

**WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Tuesday, April 8, 2025
4:00 P.M.
Wellness Center, Room 204**

Meeting Called By: Dr. Lisa Colombo (Chair)

Minutes: Nikki Kapurch

Board Members: Dr. Lisa Colombo (Chair); Maureen Power (Vice-Chair); Dr. Lawrence Sasso (Vice-Chair); Kelly Brissette; Darnell Dunn; Karen Lafond; David Tuttle; Dina Nichols; Amy Peterson; Kyram Pou, Jr.; Marina Taylor

WSU Staff: Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; Tom McNamara; Edgar Moros; 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 Meeting- January 14, 2025* | Dr. Lisa Colombo | 1. vote required |
| 2. <i>Inclusive Excellence and Belonging Presentation - 15 minutes w/ Q&A</i> A. Bias/Discrimination Dashboard Presentation* | Edgar Moros Nafisa Nipun Tanjeem Jennifer Quinn | A. Informational |
| 3. <i>Finance & Facilities Committee Report</i> A. Finance & Facilities Committee Meeting Packet* | Dr. Lawrence Sasso | A. Informational and (2) votes required |
| 4. <i>Academic & Student Development Committee Report</i> A. Academic & Student Development Committee Meeting Packet* | Karen LaFond | A. Informational and (4) votes required |
| 5. <i>Administrative Updates</i> A. Report of the Chair a. Appointment of the Nominating Committee b. Next meeting: June 10, 2025 B. Report of the Student Trustee C. Report of the President a. University Advancement Update* b. President's Update* c. Honorary Degree* d. Bright Act Information* | Dr. Lisa Colombo Kyram Pou, Jr. Barry Maloney Tom McNamara | a. Informational b. Informational c. vote required d. Informational |
| 6. <i>Adjournment</i> | Dr. Lisa Colombo | 6. vote required |

*Attachments

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

| | | | |
|----------------|---|-------------|------------------|
| CHAIR: | Dr. Lisa Colombo (Chair) | DATE: | January 14, 2025 |
| LOCATION: | Wellness Center, Room 204 | MINUTES BY: | Nikki Kapurch |
| TIME: | 4:00 p.m. | | |
| BOARD MEMBERS: | Dr. Lisa Colombo (Chair); Maureen Power (Vice Chair); Dr. Lawrence Sasso (Vice Chair); Kelly Brissette; Marina Taylor; David Tuttle(remotely); Dina Nichols; Amy Peterson; Kyrām Pou, Jr. | | |
| MEMBER ABSENT: | Karen LaFond | | |
| WSU STAFF: | Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Ryan Forsythe; Carl Herrin; Nikki Kapurch; Julie Kazarian; Tom McNamara; Sathi Mitra; Deborah O'Neil; Lois Wims | | |

The provision of General Laws, Chapter 30A having been complied with and a quorum present, a meeting of the Board of Trustees was held on Tuesday, January 14, 2025, in room 204, located in the Wellness Center. Chair Colombo called the meeting to order at 4:00 p.m. Chair Colombo reported that one Trustee will participate by remote access and announced that all votes will be by recorded roll call.

Trustee Colombo introduced and welcomed Kelly Brissette, a new trustee who has joined the board. Trustee Brissette introduced herself.

ADMINISTRATIVE BUSINESS:

APPROVAL OF THE MINUTES - Academic & Student Development Committee Meeting -November 26, 2024

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

VOTED: **to approve the minutes of the November 26, 2024, Academic & Student Development Committee meeting, as presented.**

ROLL CALL VOTE: Maureen Power (Vice Chair); Kelly Brissette; Marina Taylor; Kyrām Pou, Jr.

APPROVAL OF THE MINUTES - Full Board Meeting - November 26, 2024

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

VOTED: **to approve the November 26, 2024, minutes of the full Board meeting as presented.**

ROLL CALL VOTE: **8 approved.** Maureen Power (Vice Chair); Dr. Lawrence Sasso (ViceChair); Kelly

Brissette; Marina Taylor; David Tuttle; Dina Nichols; Amy Peterson; Kyrar Pou, Jr.

1 Abstained. Dr. Lisa Colombo (Chair)

President Maloney mentioned that Stacey Luster has left the University. She has taken a new job at Fitchburg State. President Maloney welcomed Elizabeth Sullivan, attorney for Rubin and Rudman, who is here to introduce herself. She is the point person for the State Universities. Elizabeth will be filling the void left by Stacey's departure. Attorney Sullivan provided a brief background on herself and Rubin and Rudman.

PRESENTATION

EAB: Enroll360 with Lauren Kennedy, a Senior Strategic Leader at EAB, and Eleanor Nexsen, Managing Director, Partner Success from EAB

- President Maloney welcomed Vice President Ryan Forsthye, who introduced Lauren Kennedy, a Senior Strategic Leader at EAB, and Eleanor Nexsen, Managing Director, Partner Success from EAB.
- The EAB representatives walked us through the very detailed PowerPoint presentation that was included in the packet.
- EAB is Worcester State University's Enrollment partner.
- What's coming next? Walked us through how we can strategically expand enrollment.
- We are in a partnership with EAB for the next three years.

PRESENTATION

Fundraising Campaign

- President Maloney welcomed Vice President Tom McNamara, who introduced Kathy Howrigan, a consultant who is working on the fundraising campaign.
- VP McNamara went through the University's history with campaigns. WSU has had three campaigns from 1996 - 2017: 15 years, \$34.4 Million Raised, Countless Lives Changed
- Consultant Howrigan walked us through the very detailed PowerPoint presentation that was included in the packet. She walked us through campaign fundamentals.
- Howrigan went over preparing for the Campaign in 2025 and the role of trustees.
 - Approve the campaign
 - Understand the mission and strategic priorities
 - Ensure appropriate staffing and funding
 - Lead the way in giving; 100% participation of both boards is critical
 - Make Worcester State a top philanthropic priority
 - Identify and introduce potential prospects
- Went through the phases of the campaign.

Finance and Facilities Committee Report

FY 2024 Federal Funds Audit Report

- Trustee Sasso mentioned that the Finance and Facilities Committee met today at 3 p.m. VP Kathy Eichelroth provided an overview of the Federal Financial Aid Audit Report being presented for approval.
- The Federal Financial Aid Audit Report, pages 4 through 56, contains the same information as the General Audit Report of the University and Foundation, which was presented and approved in the fall.
- The work is now complete and ready for board review and approval.
- No findings, favorable report, a clean report

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

VOTED: to accept the recommendation of the Finance and Facilities Committee and approve the A133 Audit of Federal Financial Assistance for the year ended June 30, 2024.

ROLL CALL VOTE: 9 approved. Dr. Lisa Colombo (Chair); Maureen Power (Vice Chair); Dr. Lawrence Sasso (Vice Chair); Kelly Brissette; Marina Taylor; David Tuttle; Dina Nichols; Amy Peterson; Kyram Pou, Jr.

REPORT OF THE CHAIR

- Next meeting: Tuesday, April 9, 2025

REPORT OF THE STUDENT TRUSTEE

- Trustee Pou reported that he attended the Finance and Facilities meeting and mentioned that he was exploring the Student Activity Fee and will be presenting to the committee a proposal to increase the students' activity fee.
- Trustee Pou introduces a topic that is important to the students. The student activity fee is \$36 a semester and \$72 a year. Those funds are deposited into a student activity trust fund. They are looking to include a fee increase in the FY26 budget.
- Trustee Pou will introduce the concept to the student government and start a discussion with them early in the Spring semester.
- He will report back to the BOT at the April meeting.
- We want to increase it because our student clubs and organizations lack funds to support their groups. We are the third largest state school and have the smallest activity fee. We would like to raise the fee to meet our students' needs.
- State school fees range from \$45 to \$81 per semester. We are considering increasing the fee to \$50 per semester.
- When was it last raised? Trustee Pou will provide that update at the next meeting.

PRESIDENT'S REPORT

President's Update is included in the packet.

The Governor should release her House One budget next week. We may see an increase in the base appropriation.

President Maloney provided a DGCE negotiation update.

President Maloney's Memo to Trustees is included in the packet.

President Maloney went through the process on the call for speakers, honorary degree recipients, and community service awardees.

Approval of Nominees for Speaker/Awards Pool

- Nominees for commencement speaker, honorary degrees, and community service awards are

accepted throughout the year. They are evaluated by the Speakers and Awards Committee on a rolling basis; applications are reviewed during both the fall and spring semesters. The committee then develops a list to recommend to the All-University Committee, which subsequently forwards all finalists as recommendations to the President. Final approval is granted by the Board of Trustees upon recommendation by the President.

- I have attached a list of my recommendations for commencement speakers, honorary degree recipients, and community service award recipients for inclusion in the pool of approved speakers and award recipients.
- Also included in the packet is the current pool of commencement speakers and award recipients.

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

VOTED: to approve the following nominees for inclusion in the Speaker/Awards pool:

- Marjorie Agosín - Commencement Speaker
- Councilor Niamh Kennedy - Honorary Degree Candidate
- Mayor Councilor Lilian Seeno-Barr - Honorary Degree Candidate
- Jennifer Davis Carey - Community Service Award Recipient

ROLL CALL VOTE: 9 approved. Dr. Lisa Colombo (Chair); Maureen Power (Vice Chair); Dr. Lawrence Sasso (ViceChair); Kelly Brissette; Marina Taylor; David Tuttle; Dina Nichols; Amy Peterson; Kyram Pou, Jr.

Approval of Honorary Degrees for 2025.

President Maloney stated that the two women nominated for honorary degrees are both Irish mayors. They are remarkable women leaders in the Irish government.

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

VOTED: to approve the awarding of the following honorary degree:
Councilor Niamh Kennedy, Doctor of Humane Letters, *Honoris Causa*, aiming at Undergraduate Commencement on May 17, 2025.

ROLL CALL VOTE: 9 approved. Dr. Lisa Colombo (Chair); Maureen Power (Vice Chair); Dr. Lawrence Sasso (ViceChair); Kelly Brissette; Marina Taylor; David Tuttle; Dina Nichols; Amy Peterson; Kyram Pou, Jr.

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

VOTED: to approve the awarding of the following honorary degree:
Mayor Councilor Lilian Seeno-Barr, Doctor of Humane Letters, *Honoris Causa*,

WSU Board of Trustees
January 14, 2025

aiming at Undergraduate Commencement on May 17, 2025.

ROLL CALL VOTE: **9 approved.** Dr. Lisa Colombo (Chair); Maureen Power (Vice Chair); Dr. Lawrence Sasso (ViceChair); Kelly Brissette; Marina Taylor; David Tuttle; Dina Nichols; Amy Peterson; Kyrām Pou, Jr.

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

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

VOTED: **to adjourn the meeting at 6:08 p.m.**

ROLL CALL VOTE: **9 approved.** Dr. Lisa Colombo (Chair); Maureen Power (Vice Chair); Dr. Lawrence Sasso (ViceChair); Kelly Brissette; Marina Taylor; David Tuttle; Dina Nichols; Amy Peterson; Kyrām Pou, Jr.

Respectfully submitted,



Barry Maloney

Secretary, Board of Trustees



WORCESTER
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Bias Incident Review Team (BIRT)

The Bias Incident Review Team (BIRT) is responsible for assessing the institutional response to incidents of bias that impact the University's mission, core values, civility policies, Policy of Nondiscrimination, and efforts toward improving campus climate.

Team Membership

Jennifer Quinn, Associate Dean for Student Affairs/University Title IX (co-chair)

Dr. Nafisa Nipun Tanjeem, Associate Professor of Interdisciplinary Studies (co-chair)

Kevin Fenlon, Assistant Dean, Counseling Center

Deborah Alvarez O'Neil, Interim Assistant Vice President, Office of Communications and Marketing

Laxmi Bissoondial, Director, Office of Multicultural Affairs

Adrian Gage, Associate Dean for Student Engagement and Residence Life

Jason Kapurch, Chief, University Police

Julie Kazarian, Vice President of Student Affairs/Dean of Students

Tommy Gorman, Associate Director, Community Standards and Student Conduct

Dr. Edgar Moros, Executive Director, Inclusive Excellence and Belonging (ex-officio member)

**Two year minimum service*

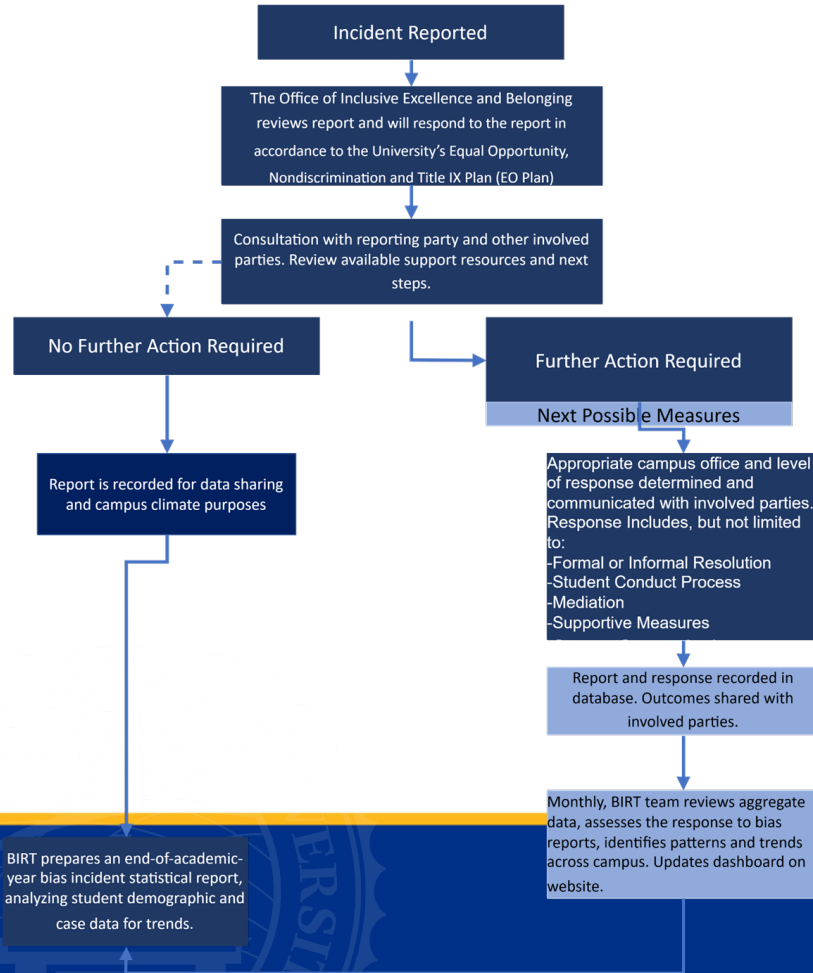
Proposed Transitions

1. Committee name change
2. Clarifying roles and responsibilities for offices responsible for responding to Bias incident reports.
3. Outlining the scope of BIRT as an assessment and monitoring body.
4. Composing a review process that would include conducting an end of academic year audit.
 - a) Reviewing current membership, evaluating metrics, and analyzing student demographics and case data for trends.
 - b) Exploring general trends, pinpointing gaps and recommending process improvements.
5. Update the BIRT webpage to clarify roles and responsibilities of responding teams and reflect data appropriately.
6. Ongoing assessment of practices and protocols.

Updated Committee Charge

1. To review and refer reported incidents to the appropriate office for investigation and/or discipline;
2. Assist in and consult on the development of community-level response;
3. To recommend programs that are both preventative and responsive to bias incidents and hate crimes;
4. To document and monitor reported incidents of bias and hate;
5. To advise on the provision of care, support, resources, and resolution options to individuals or groups who are the targets of bias incidents and/or hate crimes;
6. Collect data and review patterns of campus bias incidents based on reports submitted;
7. To serve as an advisory group to the President.

BIAS REPORTING FLOWCHART



BIRT Process

- Meet monthly throughout the academic year
- Meet throughout the academic year with the Student Government Association
- Conduct an end of academic year audit to identify strengths and weaknesses, to improve efficiency and effectiveness, and to evaluate data from the previous academic year.

BIRT Dashboard

<https://www.worcester.edu/inclusive-excellence-belonging-office/bias-incidents-and-reporting/bias-incident-dashboard/>



WORCESTER
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Questions?

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
FINANCE & FACILITIES MEETING
Tuesday, April 8, 2025
3:00 P.M.
Wellness Center, Room 204

Meeting Called By: Lawrence Sasso (Chair)

Minutes: Nikki Kapurch

Board Members: Lawrence Sasso(Chair); Dina Nichols; Amy Peterson; Marina Taylor (Vice Chair)

WSU Staff: Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Carl Herrin; Nikki Kapurch; 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. Finance & Facilities Meeting Minutes- January 14, 2025* | Dr. Lawrence Sasso | 1. vote required |
| 2. <i>Finance & Facilities Committee Report</i> A. FY 2026 Budget Resource Discussion* B. 535 Chandler Street Site Work Proposal* C. Operational Excellence Update* | Kathy Eichelroth Jonathan Walker | A. Informational B. (2) votes required |
| 3. <i>Administrative Updates</i> A. Other Business | Dr. Lawrence Sasso | |
| 4. <i>Adjournment</i> | Dr. Lawrence Sasso | 4. vote required |

*Attachments

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

CHAIR: Dr. Lawrence Sasso (Chair)

DATE: January 14, 2025

LOCATION: Wellness Center, Rm 204

MINUTES BY: Nikki Kapurch

TIME: 3:00 PM

COMMITTEE MEMBERS PRESENT: Lawrence Sasso (Chair); Marina Taylor (Vice Chair); Dina Nichols; Amy Peterson

BOARD MEMBERS PRESENT: Dr. Lisa Colombo (Chair); Kyrām Pou, Jr.

WSU STAFF: Ashlynn Allain; Kathy Eichelroth; Nikki Kapurch; Barry Maloney; Tom McNamara

The provisions 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, January 14, 2025, in room 204, located in the Wellness Center. Chair Sasso called the meeting to order at 3:00 p.m.

FINANCE & FACILITIES COMMITTEE REPORT

FY 2024 Federal Financial Aid Audit Report

- Trustee Sasso called upon VP Kathy Eichelroth, who introduced Laura Pizzimenti from Bollus Lynch, LLP, to summarize the report.
- VP Eichelroth joined Laura Pizzimenti for an overview of the Federal Financial Aid Audit Report being presented for approval.
- Ms. Pizzimenti walked trustees through the Federal Financial Aid Audit Report.
- Audit the financial statements as of and for the years ended June 30, 2024, and June 30, 2023.
- The Federal Financial Aid Audit Report, from pages 4 through 56, has the same information as the General Audit Report of the University and Foundation that was presented and approved in October.
- The audit was conducted to form an opinion on the financial statements as a whole.
- The total expenditure for the federal award is \$26,513,831 in financial aid. Federal awards include all grants, contracts, and similar agreements entered directly between the University and federal government departments.
- We received two awards from the Department of State. However, they were not actual federal grants, so they have been removed from the draft.
- The financial statements and related footnotes are presented separately from "Management Discussion and Analysis."
- Ms. Pizzimenti reported that audit opinion was clean, no issues were identified, and there were no findings.
- Trustee Taylor pointed out a typo on page six. The text should read "the University's net position as of June 30, 2023, and 2024," not "2023 and 2022."
- Chair Sasso thanked the team for all their hard work.

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

VOTED: to recommend to the full Board the acceptance of the A133 Audit of Federal Financial Assistance for the year ending June 30, 2024, as presented.

Other Business

- President Maloney mentioned that the Governor should release her House One budget next week. We will continue through this committee, making pathways to build out our FY26 budget.

Student Activity Fee Proposal

- Trustee Pou and President Maloney discussed a proposal Trustee Pou is working on and would like to share with the board members.
- Trustee Pou introduces a topic that is important to the students. The student activity fee is \$36 a semester and \$72 a year. Those funds are deposited into a student activity trust fund. They are looking to include a fee increase in the FY26 budget.
- Trustee Pou will introduce the concept to the student government and start a discussion with them.
- There will be more updates at the April meeting.
- We want to increase it slightly because our student clubs and organizations lack funds to support their groups. We are the third largest state school and have the smallest activity fee. We would like to raise the fee to meet our students' needs.
- State schools range from \$45 to \$81 a semester. We are looking to increase the fee to \$50 a semester.
- When was it last raised? Trustee Pou will provide that update at the next meeting.
- Trustee Nichols inquired about an update on the FSTF plan. President Maloney mentioned that we will bring an update back to the board at an upcoming meeting.

SUCCESS Funds

- Worcester State will receive \$1,620,191 in SUCCESS Funding.
- Funds are expected to be available between February and September 2025.

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

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

VOTED: to adjourn the meeting at 3:26 p.m.

Respectfully submitted,



Barry M. Maloney

Secretary, Board of Trustees



Memorandum

DATE: March 25, 2025

TO: Barry M. Maloney, President

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

RE: **FY 2026 BUDGET RESOURCE DISCUSSION**

Governor Healey released her spending plan for FY 2026 which has annualized all FY 2025 state funding into a FY 2026 base funding line. The annualized base includes collective bargaining increases that were rolled out in FY 2025 and those that are awaiting ratification. The Governor has not proposed resources in FY 2026 for performance funding or the internship incentive and endowment incentive programs.

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 2025. We anticipate we will need to address a continuing budget shortfall, though the gap appears to have decreased slightly. 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 2026.

While planning for operating expenses in FY 2025 we had returned to a deliberative process of soliciting funding requests. At the conclusion of the FY 2025 budget process we were able to fund the EAB Enrollment Marketing proposal as a top priority. 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. Through the prioritization process we created a list of initiatives that were vetted and ready to execute should additional new resources be identified during the year.

The Healey-Driscoll Administration announced in December that it was awarding \$14 million from the fiscal year 2025 budget to support student success programming at Massachusetts' nine state universities. These funds support services such as peer mentors, academic skills workshops, and academic, career and scholarship advising aimed at increasing graduation rates, particularly among historically underserved students.

The Governor extended SUCCESS funding to state universities for the first time, which has been available to community colleges in recent years. WSU is the recipient of a one time, \$1,620,191 SUCCESS Grant.

The grant funding will be directed to 28 projects in Academic Affairs, Enrollment Management, Student Affairs and Administration & Finance. The projects represent a wide range of initiatives, from student advising and tutoring, to orientation and career readiness enhancements. Many of our SUCCESS projects originated as university initiatives that had been proposed as a part of last spring's budget process but not funded in FY25 because of financial limitations. As we continue to hold a list of relevant prioritized funding requests, we have not solicited new or additional requests during the FY 2026 budget process.

In FY 2025 adjustments were made to cost categories to reflect inflationary increases in recent years. As a result, only minor changes are required to base budget categories in FY 2026. In addition, we continue to carry many vacant positions though applicant prospects for posted vacancies have experienced an uptick since the beginning of 2025. As we did last year, the operating budget deficit reconciliation will include filling the gap through a selective position freeze initiative.

As we reconcile the budget it is important to recognize that we will continue to program reserves into the funding equation. Operating reserve have been programmed to fill a structural budget deficit since FY 2023 with \$2.9M in that year, \$2.7M in FY 2024 and \$2.7M in FY 2025. Since FY 2022 WSU has closed every fiscal year with an increase in net position and positive increase in cash flow as reflected in the annual audited financial statements for each respective year. The University has not drawn on reserves during this time. During this period approximately \$5.2M of savings have been shed from operations through the work of the Financial Sustainability Task Force and Operational Excellence (OpEx). In addition, labor market conditions contributed to significant position turnover resulting in an unusual complement of unfilled positions. Positions have remained unfilled due to a reduction in available workers and competition in the marketplace. As mentioned earlier, we are seeing the labor market strengthen since January with search pools containing more qualified candidates.

In FY 2025 and moving in to FY 2026, OpEx continues to pursue efficiencies, most of which focus on operational improvements by eliminating duplicative processes and those that add no value and reworking processes to increase efficiencies and effectiveness. These efforts will continue to assist WSU in closing the operational budget gap.

Other efforts to fill the budget gap focus on increasing retention, specifically with the roll out of the Success Funds, and increases in targeted enrollment through the Enrollment 360 initiative with EAB. While it is too early in these efforts to measure the impact and assess results, the OpEx team and Institutional Research are prepared to collect the data and report out the results to the campus as they become quantifiable.

In addition to the approach described above, we are asking for consideration of an annual General Fee increase of up to \$500 in FY 2026. While this is the third consecutive annual fee increase, along with the operations initiatives described above, it is shoring up the campus generated revenue base at a time when student resources provided through Massachusetts state grants is increasing. Student financial aid awards through federal, state and local resources have been increasing over the past several years serving to offset the impact of student fee increases.

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 proposed for FY 2026 include the General fee of \$10,298 a year, the Student Activity fee of \$130 a 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 \$11,374. 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. The proposed increase in the General Fee and Student Activities 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.

We believe the strategy described above is prudent and consistent with the approach to fill the budget gap that began in FY 2023. We are closing in on eliminating the gap and are optimistic that several more years of increased state appropriation through formula funding will provide the leverage needed to get university operations back into the black from a budgeting perspective.



WORCESTER
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UNIVERSITY

Vice President, Division of Administration and Finance

Phone: 508-929-8087

Fax: 508-929-8433

Memorandum

DATE: March 24, 2025
TO: Barry M. Maloney, President
FROM: Kathleen Eichelroth, Vice President for Administration and Finance
RE: **535 CHANDLER STREET SITE WORK PROPOSAL**

Attached are materials related to the proposed site improvements to the President House at 535 Chandler Street and the Latino Education Institute at 537 Chandler Street.

The proposed improvements are for driveway work as the entire driveway, including the portion that provides parking for the Latino Education Institute, has fallen into disrepair and become a hazard. The work will be performed under the existing Excavation and Paving Services contract that was awarded to Ricciardi Brothers, Inc. under a competitive procurement process.

The Commonwealth of Massachusetts Trust Fund Guidelines issued by the DHE require board of trustee approval for the university to expend these funds.

The work will occur this spring and be coordinated with you and the occupants of the Latino Education Institute.

Please let me know if you have any questions or concerns.



RICCIARDI BROS., INC.

200 Century Dr.

West Boylston, MA 01583

Ph: 508-753-0175

Fax: 508-753-2868

SITE WORK PROPOSAL FOR: PRESIDENT'S RESIDENCE MISC. WORK WORCESTER STATE UNIVERSITY

January 21, 2025
WSU Facilities Dept.
486 Chandler St.
Worcester, MA 01602

THE WORK OF THIS BUDGETARY PROPOSAL

The work of this proposal shall conform to state and local codes, or as described below.

Work will be billed based on the Excavation & Paving Services contract prices

Driveway: \$62,500.00

(Area of work to be from large tree at top of driveway to Chandler St. Excludes parking area in the rear of LEI building.)

Sawcut and remove existing asphalt driveway. Dispose of at a legal dumping facility.

Supply and install process gravel as needed to grade driveway area to ensure proper pitch for water runoff.

Fine grade and compact sub-base.

Supply and install 1 ½" binder course and 1 ½" top course pavement.

Options in addition to base price:

LEI Parking Area: \$14,800.00

(Area of work to be entire area covered in asphalt millings as well as adjacent existing asphalt at corner)

Sawcut and remove existing asphalt driveway. Dispose of at a legal dumping facility.

Supply and install process gravel as needed to grade driveway area to ensure proper pitch for water runoff.

Fine grade and compact sub-base.

Supply and install 1 ½" binder course and 1 ½" top course pavement

Entire millings area to be paved.

Supply and install cape code berm along uphill side of LEI parking area.

Crushed Stone: \$2,800.00

Supply and install crushed stone beneath existing guard rail, removing existing grass up to 3' in width perpendicular to guard rail.

Work will be billed based on the Excavation & Paving Services contract prices.

EXCLUSIONS:

-Any and all fees assessed by the Commonwealth of Massachusetts, Mass Highway, the City of Worcester, or their agents, associated with any and all permits, connections, inspections or assessments, and any other fees or charges not listed above.

-Any and all engineering.

-Any and all sewer, drain, and water connection fees and permits.

-Any and all demolition, relocation and / or removal of existing structures or utilities unless as described above.

-Any and all erosion control devices including but not limited to dewatering and sediment basins, unless noted above.

-Any and all light poles or fixtures, or excavation and backfill for these items, unless noted above.

-Any and all excavation, bedding, backfill and materials associated with site lighting including conduit, light pole bases, light poles or fixtures.

-Any and all fence (temporary and permanent), gates, guard rail, or associated materials, unless noted above.

-Any and all final landscaping. Ricciardi Bros., Inc. shall not be responsible for any fine grading, seeding, mulch, plantings, and/or any maintenance or vegetative growth on-site.

-Any and all fees associated with soil laboratory tests, or soil compaction tests.

-Any and all traffic control devices including, but not limited to, police detail, traffic signs, traffic boards, or barricades, unless noted above.

-All layout and maintenance of points, including layout of buildings, structures, and as-built plans.

-Site engineering and layout to be performed by others, including, but not limited to roadway center lines, curb or berm lines, buildings, utilities, elevation controls and as-built plans, and shall be performed on an as needed basis within forty eight hours of notification by Ricciardi Bros., Inc. If engineering is not performed within the time allotted or incorrect engineering is given including but not limited to locations, elevations etc. causing delays or additional work, then contractor may collect reasonable costs associated with these delays or errors. Ricciardi Bros., Inc. is not responsible for the location of any foundations or associated structures.

-Any and all utility materials, or relocation of existing utilities, not described above and to include drainage, water, sewer, electrical, telephone, gas, cable, or any other utility, if required.

-Any monies due the respective utility company, or any of their agents or representatives.

-Proposal does not include large rock (boulders), ledge demolition and/or excavation, or removal, tunneling- under obstructions unless specified above, or police protection. Large rock (boulders), for the purpose of payment, are considered to have a measurement of one (1) cubic yard, or larger. If ledge or large rock is encountered, then a price will be determined at that time for the means of excavation, removal of the same material, and replacement material, if applicable. If the quantity of ledge cannot be agreed to in the field, then a survey can be performed by a registered survey company at the expense of the General Contractor, or Owner. If owner and contractor do not agree on price, contractor has the right, without arbitration, to terminate the contract and collect for all work completed to date and materials delivered to the job site.

-Any and all fees or additional work required if hazardous materials are found to be on-site, either associated with the existing building or within the existing soils. Ricciardi Bros., Inc. shall not be responsible for any work required if hazardous materials are discovered, including, but not limited to permits, fees, removal and / or disposal,

and import of replacement material.

NOTES:

- This proposal is based on work performed during normal operating hours, Monday through Friday (excluding Holidays). All work shall be completed in a timely manner within an agreed upon schedule with the General Contractor, excluding any unforeseen delays, including inclement weather.
- Proposal pricing is based on ~~non~~-prevailing rate work, as published at the time and date of this proposal.
- Signing of this proposal constitutes a binding, legal contract between said parties to perform the work described within, and shall be considered as a "Notice to Proceed". At such a time that said plans are final, and accepted by the approving authority, then a revised contract may be produced by Ricciardi Bros., Inc. and upon both parties signing will be the Contract for the work.
- Unless specified above, all existing on-site material is to be deemed usable for sitework operations and backfilling. Any material deemed not usable, if encountered, shall be removed and replaced by Ricciardi Bros., Inc. and shall be billed in addition to this proposal. If owner and contractor do not agree on price, contractor has the right, without arbitration, to terminate the contract and collect for all work completed to date and materials delivered to the job site.
- Any additional mobilizations of the asphalt crew, and/or equipment, by no fault of Ricciardi Bros., Inc. shall be in addition to this proposal. Prices quoted on asphalt are based on current F.O.B. refinery prices on liquid asphalt. Such prices are not guaranteed by the major oil companies and are subject to sudden adjustment during the term of this proposal. Any asphalt required in succeeding months to this proposal may incur escalation charges.
- If frost penetrates the ground, and the earth becomes unworkable due to frost penetration, work will cease. Ricciardi Bros., Inc. has the right to determine what is or what is not workable.
- All sewer, drain laying and water lines to be backfilled with existing materials. Any material beneath the invert elevations that is deemed unsuitable (i.e. peat, ledge, etc.), and required to be removed, shall be performed by Ricciardi Bros., Inc., and replaced with suitable material and billed in addition to this proposal price.
- Above pricing is based on one (1) mobilization for equipment and continuous work to complete the work as described above.
- This proposal may be withdrawn by us if not accepted within 30 days.

PAYMENTS:

-A payment schedule shall be agreed upon prior to commencement of any work. The payments, in accordance with the payment schedule, shall be received by Ricciardi Bros., Inc. within fifteen (15) calendar days of the invoice date. Any incidentals or additions to this proposal, pertaining to the Notes and Exclusions described within, or any other incidentals or additions, shall be paid immediately to Ricciardi Bros., Inc. Should customer (client, owner) fail to make payment required under this paragraph when same is due or within 15 days thereafter, Ricciardi Bros., Inc. shall have the right, without resort to arbitration procedures, to terminate all work on the project described here-in; in addition interest at the rate of 18% per annum or the maximal amount allowed by law shall accrue on the unpaid amount(s) from such date until the date upon which Ricciardi Bros., Inc. receives such payment. Ricciardi Bros., Inc. further has the right to collect for any and all reasonable attorney's fees associated with the collection of all unpaid monies.

Authorized Agent:
Ricciardi Bros., Inc.

Casey A. Lemoine *Project Manager*

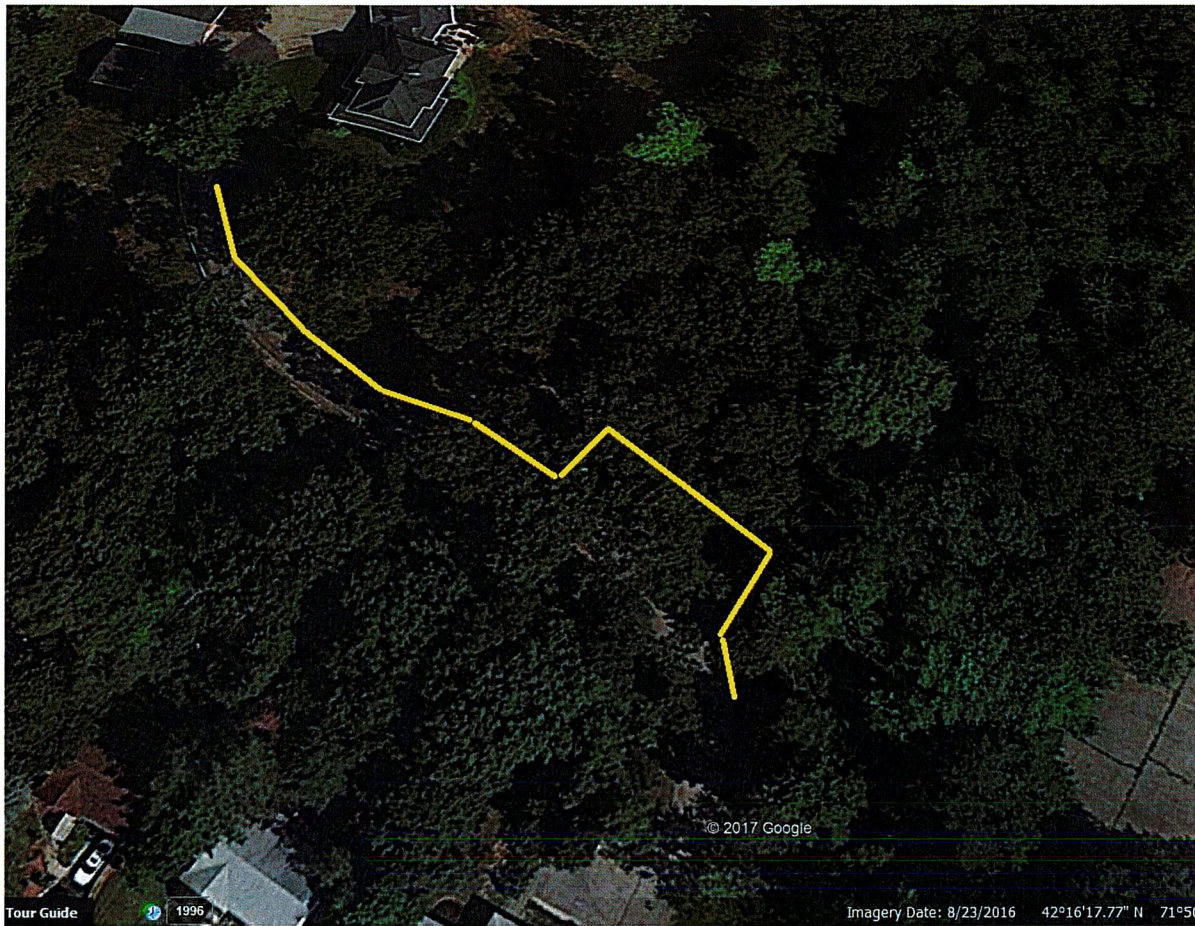
Acceptance of Agreement

Company Name _____

Date of Acceptance _____

Signature _____

Name: _____



© 2017 Google

Tour Guide

1996

Imagery Date: 8/23/2016 42°16'17.77" N 71°50'









WORCESTER
STATE
UNIVERSITY

Operational Excellence

Presentation to Board of Trustees

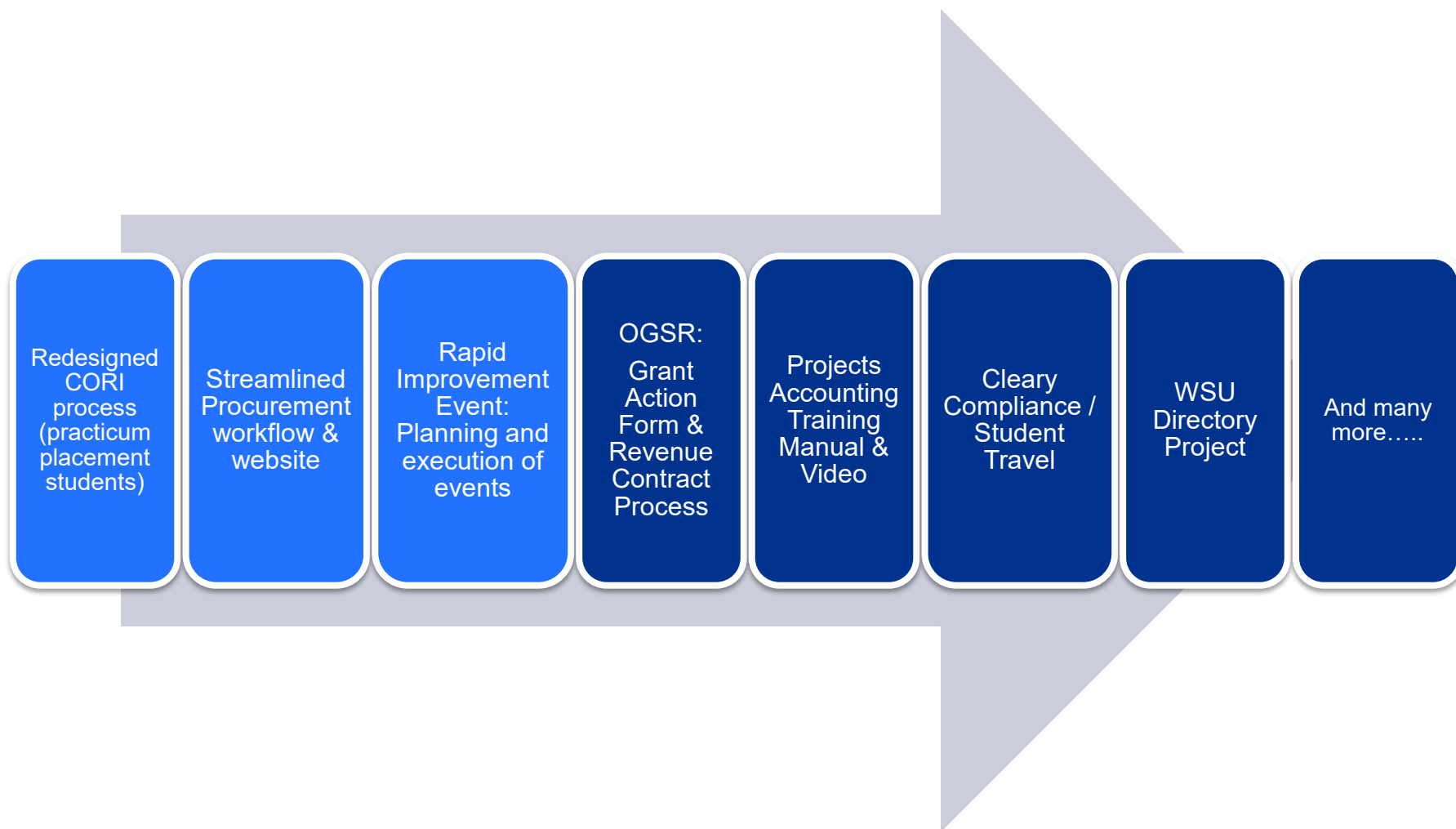
April 2025



Presentation Overview

| Topic | Slide |
|-------------------------------------|-------|
| OpEx: Current Projects & Activities | 3 |
| CORI Project | 4-6 |
| Procurement Project | 7-12 |
| Rapid Improvement Event (“RIE”) | 13-18 |
| Financial Impact | 19 |
| Upcoming Projects | 20 |
| Questions | 21 |

OpEx – Current Projects and Activities



CORI Project Overview

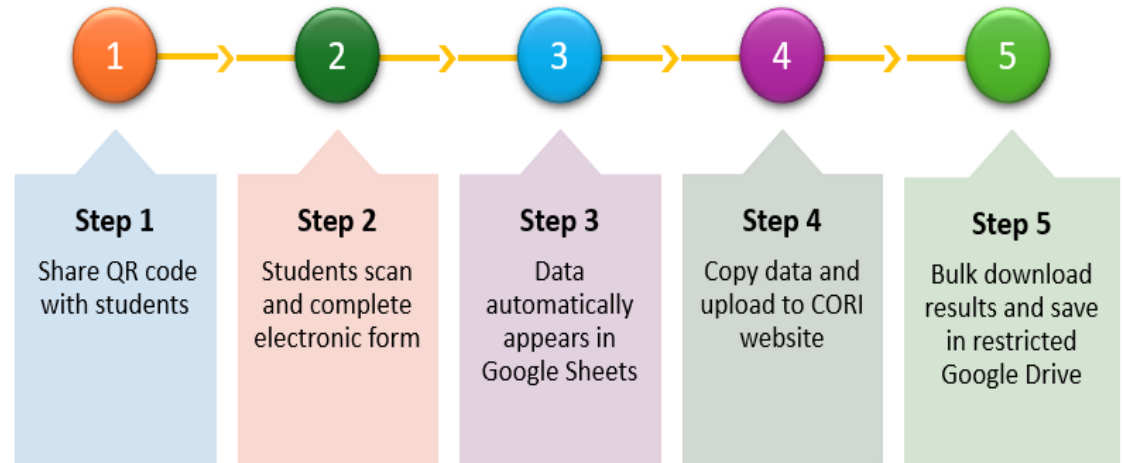
Problem:

- Nursing, Speech & OT students must complete a series of CORI (background) checks prior to practicum placement.
- CORI checks were being conducted by Employee Services on behalf of each department.
- This resulted in a manual, time consuming and multi-departmental process.

Solution:

- Operational Excellence developed a solution to electronically collect information needed to conduct CORI checks.
- Worked with State to onboard participating departments, who now have ability to conduct CORI checks, as needed.
- Bulk run up to 500 students at a time.
- Securely download and store results.

CORI: New Process Overview



CORI - New Process Benefits



Significantly improved experience for students, faculty and staff – NO MORE PAPER!



What used to take weeks, now takes minutes. Estimated time saved: Approximately 500 hours per semester (collectively).



Increased security – access to information and results restricted to Clinical Coordinators.



Faculty expertise can now be used during the adjudication process (e.g., review of positive results).

Procurement Project Overview:

Problem:

- Procurement is a high volume function which impacts all areas of the University: purchasing goods/service and receives various types of inquiries in a non-standard format (email).
- Blanket Order/Purchase Order, travel questions, P-Card documentation, Vendor setup/maintenance, etc.
- Approximately 40+ inquiries per day.
- Procurement website requires a more user-friendly way for internal customers to interact with Procurement Team.

Solution:

- Standardized the process to contact and provide documentation;
- Update website content.
- Deployed 4 unique form solutions and documentation repositories.

Procurement: Google form Solution

Google Forms

Purchasing: Used to request blanket order increases/decreases, questions related to orders/requisitions, contract or bidding inquiries and prevailing wage requests.

PURCHASING

P-Card: Used to submit monthly P-card statements, request a P-Card increase and card inquiries.

P-CARD

Vendor Add/Change: Used to request a new vendor or change an existing vendor.

VENDOR

Travel: Used to get the status of a travel request, request copy of approved request and reimbursement related questions.

TRAVEL

Your answer

Please provide your first & last name *

Your answer

Please provide your preferred contact method & details (e.g., email address or phone #) *

Your answer

What are you looking to do? Please select one option from the list below: *

- ☐ Submit Monthly Procurement Card Statements
- ☐ Request a Procurement Card Increase
- ☐ Submit a Procurement Card Application
- ☐ I have another Procurement Card question not listed above (e.g., what object codes to use, allowable/unallowable purchases, trouble with my account, etc.)

Next

Clear form

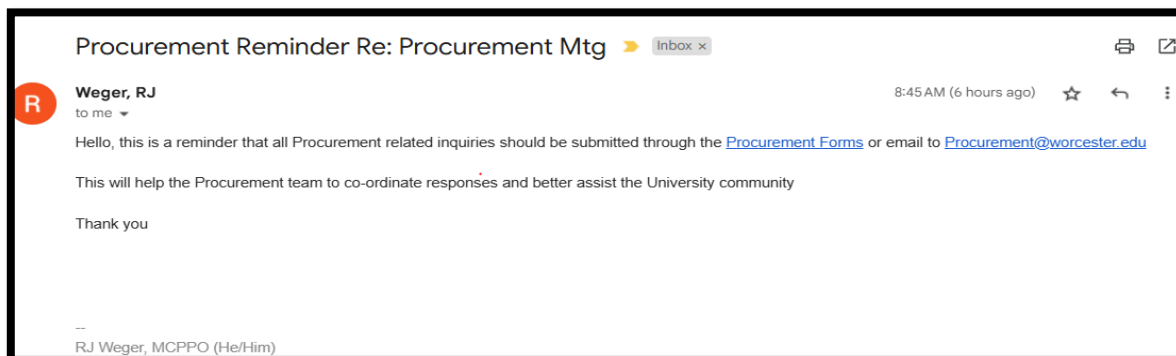
<https://www.worcester.edu/mywoostate-facstaff/administration-finance/procurement/>

Procurement Process Flow and Notification

1. View of internal tracking spreadsheet

| | A | B | C | D | E | F | G | H | I |
|-----|-------------------|----------------|---------------|----------------------|---|--------------------|-----------------------------|--------------------------------|---------------------------------------|
| | Internal Tracking | | | | Primary Selection | Submission Details | | | |
| | Completed (Y/N) | Date Completed | Completed By: | Actions Taken/Notes | What are you looking to do? Please select one option from the list below: | Timestamp | Email Address | What is your Department? | Please provide your first & last name |
| 93 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/5/2025 8:31:58 | bblood@worchester.edu | University Advancement | Brenda Blood for Felicia B |
| 94 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/5/2025 10:32:29 | cdooley@worchester.edu | Admissions | Christopher Dooley |
| 95 | ✓ | 3/5/25 | NG | | Request a Procurement Card Increase | 3/5/2025 10:45:55 | jquinn@worchester.edu | Student Affairs | Jennifer Quinn |
| 96 | ✓ | 3/5/25 | NG | | Request a Procurement Card Increase | 3/5/2025 10:55:54 | kwigren@worchester.edu | Dean's Office SSTH | Linda Larrivee |
| 97 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/5/2025 12:04:49 | nkapurch@worchester.edu | Office of the President | Nikki Kapurch |
| 98 | ✓ | 3/5/25 | NG | | Request a Procurement Card Increase | 3/5/2025 12:13:41 | mprice5@worchester.edu | HR | Michelle Price |
| 99 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/6/2025 7:52:09 | bblood@worchester.edu | University Advancement | Brenda Blood for Ursula B |
| 100 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/6/2025 7:55:18 | bblood@worchester.edu | University Advancement | Brenda Blood for Suzann S |
| 101 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/6/2025 10:55:41 | aheyes@worchester.edu | Athletic | Ann Marie Heyes |
| 102 | ✓ | 3/10/25 | NG | see note | Submit Monthly Procurement Card Statements | 3/6/2025 17:28:05 | jdelsobral@worchester.edu | State Universities Council | Julia del Sobral |
| 103 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/7/2025 12:08:09 | sjohnsonhood@worchester.edu | Visual and Performing Arts | SUSAN JOHNSON-HOOD |
| 104 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/7/2025 15:24:24 | jfalero@worchester.edu | Latino Education Institute | Josephine Falero |
| 105 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/7/2025 15:49:18 | klin@worchester.edu | Marketing | Kelly Lin |
| 106 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/7/2025 16:50:07 | jfalero@worchester.edu | Latino Education Institute | Josephine Falero |
| 107 | ✓ | 3/10/25 | NG | | Submit Monthly Procurement Card Statements | 3/9/2025 18:51:07 | jdelsobral@worchester.edu | State Universities Council | Vincent Pedone |
| 108 | ✓ | 3/11/25 | NG | | Submit Monthly Procurement Card Statements | 3/10/2025 17:14:50 | ttaylor4@worchester.edu | IEB | Tenere Taylor |
| 109 | ☐ | | | need approved travel | Request a Procurement Card Increase | 3/13/2025 8:54:24 | igraddy@worchester.edu | Student Accessibility Services | Rachel Graddy |

2.) Automated email, reminding colleagues to utilize the form.



Procurement Process Flow and Notification

| M | | | |
|------------------------------------|---|--|---|
| PCARD Monthly Statement Submission | | | |
| Provide the name of the vendor | Please attach your Procurement Card statement, receipts and any other applicable documents as one package, here: | | Please attach your Procurement Card statement, receipts and any other applicable documents as one package, here: |
| hacher | https://drive.google.com/open?id=159u9hdJr5BvTGeVsnPwgaFHX3QEFvuusw | | https://drive.google.com/open?id=1h1LLh0qn0IRgdX9bF2hH7bwYyWEtj8J |
| Booley | https://drive.google.com/open?id=18NlliGTXH-xj67hVk9nihNkfKhPVrqW8 | | https://drive.google.com/open?id=15QMpNlwaCJRXBM7L5bQE3Pk7Me4l0IFo |
| | https://drive.google.com/open?id=15-Mn7Km7KmJyNbSyoyZ0vi2E9v-ZD4Zm | | https://drive.google.com/open?id=15-Mn7Km7KmJyNbSyoyZ0vi2E9v-ZD4Zm |
| | https://drive.google.com/open?id=1DNBmCLSCmcalzRXV6Yza0fK3QegVvoV5 | | https://drive.google.com/open?id=1ktPj94CM423ZasdhUJY2P0007h744IC |
| Belung | https://drive.google.com/open?id=1W4s-vyZH3FUnCG20f3QdtbfofYDqxmzJ | | https://drive.google.com/open?id=1XYXN6WCsxiP6wWU0dDSptOGDmBzW4F9k |
| d | https://drive.google.com/open?id=10LwcZ_PIQ5CLLCCbIF-Ym0smAC0fX3XG | | https://drive.google.com/open?id=10LwcZ_PIQ5CLLCCbIF-Ym0smAC0fX3XG |
| ral | https://drive.google.com/open?id=1_iH7A-wAda7D2f4Tc1hscVNJilu6jYMW | | https://drive.google.com/open?id=1_iH7A-wAda7D2f4Tc1hscVNJilu6jYMW |
| ISON-HOC | https://drive.google.com/open?id=1eXnbdJu4i-o7CXWPwryYvkqdeSSMkr6C | | https://drive.google.com/open?id=1oZrKhleW7Hd2evcrM0SLvTi0XQAzzP_ |
| on | https://drive.google.com/open?id=1K_hu7QMsa3sN2TzBijPqpkpvVWDecNXz | | https://drive.google.com/open?id=1Qy_bK5Yg6lVd-cYKV49yUFxCPATcEubC |
| | https://drive.google.com/open?id=1sAe7JVSijpBwXBnRaEirejeq3zZtyW3 | | https://drive.google.com/open?id=1sAe7JVSijpBwXBnRaEirejeq3zZtyW3 |
| cos | https://drive.google.com/open?id=1Msbz4JBG5xT4Y5R2gyPa7SgSt3cz8MK4 | | https://drive.google.com/open?id=1dV11eevLDPzc28lvpOq3cA-Mveg9l2VV |
| ne | https://drive.google.com/open?id=1TiW2yFKy-mD5HiKUKXeYXvx1DC9gloUm | | https://drive.google.com/open?id=1TiW2yFKy-mD5HiKUKXeYXvx1DC9gloUm |
| travel | https://drive.google.com/open?id=1sQDHjG8r1eMjJvKMCjOxCAGJNsruFijTU | | https://drive.google.com/open?id=1TCDYQEP187ThAAjzUm-slNJY-9D1a4Dp |

3.) View of internal tracking spreadsheet w/ links to documentation.

Procurement: Form Organization

Purchasing Policies and Procedures Documents

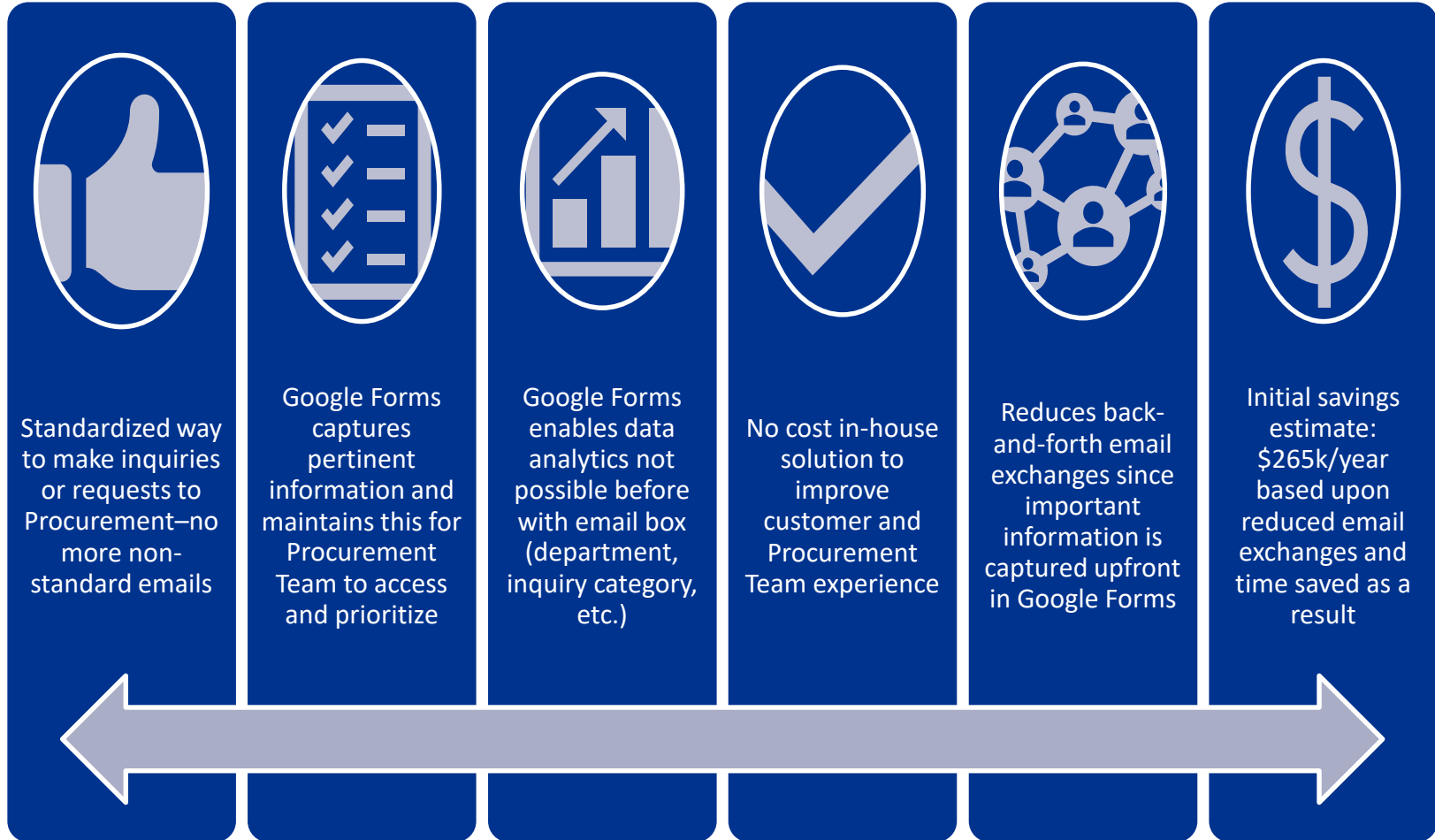
| | | |
|--|--------------------------------------|------------------------|
| BIDDING THRESHOLDS > | COMMONWEALTH TERMS AND CONDITIONS > | EFT FORM > |
| ELECTRONIC DEVICE AND DATA PLAN POLICY > | FY24 PROCUREMENT CHANGES > | GIFT CARD GUIDELINES > |
| GUIDELINES FOR PURCHASES BASED ON DOLLAR VALUE > | INDEPENDENT CONTRACTOR STATUS FORM > | MEAL MONEY POLICY > |
| PROCUREMENT POLICY > | PROCUREMENT TRAINING MANUAL > | STANDARD CONTRACT > |

P-Card Documents

| | | |
|--|--------------------------------|--|
| JP MORGAN P-CARD APPLICATION > | P-CARD QUICK REFERENCE GUIDE > | P-CARD TEMPORARY CHANGE REQUEST FORM > |
| WSU P-CARD CARDHOLDER AGREEMENT FORM > | MISSING RECEIPT FORM > | WSU P-CARD POLICY AND PROCEDURES > |
| P-Card Expenditure Log > | | |

- Website forms were reviewed, one by one to ensure up-to-date and applicable.
- Forms were categorized and re-organized for easy identification and access
- Many forms are also accessible via a link within the Google Form. For example, if a missing receipt form is needed during submission of P-Card documentation, you can access form through Google.

Procurement – Process Benefits



Rapid Improvement Event (“RIE”): Event Planning and Execution

Problem:

- The complexity and volume of on-campus events has only increased post-pandemic. For example, controversial speakers, zoom requirements, non-standard and complex A/V equipment, etc.

Solution:

- Engage those closest to the process to identify current (or upcoming) challenges and identify opportunities for improvement.
- Accomplish this by conducting a multi-day RIE.

Day 1 – Process Mapping



Roles and Responsibilities

- Defined and clarified individual roles and responsibilities in regard to event planning and execution



Map Current State Workflow

- Documented the existing process flow, highlighting interactions across departments
 - Identified redundancies, overlaps, and potential gaps in the process



Outcome

- Established a better understanding of the current state workflow, providing a foundation for targeted improvements



Day 2 - Identifying Challenges



Review workflow process

- Examine the workflow to uncover areas that offer potential for enhancement and progress



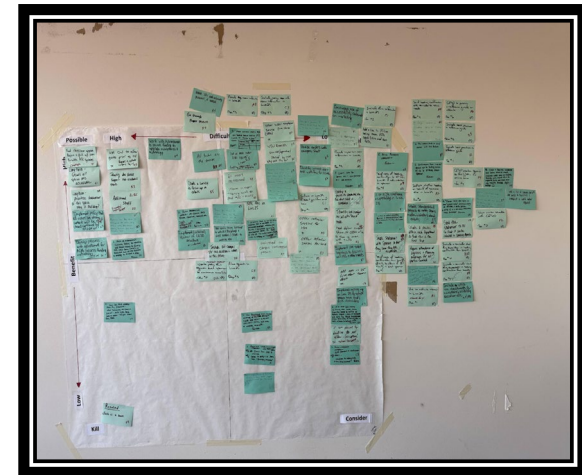
Identify Challenges by Category

- Organized/categorized challenges into key areas (Process, Structure, Technology, Policies, Facilities) to identify recurring issues and improvement opportunities.
- Reviewed workflows to align processes with goals, exploring opportunities for enhanced value creation.



Outcome

- Compiled a list of Issues for further discussion



Day 3 - Brainstorming Solutions



Brainstorming Solutions

- Conducted group brainstorming sessions to generate innovative ideas.



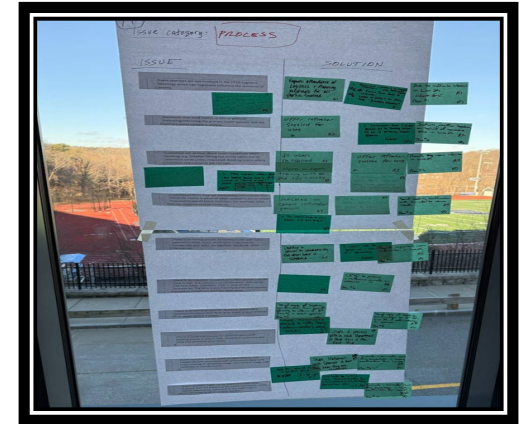
Evaluate & Prioritize solutions

- PICK chart : Evaluated and prioritized proposed solutions based on their feasibility, impact, and alignment with organizational goals.
- Explored short-term fixes and long-term strategic opportunities for improvement



Outcome

- Produced a list of solutions



Day 4 - Action Register



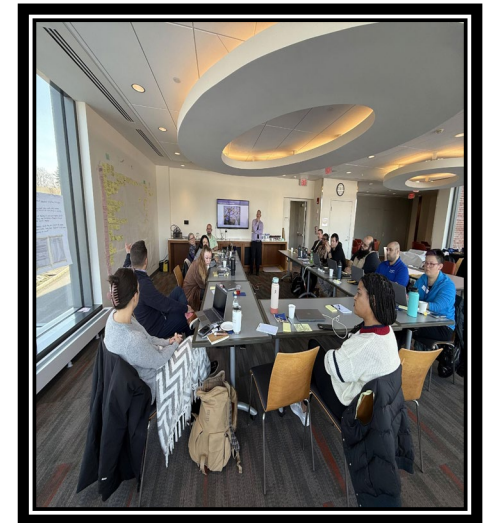
Key steps covered

- Reviewed all challenges and corresponding solutions to identify the most impactful options.
- Assigned responsibilities to team members with clear roles for implementation.
- Established realistic timelines and deadlines for each action item



Outcome

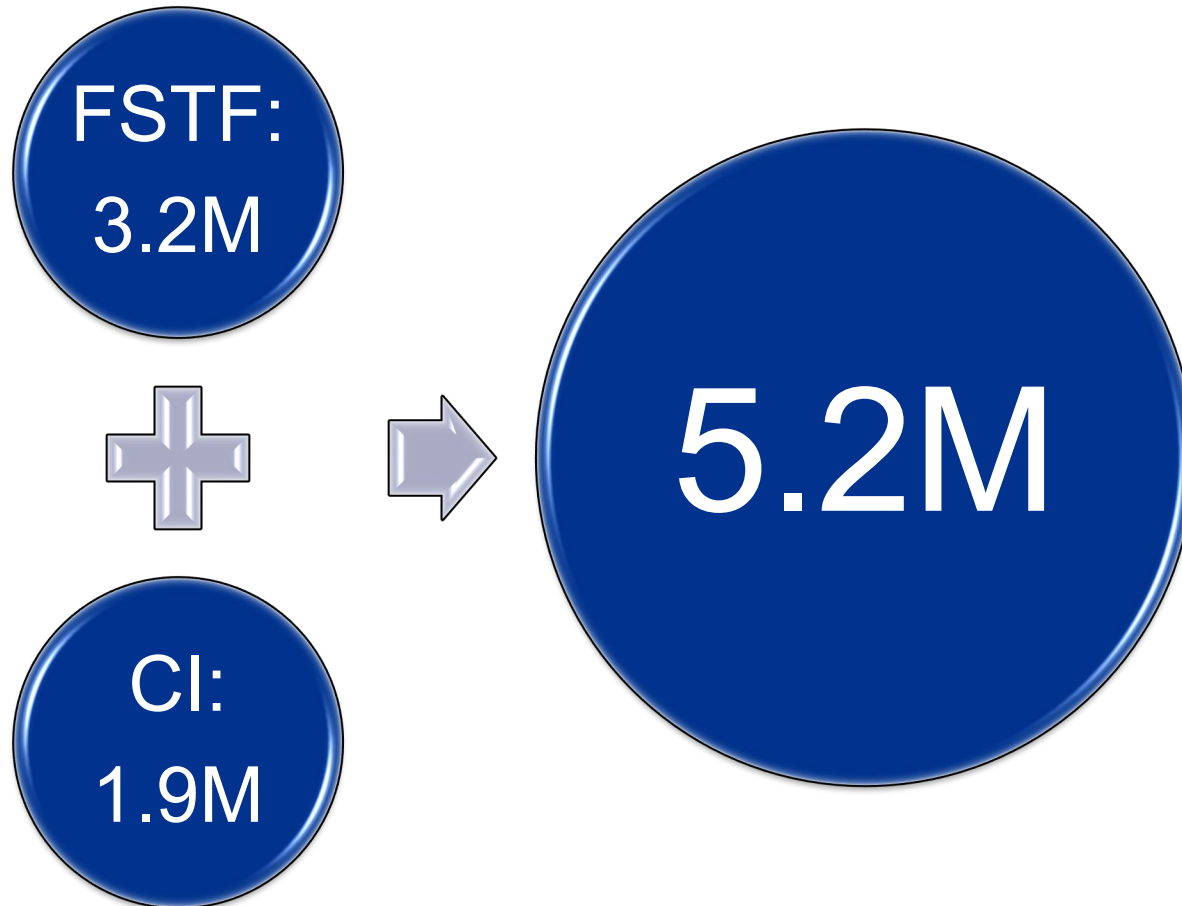
- Compiled a detailed action register, ensuring accountability and timely follow-through on improvement initiatives.
- Delivered a cohesive plan to drive results and track progress effectively.



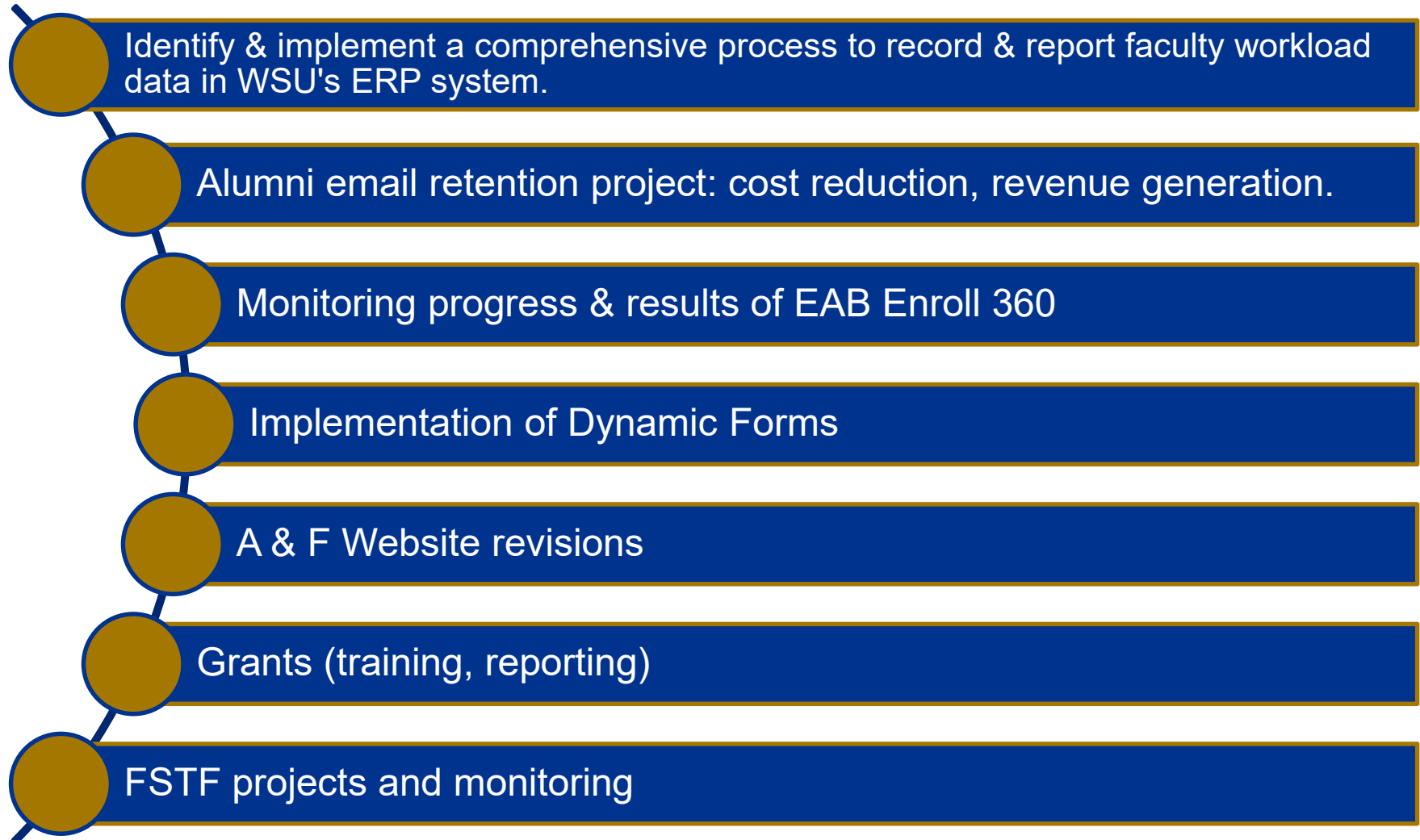
RIE – Action Register

| Action # | Action Description / Issue | Summary of Proposed Solutions | Assigned Team/s | Timeline for Implementation |
|----------|--|--|------------------------|-----------------------------|
| 1 | There is no formal process for pre-event check-ins, or for sponsors to request pre-event check-ins. For example, a CESO check in two weeks prior to an event to verify logistics, etc. | Develop & document a process to conduct a formal pre-event check in w/ event sponsors. Pre-event check-ins should occur at least one week prior to the date of event. | CESO | 1 - 3 months |
| 2 | There is no formal process to inform sponsors/clients about WSU-compatible technology (e.g., MacBook, HDMI formats). | Develop, document and distribute key event information to internal and external clients, such as: - Equipment compatibility and external guest responsibilities - Space restrictions (e.g., no food/drink) - ADA compliant spaces - General room capabilities and functionality - Event sponsor responsibilities (e.g., microphone use, sponsor responsibilities) This information, for example, could be listed on the CESO website and within Live 25. | CESO ; MARCOM; IT (AV) | 6 - 9 months |
| 3 | Event sponsors/Clients/Customers are unaware of "no food/drink" policies in certain rooms, like Auditoriums. | | CESO ; MARCOM | 1 - 3 months |
| 4 | Customers may not know which spaces are ADA compliant. | | CESO ; SAS | 1 - 3 months |
| 5 | Customers are unclear about room capabilities, leading to unmet requirements (e.g., Sheehan Dining lacks extension cords unless requested). | | CESO | 6 - 9 months |
| 6 | Unclear responsibility for enforcing event policies (e.g., respect/no disruption, cell phone usage microphone usage) | | CESO ; MARCOM | 1 - 3 months |
| 7 | Event sponsors may not know they must announce their presence, remain visible, and ideally introduce the program and/or speaker at the start. | | CESO ; MARCOM | 1 - 3 months |
| 8 | Unclear how to interpret WSU status messages during inclement weather (e.g., if class cancellations include events) | Review closing/cancellation language to ensure information presented is clear for both internal and external clients. | MARCOM | 1 - 3 months |
| 9 | Event sponsors do not attend CESO Logistics Meetings. | Develop and document a process to identify which sponsors should be invited to CESO logistics meetings. For example, establish criteria to determine which events require sponsor participation, such as for significant or first-time events. Discuss/inform applicable parties regarding importance of logistics meeting during pre-event check-in process (see #1). Sponsors should be included in at least two logistics meetings prior to their event. | CESO ; MARCOM ; OPEX | 1 - 3 months |
| 10 | Some reservations are made less than 10 days before events, leaving CESO and others with insufficient response time. | Develop process/language to notify Department Head/Area VP when reservations are made for an event with less than 10 days lead time. | CESO | 1 - 3 months |

Estimated Financial Impact (Cumulative)



Upcoming (or ongoing) OpEx Projects:



Questions?

Operational Excellence Contacts

Jonathan Walker
Kiran Chamankar

jwalker@worchester.edu
kchamankar@worchester.edu

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
Academic and Student Development Meeting
Tuesday, April 8, 2025
2:00 P.M.
Wellness Center, Room 204

Meeting Called By: Karen LaFond (Chair)

Minutes: Nikki Kapurch

Board Members: Karen M. LaFond (Chair), Maureen Power (Vice Chair), Kelly Brissette; Marina Taylor, Kyram Pou, Jr.

WSU Staff: Lois Wims; Ashlynn Allain; Carl Herrin; 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 | Karen LaFond | |
| 2. <i>Academic and Student Development Committee Report</i> Discussion Regarding Tenure and Promotion a. President Maloney Memo to Trustees* b. Provost Wims Memo to President* c. 2024-2025 Powerpoint Presentation* | Karen LaFond Lois Wims | Recommendation to the Full Board - 4 votes required a. Informational b. Informational c. Informational |
| 3. <i>Administrative Updates</i> A. Other Business | Karen LaFond | |
| 4. <i>Adjournment</i> | Karen LaFond | 4. vote required |


*Attachments



WORCESTER STATE UNIVERSITY

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

TO: Members, WSU Board of Trustees

FROM: Barry M. Maloney, President 

RE: Tenure/Promotion Recommendations

DATE: March 25, 2025

Following the recommendation of Dr. Lois Wims, Provost and Vice President for Academic Affairs, I am pleased to submit for your consideration and approval the following faculty members to be promoted and/or awarded tenure, effective September 1, 2025:

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

| | |
|----------------------|---------------------------|
| Nafisa Nipun Tanjeem | Interdisciplinary Studies |
|----------------------|---------------------------|

The following tenure track faculty are recommended for **Tenure with Promotion to Associate Professor:**

| | |
|---------------|---------------|
| Brittany Jeye | Psychology |
| Eric Nichols | Communication |

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

| | |
|---------------|------------------------------|
| Siri Colom | Sociology |
| Riley McGuire | English |
| Joshua Koenig | History & Political Science |
| Ian Stephens | Earth, Environment & Physics |

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

| | |
|------------------|---------------|
| Timothy Murphy | Urban Studies |
| Roger Greenwell | Biology |
| Pamela Hollander | Education |
| Nicole Rosa | Psychology |
| Kathleen Murphy | Chemistry |
| Jason Hardin | Mathematics |
| Benjamin Jee | Psychology |

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

cc: L. Wims
M. Corbin
S. Mitra



WORCESTER
S T A T E
UNIVERSITY

Provost and Vice President for Academic Affairs

Phone: 508-929-8038

Fax: 508-929-8187

TO: President Barry Maloney

FROM: Lois A. Wims, Provost

DATE: March 7, 2025

RE: Tenure

APPROVED

MAR 17 2025

BARRY M. MALONEY
PRESIDENT

The following tenure-track faculty are recommended for tenure:

Nafisa Nipun Tanjeem

CC: Sathi Mitra
Michelle Corbin-Izarraulde



WORCESTER
S T A T E
UNIVERSITY

Provost and Vice President for Academic Affairs
Phone: 508-929-8038
Fax: 508-929-8187

TO: President Barry Maloney
FROM: Lois A. Wims, Provost *Lois A. Wims*
DATE: March 7, 2025
RE: Tenure with Promotion to Associate Professor

APPROVED

MAR 17 2025

BARRY M. MALONEY
PRESIDENT

The following tenure-track faculty are recommended for tenure with promotion to associate professor:

Brittany Jeye

Eric Nichols

CC: Sathi Mitra
Michelle Corbin-Izarraulde



WORCESTER
S T A T E
UNIVERSITY

Provost and Vice President for Academic Affairs
Phone: 508-929-8038
Fax: 508-929-8187

TO: President Barry Maloney
FROM: Lois A. Wims, Provost *Lois A. Wims*
DATE: March 7, 2025
RE: Promotion to Associate Professor

APPROVED

[Signature]
MAR 17 2025
BARRY M. MALONEY
PRESIDENT

The following tenure-track faculty are recommended for promotion to associate professor:

Siri Colom
Riley McGuire
Joshua Koenig
Ian Stephens

CC: Sathi Mitra
Michelle Corbin-Izarraulde



WORCESTER
S T A T E
UNIVERSITY

Provost and Vice President for Academic Affairs

Phone: 508-929-8038

Fax: 508-929-8187

TO: President Barry Maloney
FROM: Lois A. Wims, Provost
DATE: March 7, 2025
RE: Promotion to Full Professor

APPROVED

MAR 17 2025
BARRY M. MALONEY
PRESIDENT

The following tenure-track faculty are recommended for promotion to full professor:

Timothy Murphy
Roger Greenwell
Pamela Hollander
Nicole Rosa
Kathleen Murphy
Jason Hardin
Benjamin Jee

CC: Sathi Mitra
Michelle Corbin-Izarraulde



Tenure & Promotion Process

2024-2025

TENURE PROCESS AT WSU

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

TENURE PROCESS AT WSU

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

TENURE PROCESS AT WSU

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

FACULTY MEMBERS RECOMMENDED FOR TENURE

| Faculty Member | Degree | Degree Field |
|-------------------------|--------|----------------------------|
| Nafisa Nipun Tanjeem | Ph.D. | Women’s and Gender Studies |

FACULTY MEMBER FOR TENURE

Nafisa Nipun Tanjeem, Ph.D.

- Department of Interdisciplinary Studies
- Ph.D. Rutgers University
- Five years experience at Lesley University as Assistant Professor
- 3 Major Conference Presentations
- Co-author of book chapter
- Affiliated Scholar with Brandeis University
- Several invited talks nationally and internationally

PROMOTION PROCESS AT WSU

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

PROMOTION PROCESS AT WSU

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

PROMOTION PROCESS AT WSU

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

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

**These rates are effective as of
September 2019*

Worcester State University

FACULTY MEMBERS RECOMMENDED FOR TENURE WITH PROMOTION

| Faculty Member | Degree | Degree Field |
|----------------|--------|---------------|
| Brittany Jeye | Ph.D. | Psychology |
| Eric Nichols | M.F.A | Communication |

FACULTY MEMBER FOR TENURE WITH PROMOTION

Brittany Jeye, Ph.D.

- Department of Psychology
- Ph.D. Boston College
- WSU Pre-Medical & Health Advisory Committee
- Chair, Psychology Department Admissions Liaison Committee
- Early Career Teaching Fellow, Center for Teaching and Learning, WSU
- Worcester Art Museum/Worcester State University Project Planning Grant: Sensation & Perception: Exploring Vision Principles through Art
- Summer Undergraduate Research Grant

FACULTY MEMBER FOR
TENURE WITH PROMOTION
Eric Nichols, M.F.A.

- Department of Communication
- M.F.A Maine College of Arts
- Worcester State Foundation Research, Scholarship and Creativity Fund
- ArtsWorcester Material Needs Grant Committee
- Board of Directors, Photographic Resource Center
- Darkroom Maintenance, Design and Equipment Consulting
- Eric Nichols Photography

FACULTY MEMBERS RECOMMENDED FOR PROMOTION TO FULL PROFESSOR

| Faculty Member | Degree | Degree Field |
|------------------|--------|---------------|
| Roger Greenwell | Ph.D. | Biology |
| Jason Hardin | Ph.D. | Mathematics |
| Pamela Hollander | Ed.D. | Education |
| Benjamin Jee | Ph.D. | Psychology |
| Kathleen Murphy | Ph.D. | Chemistry |
| Timothy Murphy | Ph.D. | Urban Studies |
| Nicole Rosa | Ph.D. | Psychology |

FACULTY MEMBER FOR PROMOTION TO FULL PROFESSOR Roger Greenwell, Ph.D.

- Department of Biology
 - Ph.D. University of Madison-Wisconsin
 - ASM-COMS Deputy Community Leader, Antimicrobial Agents and Resistance
 - ASM MOER Faculty Fellowship for Open Educational Resources
 - President, Connecticut Valley Branch, American Society for Microbiology
 - Councilor, American Society for Microbiology Council on Microbial Sciences
 - Executive Director of Development & Alumni Relations Search Committee
- Worcester State University

FACULTY MEMBER FOR PROMOTION TO FULL PROFESSOR Jason Hardin, Ph.D.

- Department of Mathematics
- Ph.D. University of Nebraska Lincoln
- George I. Alden Excellence In Teaching Award
- Vice Chair, University Curriculum Committee
- Co-Director, WSU Math Center
- Honors Program Advisory Board
- Mathematics Department Placement Committee

FACULTY MEMBER FOR PROMOTION TO FULL PROFESSOR Pamela Hollander, Ed.D.

- Department of Education
- Ed.D. University of Massachusetts, Amherst
- Current Chair for the Education Department
- Student teaching Supervisor
- Program Advisory Board Member, Worcester Technical High School
- Member of Center for Teaching and Learning Advisory Board
- Faculty Advisor, Kappa Delta Pi Honors Society, WSU

FACULTY MEMBER FOR PROMOTION TO FULL PROFESSOR Benjamin Jee, Ph.D.

- Department of Psychology
- Ph.D. University of Illinois, Chicago
- Co-chair, Member Abstracts Review Committee, Cognitive Science Society
- Psychology department curriculum committee
- Co-designer, BioGames Card Games
- Member, Association for Psychological Science
- Summer undergraduate research grant

FACULTY MEMBER FOR PROMOTION TO FULL PROFESSOR Kathleen Murphy, Ph.D.

- Department of Chemistry
- Ph.D. University of Massachusetts, Amherst
- Director, STEM Connections Summer Program
- Gamma Sigma Epsilon, Co-chair Tau Alpha Chapter
- Worcester Pipeline Committee Member
- American Chemical Society
- Aisiku Interdisciplinary Research Grant

FACULTY MEMBER FOR PROMOTION TO FULL PROFESSOR Timothy Murphy, Ph.D.

- Department of Urban Studies
- Ph.D. University of California, Davis
- Environmental and Sustainability Studies Advisory
- Honors Examiner, Swarthmore College
- Health Sciences Advisory Board, WSU
- Foundation Research, Scholarship, and Creativity Grant
- Provost's Faculty Scholarship Support Fund

FACULTY MEMBER FOR PROMOTION
TO FULL PROFESSOR
Nicole Rosa, Ph.D.

- Department of Psychology
- Ph.D. Brandeis University
- Worcester State Alumni Association Board Award
- Honors Committee
- First Year Seminar Advisory Board
- Commonwealth Honors Council Executive Board
- Delta Alpha Pi Honor Society Faculty Advisor

FACULTY MEMBERS RECOMMENDED FOR PROMOTION TO ASSOCIATE PROFESSOR

| Faculty Member | Degree | Degree Field |
|----------------|--------|------------------------------|
| Siri Colom | Ph.D. | Sociology |
| Joshua Koenig | Ph.D. | History & Political Science |
| Riley McGuire | Ph.D. | English |
| Ian Stephens | Ph.D. | Earth, Environment & Physics |

FACULTY MEMBER FOR PROMOTION
TO ASSOCIATE PROFESSOR
Siri Colom, Ph.D.

- Department of Sociology
- Ph.D. University of California, Berkeley
- Summer Undergraduate Research Grant
- Community board member, Latino Education Institution at WSU
- Commissioner, Providence Public Housing Authority
- Reviewer, *American Journal of Sociology* and *Sociology of Race and Ethnicity*
- California Humanities Production Award

FACULTY MEMBER FOR PROMOTION TO ASSOCIATE PROFESSOR Joshua Koenig, Ph.D.

- Department of History and Political Science
- Ph.D. Western Michigan University
- Area Chair, Environmental and Sustainability Studies Program, WSU
- Project Team Leader, “Kalamazoo and Covid-19,” The Kalamazoo Valley Museum and Western Michigan University
- Board of Directors, Massachusetts History Alliance
- Committee Member, University Academic Policy Committee
- Massachusetts History Alliance, Advocacy Committee

Worcester State University

FACULTY MEMBER FOR PROMOTION
TO ASSOCIATE PROFESSOR
Riley McGuire, Ph.D.

- Department of English
- Ph.D. University of Pennsylvania
- George I. Alden Excellence in Teaching Award
- Co-Organizer, Shared Scholarship Series
- Faculty Advisor, Sigm Tau Delta Honor Society Chapter
- Co-Chair, LGBTQ+ Advisory Group
- Volunteer, Worcester Public Library, Talking Library Division

FACULTY MEMBER FOR PROMOTION
TO ASSOCIATE PROFESSOR
Ian Stephens, Ph.D.

- Department of Earth, Environment, and Physics
 - Ph.D. University of Illinois at Urbana-Champaign
 - NASA Astrophysics Data Analysis Program Review Panelist
 - CfA/SAO Research Associate, Center for Astrophysics, Harvard & Smithsonian
 - Scientific Advisory, TolTEC, Fields in Filaments
 - Scientific Advisory, Probe of Inflation and Cosmological Orgins
 - Member of the American Astronomical Society
- Worcester State University

QUESTIONS?



WORCESTER
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University Advancement Board of Trustees Report

April 8, 2025

Tom McNamara - VP of University Advancement

Fundraising Overview- UA has provided \$1.5 million in University support so far this Fiscal Year

Quick Overview

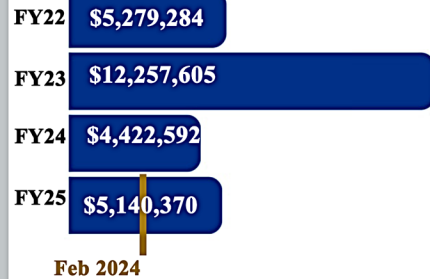
The following is an overview of University Advancement’s total fundraising results through February 28, 2025. Please see the dashboard for more detailed information.

| Total | FY 25 Through 2/2025 | FY 24 Through 2/2024 |
|---------------|-------------------------|-------------------------|
| Dollars | \$5,140,370 | \$2,587,187 |
| Donors | 1,992 | 2,054 |
| Alumni donors | 761 | 724 |

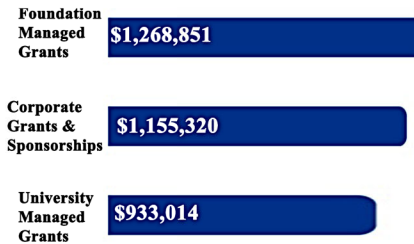
UNIVERSITY ADVANCEMENT Dashboard

July 1, 2024 - February 28, 2025

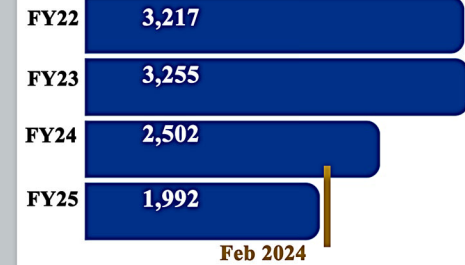
Total Dollars Raised



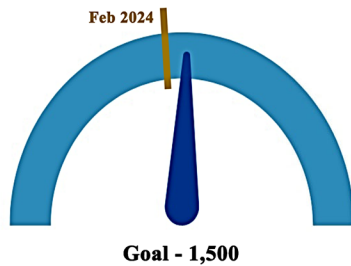
Grants & Corporate Sponsorships



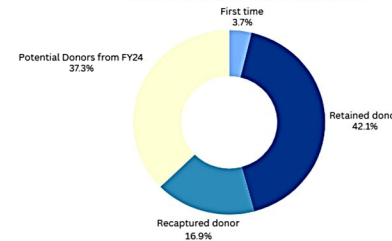
Total Donors



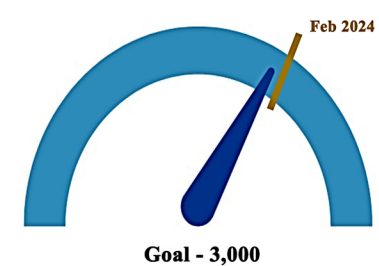
Alumni Donors



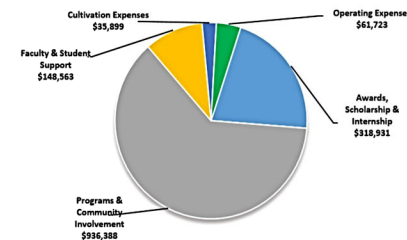
Alumni Donor Distribution



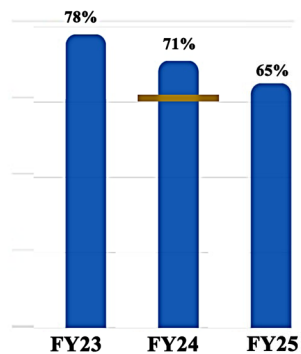
All Donors



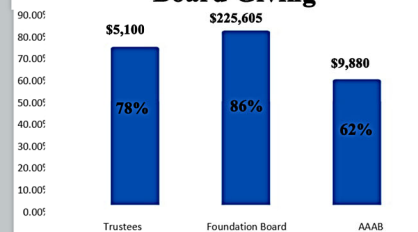
Expenses - University Priorities



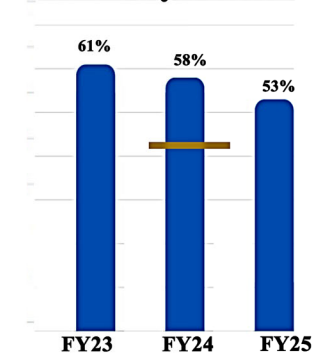
Loyal Lancers 1 yr. Retention



Board Giving



Alumni 1 yr. Retention



— represents the point at same time last fiscal year

Worcester State Campaign Planning Progress Report

Date: March 21, 2025

Summary of Progress

- ✓ **Priority Setting:** Currently in progress with the guidance of President Maloney, Tom McNamara, the Executive Cabinet and the campus community.
- ✓ **Case for Support:**
 - With guidance from Foster Avenue -the campaign communications consultants, Kathy Howrigan created a proposal for how the list of priorities will fit into the pillars of the campaign.
- ✓ **Timeline:** Kathy Howrigan has been working with Foster Avenue to map out a timeline. Based on conversation with leadership, we don't want to rush the actual interviews. Our revised timeline is built so that we receive the case for support May 22-23, and the feasibility interviews will be conducted between June 2-27.

Next Steps

- ☐ **Finalize Campaign Priorities**
- ☐ **Confirm Campaign Readiness Work Group next meeting and agenda**
- ☐ **Develop Campaign Counting Policies**
- ☐ **Set Preliminary Goals**
- ☐ **Identify Key Interviewees for Feasibility Study**

Action Items

- **Tom** – Follow up as needed with Barry and others
- **Felicia** – Key takeaways and list of participants from Foster Ave Discussions (due date tbd)

| Worcester State Campaign Planning - Timeline | | | | | | |
|--|-----------------|---------|-----|-----------------------------|-----|-----|
| updated 3/21/25 | | | | | | |
| | Mar | Apr | May | Jun | Jul | Aug |
| Meeting Dates | 3/6-Fdn Board | 4/8-BoT | | 6/10-BoT 6/12-Fdn Board | | |
| Priority Setting | | | | | | |
| Case for Support (Foster Ave) | Prospectus Deck | | | Leadership Case for Support | | |
| External Testing - Feasibility Interviews | Prep | | | Interviews | | |
| Campaign Parameters, Policies, Budget | | | | | | |
| Prospects | Table of Gifts | | | | | |
| Planning Study Report Ready | | | | | | |

President's Update

April 2025

President's Message



As we enter the final weeks of the academic year, when we celebrate so many student achievements, I'm reminded of the saying "it takes a village." Certainly, many of our students are self-directed and would have found success at any university. But there are just as many for whom we – this University's leaders, faculty and staff – have played an important role. We have whole offices aimed at providing students with what they need to persist, whether that is

intensive advising, accessibility supports, emergency financial aid, or counseling. We have caring faculty who get to know students well, providing encouragement and referring them for services, when needed. We have round-the-clock residence life staff and university police officers, ensuring safety.

Another way the University fosters student success is by exhibiting excellence in all that we do. By modeling stellar research, laboratory practices and scholarly endeavors, demonstrating leadership skills, and bringing diligence and attentiveness to our work, we foster of culture of excellence that surely rubs off on our students.

This issue of the Update catalogs many employees' achievements. Some are tied directly to students' experiences, some less so. It all makes a difference, by surrounding them with outstanding, dedicated faculty and staff.



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PRESIDENT'S OFFICE

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



**WORCESTER
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University Leadership and Growth

Provost Wims Leads Efforts to Build Stronger Institutions

Provost and Vice President for Academic Affairs Lois Wims was recently invited to share her insights on academic leadership at a conference hosted by the American Academic Leadership Institute. In a virtual discussion with Lewis and Clark State College Provost Fredrick Chilson, she spoke with higher education administrators exploring their next career steps.

The conversation addressed the complexities of a provost's role, including budget management, faculty resource allocation, and support for student and faculty mental health. Drawing on her decade of experience at Worcester State, Provost Wims emphasized the importance of building trust with faculty, fostering collaboration among university leadership, and maintaining open communication with the president. She also highlighted efforts to strengthen the role of deans, refine the tenure and promotion process, and promote a solutions-oriented academic culture.

She underscored the value of assembling a strong leadership team, carefully evaluating potential hires, and leveraging formal and informal networks to build effective academic administration. Through regular faculty check-ins and team-building initiatives—including monthly leadership dinners—she has fostered an environment where faculty and administrators engage in meaningful dialogue and collaborative problem-solving. Her approach reflects Worcester State's broader commitment to academic excellence, transparency, and continuous improvement.

President Maloney Honored as WBJ's 2025 Large Business Leader

President Barry M. Maloney was recognized by the Worcester Business Journal as the 2025 Large Business Leader of the Year. The award was announced in the publication's February 25 issue and celebrated at a March 18 ceremony, where President Maloney was honored with a video tribute and formally received the award.

The WBJ highlighted Maloney's leadership in Worcester State's continued growth and success. Under his guidance, the University has achieved the highest enrollment growth among Massachusetts state universities, increasing by 7% since FY22, despite statewide declines.

Maloney has prioritized affordability and social mobility. Currently, 78% of Worcester State students receive financial aid, with the University awarding \$23 million in scholarships and grants last year alone.

Student success has also been a central focus. Since Maloney took office in 2011, the University's six-year graduation rate has increased from 48.8% to 61.5% in 2024. He has positioned Worcester State as a hub for applied learning and research, expanding programs like Early College Worcester, which gives high school students a head start on their degrees.

At the same time, Maloney has doubled annual fundraising contributions and grown the Worcester State Foundation endowment to more than \$53 million. His leadership was especially evident during the pandemic, when Worcester State partnered with local healthcare providers to administer nearly 90,000 COVID-19 vaccinations.

His leadership is rooted in integrity, accessibility, and a student-first mindset. Maloney's continued impact ensures that Worcester State remains a leader in affordable, high-quality education.

Series Explores Free Speech and Immigration

As part of Worcester State's 150th Anniversary, the Office of Academic Affairs hosted two public events organized by Associate Provost Henry Theriault and Dean of Humanities and Social Sciences Russ Pottle. These programs brought together faculty and guest speakers to explore pressing social issues and promote critical dialogue within the University community.

On November 14, Worcester State faculty led a roundtable discussion titled *Free Speech: Myth and Reality*. Professors from Political Science, History, Philosophy, and English explored the evolving boundaries of free expression, misinformation, and censorship, particularly in an election year. Theriault challenged the idea that free speech is absolute, emphasizing the real-world consequences of hate speech and genocide denial. Pottle underscored the role of public universities in leading conversations about constitutional rights, stating, "These events help define and celebrate us as a university."

On March 12, guest speaker Adam Strom, executive director of Re-Imagining Migration, addressed misconceptions about immigration in a talk titled *Understanding Immigration: Debunking Myths, Fighting Misinformation, and Tackling Xenophobia*. Speaking to an audience of 100 students, faculty, and staff, Strom challenged common myths about immigrants and emphasized their positive contributions to society. He also stressed the importance of fostering connections between communities to promote understanding and inclusion. Introducing Strom, Theriault told students, "You're in a moment of history that's going to define us."

In addition to organizing these events, Theriault was an invited presenter at the Fifth Global Forum Against the Crime of Genocide, held in December in Yerevan, Armenia. His presentation, *Repetition, Law, and Reality*, placed him among leading international experts, including former Latvian President Egils Levits and Luis Moreno Ocampo, the first prosecutor of the International Criminal Court.

Admissions and Student Success Leaders Honored for Excellence and Impact

Three Worcester State staff members were recently recognized for their outstanding leadership and service to the University and the broader higher education community.

Tiana Carrasquillo, associate director of admissions, received the Professional of the Year Award from the New England Association for College Admission Counseling (NEACAC). The award honors individuals from across New England who demonstrate excellence, advocacy, and ethical leadership in the field of college admission and counseling. Tiana's recognition reflects her commitment to students, families, and colleagues.

Kirshner "Kirsh" Donis, also an associate director of admissions, completed the Executive Leadership Institute (ELI), a year-long, cohort-based program for aspiring senior leaders in public higher education. Sponsored by campus presidents, ELI provides immersive training in academic leadership, policy issues, and strategic mentorship. His completion of the program affirms his continued leadership potential.

Thomas "TKay" Kelley, director of retention, received the Worcester State University Campus Collaboration Award, which recognizes employees who demonstrate a strong commitment to teamwork and campus-wide cooperation. TKay is widely respected for his collaborative leadership style and dedication to student success.



Faculty Scholarship and Institutional Advancement

Advancing Local Journalism and Experiential Learning

Associate Professor of English Jamie Remillard has been named a University of Vermont Center for Community News Champion in recognition of her efforts to strengthen partnerships between higher education and local journalism. Over the next year, she will receive coaching and mentoring to support a challenge goal related to community news. At Worcester State, Remillard has expanded student opportunities through a partnership with the *Worcester Guardian*, a nonprofit news outlet that provides hands-on reporting experience.

She also serves as co-faculty director of *The Wormtown Herald*, Worcester State's student-run news site, and teaches in the University's new multimedia journalism minor. With local news coverage shrinking, she views university partnerships as key to preserving fact-based journalism and fostering public trust. Through her work with the Center for Community News, she aims to empower the next generation of journalists while strengthening Worcester's local news ecosystem.

The Mental Health Cost of Intensive Parenting

A new study by Worcester State faculty researchers highlights the mental health impact of "intensive parenting" expectations on mothers. Conducted by Associate Professors of Psychology Kathryn Frazier and Jacquelyn Raftery-Helmer, the study examined how societal pressure to be constantly engaged and self-sacrificing contributes to heightened stress, anxiety, and depression. Working with 27 mothers from diverse backgrounds, the research team—including undergraduate students—found that even when mothers recognized the unrealistic nature of these ideals, many still felt compelled to meet them, often at the expense of their well-being.

Funded by multiple Worcester State grants, the research aligns with national discussions on parental mental health, including a Surgeon General advisory on caregiver stress. Dr. Raftery-Helmer emphasized that while shifting cultural narratives around parenting is a step forward, systemic change is needed to provide meaningful support. The researchers plan to publish several articles from their findings to contribute to a broader conversation about parenting and well-being.

Expanding Speech-Language Services and Education

The Worcester State Speech-Language-Hearing Center (SLHC) continues to advance clinical education and community outreach. This year, the center expanded its aphasia treatment groups, offering students hands-on experience while supporting individuals with communication challenges. New initiatives like Game Day and Book Club provide supportive environments for practicing communication, with a recent Book Club event drawing nine student volunteers.

President's Update

Led by Suzanne Crawford-Stacey, the SLHC partnered with Occupational Therapy (OT) to assist individuals with Parkinson's Disease (PD) in managing daily activities, fostering interdisciplinary collaboration among SLP and OT students. The clinic also continues its partnership with Steve Gagliastro from Visual and Performing Arts, offering sing-along sessions for PD clients.

To expand its impact, the SLHC provided free hearing screenings to over 4,000 students in Worcester and surrounding areas, allowing graduate students to gain clinical experience under the supervision of a clinical audiologist. Outreach efforts also include participation in ALANA Preview Day and the March 29 Brotherhood/Sisterhood Leadership Conference, encouraging underrepresented students to explore careers in speech-language pathology. The SLHC also launched its first Dysphagia Specialty Clinic, offering language and swallowing therapy to individuals in community day programs. With its commitment to student learning and compassionate care, the SLHC continues to serve as a vital resource for the University and the broader community.



Strengthening Environmental Research and Career Pathways

Faculty and staff in the Earth, Environment, and Physics Department continue to make significant contributions in research, education, and sustainability. Assistant Prof. Anne Armstrong published two articles on environmental stewardship, one in the *Journal of Environmental Studies and Sciences* and another in the *Oxford Research Encyclopedia of Education*. Assistant Prof. Andrew Burkhardt and his collaborators reported the detection of cyanopyrene—the largest molecule ever identified in radio astronomy—in *Science* and *Nature Astronomy*. Assistant Prof. Maxim Lavrentovich was awarded the Feldman Prize for his research in theoretical population biology and presented his findings at the October symposium. He also received the Outstanding Referee Award from the American Physical Society, an honor awarded to only 160 of 50,000 peer reviewers.

On campus, staff member Catherine Popp organized the Green Career Fair on March 6, connecting students with employers in environmental fields. The department is also co-hosting the Sustainability and Food Fair, an annual event focused on food justice, racial equity, and climate change. In community-based research, Assistant Prof. Laura Reynolds presented findings from a multi-year water quality study of the Tatnuck Brook watershed at Worcester's State of the Lakes meeting in January. These efforts underscore Worcester State's leadership in environmental research, career development, and sustainability advocacy.

Biology Department Showcases Research and Expands Graduate Offerings

The Biology Department continues to expand research and academic opportunities for students. Assistant Prof. Jaime Mancilla and biology student Disha Khanna will present their research at the American Physiology Summit, hosted by the American Physiological Society, from April 24–27, 2025, in Baltimore, Maryland. Their project, supported by data collection from students at Hamilton College, was analyzed by Khanna, who will present the findings.

The Master of Science in Biology program has received approval from the Department of Higher Education, and Worcester State is set to enroll its first cohort in Fall 2025. This new graduate program will expand research opportunities and provide students with advanced training in biological sciences, reinforcing the University's commitment to academic excellence and professional preparation.

Historic Telescope Collection Expands Astronomy at Worcester State

Worcester State students and faculty now have access to a rare collection of antique and modern telescopes, thanks to a long-term loan from Cynthia Blumsack, widow of the late Charles Blumsack, an avid amateur astronomer. The 18-telescope collection, appraised at \$100,000, includes rare Alvan Clark & Sons refracting telescopes, known for their exceptional craftsmanship, as well as modern instruments. The telescopes will be used for student research, astrophotography, and public engagement while also supporting the University's new astronomy minor.

The collection is being integrated into physics and astronomy courses, including an upcoming astrophotography class led by Associate Prof. Nabin Malakar. Students will gain hands-on experience using traditional telescopes, learning essential observational skills that modern automation often replaces. Assistant Prof. Andrew Burkhardt emphasized the importance of understanding telescope mechanics, noting that these historical instruments offer insight into the evolution of astronomy.

The Aldrich Astronomical Society, along with Robert Kolesnik '72, adjunct astronomy instructor, has played a key role in restoring the telescopes for use. With display cases planned for the Ghosh Science & Technology Center, the collection ensures Worcester State remains at the forefront of astronomy education while honoring Charles Blumsack's legacy and passion for inspiring future stargazers.



Children's Book by Megan Connerly Explores Neurodiversity in the Classroom

Visiting Associate Prof. Megan M. Connerly recently published a children's book, *Otis and His Amazing Superpower*. The story follows Otis Otter, a bright and enthusiastic student whose unique thinking sometimes clashes with traditional classroom expectations. After a challenging day, a visit to the principal's office helps Otis discover an empowering secret and learn strategies for navigating school more successfully. The book offers a creative and compassionate look at neurodiversity and classroom inclusion.

Naida Saavedra Publishes *Overworked* and Advocates for Latinx Literature

Associate Professor of Spanish Naida Saavedra celebrated the launch of her latest novel, *Overworked*, with a book event on March 4, 2025, at Worcester State. A prolific writer, translator, and researcher, Saavedra is widely recognized for her contributions to Latinx literature and is known for works such as *Desordenadas* and *Vestier y otras miserias*.

In *Overworked* (El BeiSMAN PrESs, 2025), Saavedra introduces Naty, an immigrant navigating personal and professional challenges in pursuit of fulfillment. The novel explores themes of identity, nostalgia, and resilience as Naty confronts bureaucratic hurdles and the commercialization of academia. Told through interwoven stories or vignettes, *Overworked* gives voice to the Latina immigrant experience in the U.S., capturing the tension between ambition, belonging, and the limits of the body.

Beyond her fiction, Saavedra is a leading scholar on Spanish-language literature in the United States. She coined the term "New Latino Boom" to describe the growing movement of Latin American writers publishing in Spanish in the U.S. Her research highlights how independent publishers, literary collectives, and academic institutions are fostering a space for Spanish-language storytelling. Through her work, she continues to shape conversations on multilingual literature, cultural identity, and the role of Spanish as an act of creative resistance.



School Psychology Program Earns Full NASP Accreditation

Professor Diane Cooke and Assistant Prof. Kristine Camacho led a successful accreditation review by the National Association of School Psychologists (NASP). As a result, Worcester State's School Psychology program was awarded seven years of accreditation with no conditions—the highest possible outcome.

Strengthening K–12 Partnerships Through Teaching, Research, and Outreach

Worcester State continues to expand its commitment to K–12 education through faculty-led initiatives, professional collaboration, and student engagement. Thanks to the leadership of Professor Sue Foo, the Center for PreK–12 Education officially reopened on February 26. The relaunch event featured author and educator Jessica Lander, who delivered a keynote titled “Making Americans: Fostering a Sense of Belonging through Education.” The Center is positioned to serve as a vital hub for school-university partnerships and engagement with regional educators.

As part of this outreach, Professor Sara Young brought her History Middle/Secondary Education students to the National Council for Social Studies Conference in Boston on October 18, providing them with exposure to national conversations on curriculum, pedagogy, and professional development. Worcester State faculty also contributed to this field at the national level. On March 10, 2025, Associate Prof. Pamela Hollander and Assistant Prof. Heidi Wojcik presented at the Annual Conference of the Association of Teacher Educators (ATE). Their session, “K–12 University Partnerships to Enhance Teaching Preparation in Science of Reading Practices,” highlighted collaborative strategies to strengthen literacy instruction and improve teacher preparation through sustained engagement with local schools.



Student Learning and Public Engagement

Real-World Research Drives Computer Science Learning

Students in Worcester State's Computer Science Department are gaining valuable hands-on experience through faculty-mentored research projects, many supported by the Aisiku Undergraduate Summer Research Fellowship. Under the guidance of Assistant Professors Nada Alsallami and Ali Al-Faris, students apply their classroom knowledge to real-world challenges, present their work at conferences, and build skills that set them apart in the job market.

Recent projects include a fake news detection app by senior Cameron Baron, a study group connection tool by Joshua Fife, and an AI-generated music composition project by Ben Gelineau. All three students presented their work at major conferences, including the Conference on Computational Science & Computational Intelligence in Las Vegas, where they shared the stage with graduate-level researchers.

The Aisiku Fellowship provided critical funding, allowing students to focus on their work over the summer and produce high-quality research. In addition to technical expertise, these projects helped students refine their problem-solving, communication, and presentation skills—key assets for their careers. “They’re not just learning computer science—they’re becoming true technology leaders,” said Dr. Alsallami. By fostering opportunities like these, Worcester State continues to prepare students with the knowledge, confidence, and practical experience needed to excel in a rapidly evolving tech landscape.

Senior Anabelle Santiago Honored for Leadership and Advocacy

Worcester State senior Anabelle Santiago has been selected to receive the Meridith D. Wesby Young Leader Award from the United Way of Central Massachusetts – Women's Initiative. The award recognizes her dedication to equity and empowerment, particularly for women and young girls. A Public Health and Business Administration double major, Santiago has led public health outreach, playing a key role in Worcester State's Health Initiatives Team and the Worcester Equity COVID-19 Vaccine Corps. Her efforts expanded vaccine access in underserved communities through outreach and translation services.

Beyond campus, Santiago has worked with the Academic Public Health Corps and now leads research and education initiatives for the Women's Initiative, mentoring young girls through the Dollar Scholar financial literacy program. She credits faculty mentors and Worcester State's Public Health program for helping her apply classroom learning in real-world settings. Santiago will be honored at the Stepping Up for Girls fundraiser on October 29, which celebrates women's leadership and philanthropy. Her achievements reflect Worcester State's commitment to community engagement and developing future leaders in public health.



African American Read-In and ALANA Preview Day

More than 100 high school students visited Worcester State for the 11th annual National African American Read-In and ALANA Preview Day on February 26. The event celebrates Black literary contributions while giving prospective students a firsthand look at university life.

This year's keynote speaker, scholar and activist Loretta Ross, delivered an inspiring talk on the power of "calling in" rather than "calling out," emphasizing that lasting change comes through dialogue and compassion rather than division. Drawing on her decades of human rights work, Ross encouraged students to find balance in activism, remain open to conversation, and stand up for what they believe in.

In addition to the keynote, students participated in an Admissions session, campus tour, and conversations with faculty and ALANA/BIPOC student leaders. Worcester State has participated in the National African American Read-In since 2014, reinforcing its commitment to inclusive and engaged learning experiences.

Brittany Severance Celebrated for Film Festival Success

Assistant Professor of Communication Brittany Severance recently showcased her creative work on the festival circuit with her short film *A Momentary Stop*. The film was screened at the inaugural Creative Guts Film Festival in June 2024 at Red River Theater in Concord, NH, and later featured at the Shawna Shea Film Festival in Southbridge, MA, in July. Severance's work reflects her commitment to storytelling and filmmaking, bringing industry experience into the classroom and further enriching Worcester State's creative community.



Sponsored Research and Grant Development

Grant Applications Supporting Student Well-Being and Inclusion

The Office of Grants and Sponsored Research supported several proposals this spring aimed at improving student well-being, access, and inclusion. Submitted in coordination with Student Affairs and academic leadership, these applications focus on enhancing essential student services.

- **Basic Needs Security Grant** (\$85,426): Funding through the Massachusetts Department of Higher Education would support Thea's Pantry by providing food and personal care items. It would also cover fuel and emergency car repairs, rideshare support for students without vehicles, temporary housing assistance, emergency child care services, laptops, and dining hall meal cards to meet urgent student needs.
- **Behavioral/Mental Health Grant** (\$270,725): If awarded, this grant would significantly enhance mental health support for students. It includes professional development for faculty and staff, 24/7 access to teletherapy through UWill, the expansion of crisis response capabilities, and wellness programming to promote mental and emotional health.
- **Hunger-Free Campus Grant** (\$15,718): This funding would allow Worcester State to build a more coordinated food security response. The grant would support student-led campaigns and food drives, enhance operations at Thea's Pantry, and fund food recovery partnerships with Chartwells, reducing waste while addressing hunger.
- **Massachusetts Inclusive Concurrent Enrollment Initiative (MAICEI)** (\$109,505): Submitted under the direction of Professor Sue Foo, this proposal would expand access to a comprehensive college experience for students with intellectual disabilities (ages 18–22). It includes enrollment in credit-bearing courses, peer mentorship, campus engagement, and individualized transition planning focused on employment and independent living outcomes.

Advancing Research and Scholarship at Worcester State

Worcester State faculty submitted several proposals to support research, collaboration, and academic innovation:

- **Spencer Foundation Large Research Grant** (\$498,443): Led by Professor Thomas Conroy (Urban Studies), this interdisciplinary project, "The Impact of School Segregation in Massachusetts' Gateway Cities," would examine the long-term effects of segregation using a transdisciplinary, mixed-methods approach. The team includes faculty from Urban Studies, Sociology, Earth Sciences, and Geography.
- **NEH K–12 Professional Development Institute** (\$175,000): Proposed by Professor Sue Foo and Associate Provost Henry Theriault, this two-week residential summer institute would engage Grades 7–12 educators in a study of linguistic assimilation in U.S. immigration history. The program would include workshops, site visits, and a virtual follow-up.


- **National Science Foundation (NSF) DMREF Proposal (\$175,945):** Assistant Prof. Maxim Lavrentovich (Earth, Environment & Physics) is a co-PI on this materials science project in partnership with Kent State University. The research would explore novel ferroelectric materials through experimental characterization, modeling, and simulation to advance knowledge of electrostatic interactions and material responses to dynamic environments.





WORCESTER STATE UNIVERSITY

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

TO: Members, WSU Board of Trustees
FROM: Barry M. Maloney, President 
RE: 2025 Honorary Degree Recommendation
DATE: March 25, 2025

In addition to the honorary degree requested separately for our 2025 undergraduate Commencement speaker, Debra Maddox, Psy.D., I seek the Board's approval to award an honorary degree to U.S. Senator Elizabeth Warren, who will deliver a graduation address at this year's Commencement.

Elizabeth Warren, the senior senator from Massachusetts, is known as an advocate for consumer protection, affordable child care, and economic opportunity, as well as a bankruptcy expert. After experiencing financial hardship as a child, she attended college in the 1960s on a scholarship, earning a BS in speech pathology and audiology in 1970. She became a teacher, left teaching to have a child, entered Rutgers Law School when that child turned two, and graduated when she was pregnant with her second child. She taught in the public schools after that until establishing a career as a law professor, teaching at several American universities including Harvard.

Senator Warren defeated an incumbent in 2012, becoming the state's first female U.S. Senator. She was reelected in 2018. She is considered one of the nation's leading progressive voices, fighting for big structural change that would transform our economy and rebuild the middle class. She campaigned to become the Democratic Party nominee for President in 2020 on that platform.

Senator Warren has helped secure \$750 million in debt relief for students who were victimized by for-profit colleges, including 4,500 Massachusetts students and more than 28,000 students across the country. Elizabeth has also helped pass legislation to double federal funding for child care, make hearing aids available over the counter, reduce out-of-pocket costs for high school students enrolled in career and technical education programs, and put over \$6 billion dollars in federal funding towards the fight against the opioid epidemic.

I ask for your favorable action on this recommendation to grant U.S. Senator Elizabeth Warren an honorary degree at the April 8, 2025, board meeting.

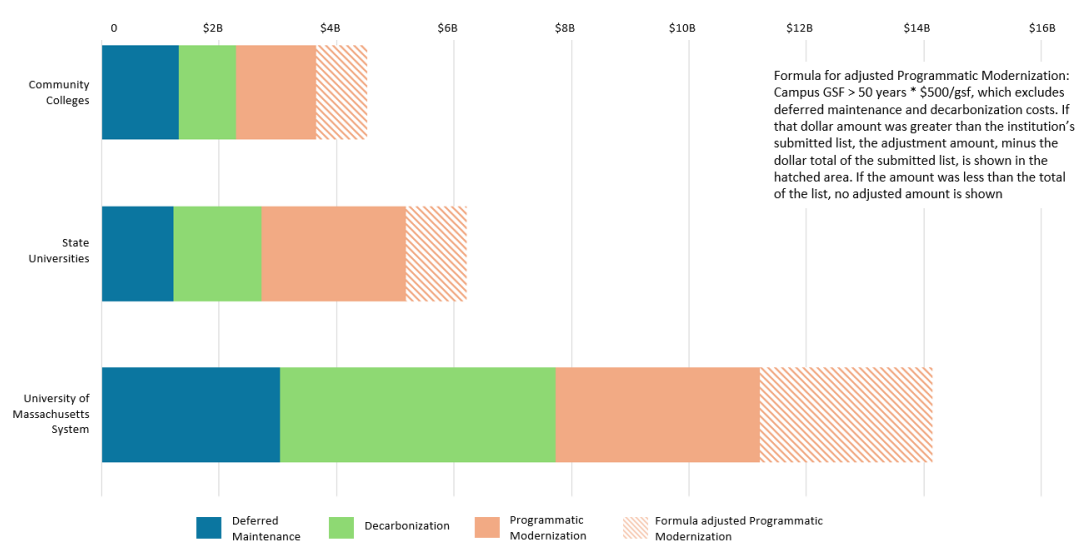
Introduction

Massachusetts is known for its excellent public higher education system, which drives innovation and strengthens our economy. Yet our campuses’ capital infrastructure requires significant new resources to both address mounting deferred maintenance needs and to ensure safe, modern, decarbonized campuses that meet the demands of current and future students. To address these challenges, the Healey-Driscoll Administration filed An Act to Build Resilient Infrastructure to Generate Higher-Ed Transformation (the *BRIGHT Act*), which leverages \$125 million in annual Fair Share surtax revenues to unlock significant new capital funding for Massachusetts’ public higher education institutions.

Meeting the Critical Needs of Our Public Higher Education System

Massachusetts’ public colleges, universities, and community colleges are vital to ensuring equitable access to education and for preparing students to succeed in today’s high demand industries. However, much of the infrastructure on these campuses, built in the 1970s, is aging and increasingly unable to meet modern demands. The result is an inventory of outdated academic buildings and infrastructure in need of significant upgrades and deferred maintenance repairs.

Projected Capital Funding Needs by Sector

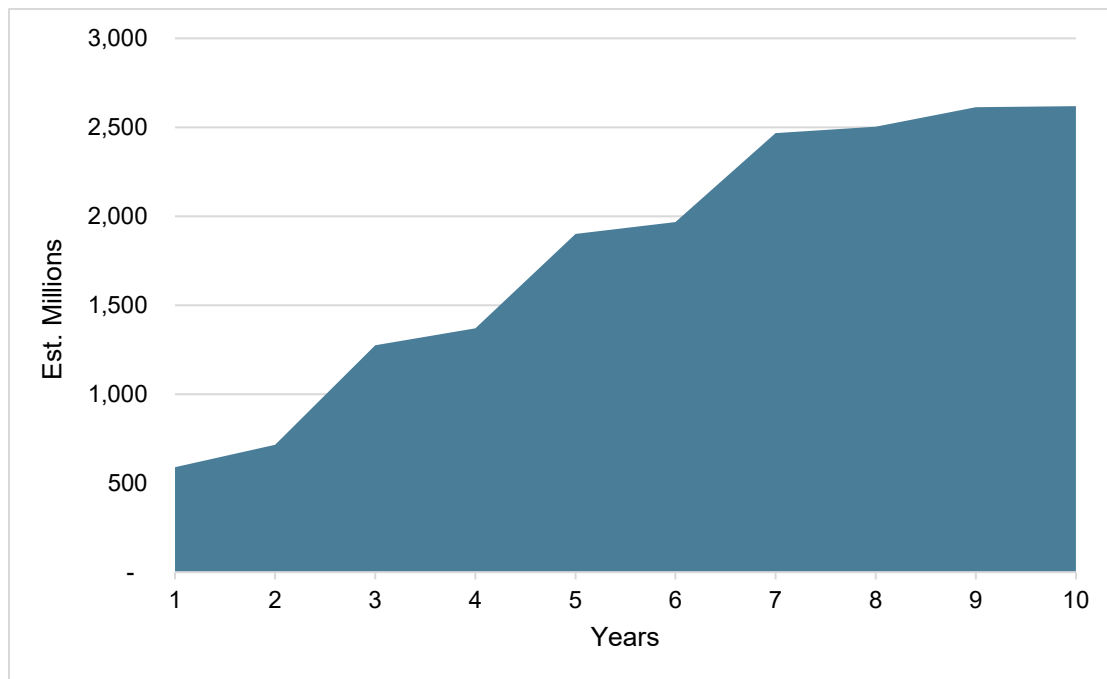


Addressing deferred maintenance, modernizing and decarbonizing facilities, and constructing state-of-the-art academic spaces are essential to helping these schools and their students achieve their full potential. Yet construction costs continue to rise for these projects, further complicated by enrollment pressures, decarbonization mandates, regulatory requirements, labor shortages, and material price increases. As a result, the needs on our public higher education campuses are growing well beyond what traditional capital funding sources can accommodate.

A Bold Solution to Expand the Pie of Available Resources

To meet this challenge, the Healey-Driscoll Administration's House 1 budget proposes to securitize \$125 million in Fair Share surtax revenues annually to issue special obligation bonds, unlocking approximately \$2.5 billion in new capital resources for our public higher education institutions. This financing method, modeled on the successful Commonwealth Transportation Fund (CTF) strategy, expands the pie of available capital funds without having any impact on existing credits of the Commonwealth's General Obligation debt capacity.

Model of Total Funding Unlocked Over 10 Fiscal Years, Based on Fair Share Pledge Assumption and Current Market Conditions



The proposed Fair Share pledge will cover debt service on these bonds and, in years when the full \$125 million isn't needed for that purpose, allow for debt defeasance that will reduce pressure on our higher education operating budgets and relieve some of the upward pressure on student fees and costs.

Putting New Resources to Use

The *BRIGHT Act* works in tandem with this proposal, authorizing up to \$3 billion in investments for public higher education, ensuring the state has the authorization and flexibility it needs to support critical repairs and transformations on our campuses.

Specifically, the proposed bond bill includes up to \$2.5 billion for the University of Massachusetts system, state universities, and community colleges to address deferred maintenance, modernize and decarbonize facilities, and construct major capital projects—breathing new life into proven capital improvement programs.

The bill also supports other critical capital investments, including:

- Planning costs associated with the disposition and acquisition of land and buildings for the purposes of housing development to help address the Commonwealth's urgent housing needs.
- Modernization projects, such as the renovation and modernization of labs, including furnishing, equipping, and improving safety standards.
- Support regional secondary and higher education partnerships that strengthen our workforce.
- Modernization of facilities related to student health, mental health, wellness, and safety.
- Development of master plans to align campus investments with long-term goals to ensure these new resources are used optimally and thoughtfully.
- Incentives and supports for campus investments in technology capital projects, including improvements in buildings and online or hybrid workspaces and shared enterprise systems.
- Workforce Skills Capital Grants, an existing and successful grant program that helps align our higher education and workforce efforts.

The investments in this bill will also have secondary effects that benefit the people of Massachusetts; this bill will create approximately 15,000 construction-related jobs. In addition to funding authorizations, the bill includes several policy proposals related to an expansion of the authority and abilities of the Massachusetts State College Building Authority (MSCBA) to strengthen that authority's ability to borrow for a wider range of project types and contribute additional resources to complement the state's transformational investments. It also includes measures allowing DCAMM to dispose of surplus property from higher education institutions at the request of a higher education chancellor or president, with proceeds directed to a dedicated fund for transaction costs or capital projects. Additionally, the bill exempts building projects under \$500,000 from the statutory certified study requirement, reducing administrative hurdles for smaller projects.

An Informed Approach

This legislation is informed by the work of the Higher Education Capital Working Group, which was established in the FY25 General Appropriations Act. The Working Group included members from relevant state agencies, legislators from the joint committees for higher education and bonding, designees of the public higher education sectors in Massachusetts, and other stakeholders. That group's report confirms the necessity and viability of the proposed financing structure and the investments contained in the *BRIGHT Act*. The report also documents the mounting capital needs at our public higher education campuses and the limitations of traditional General Obligation bonds to address these challenges.

The *BRIGHT Act* will provide the type of transformational investment our public higher education campuses need to best serve their students, our workforce, and the state. By leveraging Fair Share surtax revenues, the Commonwealth can expand the pie of available resources to help repair and modernize its campuses, ensuring that our public higher education institutions can provide Massachusetts' students, educators, and workforce with the tools they need to succeed in the decades to come.



Commonwealth of Massachusetts
Executive Office for
Administration and Finance

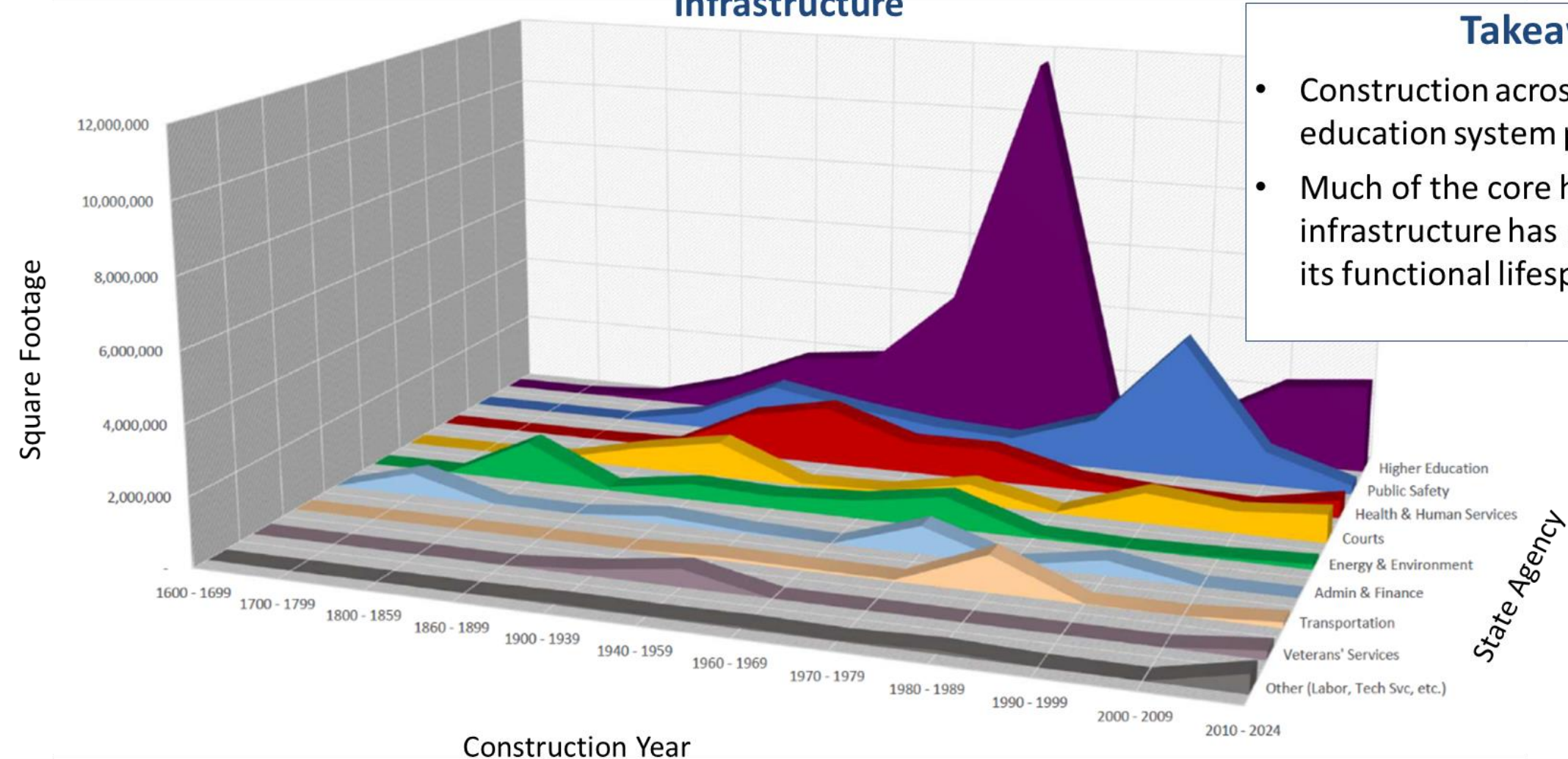
The BRIGHT Act

*An Act to Build Resilient Infrastructure to
Generate Higher Education Transformation*



Aging Infrastructure Resulting in Deferred Maintenance

Square Footage Construction By Year In State-Owned Public Infrastructure



Transforming Public Higher Education Campuses – The BRIGHT Act

House 1 Proposal



The BRIGHT Act: An Act to Build Resilient Infrastructure to Generate Higher Education Transformation



- Securitize \$125M in Fair Share annually
- Will unlock ~\$2.5B in Special Obligation bonds over 10 years
- Mirrors successful CTF strategy
- No impact on General Obligation credits or debt capacity



- Up to \$2.5B for UMass, community colleges & state universities to:
- Address deferred maintenance
- Modernize and decarbonize facilities
- Construct major capital projects
- Breathing new life into proven programs



- Up to \$500M for:
- Converting surplus property to housing
- Modernization projects, like labs
- CTE collaboration
- Student mental health, wellness, safety
- Master plans
- Technology
- Workforce Skills Capital Grants



- Policy proposals to:
- Expand ability of MSCBA to borrow for wider range of projects
- Allow DCAMM to dispose of surplus HE property
- Exempt smaller projects from certified study requirement



An Informed Approach: Higher Education Capital Working Group

The **Higher Education Capital Working Group** (established in FY25 GAA, Section 196) was charged with sizing the problem & recommending solutions.

Working Group included members from:

- Relevant state agencies (A&F, EOE, DCAMM, OCIR)
- Legislators from the Joint Committees for Higher Education and Bonding
- Designees of the public higher education sectors in Massachusetts
- And other stakeholders

Completed report before the March 1, 2025, deadline to align with budget and legislative calendar. Full report [here](#).

Higher Education Capital Working Group



FINAL REPORT

January 21, 2025



The BRIGHT Act – Financing Higher Ed Capital

- **\$2.5 billion for the University of Massachusetts system, state universities and community colleges** to address deferred maintenance, decarbonize and modernize facilities, construct major capital projects, and manage land and buildings to meet institutional goals.
- **\$500 M for targeted funding for other initiatives**, including:
 - **\$100 M** in planning costs for disposition/acquisition of land & buildings to support **housing development**
 - **\$170 M for smaller modernization projects**, such as:
 - Renovating and modernizing labs
 - Expanding collaborations between community colleges and secondary schools
 - Upgrading facilities related to student health, mental health, wellness, and safety
 - **\$30 M for development of campus master plans** to align investments with long-term goals and ensure optimal use of new resources
 - **\$20 M for technology projects**, including online and hybrid workspaces & shared enterprise systems
 - **\$100 M** for the **Workforce Skills Capital** grant program to support its continued success



The BRIGHT Act – Policy Proposals

- **Massachusetts State College Building Authority:**
 - Expands MSCBA's authority to issue bonds for projects at community colleges
 - Allows MSCBA to undertake non-revenue-generating projects (e.g., academic and administrative buildings, campus infrastructure, energy efficiency, and decarbonization)
 - Requires A&F approval for MSCBA projects and Commonwealth-guaranteed contracts
 - Allows DCAMM to delegate structural or mechanical projects up to \$10M to the MSCBA
- **Surplus Property Disposition:**
 - Authorizes DCAMM to dispose of surplus property from higher education institutions at the request of the Chancellor or President for redevelopment
 - Establishes a special revenue fund for proceeds from higher education property dispositions
 - Net disposition proceeds can support capital investments in the campuses, subject to A&F approval
- **Study Exemption:**
 - Exempts building projects under \$500,000 from the statutory certified study requirement
 - Removes outdated language related to designer requirements



The BRIGHT Act -- Next Steps and Implementation

- Proposal relies on passage of **2 complementary pieces of legislation**:
 - House 1 proposal to leverage \$125 M in Fair Share for special obligation bonds, and
 - The BRIGHT Act, which includes authorizations and policy proposals that translate new funding into action
- Once both pieces passed, **campuses will feel initial impact quickly**
 - Smaller accelerated infrastructure or lab modernization projects can be done in 2 years
 - Larger major capital projects may take 4-5 years
- In parallel, DCAMM will **continue engaging working group members on implementation** details and other report recommendations, such as:
 - Reviewing anticipated formula
 - Refining criteria for existing programs
 - Developing details of proposed new capital programs

For more information go to: <https://www.mass.gov/info-details/higher-education-bond-bill>