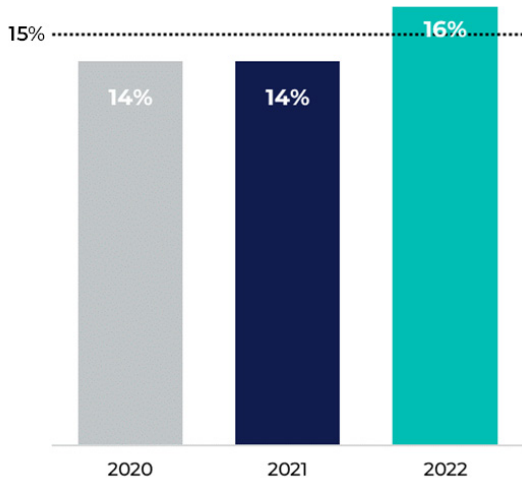
MARKETING & ENROLLMENT

Be attractive and accessible to a diverse population of students within an increasingly competitive recruitment environment.

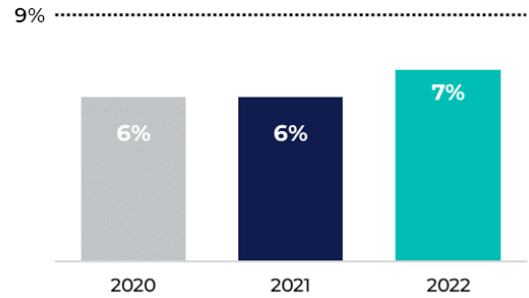
-  **Raise regional and national visibility and recognition for academic excellence, value, and impact.**
-  **More effectively differentiate Worcester State from its peers.**
-  **Increase the diversity of the faculty and staff to better reflect the study body.**
-  **Expand our presence in local secondary education and community college sectors.**
-  **Position the University as a first-choice university for under-represented and under-served students.**
-  **Invest resources necessary to grow enrollment in graduate and online programs.**



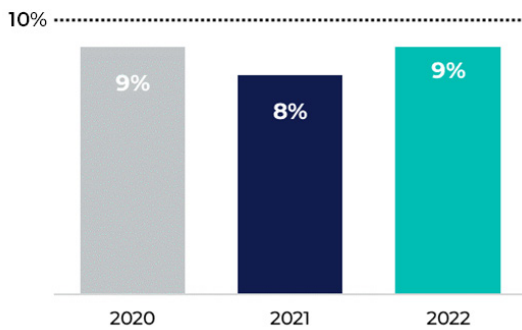
KEY PROGRESS INDICATORS



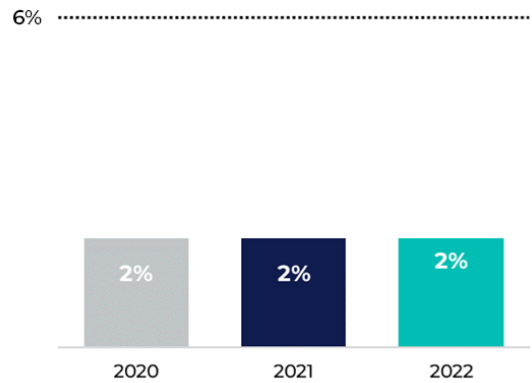
**Undergraduate Enrollment:
Latine**



**Graduate Enrollment:
Latine**



**Undergraduate Enrollment:
African American/Black**

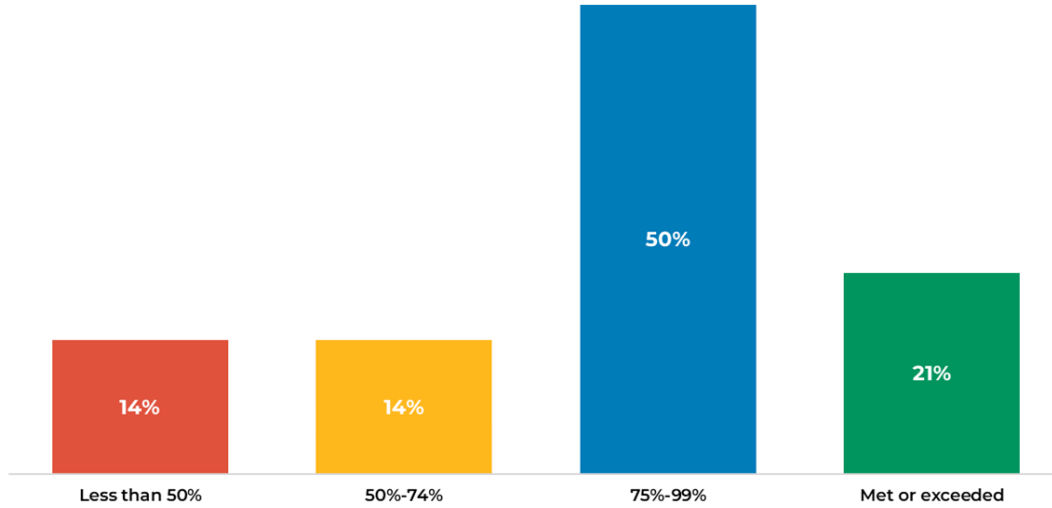


**Graduate Enrollment:
African American/Black**

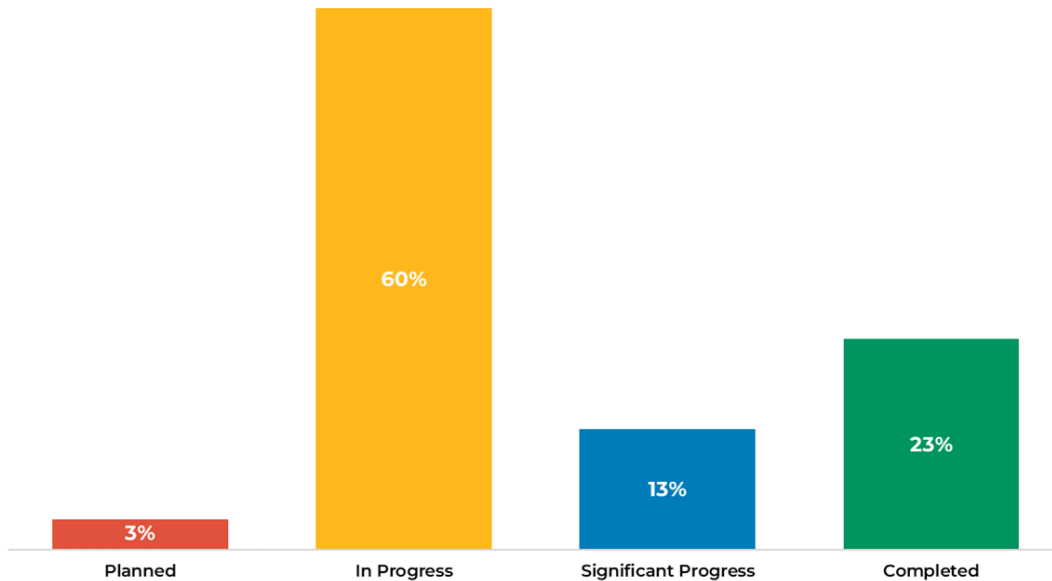
..... Target



METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

ACCOMPLISHMENTS



The new Worcester State website was awarded a 2022 Davey Awards Silver Medal for Best University Website and the University's "WooLife" video won an Association of Marketing and Communication Professionals 2022 Viddy Award for best short video in the education category.

Kristie McNamara, Director of the Office of Student Involvement and Leadership Development, received the National Association for Campus Activities (NACA) Northeast's Donald L. McCullough Award. This award is given to an individual who has contributed significantly to NACA Northeast and the field of student activities.



Librarian and Archivist Ross Griffiths promoted Worcester State's rich history by sharing historical images, objects, books, and other materials from the Worcester State Archives, special collections, and rare books collections weekly on social media.



Worcester State received multiple accolades for its programs including: Grade of "A" from the National Council on Teacher Quality Elementary Reading Education for the Reading program.

The RN to BS program ranked "#1 Nursing Program in Massachusetts" by RegisteredNursing.org.

Biotechnology rated the "#1 Best Value Undergraduate Biotechnology Program in New England" by College Factual and listed in the "Top 10 Biotechnology Degrees in the U.S." by College Choice.



COMMUNITY ENGAGEMENT & PUBLIC GOOD

Have an impact beyond campus through leading-edge scholarship and creative activities, civic engagement, and partnerships with local, regional, and global communities.



Expand and deepen connections between academic departments and the community.

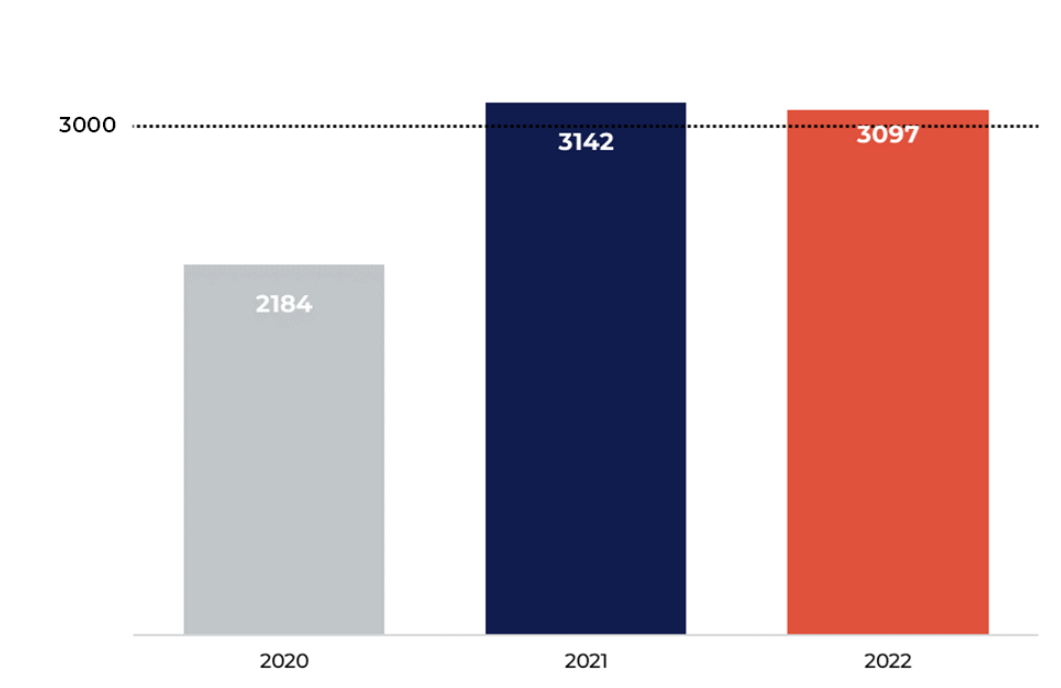


Foster ongoing interactions between the University and the community.

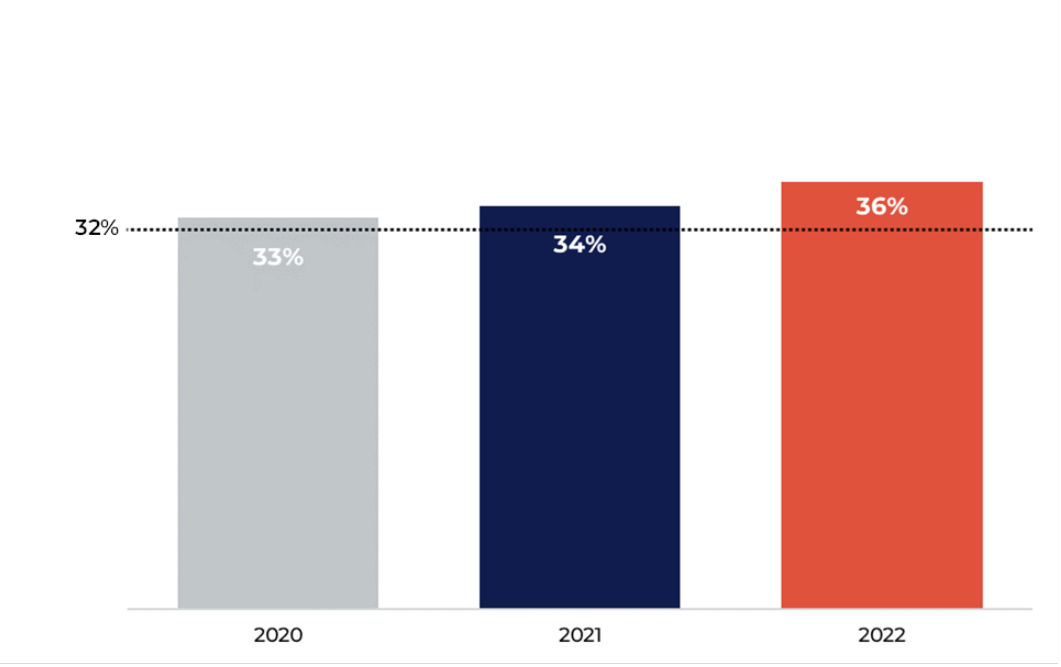


Establish WSU as a research and policy hub, developing solutions to meet regional challenges.

KEY PROGRESS INDICATORS



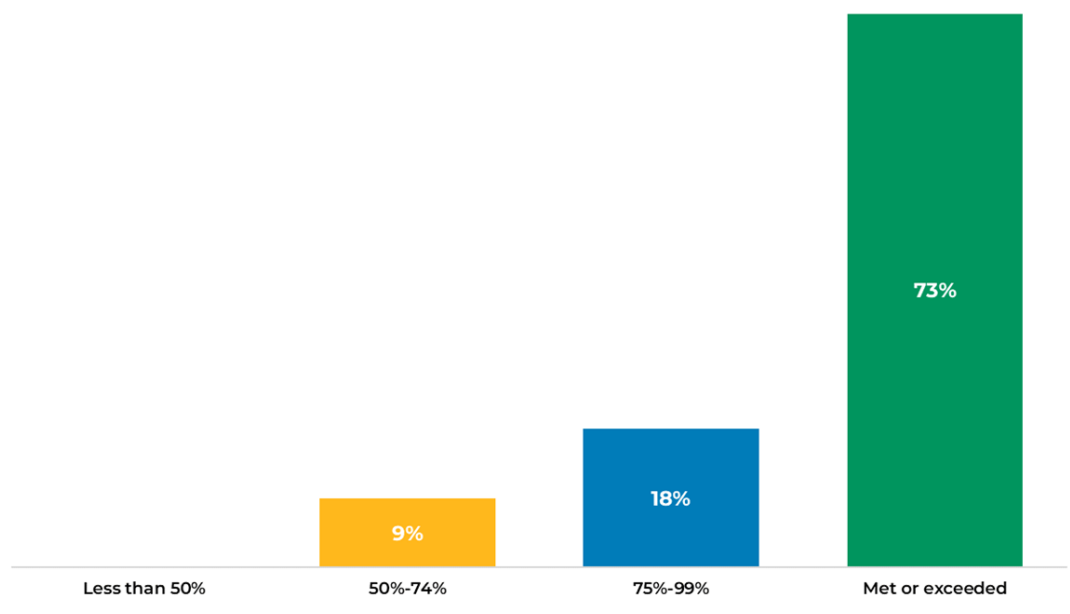
Students in Civic Engagement Courses



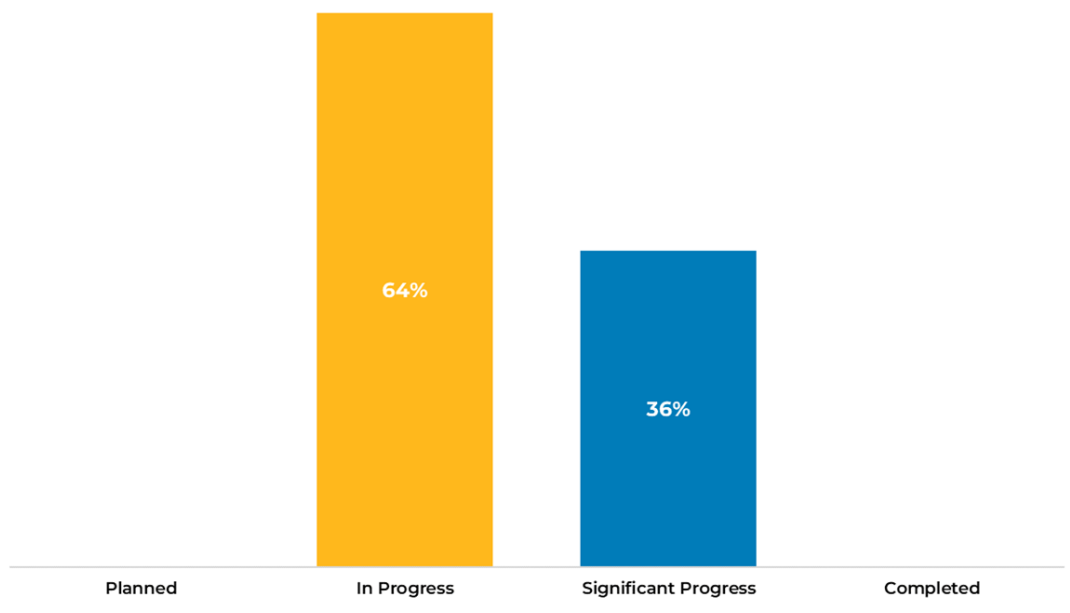
**Students in Civic Engagement Courses:
ALANA / BIPOC**

..... Target

METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Completion Progress

ACCOMPLISHMENTS



The LEI Health Ambassador program received multiple commendations for their service during the pandemic, including a certificate of appreciation from the City of Worcester, an official proclamation from Worcester City Council and the United Way's Edwin B. Coghlin Award for Community Service.



The Education Department partnered with the Guild of St. Agnes to open the University Collaborative Early Education Center, an innovative childcare center and teaching lab that will allow Worcester State early childhood education majors to work, learn, and observe in real classroom settings.



The Office of Multicultural Affairs hosted the Brotherhood and Sisterhood Leadership Conference to empower high school students, college students, and professionals through team building workshops and to foster a connection to the first generation and ALANA/BIPOC community.







The Women's Basketball team hosted the 13th Annual Math Madness event, with 500 students from May Street School and Tatnuck Magnet School participating in an afternoon of exciting basketball and mathematical challenges.



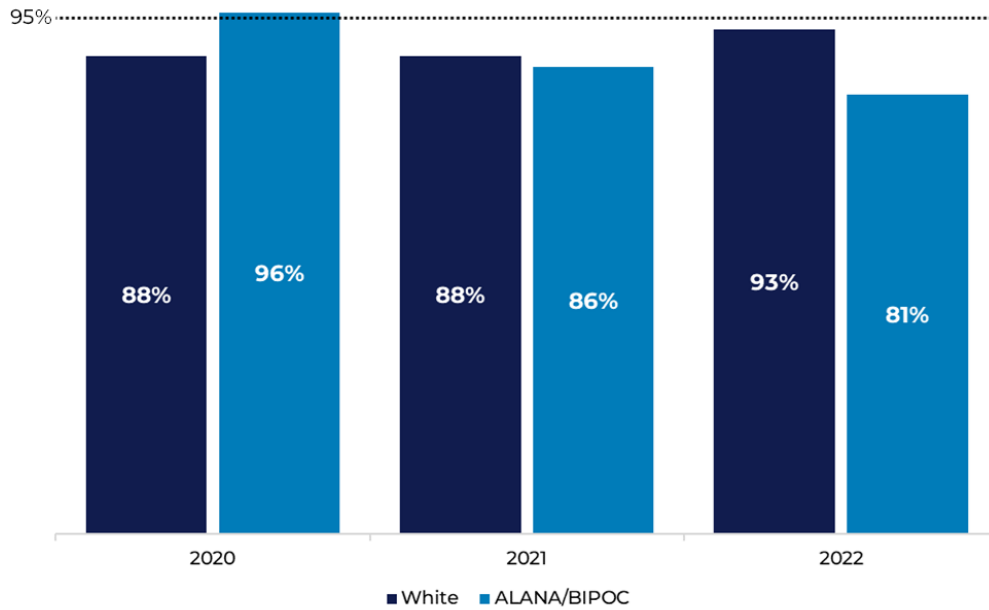


PEOPLE & CULTURE

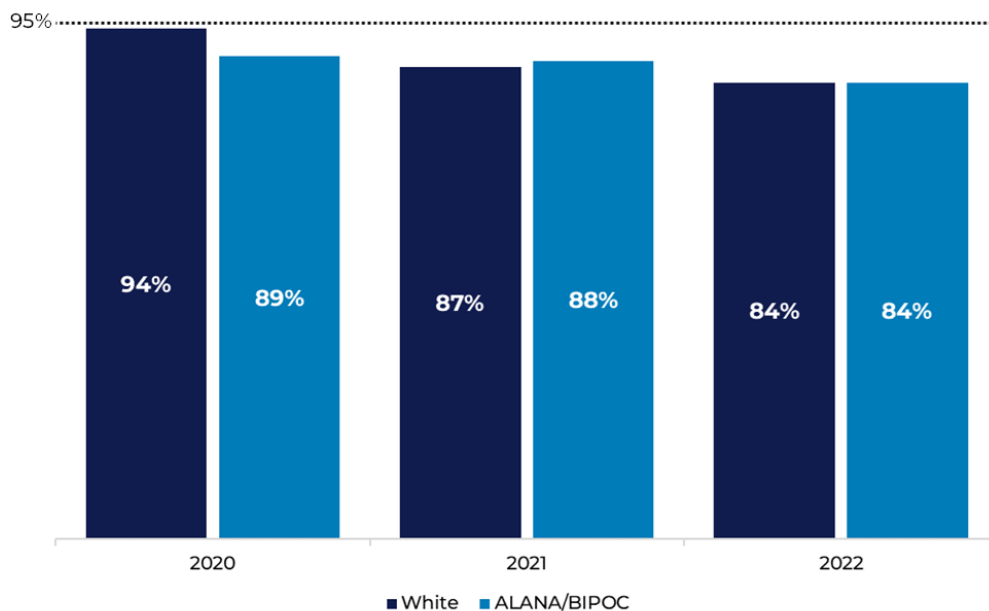
Nurture an inclusive campus culture that promotes a shared commitment to excellence, innovation, collaboration, and accountability.

-  1 Establish Worcester State as an even more welcoming environment for all.
-  2 Recruit, retain and reward high-quality and diverse faculty and staff.
-  3 Continue to equip and encourage faculty and staff to address the changing needs of students.
-  4 Promote greater unity, communication, and a sense of institutional pride across campus.
-  5 Foster a culture of continuous improvement and data-informed decision making.
-  6 Institutionalize policies and practices to respond effectively to unanticipated crises.

KEY PROGRESS INDICATORS



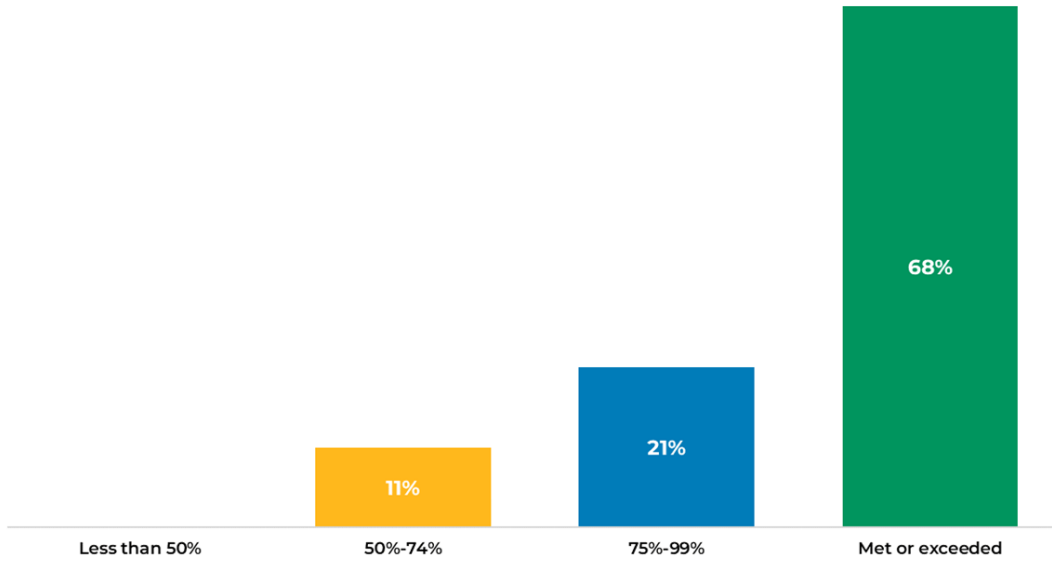
Retention of Full-time Faculty



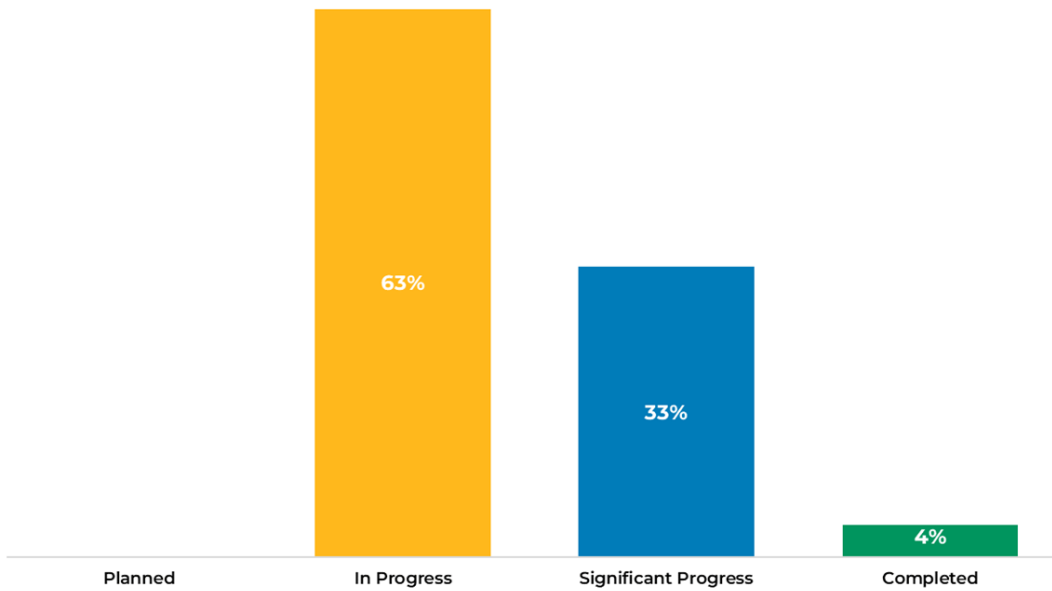
Retention of Full-time Staff

..... Target

METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

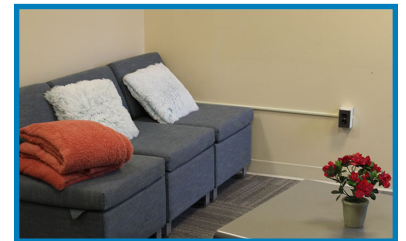
ACCOMPLISHMENTS

Dr. Danielle Morales, Assistant Professor of Urban Studies, and Dr. Nafisa Tanjeem, Associate Professor of Interdisciplinary Studies, were selected by the New England Board of Higher Education to take part in the North Star Collective Faculty Fellowship, which supports early-career ALANA/BIPOC faculty.



LGBTQIA+ graduating seniors were celebrated at Worcester State's first annual Lavender Graduation. The event was organized by Alison Park, the new Assistant Director of the LGBTQIA+ Resource Center.

Student Affairs opened the Campus Ministry Prayer and Meditation Lounge, a new prayer and meditation space for students to meditate and pray in private. The non-denominational space includes a lounge that can be used for faith-based organizations and a separate prayer room.



The University celebrated its first Unity Day including a Unity Walk with a "Black Lives Matter" flag raising ceremony.



The University also held a "Stop Asian Hate" flag raising ceremony in support of the Asian members of the Worcester community.









The University hosted Black+Mental Health+Matters, a special interactive arts workshop for students meant to center Black voices that are often quieted, create a safe environment for people to communicate about their experiences, decrease stigma around mental health, and foster healing.

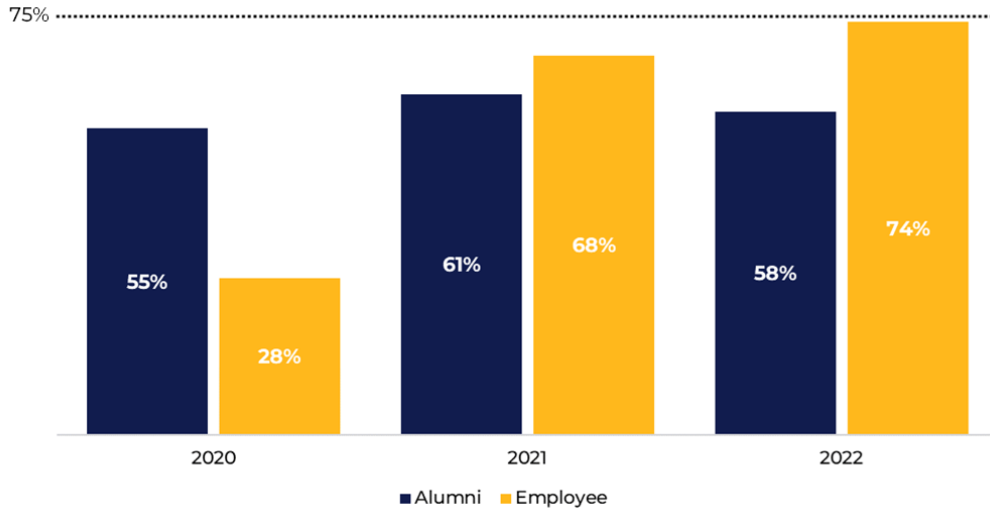


RESOURCES & INFRASTRUCTURE

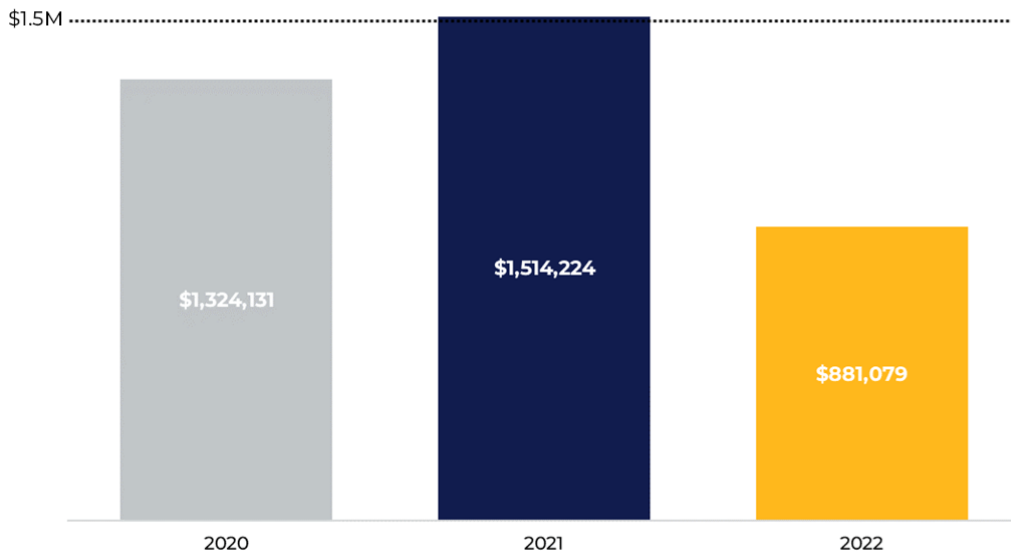
Develop revenue adequate to support the mission and priorities and invest in infrastructure and technology with a commitment to financial and environmental sustainability.

-  **1** Develop new and sustain existing sources of revenue.
-  **2** Expand philanthropic support and grow the endowment.
-  **3** Ensure technology, facilities, and systems can support operational needs and strategic goals.
-  **4** Ensure policies and practices promote greater efficiency, entrepreneurial thinking, and equity.
-  **5** Develop redundant systems and staffing capacities to protect operations from disruption.
-  **6** Commit to addressing the growing challenges of climate change.

KEY PROGRESS INDICATORS



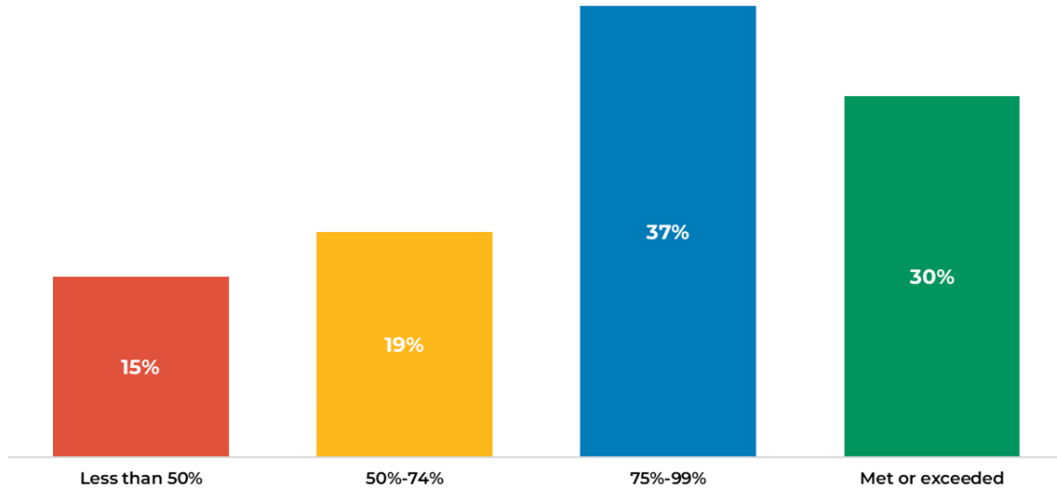
Donor Retention Rate



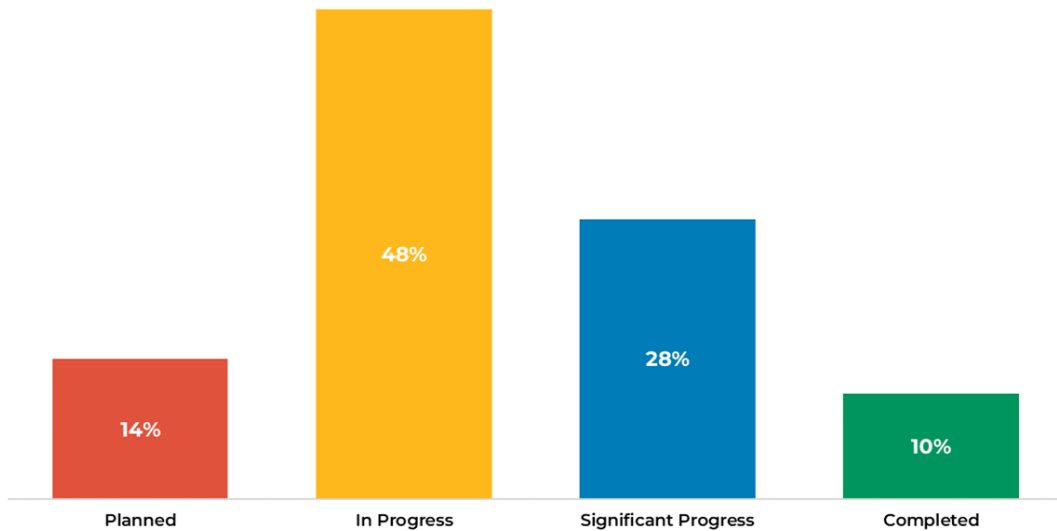
Annual Savings from Electricity Offsets

..... Target

METRICS AND INITIATIVES



Metrics Progress to Target



Initiative Implementation Progress

ACCOMPLISHMENTS

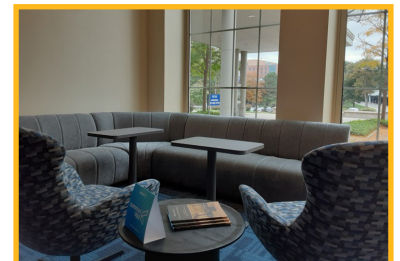
The Financial Sustainability Task Force Report was completed and presented to the Board of Trustees. The report was developed with input from the 71 faculty and staff who participated in Phase 2 of the project.



The Counseling Center was redesigned and expanded. The enclosed reception area and a rear exit will afford more privacy and the two additional office spaces will help staff meet the increasing demand for student support.

Two projects were selected for Rapid Improvement Events: course scheduling and student retention and early warning. The week-long project asked faculty and staff to examine the present state and develop an improved plan for the future.

The Admissions Office opened a new Welcome Center on the first floor of the Administration Building to enhance campus visitors' experiences. The space features comfortable seating, a conference table, and a large digital screen and can accommodate 20 or more people.



The Worcester State Foundation Golf Tournament raised \$127,000 for Worcester State student scholarships. More than 200 alumni and friends of the University participated in the event.

The Worcester State Foundation received a record \$12,250,000 in donations in Fiscal Year 2022-2023, with \$1,860,000 for scholarships. The Foundation transferred nearly \$2,500,000 to the University including \$1,040,000 in direct student aid.

ANALYSIS

The results of this year's assessment demonstrate that Worcester State has continued to make significant progress in realizing the goals of *Beyond 150: Lead, Succeed & Engage*.

However, there are initiatives that have not yet been implemented. The University should focus on developing an accelerated degree program for non-traditional students, seeking additional funding to support increased graduate assistantships, evaluating CESO staffing levels so the Director can focus on revenue generation, and evaluating the organization and staffing of ITS.

Initiatives relating to LASC also have yet to be realized, but given that general education is undergoing a review, these initiatives should be re-examined after that process is complete.

As mentioned in previous progress reports, initiatives have not been assigned to specific areas for implementation and assessment. As a result, many initiatives have not been implemented university-wide. Instead, individual departments, offices, or committees have begun implementation within their areas.

Without a designated leader to ensure implementation and assessment throughout the University, we will not be able to effectively measure success. In addition, if implementation occurs only in some areas, the benefits will be limited to only those students, faculty, and staff who interact with those areas.

The following page highlights the initiatives that should be assigned to a specific person, department, or committee to oversee implementation and assessment. The designee would be responsible for identifying the actions taken across campus to realize the initiative, ensuring that areas that have not begun implementation begin doing so, and collecting data on the progress of implementation.

Strategic

Identify “signature programs” setting us apart from other competitors.
Deliver educational opportunities of strategic value to the region.
Develop divisional and departmental strategic plans.

Academic

Establish common practices for online courses.
Increase support for universal design/accessibility in courses.
Encourage a culture in which advising is a year-round process.

Communication

Publicize faculty and staff publications and accomplishments.
Enhance internal and cross-divisional awareness of roles and accomplishments.
Translated materials into foreign languages.
Significantly enhance internal communication.

Marketing

Promote Worcester State's rich history.
Highlight Worcester State's role within higher education.
Better promote existing community partnerships and outreach activities.
Position Worcester State as “Worcester's University”.

Student Support

Identify and remove barriers impeding student access to services.
Ensure all students have the technology and tools necessary for academic success.
Raise funds for ancillary expenses to support retention.
Improve student belonging, particularly under-served and under-represented students.
Address international student needs.
Incorporate graduate student-specific resources in all support offices.
Support graduate student research.
Provide more opportunities for graduate students to socialize.

Community

Connect the Worcester State community to local affinity groups.
Develop community focused endeavors that address local challenges.

Employees

Offer competitive compensation and contemporary employment options.
Increase professional development and career growth opportunities for staff.
Improve onboarding for new employees.
Coordinate a formal mentoring program for faculty and staff.
Recognize faculty and staff accomplishments through awards and other benefits.
Introduce optional social activities that bring faculty and staff together.

Resources

Expand funding for research and scholarship.
Invest resources to support the Library as the academic center of campus.
Evaluate staffing for the attainment of graduate enrollment goals.
Formalize a process to decrease redundant technology purchases.
Assess current space utilization and re-allocate space.

APPENDIX KEYS

Metrics Trend Key

- ✓ Met or Exceeded Target
- ↓ Positive Increase
- ↓ Positive Decrease
- No Change
- ↓ Negative Decrease
- ↑ Negative Increase

Initiatives Progress Key

- Planned Implementation is planned for future
- In Progress Implemented in a limited capacity
- Significant Progress Full university-wide implementation
- Complete Established ongoing practice

APPENDIX A - METRICS PROGRESS

Academic Excellence & Distinction

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
1			New programs (cumulative)	30	28	32	107%	✓
			Total UD evening programs	20	11	11	55%	→
			Total 100% online programs	10	8	8	80%	→
			Total master's pathway programs	20	20	17	85%	↓
			UD blended courses	15%	10%	11%	73%	↑
			UD online courses	25%	25%	22%	88%	↓
2			CTL funding	\$10,000	\$2,786	\$2,786*	28%	→
			Prof. development: Teaching	100	71	72	72%	↑
			Prof. development: Distance education	15	19	9	60%	↓
			Prof. development: Accessibility	15	18	11	73%	↓
3			Internships, practica, or fieldwork	25%	16%	15%	60%	↓
			Student networking opportunities	200	126	204	102%	✓
			Career/advanced studies workshops	200	182	167	84%	↓
4			Online LASC sections	50%	27%	25%	50%	↓
			Diversity sections	10%	6%	6%	60%	→
			Technology workshops	5	10	9	180%	✓
5			Grants: Applications	50	49	38	76%	↓
			Grants: Awarded	35	29	23	66%	↓
			Grant funds: Applied	\$9 M	\$8.3 M	\$6.8 M	76%	↓
			Grant funds: Awarded	\$4 M	\$3.1 M	\$3.3 M	83%	↑
			Faculty external grant applications	10	14	15	150%	✓
6			Study away students	75	27	30	40%	↑
			Study away students: ALANA/BIPOC	32%	19%	28%	88%	↑
			Honors students	300	341	386	129%	✓
			Honors students: ALANA/BIPOC	32%	21%	23%	72%	↑
			Information literacy workshops	100	106	96	96%	↓
			Experiential learning sections	40%	31%	34%	85%	↑
			Programs utilizing portfolios	30	38	38	127%	✓
			Academic events	200	217	314	157%	✓

* CTL received additional trust funds: \$14,000 for CTL Equity Fellow and \$41,000 for Early Career Tenure Track Faculty

Student Support & Success

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
1			Retention	85%	80%	73%	86%	↓
			Retention: African American	85%	89%	90%	106%	✓
			Retention: Latine	85%	81%	77%	91%	↓
			6Y graduation	60%	59%	61%	102%	✓
			6Y graduation: African American	60%	51%	52%	87%	↑
			6Y graduation: Latine	60%	44%	47%	78%	↑
			Transfer 4Y graduation	60%	62%	60%	100%	✓
			Transfer 4Y graduation: African American	60%	51%	52%	87%	↑
			Transfer 4Y graduation: Latine	60%	48%	53%	88%	↑
			Students receiving financial aid	90%	88%	88%	98%	→
2			Students in leadership	200	181	195	98%	↑
			Students in leadership: ALANA/BIPOC	32%	41%	39%	122%	✓
3			Mental health counselors	7	5	7	100%	✓
			Students using counseling	500	652	700	140%	✓
			Events: Mental health/well-being	200	170	243	122%	✓
4			Merit scholarships	175	153	158	90%	↑
			Merit scholarships: ALANA/BIPOC	32%	42%	46%	144%	✓
			Laptops for loan	200	206	65	33%	↓
			Students using SAS	700	656	643	92%	↓
			Support offices with extended hours	90%	75%	80%	89%	↑
			Support offices with virtual services	100%	96%	97%	97%	↑
5			Faculty using Starfish	75%	48%	48%	64%	→
			Starfish actions	20,000	12,673	15,251	76%	↑
			Prof. development: Advising	25	44	16	64%	↓
			Informal events: Students & faculty	150	66	129	86%	↑
6			Belonging: ALANA/BIPOC	4.0	3.5*	3.6	90%	↑
			Belonging: LGBTQ+	4.0	3.6*	3.7	93%	↑
			Belonging: Disabilities	4.0	3.6*	3.6	90%	→
			Belonging: Commuter	4.0	3.7*	3.9	98%	↑
			Belonging: Transfer	4.0	3.8*	3.7	93%	↓
			Belonging: Graduate	4.0	3.7*	3.9	98%	↑
			Belonging: First gen	4.0	3.7*	3.8	95%	↑
			Belonging: Adult learners	4.0	3.7*	3.9	98%	↑
			Events: Social	500	556	570	114%	✓
			Events: Commuter	100	55	101	101%	✓
			Events: Graduate	18	5	14	78%	↑
			Events: Adult learners	10	7	10	100%	✓

*Campus Climate Survey deployed in 2020

Marketing & Enrollment

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
1			UD enrollment	5,200	4,640	4,478	86%	↓
			UD enrollment: African American	10%	8%	9%	90%	↑
			UD enrollment: Latine	15%	14%	16%	107%	✓
2			MajorPlus graduation	100%	42%	48%	48%	↑
			MajorPlus graduation: ALANA/BIPOC	100%	42%	50%	50%	↑
3			Faculty: ALANA/BIPOC	31%	17%	20%	65%	↑
			Staff: ALANA/BIPOC	31%	25%	26%	84%	↑
4			Dual enroll & early college courses	100	72	85	85%	↑
			Events: Potential students	500	654	544	109%	✓
5		↻	Accelerated degree programs	5	8	8	160%	✓
6			GD enrollment	840	777	833	99%	↑
			GD enrollment: African American	6%	2%	2%	33%	→
			GD enrollment: Latinx	9%	6%	7%	78%	↑
			Graduate assistantships	50	46	44	88%	↓

Community Engagement & Public Good

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
1			Advisory boards w/ community members	30	29	29	97%	→
			Local partnerships	500	651	697	139%	✓
2			Faculty/staff engaged with community	150	167	172	115%	✓
			Events: Alumni	50	48	44	88%	↓
3			Civic engagement course students	3,000	3,142	3,097	103%	✓
			Civic engagement students: ALANA/BIPOC	32%	34%	36%	113%	✓
			Faculty publications & presentations	150	142	207	138%	✓
			Student-faculty scholarly/creative pursuits	150	160	164	109%	✓
			Student publications & presentations	150	269	330	220%	✓
			Commonwealth Honors Project students	30%	31%	21%	70%	↓
			Celebration of Scholarship & Creativity students	200	177	205	103%	✓

People & Culture

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
1			Single-use bathrooms	Maintain	22	22	100%	✓
			Gender neutral bathrooms	Maintain	10	15	100%	✓
			Events: DEIJ	200	185	353	177%	✓
2			Retention: FT staff	95%	92%	99%	104%	✓
			Retention: FT staff: ALANA/BIPOC	95%	93%	97%	102%	✓
			Retention: FT faculty	95%	94%	100%	105%	✓
			Retention: FT faculty: ALANA/BIPOC	95%	98%	100%	105%	✓
			Prof. development: Staff	100	121	153	153%	✓
			Prof. development: Faculty	100	109	140	140%	✓
			Prof. development funds for faculty	\$100,000	\$70,059	\$70,961	71%	↑
3			Prof. development: DEIJ	50	107	146	292%	✓
			Prof. development: Mental health	50	42	62	124%	✓
			FT faculty-staff w/ DEIJ training	100%	96%	97%	97%	↑
4			Awards/recognition: Faculty	10	22	15	150%	✓
			Awards/recognition: Staff	10	10	7	70%	↓
			Events: Faculty/staff social	50	26	67	134%	✓
5			Data stored in Colleague	90%	72%	79%	88%	↑
			Acad. programs with regular assessment	100%	95%	95%	95%	→
			Departments submitting Strategic Plan data	100%	82%	88%	88%	↑

Resources & Infrastructure

GOAL	DEIJ	CI	METRIC	TARGET	2021	2022	PROGRESS	TREND
1			Marketing budget for DGCE	15%	20%	10%	67%	↓
		🔄	Revenue: CESO	\$500,000	\$214,052	\$76,454	15%	↓
		🔄	Net Revenue: CESO	\$500,000	--	-\$435,106	-87%	—
		🔄	Revenue: DGCE	\$9 M	\$9.4 M	\$9.7 M	108%	✓
		🔄	Net revenue: DGCE	\$4 M	\$2.7 M	\$2.4 M	60%	↓
2			Overall endowment	\$50 M	\$40.4 M	\$50.7 M	101%	✓
		🔄	Funds transferred to the University	\$5 M	\$2.1 M	\$2.5 M	50%	↑
			Unrestricted foundation dollars	15%	14%	12%	80%	↓
		🔄	Donor retention: Alumni	75%	61%	58%	77%	↓
		🔄	Donor retention: Employees	75%	68%	74%	99%	↑
			Foundation scholarship students	500	345	421	84%	↑
		👤	Foundation students: ALANA/BIPOC	32%	40%	35%	109%	✓
		👤	Total Student Emergency Funds raised	\$200,000	\$196,425	\$206,000	103%	✓
3		🔄	IT Staff FTE	36	28	28	78%	→
			Prof. development: Technology	15	15	12	80%	↓
4	👤	🔄	Digital forms and processes	95%	99%	99%	104%	✓
		🔄	Partially remote staff	25%	25%	21%	84%	↓
		🔄	Remote staff	10%	1%	1%	10%	→
5		🔄	Cross-trained staff within dept.	80%	79%	80%	100%	✓
6			Carbon footprint (MTCO2e)	5,445	8,118	10,634	195%	↑
			Electric vehicle charging stations	10	8	8	80%	→
			Sustainability memberships	3	1	1	33%	→
		🔄	Avoided costs due to energy off-sets	\$100,000	\$84,237	--	84%	—
		🔄	Total energy savings	\$1 M	\$851,558	--	85%	—
		🔄	Annual savings from electricity offset	\$1.5 M	\$1.5 M	\$881,079	59%	↓
		🔄	Net metering credits	\$2 M	\$494,192	\$2,27 M*	114%	✓

*Prior year calculations did not include all credits

APPENDIX B - INITIATIVE PROGRESS

Academic Excellence & Distinction

GOAL	DEIJ	CI	STATUS	INITIATIVE
1				Offer more online and blended courses
				Convert Intersession to be 100% online and expand the term
				Develop new programs to align with workforce needs and student interest
				Implement the Major-Plus requirement as reflected in the RASE plan
				Transform interdisciplinary concentrations into minors
				Establish a department of interdisciplinary studies
				Introduce additional 3+ and 4+ programs
2				Ensure adequate resources are allocated to the CTL
				Hire an instructional designer in the CTL
				Establish common practices for online courses
				Increase support for universal design/accessibility in courses
				Support interdisciplinary teaching
				Provide opportunities for faculty to share ideas with each other
3				Deliver educational opportunities of strategic value to the region
				Expand student career exploration and networking opportunities
4				Provide a comprehensive review and needs assessment of LASC
				Annually review LASC goals and outcomes
				Offer an online track for all LASC classes
				Adopt a 3-credit diversity course requirement
5				Establish a fully functioning Office of Grants and Sponsored Research
				Expand funding for research and scholarship
				Support graduate student research
				Strengthen and publicize faculty research
6				Invest resources to support the Library as the academic center of campus
				Provide experiential learning opportunities for all students
				Increase study abroad participation
				Cultivate a vibrant intellectual life on campus

Student Support & Success

GOAL	DEJI	CI	STATUS	INITIATIVE
1			●	Increase first-year retention rates
			●	Increase 6-year graduation rates
	👥		●	Reduce first-year retention rate gap between ALANA/BIPOC and white students
	👥		●	Reduce 6-year graduation rate gap between ALANA/BIPOC and white students
		🔄	●	Reimagine the course scheduling model
	👥		●	Continue to offer practices that allow for transfer credit equivalencies
	👥		●	Invest in financial aid to encourage student retention
	👥	🔄	●	Streamline the process for awarding transfer credit
2			●	Enhance leadership programs for students
	👥		●	Adopt a wide-ranging, inclusive definition of student leadership
			●	Promote student leadership development opportunities
3	👥		●	Increase awareness and resources aligned with the 8 domains of student wellness
	👥		●	Address student emotional and mental well-being
	👥		●	Adapt FYE services to meet needs of a changing student body
			●	Increase the number of full-time faculty involved with FYS
	👥		●	Champion a student-centered approach to all university operations
	👥	🔄	●	Centralize student resources in one location
4	👥	🔄	●	Expand student support services beyond the traditional workday
	👥	🔄	●	Work toward making all spaces ADA-compliant and providing assistive technology
	👥		●	Incorporate graduate student-specific resources in all support offices
	👥		●	Ensure all students have the technology and tools necessary for academic success
	👥	🔄	●	Address non-tuition-related financial challenges with creative solutions
	👥	🔄	●	Promote compliance with student educational accommodations
	👥		●	Implement virtual financial aid sessions for accepted/current students
	👥	🔄	●	Identify and remove barriers impeding student access to services
	👥	🔄	●	Find ways to make course materials low or no cost
5	👥		●	Encourage a culture in which advising is a year-round process
	👥		●	Provide opportunities for informal student-faculty interactions
	👥	🔄	●	Improve the registration process and advising for graduate students
	👥	🔄	●	Support advising in high-enrolled majors
6	👥		●	Expand extracurricular and recreational programs for all students
	👥		●	Address international student needs
	👥		●	Provide more opportunities for graduate students to socialize
	👥		●	Improve student belonging, particularly under-served and under-represented students
	👥		●	Facilitate transfer student transition and success.

Marketing & Enrollment

GOAL	DEJI	CI	STATUS	INITIATIVE
1				Align advertising across modalities
				Re-platform and enhance content on the website
				Effectively engage diverse audiences on the website
				Bolster regional and national visibility by supporting research and travel
				Highlight Worcester State's role within higher education
2				Boldly promote the RASE Plan
				Identify "signature programs" setting us apart from other competitors
				Position Worcester State as "Worcester's University"
				Standardize branding for all materials
				Reinforce a culture of being on-brand at off-campus events
				Promote Worcester State's rich history
3				Increase diversity in departments that provide direct student support
4				Continue to offer Early College and dual enrollment courses
				Implement programs that bring greater numbers of prospective students to campus
				Offer support to high school students on the college application process
				Partner with high schools and community colleges
5				Provide comprehensive support for first-generation and ALANA/BIPOC students
				Design accelerated programs for non-traditional age students
				Develop a strategy for enrolling non-traditional age students
				Increase the degrees that can be completed online or in the evening
				Create a marketing campaign for diverse undergraduates
				Translate materials into foreign languages
				Offer a 'Life Work Portfolio' program for non-traditional age learners
6				Evaluate staffing for the attainment of graduate enrollment goals
				Produce a marketing campaign for graduate and continuing education
				Invest in online course development by providing incentives
				Seek additional funding to support increased graduate assistantships

Community Engagement & Public Good

GOAL	DEJI	CI	STATUS	INITIATIVE
1			●	Expand the utilization of advisory bodies with external members
			●	Collaborate with the community to promote dialogues and experiences
			●	Provide opportunities and partnerships that support the DHE equity agenda
2			●	Maintain an open, neighborly campus environment
			●	Better promote existing community partnerships and outreach activities
			●	Connect the Worcester State community to local affinity groups
			●	Expand connection, engagement, and networking for alumni
			●	Support efforts to establish Worcester as a vibrant location to live
3			●	Develop community focused endeavors that address local challenges
			●	Publicize faculty and staff publications and accomplishments
			●	Compile a catalog of faculty and staff expertise

People & Culture

GOAL	DEJI	CI	STATUS	INITIATIVE
1			●	Provide dedicated support and services for LGBTQ+ students
			●	Expand affinity-based connections across the campus community
			●	Foster campus-wide cultural fluency and humility
2			●	Offer competitive compensation and contemporary employment options
			●	Recruit and retain under-represented and marginalized faculty and staff
			●	Increase professional development and career growth opportunities for staff
		↻	●	Improve onboarding for new employees
			●	Coordinate a formal mentoring program for faculty and staff
			●	Explore a “teaching post-doc” program to attract new PhDs to teach
		↻	●	Make a financial commitment to hiring more full-time faculty members
3			●	Offer multiple levels of training relating to diversity, equity, and inclusion
			●	Offer a diversity certificate program for faculty, staff, and students
		↻	●	Address accessibility in all modalities
			●	Provide professional development on inclusive teaching strategies
4		↻	●	Acquire and deploy technology to improve communication
		↻	●	Significantly enhance internal communication
			●	Introduce optional social activities that bring faculty and staff together
		↻	●	Enhance internal and cross-divisional awareness of roles and accomplishments
			●	Strategically communicate student, faculty, and staff accomplishments
			●	Recognize faculty and staff accomplishments through awards and other benefits
5		↻	●	Build a data warehouse
		↻	●	Develop divisional and departmental strategic plans
		↻	●	Collect data centrally through Assessment and Planning
		↻	●	Utilize Colleague for all data entry and storage
		↻	●	Formalize data entry procedures for each office to reduce errors in data
		↻	●	Emphasize transparency and accountability by providing access to data and reports.
		↻	●	Review, prioritize, and implement the FSTF recommendations
		↻	●	Optimize processes to improve efficiency and effectiveness.
6		↻	●	Ensure that all units have plans and training to maintain operations
		↻	●	Engage in succession planning for key positions across the organization
		↻	●	Develop and regularly assess emergency preparedness plans

Resources & Infrastructure

GOAL	DEJI	CI	STATUS	INITIATIVE
1			●	Invest in DGCE marketing and staffing
			●	Provide training and incentives to develop new streams of revenue
			●	Lobby for increased funding for public higher education
			●	Evaluate CESO staffing levels so the Director can focus on revenue generation
			●	Explore opportunities to reduce cost and/or increase revenue
2			●	Broaden and increase the base and retention of alumni donors
			●	Increase the endowment
			●	Increase the amount of financial support transferred to the University
			●	Grow funds to increase scholarships available to students
			●	Establish a dedicated emergency response fund
			●	Survey and connect donors with areas they are interested in
			●	Raise funds for ancillary expenses to support retention
3			●	Create classroom technology plans
			●	Formalize a process to decrease redundant technology purchases
			●	Evaluate the organization/staffing of ITS
			●	Update the Campus Master Plan
			●	Determine a plan to address the May Street building
			●	Work with DCAMM on improvements to the LRC and Student Center
			●	Work with the MSCBA to address Chandler Village
			●	Assess current space utilization and re-allocate space
			●	Address accelerated end-of-useful-life and higher deferred maintenance costs
4			●	Utilize a transparent budgeting process that evaluates budget levels regularly
			●	Digitize administrative forms and function
			●	Approve a remote and flexible work plan
			●	Conduct an equity audit
			●	Embrace an entrepreneurial culture
			●	Examine the structure separating day and DGCE programs
5			●	Design redundant systems and staffing capacities
			●	Automate business functions
6			●	Achieve cost savings through off-setting equipment and net metering credits

APPENDIX C - REVISIONS

Strategies and Initiatives

*Does not include minor changes in wording.
2022-2023 Revisions in blue.*

Goal 1: Academic Excellence & Distinction

Initiatives

Moved: "Support interdisciplinary teaching" from Goal 3.

Moved: "Support graduate student research" from Goal 3.

Changed: "Secure approvals for majors in Art, Political Science, and Theater" to "Develop new programs to align with workforce needs and student interest".

Changed: "Create a webpage/forum for faculty to share ideas with each other" to "Provide opportunities for faculty to share ideas with each other".

Suspended: "Pursue approvals to offer an Occupational Therapy doctorate" due to state regulations.

Suspended: "Encourage everyone teaching online to be certified by some process" until Blackboard upgrade is completed.

Suspended: "Establish a set of targeted areas related to digital literacy" while LASC revisions are underway.

Suspended: "Create a university portfolio initiative" due to financial constraints.

Removed: "Create a 'Leadership Across the Curriculum' LASC requirement" as LASC no longer has "Across the Curriculum" elements.

Removed: "Create greater opportunities for summer IELI programs" as summer programs for residential high school students is not a financially viable idea.

Goal 2: Student Support & Success

Initiatives

Added: "Increase first-year retention rates".

Added: "Increase 6-year graduation rates".

Added: "Reduce first-year retention rate gap between ALANA/BIPOC and white students".

Added: "Reduce 6-year graduation rate gap between ALANA/BIPOC and white students".

Added: "Champion a student-centered approach to all university operations".

Moved: "Improve the registration process and advising for graduate students" from Goal 3.

Changed: "Continue to support current practices such as CLEP testing" with "Continue to offer practices that allow for transfer credit equivalencies".

Combined "Strengthen and expand the Transfer Success Coach program" and "Offer additional Transfer Orientation dates" into "Facilitate transfer student transition and success".

Changed: "Expand and enhance the support graduate students receive from the Library and Student Affairs" to "Incorporate graduate student-specific resources in all support offices".

Changed: "Create a working group to address the needs of Worcester State's international student population" to "Address international student needs".

Changed: "Enhance supports to improve the sense of belonging of transfer, commuter, and first-generation students" to "Improve student belonging, particularly among students from under-served and under-represented groups".

Suspended: "Develop and implement a mandatory 1-credit New Transfer Seminar" while awaiting new grant staff to pursue grant funding.

Removed: "Develop programs for unmet needs in student leadership" as it is covered under "Enhance leadership opportunities for students".

Removed: "Ensure adequate/appropriate resources are available to non-traditional-age learners" as it is covered under "Ensure all students have the technology and tools necessary for academic success".

Removed: "Encourage the approval of a co-curricular transcript" as this type of transcript is no longer in use at many universities across the country.

Goal 3: Marketing & Enrollment

Initiatives

Added “Promote Worcester State's rich history”.

Moved "Increase the degrees that can be completed online or in the evening" from Goal 1.

Combined “Create a faculty speaking program at high schools” and “Develop a young alumni program as liaisons for their high school alma maters” with “Partner with high schools and community colleges”.

Changed “Provide comprehensive academic support in first-year experience either by expanding Summer Bridge or creating a ‘Fall Cluster’ for first-generation students and students from under-represented groups” to “Provide comprehensive support for first-generation and ALANA/BIPOC students”.

Goal 4: Community Engagement & Public Good

Strategies

Combined “Expand relationships with business in Worcester and Beyond” with “Foster ongoing interaction between the University and the community”.

Initiatives

Changed “Establish a ‘Community Collaborative’ within Academic Affairs to support community- focused academic endeavors that connect faculty and students with the Worcester-area community to address challenges interdisciplinarily and collaboratively” to “Develop community focused endeavors that address local challenges”.

Suspended “Implement a Volunteer Day for employees to contribute to Worcester and local areas in a visible way” until Civic Engagement Center is fully staffed.

Suspended “Intentionally have faculty and staff be present at Five Chambers events” and “Provide students opportunities to attend Chamber events” due to financial constraints.

Removed “Offer annual bus tours of Worcester for all new staff and faculty as well as members of Leadership Council” due to financial constraints.

Goal 5: People & Culture

Strategies

Changed: “Foster a culture of assessment and data-based decision making” to “Foster a culture of continuous improvement and data-informed decision making”.

Initiatives

Added: “Review, prioritize, and implement the FSTF recommendations”.

Added: “Optimize processes to improve efficiency and effectiveness”.

Moved: "Recruit and retain under-represented and marginalized faculty and staff" from Goal 3.

Changed: "Create new awards to recognize faculty and staff accomplishments" to "Recognize faculty and staff accomplishments through awards and other benefits".

Suspended: “Implement a more systematic and intentional method of inviting, securing, and hosting visiting international scholars and faculty” due to financial and logistical constraints.

Suspended: “Develop a policy to reimburse for costs associated with the maintenance of professional credentials” due to financial and bargaining constraints.

Goal 6: Resources & Infrastructure

Initiatives

Added: “Explore opportunities reduce cost and/or increase revenue”.

Added: "Update the Campus Master Plan".

Added: "Increase the endowment".

Replaced: “Increase unrestricted endowment to 20-25 percent of total endowment value” to “Increase the amount of financial support transferred to the University”.

Replaced: “Increase unrestricted endowment dollars by communicating with donors the importance and benefits of unrestricted endowment” with "Raise funds for ancillary expenses to support retention".

Replaced: “Increase the number of buildings that have options to off-set electricity with “Achieve cost savings through electricity off-setting equipment and net metering credits”.

Suspended: “Include technology upgrades and maintenance in budget” while waiting for input from ITS.

Suspended: “Evaluate net-zero or near-net-zero building for any new building” while there is no new construction.

Suspended: “Plan for replacement fleet vehicles to be fully electric or hybrid vehicles” due to financial constraints.

Suspended: "Revise the Climate Action Plan" and "Join organizations related to climate change efforts in higher education" as the position of Sustainability Coordinator no longer exists.

Removed: “Develop more non-credit courses and programs to be taught through the Center for Business and Industry by Worcester State faculty and staff” as the Center for Business and Industry has been sunset.

Removed: “Utilize campus during off-times for programs that will pay to use our space” as this is already established practice.

Removed: “Develop more non-credit courses and programs to be taught through the Center for Business and Industry by Worcester State faculty and staff” as the Center for Business and Industry has been sunset.

Removed: “Work with the city and state to increase the frequency of buses for Worcester State” due to financial limitations.

APPENDIX D - GLOSSARY

ALANA/BIPOC	African, Latine, Asian, Native American/Black, Indigenous, People of Color
AOP	Accelerated Online Program
ASC	Academic Success Center
CLEP	College-Level Examination Program
CTL	Center for Teaching and Learning
DCAMM	Division of Capital Asset Management and Maintenance
DEIJ	Diversity, Equity, Inclusion, and Justice
DGCE	Division of Graduate and Continuing Education
DHE	Massachusetts Department of Higher Education
FTE	Full-time Equivalent
FYE	First Year Experience
FYS	First Year Seminar
HECCMA	Higher Education Consortium of Central Massachusetts
ITS	Information Technology Services
LASC	Liberal Arts and Science Curriculum (general education)
LEI	Latino Education Institute
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and others
LRC	Learning Resource Center
MARCOM	Marketing and Communications
MCPHS	Massachusetts College of Pharmacy and Health Sciences
MEMA	Massachusetts Emergency Management Agency
MSCBA	Massachusetts State College Building Authority
NECHE	New England Commission of Higher Education
OER	Open Educational Resources
OMA	Office of Multicultural Affairs
OSILD	Office of Student Involvement and Leadership Development
QCC	Quinsigamond Community College
RASE	Roadmap for Advancing Student Excellence
SAS	Student Accessibility Services
WPS	Worcester Public Schools

