

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES MEETING
Tuesday, November 20, 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); Monica Aryitey, Esq; Kelly Brissette; Darnell Dunn; Maureen Power (Vice Chair); Kristen Garvey; Amy Peterson; Brandol Ogando Saladin, Jake Sanders; Dr. Lawrence Sasso (Vice Chair), David Tuttle

WSU Staff: Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Ryan Forsythe; Carl Herrin; Nikki Kapurch; Tom McNamara; Edgar Moros; Lois Wims

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

AGENDA		
ITEM	RESPONSIBLE	ACTION
1. Administrative Business A. Call to Order B. Approval of the Minutes: 1. Finance & Facilities Committee - October 23, 2025* 2. Full Board Meeting- October 23, 2025*	Dr. Lisa Colombo	1. vote required 2. vote required
2. Inclusive Excellence and Belonging Presentation - 15 minutes w/ Q&A A. TRIO Student Support Services Grant Presentation* B. WSU TRIO Grant announcement*	Edgar Moros Laxmi Bissoondial Mary Jo Marion	A. Informational B. Informational
3. Sabbatical Presentation -15 minutes w/ Q&A A. Title: Estonia: Future Curriculum Reform PowerPoint presentation by Susan Monaghan, PhD, Associate Professor*	Lois Wims Susan Monaghan, PhD	A. Informational
4. Human Resources Committee Report A. November 20 Human Resources Committee Meeting Packet*	Maureen Power	A. Informational /vote required
5. Academic & Student Development Committee Report A. November 20 Academic & Student Development Committee Meeting Packet* B. Approval of AY 2026-2027 Sabbatical Leave Proposals	Maureen Power	A. Informational B. vote required
6. Administrative Updates A. Report of the Chair a. Next meeting: January 8, 2026 B. Report of the Student Trustee C. Report of the President a. President's Update* b. President Maloney's Memo to Trustees re: Speaker & Awards* o Approval of Nominees for Speaker /Awards Pool	Dr. Lisa Colombo Brandol Ogando Saladin Barry Maloney	a. Informational b. Informational o vote required
7. Adjournment	Dr. Lisa Colombo	7. vote required

* Attachments

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

CHAIR:	Dr. Lawrence Sasso (Chair)	DATE:	October 23, 2025
LOCATION:	Wellness Center, Rm 204	MINUTES BY:	Nikki Kapurch
TIME:	3:00 PM		
COMMITTEE MEMBERS PRESENT:	Dr. Lawrence Sasso (Chair), Amy Peterson (Vice Chair), Monica Aryitey, Esq., Darnell Dunn		
COMMITTEE MEMBERS ABSENT:	Marina Taylor		
BOARD MEMBERS PRESENT:	Dr. Lisa Colombo (Chair)		
WSU STAFF:	Ashlynn Allain; Kathy Eichelroth; Ryan Forsythe; Nikki Kapurch; Julie Kazarian; 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 Thursday, October 23, 2025, in room 204 of the Wellness Center. Chair Sasso called the meeting to order at 3:00 p.m.

FINANCE & FACILITIES COMMITTEE REPORT

FY 2025 DRAFT FINANCIAL STATEMENT AUDIT REPORT

- Trustee Sasso called upon VP Kathy Eichelroth, who introduced Jim Johnston and Laura Pizzimenti from Bollus Lynch, LLP, to summarize the report.
- Ms. Pizzimenti and Mr. Johnston walked the trustees through the report.
- Audit relates to the financial statements as of and for the years ended June 30, 2025, and June 30, 2024.
- Bollus Lynch, LLP, also audits the Worcester State Foundation's financial statements, and the report is included with this WSU audit.
- Received one last adjustment from the state, an increase to Workers Compensation to liability in the financial statements, which presents fairly the financial position of the University. Totaling \$2,700. This amount is not included in the report you received in the packet.
- The University presents net position statements, revenues, expenses, and changes in net position, and cash flows.
- The financial statements reflect the University's assets, liabilities, and net position, showing a positive increase in net assets for FY 2025.
- The University is obligated to contribute to the Commonwealth's OPEB Plan, which provides health care and life insurance benefits.
- The University receives significant funding from the State for retirement and health care premiums.
- Management is responsible for preparing the financial statements, and the auditor's responsibility is to express opinions on the financial statements based on the audit.
- The audit revealed no instances of noncompliance affecting the University's financial statements.
- Page 4 typo. The last paragraph should read 2024, not 2025.

WSU Board of Trustees

October 23, 2025

- The financial statements and related footnotes are presented separately from the Management Discussion and Analysis.
- Ms. Pizzimenti indicated that she would send a written letter to the members of the Finance and Facilities Committee. This letter addresses significant matters related to the audit and summarizes issues that must be communicated in accordance with generally accepted auditing standards in the United States.
- The audit opinion was clean, with no issues identified.
- Chair Sasso reported that the auditors have discussed the report in detail with both President Maloney and VP Eichelroth and thanked the team for all their hard work.

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

VOTED: to recommend to the full Board the approval of Worcester State University's Financial Statements and Management's Discussion and Analysis with Supplementary Information, Statistical Information, and Other Reports for the Years ended June 30, 2025 and 2024, and Independent Auditor's Report, as presented by Bollus Lynch.

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

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

VOTED: to adjourn the meeting at 3:37 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Barry M. Maloney", written in a cursive style.

Barry M. Maloney

Secretary, Board of Trustees

October 23, 2025

Finance and Facilities Sub-Committee
Worcester State University
Worcester, Massachusetts

Attention: Dr. Lawrence Sasso, Finance and Facilities Sub-Committee Chair

This letter is to inform the Finance and Facilities Sub-Committee of Worcester State University (the University) about significant matters related to the conduct of our audit as of and for the year ended June 30, 2025, so that you can appropriately discharge your oversight responsibility and we comply with our professional responsibilities.

The following required communications summarize our responsibilities regarding the financial statement audit as well as observations arising from our audit that are significant and relevant to your responsibility to oversee the financial reporting process.

Our Responsibilities

We described our responsibilities under auditing standards generally accepted in the United States of America and *Government Auditing Standards* issued by the Comptroller General of the United States to you in our engagement letter dated June 23, 2025. Our audit of the financial statements does not relieve management or you of your responsibilities, which are also described in that letter.

Planned Scope and Timing of the Audit

We have previously issued a separate communication dated June 23, 2025, regarding the planned scope and timing of our audit and identified significant risks.

Significant Accounting Practices, Including Policies, Estimates and Disclosures

In our meeting with you, we will discuss our views about the qualitative aspects of the University's significant accounting practices, including significant accounting policies, significant unusual transactions, accounting estimates and financial statement disclosures. The following is a list of the matters that will be discussed, including the significant estimates, which you may wish to monitor for your oversight responsibilities of the financial reporting process:

- *Financial Statement Disclosures* - We will discuss with you items as they relate to the neutrality, consistency, and clarity of the disclosures in the financial statements.
- *Adoption of, or Change in, Accounting Policies* - Management has the ultimate responsibility for the appropriateness of the accounting policies used by the University. During the year ended June 30, 2025, the University adopted GASB Statement No. 101, *Compensated Absences*. There were no material changes to the financial statements as a result of the adoption of this accounting standard.
- *Significant or Unusual Transactions* - We did not identify any significant or unusual transactions or significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.
- *Alternative Treatments within Generally Accepted Accounting Principles Discussed with Management* - We did not discuss with management any alternative treatments within generally accepted accounting principles for accounting policies and practices during the current audit period.

Significant Accounting Practices, Including Policies, Estimates and Disclosures (continued)

- *Management's Judgments and Accounting Estimates* - Accounting estimates are an integral part of preparing financial statements and are based upon management's current judgment. The process used by management encompasses their knowledge and experience about past and current events and certain assumptions about future events. Management has informed us that they used all the relevant facts available to them at the time to make the best judgments about accounting estimates, and we considered this information in the scope of our audit. Estimates significant to the financial statements include the allowance for uncollectible accounts receivable, valuation and amortization of deferred service concession arrangements, pension and other post-employment benefit liabilities required by GASB 68 and 75, valuation of leased assets and the related liabilities, valuation of subscription-based IT assets and the related liabilities, and accumulated depreciation allowances for capital assets. The Finance and Facilities Sub-Committee may wish to monitor throughout the year the process used to compute and record these accounting estimates.

Audit Adjustments and Uncorrected Misstatements

There were no audit adjustments made to the original trial balance presented to us to begin our audit.

We are not aware of any uncorrected misstatements other than misstatements that are clearly trivial.

Disagreements with Management

We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit, or significant disclosures to be included in the financial statements.

Consultations with Other Accountants

We are not aware of any consultations management had with other accountants about accounting or auditing matters.

Other Information in Documents Containing Audited Financial Statements

We are not aware of any other documents that contain the audited financial statements. If such documents were to be published, we would have a responsibility to determine that such financial information was not materially inconsistent with the audited statements of the University.

Other Matters - New Accounting Pronouncements

GASB Statement No. 103, *Financial Reporting Model Improvements* is effective for reporting periods beginning after June 15, 2025. The objective of this Statement is to improve key components of the GASB financial reporting model to enhance its effectiveness in providing information that is essential for decision making and assessing accountability. Management has not completed its review of the requirements of this Standard and its applicability.

GASB Statement No. 104, *Disclosure of Certain Capital Assets* is effective for reporting periods beginning after June 15, 2025. The objective of this Statement is to provide users of government financial statements with essential information about certain types of capital assets. Management has not completed its review of the requirements of this Standard and its applicability.

Management Representations

A management representation letter has been drafted and will be presented to management for signature. A copy of the executed letter will be available to the Finance and Facilities Sub-Committee when signed.

Closing

We will be pleased to respond to any questions you have about the foregoing. We appreciate the opportunity to continue to be of service to Worcester State University.

This report is intended solely for the information and use of the Board of Trustees, Finance and Facilities Sub-Committee, and management, and is not intended to be, and should not be, used by anyone other than these specified parties.

Ballus Lynch, LLP

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

CHAIR:	Dr. Lisa Colombo (Chair)	DATE:	October 23, 2025
LOCATION:	Wellness Center, Room 204	MINUTES BY:	Nikki Kapurch
TIME:	4:00 p.m.		
BOARD MEMBERS:	Dr. Lisa Colombo (Chair); Monica Aryitey, Esq; Kelly Brissette; Darnell Dunn; Maureen Power (Vice Chair); Kristen Garvey; Amy Peterson; Brandol Ogando Saladin, Dr. Lawrence Sasso (Vice Chair)		
MEMBER ABSENT:	Marina Taylor; David Tuttle		
WSU STAFF:	Barry Maloney; Ashlynn Allain; Kathy Eichelroth; Ryan Forsythe; Carl Herrin; Nikki Kapurch; Julie Kazarian; Tom McNamara; Sathi Mitra; Edgar Moros, Deborah Alvarez O'Neil; Lois Wims		

The provisions of General Laws, Chapter 30A, having been complied with and a quorum present, a meeting of the Board of Trustees was held on Thursday, October 23, 2025, in room 204, located in the Wellness Center. Chair Colombo called the meeting to order at 4:05 p.m.

Administrative Business:

APPROVAL OF THE MINUTES - Full Board Meeting - September 10, 2025

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

VOTED: to approve the September 10, 2025, minutes of the full Board meeting as presented.

Chair Colombo introduced two new trustees to the board: Kristen Garvey and Monica Aryitey, Esq. They both introduced themselves and shared their backgrounds.

Inclusive Excellence and Belonging Presentation

Hazing and Title IX Presentation

- President Maloney welcomed Edgar Moros, Executive Director of Inclusive Excellence and Belonging, who introduced Jennifer Quinn, Associate Dean of Student Affairs and the University Title IX Coordinator. She provided the Trustees with Title IX training.
- Ms. Quinn reported on the University's Title IX efforts, highlighting achievements, challenges, and data from the 2024-2025 academic year. Under the Trump Administration, there was a transition back to the 2020 Title IX regulations, which increased procedural and administrative demands on the Title IX Coordinator. Training programs for faculty, staff, and students were developed to ensure compliance with these regulations.
- A summary of the Stop Campus Hazing Act was also provided.

Finance & Facilities Committee Report

Trustee Sasso, chair of the Finance and Facilities Committee, reported that the group convened today at 3 p.m. to receive the DRAFT FY 2025 Independent Audit Report and Financial Statements. The committee thoroughly vetted the audit report, and the auditors from Bollus Lynch, LLP, reported that during the audit, they did not identify any deficiencies in internal controls that they considered to be material weaknesses. It was a clean audit. Kathy and her team were thanked for their hard work and due diligence.

Upon a motion made by Trustee Dunn and seconded by Trustee Brissette, it was unanimously.

VOTED: to accept the recommendation of the Finance and Facilities Committee and approve the Worcester State University's Financial Statements and Management's Discussion and Analysis with Supplementary Information, Statistical Information, and Other Reports for the Years ended June 30, 2025 and 2024, and the Independent Auditor's Report, as presented by Bollus Lynch.

REPORT OF THE CHAIR

The Governor's office has appointed Jacob Sanders to serve as the new trustee for the seat held by Trustee Taylor. Some background information on Jacob was provided, including his work with an architectural company to restore the Worcester Auditorium.

Committee assignment descriptions are included in the packet for your information. The following trustees have been assigned to their respective committees:

HUMAN RESOURCES COMMITTEE

- Maureen Power, Chair
- Amy Peterson, Vice Chair
- Monica Aryitey, Esq.
- Kristen Garvey
- David Tuttle

PLANNING AND DEVELOPMENT COMMITTEE

- David Tuttle, Chair
- Dr. Lawrence Sasso, Vice Chair
- Kelly Brissette
- Darnell Dunn
- Marina Taylor, now Jacob Sanders

FINANCE AND FACILITIES COMMITTEE

- Dr. Lawrence Sasso, Chair
- Amy Peterson, Vice Chair
- Monica Aryitey, Esq.

- Darnell Dunn
- Marina Taylor, now Jacob Sanders

ACADEMIC AND STUDENT DEVELOPMENT COMMITTEE

- Maureen Power, Chair
- Kelly Brissette, Vice Chair
- Kristen Garvey
- Brandol Ogando Saladin

President Maloney and I have discussed the work of educating the board. We are talking with a third-party consultant about planning a retreat for January 8, 2026. Please let me know if you have any issues with the date and if there is a preferred time. Also, let me know if there are any constraints on either end. If there are any topics you would like to cover, please inform Chair Colombo.

The next meeting is scheduled for November 20, 2025.

REPORT OF THE STUDENT TRUSTEE

Brandol introduced himself and expressed his excitement about serving on this Board.

- SGA Bus Benches Initiative: Met with President Maloney regarding this. A letter was sent to the President, and they are currently working on it.
- Student Body Update on GenEd: Followed up and shared their concerns. Discussed team-teaching courses, how student fees might be impacted, and whether there will be classes in the evening.
- BRIGHT Act Advocacy: Gained a lot of support from the Senate and is looking to collaborate with the other seven state universities.
- Student Involvement and New Clubs: Over 15 new clubs expressing interest in becoming official clubs in the future.
- Food Pantry: There were 562 visits, with resident students using it more than commuters.

PRESIDENT'S REPORT

The President's Update was included in the packet.

- General Education (LASC) Revision. Over the past 18 months, Worcester State University has undertaken a comprehensive revision of its general education program, known as the Liberal Arts and Sciences Curriculum (LASC).
- Worcester State has continued to play a leadership role in shaping how artificial intelligence (AI) is explored and implemented in higher education.
- The Office of Operational Excellence and Risk Management has launched a University-wide Enterprise Risk Identification Process (URIP). From October 1 to November 21, 2025, division leaders and their working groups will identify the most significant risks facing their areas.
- Waiting on federal updates right now due to the government shutdown. Watching our financial aid.
- State auditors will be reviewing our Clery, Hazing, Student Voting, and organizational chart data. This will happen beginning November 12. Once completed, the report will be made public, and we will keep the board informed.

- The SUCCESS funding from the state will continue this year, and we will receive \$1.6 million.

Vice President Kathy Eichelroth provided an update on the Master Plan.

- Worcester State University, in partnership with the Division of Capital Asset Management and Maintenance (DCAMM), is beginning a new Master Planning initiative sponsored by DCAMM and President Barry Maloney. This effort will inform decisions regarding facilities, infrastructure, and capital investments for the period from 2026 to 2036.
- The Commonwealth leads state University Master Planning through the Department of Capital Asset Management and Maintenance (DCAMM).
- Master Planning exercises typically occur in ten-year cycles and have been linked to funding initiatives being driven from a statewide perspective.
- This is a 9 - 12-month process, inclusive of stakeholder engagement.
- Master Plan history at Worcester State:
 - 2003 Strategic Capital Programs for Colleges: Matching Facilities to Missions [BHE/DCAMM]
 - 2007 Master Planning for State Colleges: Worcester State College [BHE/DCAMM]
 - 2011 Master Plan Update: New Residence and Dining Hall & New Athletic Center and North Garage
- VP Eichelroth walked us through the process of these past plans and how they were completed.
- Where we sit today, the Master Plan shall reflect the WSU Mission & Values, consider the University Strategic Plan, reflect large-scale deferred maintenance concerns, and address the current and projected needs of WSU's programs and facilities. It is intended that this Master Plan be used as a standalone document (together with the Campus Decarbonization Plan) and serve as a framework to merge the needs of the campus's built environment with anticipated enrollment levels, academic programs, and the institution's objectives for the next decade.
- The Board of Trustees will receive updates throughout the planning process. We will be liaising with the Planning and Development Subcommittee. The kickoff meeting will be held on November 3 at 2 p.m. in the President's Conference Room.
- Sandy Olson, Chair, Campus Advisory Group, WSU Assistant VP for Facilities Operations and Planning, will be the lead for the University

Vice President Tom McNamara provided a Campaign Update.

- Vice President Tom McNamara introduced Kathy Howrigan, a consultant who is working on the fundraising campaign.
- Discussed the Believe in Beyond Campaign planning and recommendations for launching a comprehensive \$50 million fundraising campaign at Worcester State University.
- From that initial \$300 million in ideas, and in collaboration with Foster Avenue, a Communications firm we partnered with, we condensed and prioritized those into a more focused set of campaign priorities, ultimately landing on the three key pillars you see here today:
 - Cultivating Transformational Leadership \$20M
 - Strengthening Regional Vitality - \$18M
 - Unlocking Boundless Opportunities - \$40M
- We Fully Understand that launching a campaign of this magnitude requires careful planning and phasing of the work. The \$5.5 million campaign budget will support critical roles, including a campaign director, a major gifts officer, and donor relations staff. A fully delineated budget request was included

WSU Board of Trustees
October 23, 2025

in the report packet.

- We're aiming for approval in 2025 for:
 - A \$50M campaign.
 - A \$5.5M investment over five years, with an annual spend of \$1 million.
- Trustees would like a more detailed review of the financials and how we plan to cover these costs.

Vice President Ryan Forsythe from Enrollment Management presented an enrollment update.

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

Upon a motion made by Trustee Dunn and seconded by Trustee Brissette, it was unanimously.

VOTED: **to adjourn the meeting at 6:27 p.m.**

Respectfully submitted,

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

Barry M. Maloney
Secretary, Board of Trustees



WORCESTER
STATE
UNIVERSITY

Believe in Beyond: A Campaign for Worcester State University

Campaign Framework and Budget Proposal

Tom McNamara, Vice President for University Advancement
Kathy Howrigan, KHow Consulting

Agenda for Today

- Background
- Findings and Recommendations from Counsel
- Future Steps: Approval and Funding of *Believe in Beyond*



Background

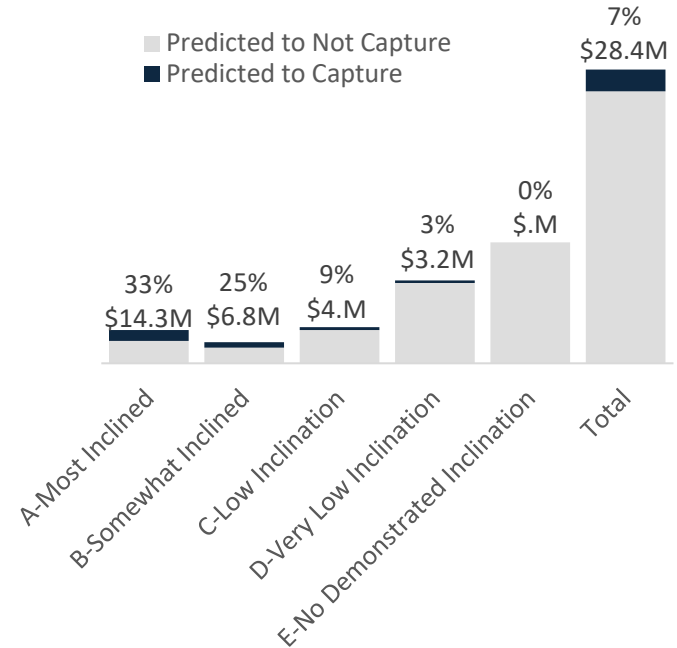
- Previous Campaigns →
- What Precipitated Hiring Counsel
- Organizational Prep (2023-2024):
Internal Assessment, Hiring Staff,
Analytics, etc.
- Campaign Readiness Work Group

Campaign History 1996 - 2017

- *3 Campaigns*
- *15 Years*
- *\$34.4 Million Raised*
- *Countless Lives Changed*

Major Gifts Must Lead the Campaign

- **Focus of analysis:** Individual leadership & major gift prospects.
- **Result:** ~\$28.4M realistically captureable (≈7% of identified capacity).
- **Does not include:**
 - Grants & corporate/foundation support
 - Planned gifts
 - Broad-base annual giving
- **Implication:** Major gifts must lead the way, while other sources help complete the \$50M goal.



***Data from Prospect Analysis (2023): Individual Major Gift Potential (excludes grants, planned gifts, and annual giving)*

Identifying Potential Campaign Priorities *(Preliminary List)*

- Preliminary Priorities
- Surveyed Campus Leaders
- \$311 million in ideas



	Keep			TBD			Total		
	Total	Endowment	Spendable	Total	Endowment	Spendable	Total	Endowment	Spendable
Cultivate Transformative Leadership	\$22,695,000	\$19,590,000	\$3,066,000	\$2,500,000	\$2,500,000	\$0	\$25,195,000	\$22,990,000	\$3,066,000
Collaborative Learning Spaces	\$3,021,000	\$1,980,000	\$1,021,000	\$0	\$0	\$0	\$3,021,000	\$1,980,000	\$1,021,000
Communications Equipment	\$100,000	\$0	\$100,000				\$100,000	\$0	\$100,000
Community Garden & Greenhouse	\$115,000	\$0	\$115,000				\$115,000	\$0	\$115,000
Learning Resource Center/Library	\$2,000,000	\$1,000,000	\$1,000,000				\$2,000,000	\$1,000,000	\$1,000,000
Faculty Innovation	\$10,590,000	\$10,090,000	\$500,000	\$1,500,000	\$1,500,000	\$0	\$12,140,000	\$11,590,000	\$550,000
Distinguished Professorships Endowed	\$1,500,000	\$1,250,000	\$250,000				\$1,500,000	\$1,250,000	\$250,000
Faculty Development Center	\$7,040,000	\$6,840,000	\$200,000				\$7,040,000	\$6,840,000	\$200,000
Funds to support leadership in Graduate Academic	\$1,500,000	\$1,500,000	\$0				\$1,500,000	\$1,500,000	\$0
Proposing for the new age of AI	\$2,000,000	\$2,000,000	\$0	\$1,500,000	\$1,500,000	\$0	\$2,000,000	\$2,000,000	\$0
Leadership Programs	\$6,000,000	\$6,500,000	\$100,000				\$6,000,000	\$6,500,000	\$100,000
Entrepreneurship	\$2,000,000	\$2,000,000	\$0				\$2,000,000	\$2,000,000	\$0
Veterans Program	\$1,000,000	\$1,000,000	\$0				\$1,000,000	\$1,000,000	\$0
Student Leadership & Civic Involvement	\$3,600,000	\$3,500,000	\$100,000				\$3,600,000	\$3,500,000	\$100,000
Health & Wellbeing	\$2,795,000	\$2,000,000	\$795,000	\$1,000,000	\$1,000,000	\$0	\$3,795,000	\$3,000,000	\$795,000
Athletic Training Facilities	\$750,000	\$0	\$750,000				\$750,000	\$0	\$750,000
Rosen Center for Business Fund	\$1,035,000	\$1,000,000	\$35,000	\$1,000,000	\$1,000,000	\$0	\$1,035,000	\$1,000,000	\$35,000
Spiritual Life Center	\$1,010,000	\$1,000,000	\$10,000				\$1,010,000	\$1,000,000	\$10,000
Ther's Priority	\$1,035,000	\$1,000,000	\$35,000				\$1,035,000	\$1,000,000	\$35,000
Strengthen Regional Vitality	\$17,415,000	\$14,640,000	\$2,775,000	\$0	\$0	\$0	\$17,415,000	\$14,640,000	\$2,775,000
21st Century Workforce Alignment	\$1,440,000	\$1,440,000	\$0				\$1,440,000	\$1,440,000	\$0
Undergraduate Research	\$1,440,000	\$1,440,000	\$0				\$1,440,000	\$1,440,000	\$0
Community Partnerships	\$2,725,000	\$2,700,000	\$25,000				\$2,725,000	\$2,700,000	\$25,000
Academic innovation to support non-traditional	\$1,025,000	\$1,000,000	\$25,000				\$1,025,000	\$1,000,000	\$25,000
Center for PHE: K-12 Education	\$700,000	\$700,000	\$0				\$700,000	\$700,000	\$0
LEI	\$1,000,000	\$1,000,000	\$0				\$1,000,000	\$1,000,000	\$0
Healthcare/Stem Expansion	\$13,250,000	\$10,500,000	\$2,750,000	\$1,000,000	\$0	\$1,000,000	\$13,250,000	\$10,500,000	\$2,750,000
Biotech/Stem	\$2,250,000	\$1,500,000	\$750,000				\$2,250,000	\$1,500,000	\$750,000
Health-related Majors (Nursing, OT, Speech)	\$0	\$0	\$0				\$0	\$0	\$0
Wet Labs & Related Equipment	\$11,000,000	\$9,000,000	\$2,000,000	\$1,000,000	\$0	\$1,000,000	\$11,000,000	\$9,000,000	\$2,000,000
Recruitment and Retention	\$0	\$0	\$0				\$0	\$0	\$0
Unlock Boundless Opportunity	\$39,700,000	\$38,210,000	\$1,510,000	\$105,999	\$99,990	\$6,019	\$39,805,999	\$38,209,990	\$1,516,019
Experiential Learning	\$3,570,000	\$3,500,000	\$110,000				\$3,570,000	\$3,500,000	\$110,000
Study Away Programs	\$1,070,000	\$1,000,000	\$70,000				\$1,070,000	\$1,000,000	\$70,000
Internships/CoOps	\$2,500,000	\$2,500,000	\$0				\$2,500,000	\$2,500,000	\$0
Mentorship	\$10,935,000	\$10,560,000	\$375,000				\$10,935,000	\$10,560,000	\$375,000
Mentorship	\$3,000,000	\$3,000,000	\$0				\$3,000,000	\$3,000,000	\$0
OWA	\$3,240,000	\$3,040,000	\$200,000				\$3,240,000	\$3,040,000	\$200,000
Academic Support - Expansion of Academic	\$1,520,000	\$1,520,000	\$0				\$1,520,000	\$1,520,000	\$0
Services for First Generation Students	\$3,175,000	\$3,000,000	\$175,000				\$3,175,000	\$3,000,000	\$175,000
Scholarships	\$25,275,000	\$25,250,000	\$25,000				\$25,275,000	\$25,250,000	\$25,000
Merit Scholarships	\$25,000,000	\$25,000,000	\$0				\$25,000,000	\$25,000,000	\$0
Endowed scholarships for international	\$275,000	\$250,000	\$25,000				\$275,000	\$250,000	\$25,000
Career Readiness Programming				\$105,999	\$99,990	\$6,019	\$105,999	\$99,990	\$6,019
New Software to replace Handshake (Career Development Center)	\$0	\$0	\$0	\$105,999	\$99,990	\$6,019	\$105,999	\$99,990	\$6,019
Unrestricted Giving	\$0	\$0	\$0				\$0	\$0	\$0
Unrestricted Giving	\$0	\$0	\$0				\$0	\$0	\$0
TBD									
Grand Total	\$79,801,000	\$73,540,000	\$6,291,000	\$2,605,999	\$2,589,980	\$6,019	\$82,406,999	\$76,139,980	\$6,267,019



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University Advancement

Draft Campaign Prospectus

- Foster Ave – Dozens of interviews, materials review
- \$50 - \$78 Million
- Three Pillars
 - Cultivate Transformational Leadership (\$20M)
 - Strengthen Regional Vitality (\$18M)
 - Unlock Boundless Opportunity (\$40M)



CAMPAIGN OVERVIEW

WORCESTER STATE NOW EMBARKS ON AN AMBITIOUS GOAL OF RAISING \$50 - \$78 MILLION THROUGH THIS CAMPAIGN, dedicating generous community support to achieve three key aspirations:

- Cultivate Transformational Leadership | \$20M**
 - Advancing Collaborative Learning Spaces
 - Investing in Faculty Innovation
 - Strengthening Student Leadership Programs
 - Promoting Student Health & Well Being
- Strengthen Regional Vitality | \$18M**
 - 21st-Century Workforce Alignment
 - Foster Impactful Community Partnerships
 - Expansion of Healthcare & STEM Education
- Unlock Boundless Opportunity | \$40M**
 - Bolster Scholarship Funds
 - Expand Experiential Learning
 - Foster Mentorship
 - Unrestricted Giving



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University Advancement

Donor Feedback: \$50M Campaign is Feasible — With Anchors + Expanded Capacity.

- 76% of interviewees found the case at least “somewhat compelling.”
- Strongest resonance: scholarships, workforce development, student well-being.
- Donors expressed high confidence in President and leadership team.
- Boards respected, but seen as “observational” — opportunity to give them a clearer fundraising role.
- Donors see potential for six- and seven-figure gifts, though very few at \$5M+.
- \$50M goal: a stretch but achievable target — if WSU secures 1–2 early lead gifts and adds fundraising staff and tools to expand the donor pipeline.
- \$75M goal: viewed as unrealistic.

Campaign Scenarios

	Option 1: \$50M Comprehensive Campaign	Option 2: \$20M Major Gift Effort	Option 3: No Campaign
Goal	\$50M over 5 years	\$20M over 3 years	Continue Current Fundraising
Scope	Broad, institution-wide effort with public launch and wide donor engagement	Narrow, exclusive focus on \$250K+ donors, no public launch	Business as Usual
Benefits	<ul style="list-style-type: none"> • Elevates visibility and reputation • Builds donor pipeline (\$25K–\$250K) • Anchored by clear institutional priorities • Broad participation across constituencies 	<ul style="list-style-type: none"> • Faster, more targeted effort • Lower budget and staffing needs <ul style="list-style-type: none"> • Simpler execution • Aligns tightly with top donors' interests 	<ul style="list-style-type: none"> • No upfront campaign investment. • Avoids potential donor/volunteer fatigue.
Trade-Offs	<ul style="list-style-type: none"> • Higher upfront cost (\$5.5M) • Longer timeline and more complex execution • Greater risk if external conditions shift 	<ul style="list-style-type: none"> • Lower visibility and limited donor engagement <ul style="list-style-type: none"> • Little impact on building mid-tier pipeline • Heavy reliance on small pool of top donors 	<ul style="list-style-type: none"> • Loss of leadership momentum and board enthusiasm <ul style="list-style-type: none"> • Major donors may delay or withhold gifts • WSU risks falling behind peer institutions • Slower progress in building philanthropic culture

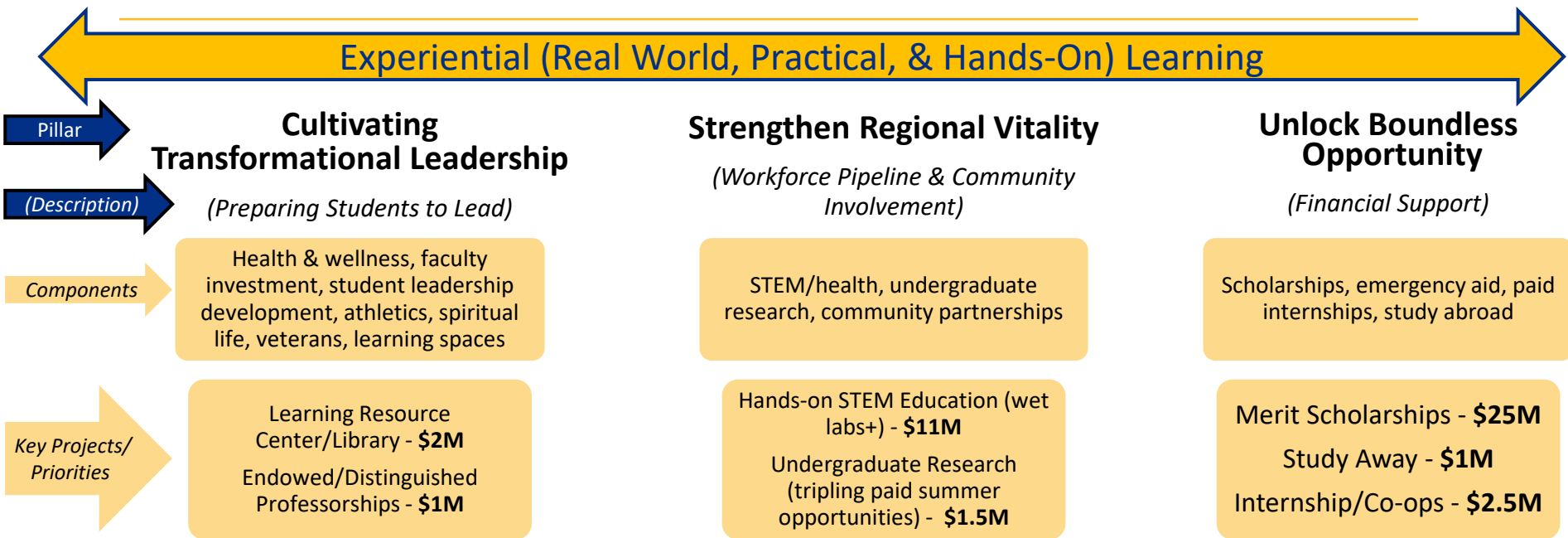


Campaign Recommendation

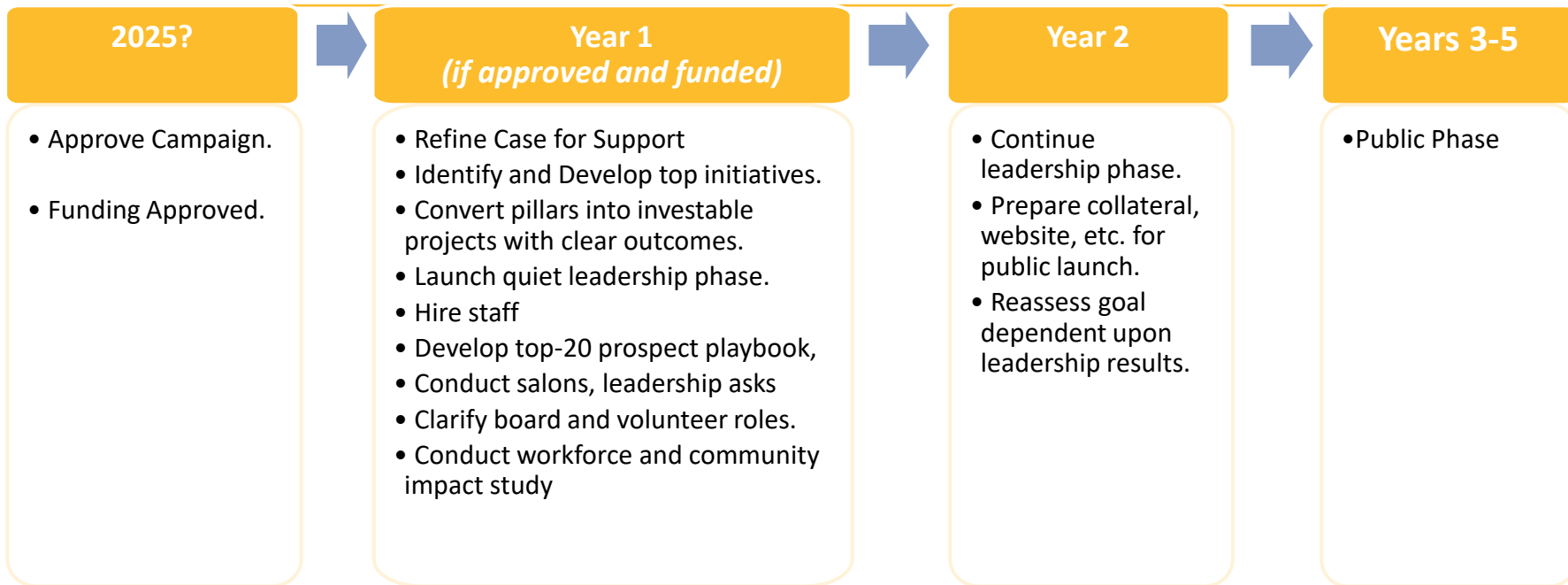


- \$50M comprehensive campaign
- Focus on Major Gifts
- Experiential Learning leading to Workforce Development

Believe in Beyond Priorities (*in plain language*)

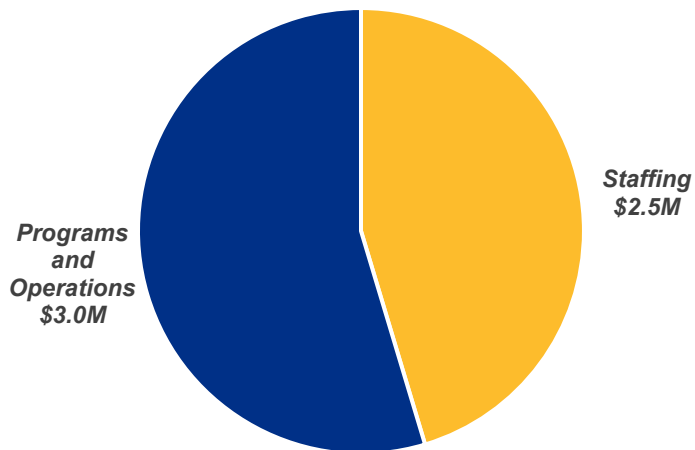


Campaign Timeline



Believe in Beyond Budget

- \$5.5M (11%) over five years
 - Prepares for a future
 - Four additional staff
 - Travel, training, events, technology, counsel



Next Steps

- We're aiming for approval in 2025 for:
 - A \$50M campaign.
 - A \$5.5M investment.
 - Our proposed timeline.
- Additional conversations and deliberations will be needed.
- With your support, *Believe in Beyond* will transform Worcester State and the students we serve.



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Questions?

September 2025

University Advancement



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Worcester State University

Master Plan

2026 - 2036

October 23, 2025

Background

- State University Master Planning is lead by the Commonwealth through the Department of Capital Asset Management and Maintenance (DCAMM)
- Master Planning exercises typically occur in ten year cycles and have been linked to funding initiatives being driven from a state wide perspective
- This is a 9 - 12 month process, inclusive of stakeholder engagement
- Master Plan history at Worcester State:

2003 Strategic Capital Programs for Colleges: Matching Facilities to Missions [BHE/DCAMM]

2007 Master Planning for State Colleges: Worcester State College [BHE/DCAMM]

2011 Master Plan Update: New Residence and Dining Hall & New Athletic Center and North Garage

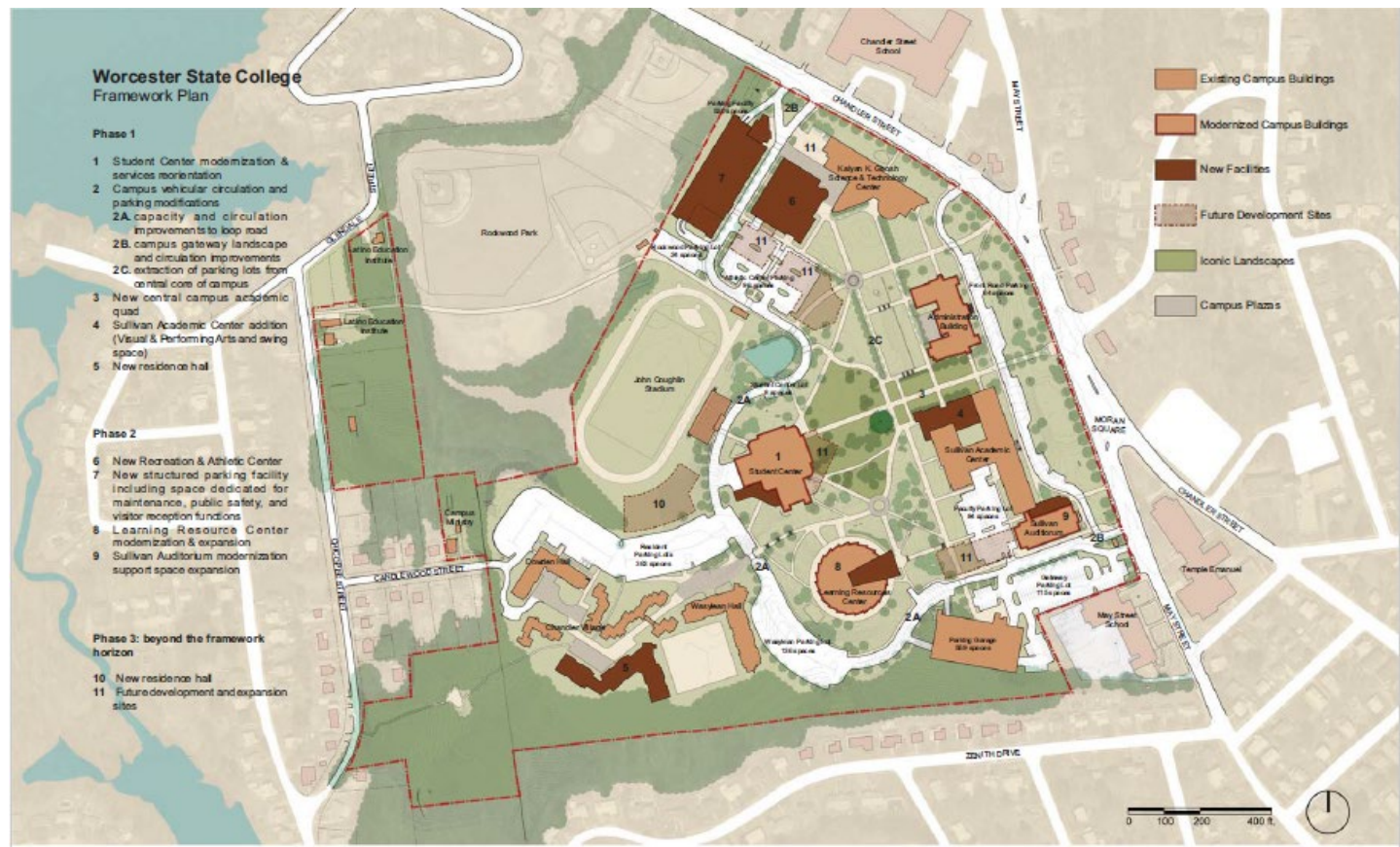
Strategic Capital Programs for Colleges 2003

Worcester State College 10-Year Strategic Capital Program by Phases and Priorities						
Strategic Priority Level	Project Title	Comment	Capital Need Category	UseType	Cost	FCQI
Phase 1 (Years 1 through 5)						
1	MAJOR RENOVATION AND MODERNIZATION - HIGH PRIORITY					
	Implementation Plan	Master Plan Update	I/GC	Campus Support	\$150,000	
	Student Center Modernization		FCQA	Student Services/Campus Life	\$17,410,000	1.13
	Visual Arts Modernization-Gym Addition/ Modernization	Gym building reconfiguration & addition	FCQA	Academic	\$15,000,000	0.90
	Priority Subtotal				\$32,560,000	
2	MAJOR NEW CAPITAL - HIGH PRIORITY					
	None				\$0	
3	LIMITED SCOPE RENOVATIONS - HIGH PRIORITY					
	None				\$0	
	Priority Subtotal				\$0	
	Phase 1 Total				\$32,560,000	
Phase 2 (Years 6 through 10)						
4	MAJOR RENOVATION & MODERNIZATION - DEFERRED TO PHASE 2					
	Learning Resources Center Modernization		FCQA	Academic	\$1,240,000	0.05
	Sullivan Auditorium Modernization		FCQA	Academic	\$4,450,000	0.89
	Inner Quad Redevelopment		I/GC	Campus Support	\$1,000,000	
	Administration Bldg. 2nd & 3rd Flr. Modernization		FCQA	Campus Support	\$6,800,000	0.69
	Priority Subtotal				\$13,490,000	
5	MAJOR NEW CAPITAL - DEFERRED TO PHASE 2					
	Parking Garage Construction	300 spaces	I/GC	Campus Support	\$6,500,000	
	Land / Property Acquisition	(Temple purchase)	I/GC	Campus Support	\$6,000,000	

	New Facilities Services Building	8000 GSF (4,700 ASF)	SP	Campus Support	\$1,800,000	
	Priority Subtotal				\$14,300,000	
6	LIMITED SCOPE RENOVATIONS - DEFERRED TO PHASE 2					
	None				\$0	
	Priority Subtotal				\$0	
	Phase 2 Total				\$27,790,000	
	Phase 1 and Phase 2 Total				\$60,350,000	
Projects for Consideration Beyond 10-Year Plan Period						
	None				\$0	
	Phase Total				\$0	
	GRAND TOTAL				\$60,350,000	



Worcester State College Capital Plan 2007



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Master Plan Update 2011

Worcester State University

Recommended Site for a new Residence and Dining Hall

Chan Krieger NBBJ
27 December 2011



Fig. 1 - Overall Campus Plan with Recommended Residence and Dining Hall Site noted.



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Master Plan Update 2011

Worcester State University

Urban Design Review for New Athletic Center & North Garage

Chan Krieger NBBJ

30 September 2011

Revised 1 November 2011

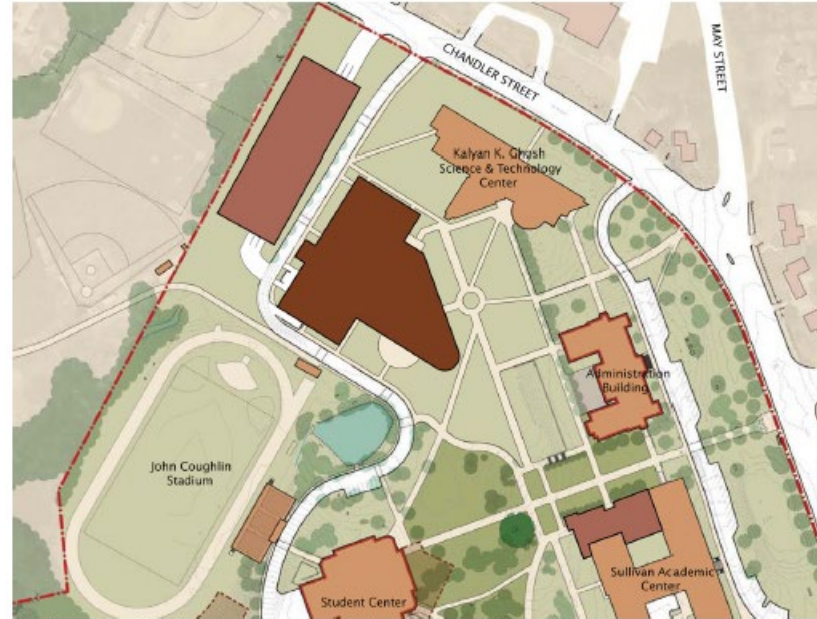


Fig. 1 Current ARC site plan for proposed Athletic Center and future North Garage



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WOR2501: Worcester State University Master Plan Request for Proposal /Scope of Services

The Master Plan shall reflect the [WSU Mission & Values](#), consider the [University Strategic Plan](#), reflect large-scale deferred maintenance concerns, and address the current and projected needs of WSU's programs and facilities. It is intended that this Master Plan be used as a standalone document (together with the Campus Decarbonization Plan) and serve as a framework to merge the needs of the campus's built environment with anticipated enrollment levels, academic programs, and the institution's objectives for the next decade.

Program Objective

- ❖ The goal of the Master Plan is to provide a roadmap for upcoming campus initiatives, projects, and potential capital interventions (renovation/construction). The priority objectives for this planning effort to meet the goal are as follows:
 - Compile, quantify, and evaluate space use and needs required to meet enrollment trends and anticipated program growth or reduction
 - Evaluate office space for both administrative and faculty offices to realign with current utilization by occupants
 - Prioritize renovation and redeployment of existing assets and optimization of space use rather than new construction
 - Address issues of campus resilience to severe weather events
 - Put forward options and opportunities to support the campus's and the Commonwealth's decarbonization goals, aligning with the campus's decarbonization roadmap and EO594.
 - Formulate a blueprint for capital investments in alignment with enrollment changes and demand for student services while addressing deferred maintenance and accessibility needs
 - Identify opportunities for re-use or surplus properties that align with and enhance the campus's mission and future goals.



Master Plan Campus Advisory Group

Worcester State University, in partnership with the Division of Capital Asset Management and Maintenance (DCAMM), is beginning a new Master Planning initiative sponsored by DCAMM and President Barry Maloney. This effort will inform decisions regarding facilities, infrastructure, and capital investments for the period from 2026 to 2036.

Purpose and Mission

The Advisory Group will guide development of the Master Plan in alignment with Worcester State's institutional goals, its Strategic Plan, and the Commonwealth's priorities. The goal is a blueprint that advances enrollment, academics, student success, and the work of faculty and staff, while also meeting DCAMM's objectives for asset renewal, resilience, decarbonization, and accessibility, thereby strengthening the University's future.

Responsibilities

Advisory Group members will:

- Participate in the project launch with Jones Architecture, the planning consultant, to review the scope, process, and objectives.
- Provide feedback on space use, facilities, and infrastructure needs.
- Review and validate consultant findings at key milestones.
- Help coordinate engagement with campus stakeholders.
- Ensure alignment between University priorities and Commonwealth objectives before recommendations advance to DCAMM, University leadership, and the Board of Trustees for approval.



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Master Planning Leads

Sandy Olson

Chair, Campus Advisory Group

*WSU Assistant VP for
Facilities Operations and
Planning*

solson@worchester.edu

(508)-929-8052

Jenny Burton

*Senior Project Manager
Office of Planning, DCAMM*

Jones Architecture

*Lead Consultant
with support from:
[CCLA and Rickes Associates](#)*



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Questions?



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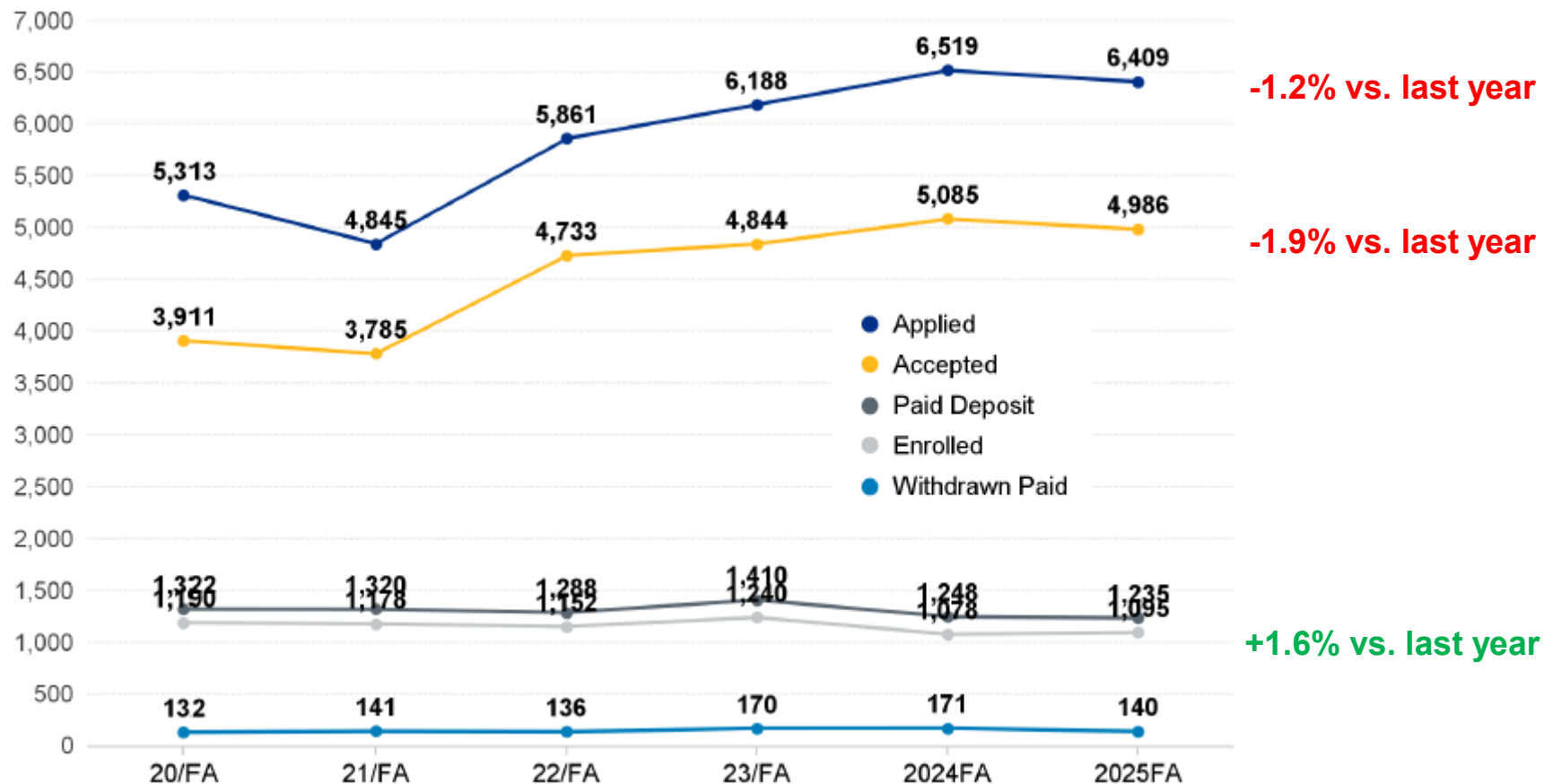
Enrollment Update

Ryan G. Forsythe, Ed.D.
Vice President for Enrollment

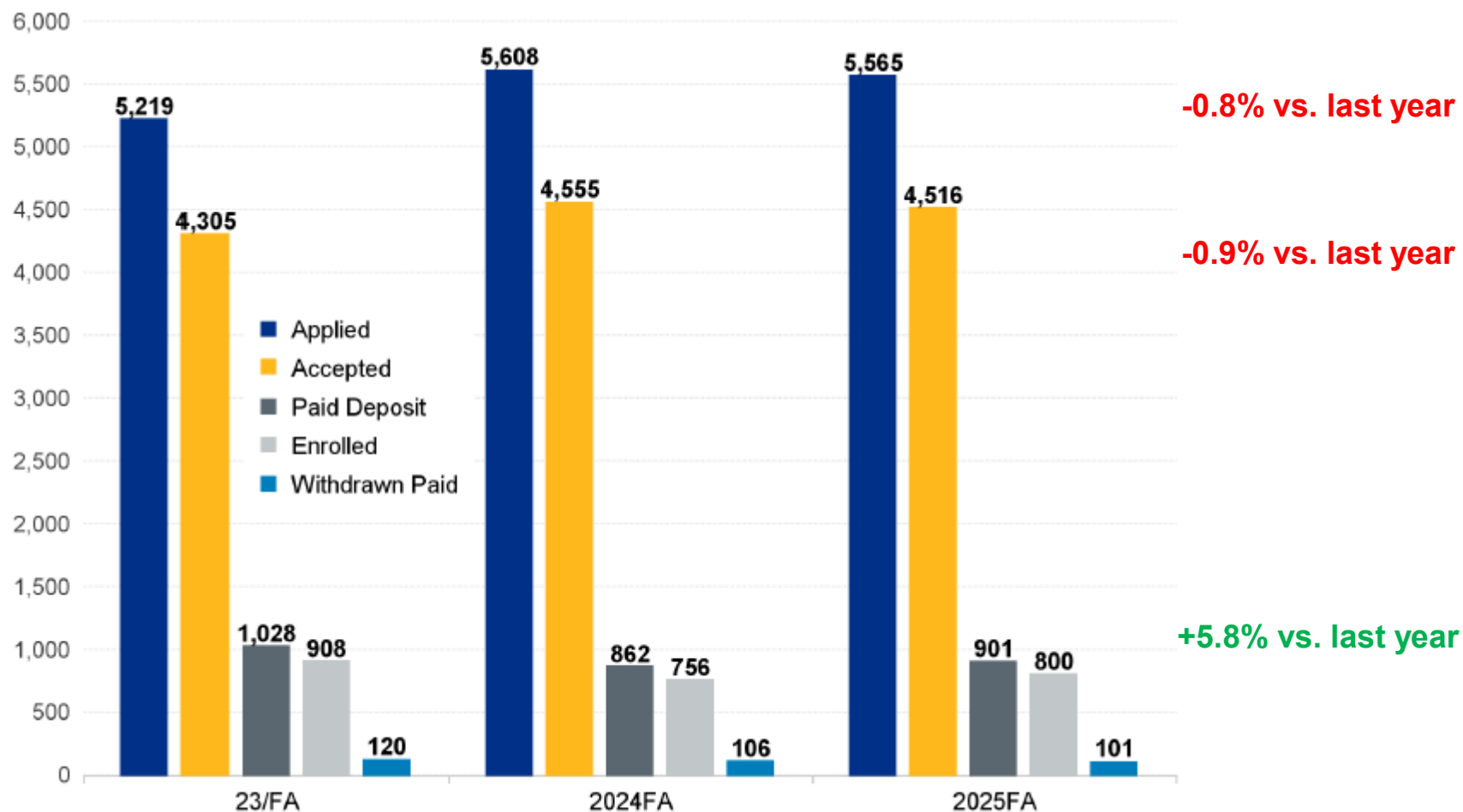
WSU Board of Trustees Meeting
October 23, 2025



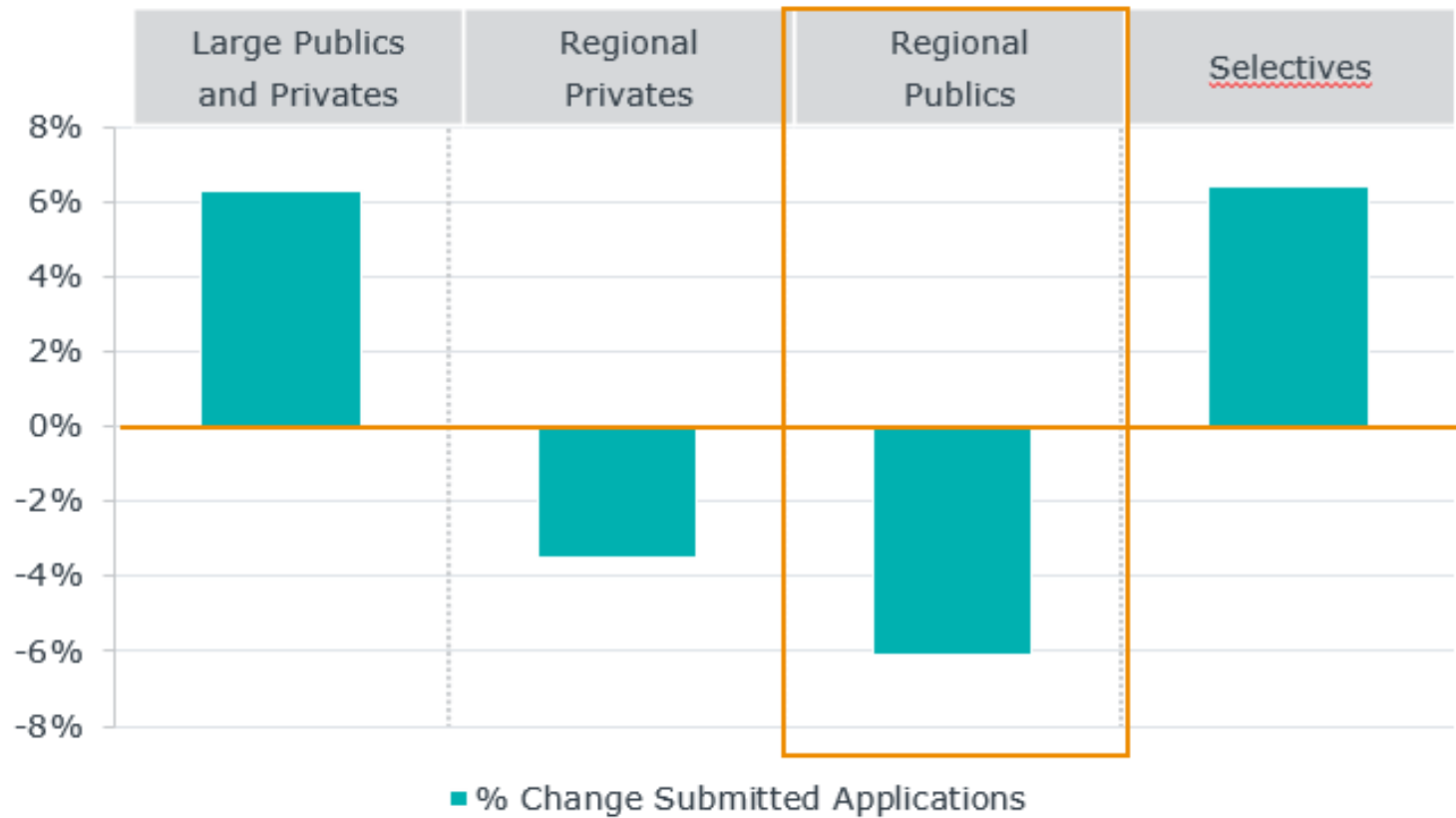
Fall 2025 New Student Admissions



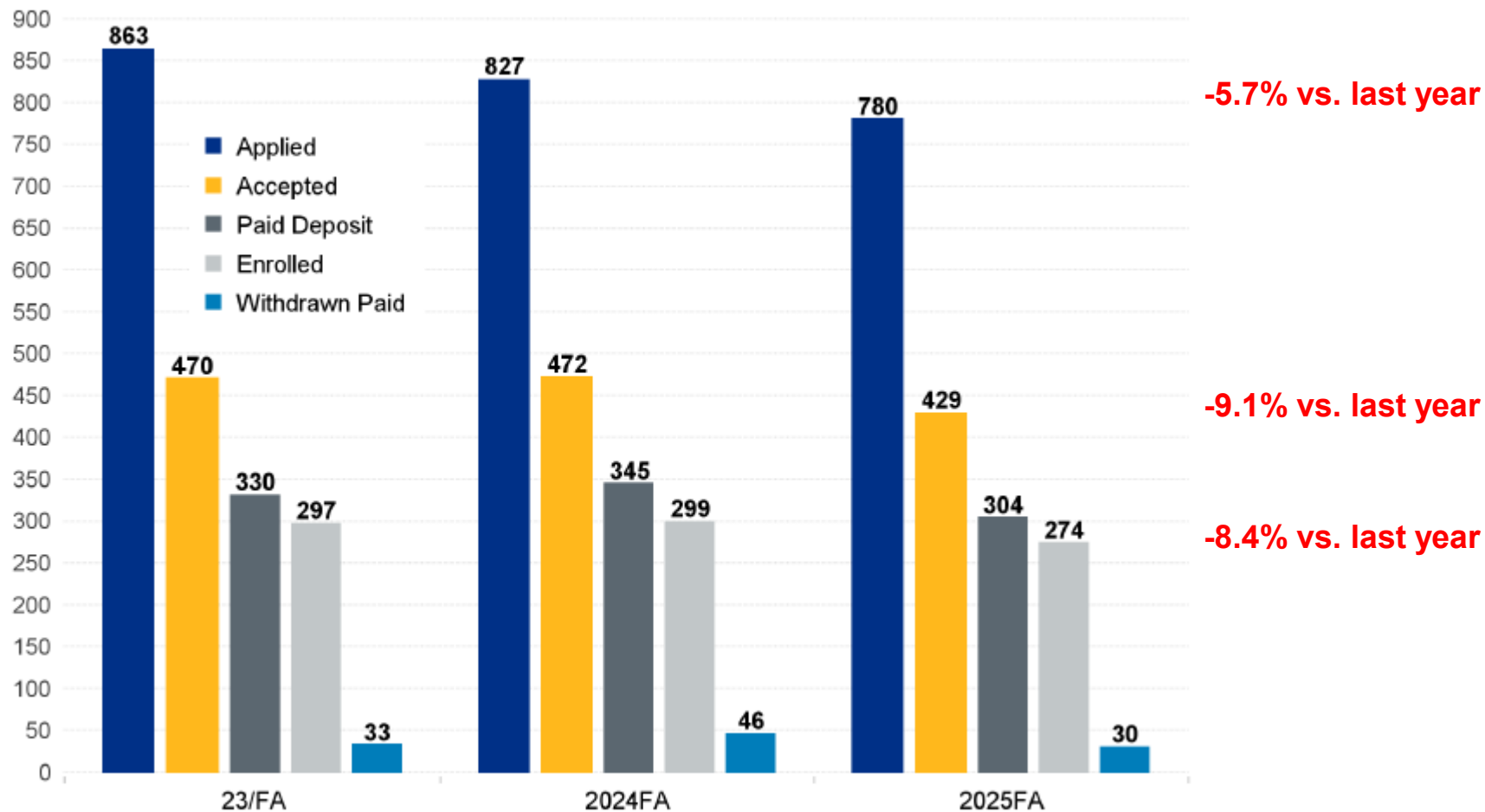
Fall 2025 New First-Year Admissions



Fall 2025 New First-Year Admissions



Fall 2025 New Transfer Admissions



Massachusetts Free Community College



BREAKING NEWS

North Shore is now
FREE for MA residents

MassEducate

Free Community College For



Worcester State University

WSU ValuePlus

A yellow rectangular graphic with confetti and streamers. In the top left corner is the Worcester State University seal and name. The main text reads 'Congratulations!' followed by a paragraph about the program's benefits and a ranking. Below that is a section titled 'Interested in living on campus?' with contact information. On the right side is a QR code and a link to learn more.

 **WORCESTER STATE UNIVERSITY**

Congratulations!

With **Worcester State ValuePlus**, you'll pay \$0 in tuition, \$0 in fees and save money on books. Get a high-quality education for less. Ranked "Best College, Northeast" by The Princeton Review 20 years in a row!

Interested in living on campus?
Contact the Financial Aid office at **508-929-8056** to find out what else financial aid can do for you!

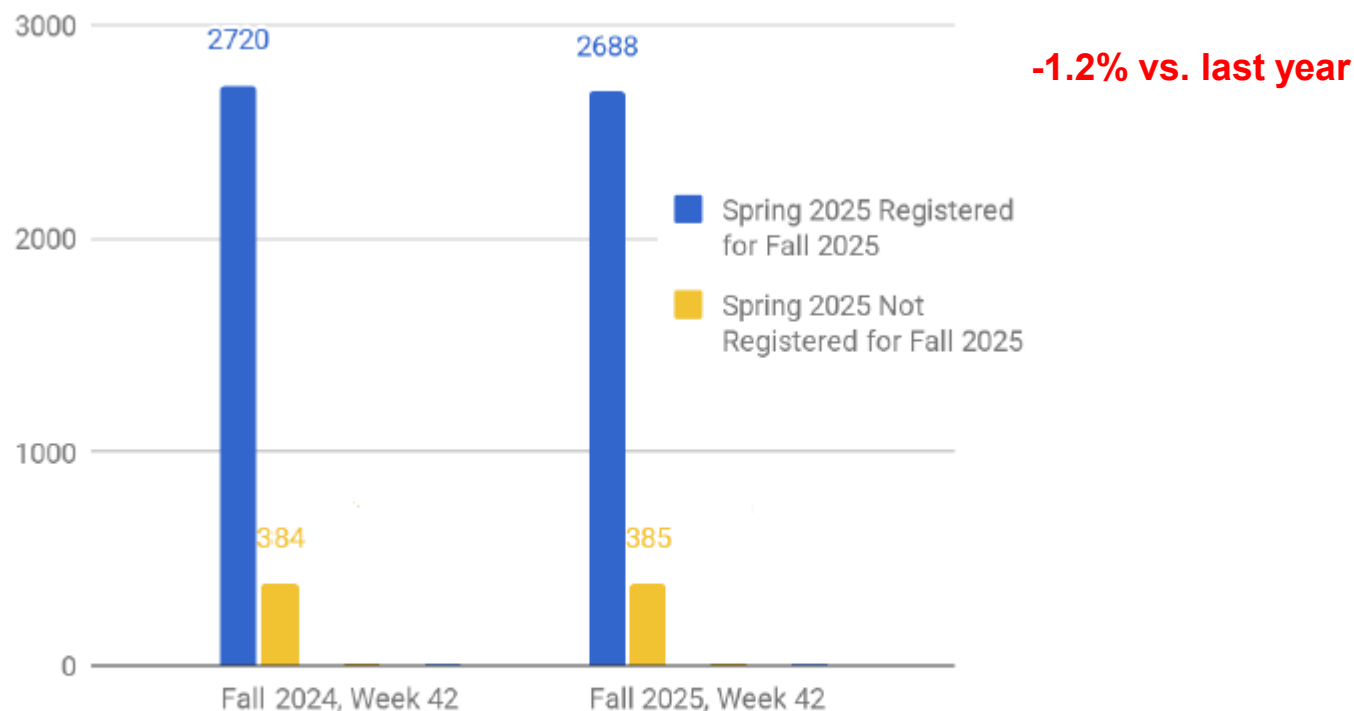


Learn more:
[worcester.edu/valueplus](https://www.worcester.edu/valueplus/)

<https://www.worcester.edu/valueplus/>

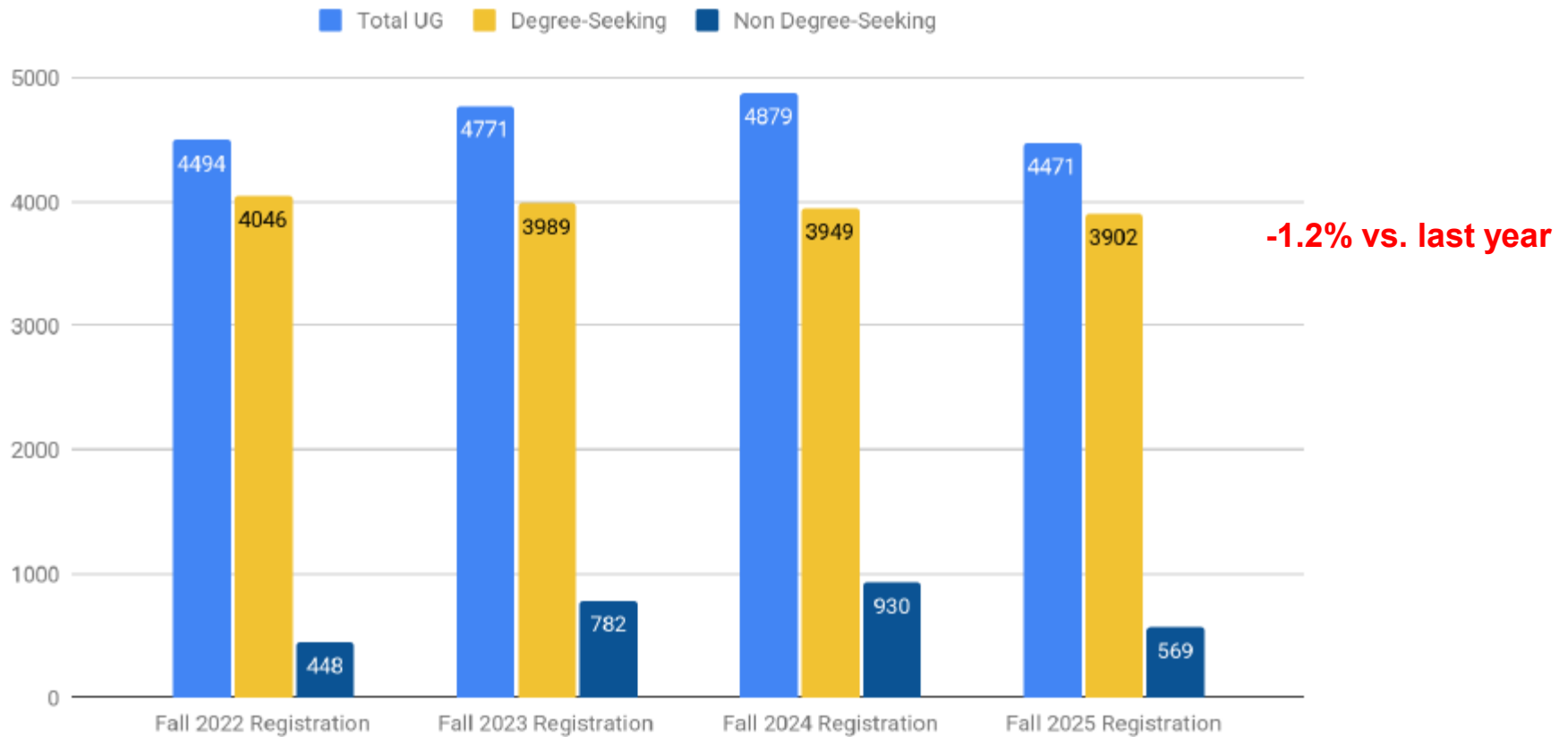
Worcester State ValuePlus builds on our commitment to provide high quality higher education to all students. Beginning in the Fall of 2025, students who qualify for Worcester State ValuePlus can attend Worcester State for \$0 in tuition and fees. To qualify, students must be Massachusetts residents and Pell eligible (adjusted gross income of \$75,000 or less). Those who qualify will have all tuition, fees, and books covered by a combination of federal, state, and institutional aid.

Fall 2025 Returning Student Registration



	Fall 2024, Week 42	Fall 2025, Week 42	Difference
Persistence Percentage	72.05%	72.53%	0.48%

Fall 2025 Overall Enrollment





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Questions?

Thank you!





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TRIO Student Support Services

Board of Trustees

Edgar Moros, Executive Director for Inclusive Excellence and Belonging

Laxmi Bissoondial, Director for the Office of Multicultural Affairs

Mary Jo Marion, Associate Vice President of University and Community Engagement

November 20, 2025

The Office of Multicultural Affairs (OMA)

Mission

The Office of Multicultural Affairs is responsible for increasing access to higher education and promoting academic success for disadvantaged/underrepresented students, who may identify as first-generation, low-income, ALANA/BIPOC, and/or students with disabilities. *Programs include Alternatives for Individual Development Program (A.I.D. Summer Bridge), TRIO Student Support Services, OMA Skills Development, Upward Bound, and Multicultural Programming.*

WSU Student Profile 5,772

First Generation
2713 students

Low Income
1748 students

Students who identify as having a
disability
934 students

ALANA/BIPOC
2193 students



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TRIO Student Support Services- OMA



U.S. Department of Education: Federal TRIO Programs

The United States Federal TRIO Programs are educational opportunity programs designed to motivate and support students from disadvantaged backgrounds through academic support from middle school to post-baccalaureate programs.



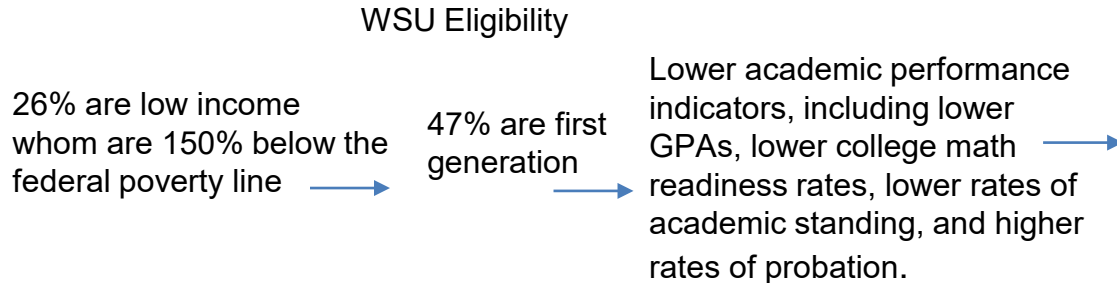
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TRIO Student Support Services- OMA

TRIO Programs at a Glance

TRIO includes eight programs designed to serve and assist low-income individuals, first-generation students, and individuals with disabilities.

Educational Opportunity Centers
Ronald E. McNair
Postbaccalaureate Achievement Program
Talent Search
Training Program for Federal TRIO Program Staff
Upward Bound (1964)
Upward Bound Math-Science
Veterans Upward Bound
Student Support Services (1968)



WSU TRIO SSS Objectives

Target: 140 students

- 78% of participants will persist from one academic year to the next
- 88% of participants will meet good academic standing
- 60% of participants will graduate within 6 years

Interventions/Services

Career

Myers-Briggs Personality
Inventory
Career Plan
Faculty Mentorship
Career Workshops
Alumni Networking

Social/Cultural

Peer Mentoring
Affinity Group Belonging
LGBTQUIA+
Multicultural & First
Generation programming
and events

Personal

Counseling
Crisis Intervention
Food Insecurity
Clothing Insecurity
Housing Insecurity
Balancing work, home,
and college life

Financial

Budgeting Plan
Financial Aid
Advising
Bursar's Billing
Limiting Loan Debt
Scholarship
Financial Literacy
Workshops
Emergency Grant Aid

Academic

Degree Plan- Lancer
Action Plan
Course Schedules
Academic Adjustments
Faculty-Student Network
SSS Tutoring/Academic
Support: OMA Skills
Development, Writing
Center & Math Lab



How is WSU TRIO different from other approaches?

One-On-One: TRIO counselors have an opportunity to work one-on-one with each student.

Individualized Plans

Performance-Based: Each TRIO project operates against specific, measurable outcome objectives as clearly defined in each approved grant proposal. TRIO project directors are held accountable and must meet their stated objectives each year if they expect to remain funded and able to help participants in their targeted service area.

Campus Impact

Students

- Boost student retention and graduation rate amongst disadvantaged students
- Increased sense of belonging on our campus

Campus:

- Multiplies the capacity of WSU efforts to focus on student success
- TRIO membership places WSU on a federal list of colleges/universities engaged in a community of practice to further student success through evidence-based programs

Thank you

Edgar Moros

*Executive Director for Inclusive
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TRIO Student Support Services- OMA



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Questions?

November 20, 2025

The Office of Multicultural Affairs

Worcester State awarded \$1.3 million federal grant to launch TRIO Student Support Services program

Posted By *Deborah Alvarez O'Neil* On October 29, 2025 @ 5:07 pm In Feature on WSU Homepage, Our News | [No Comments](#)

Worcester State University has been awarded a \$1.3 million federal TRIO Student Support Services grant to strengthen the academic success and graduation outcomes of low income, first-generation students and students with disabilities.

The five-year grant from the U.S. Department of Education will establish a TRIO Student Support Services (SSS) Program in the Office of Multicultural Affairs (OMA) serving 140 students. The program will offer individualized academic support, advising, tutoring, mentoring, career/graduate school guidance and financial literacy.

"This award speaks to Worcester State's longtime commitment to opening doors and removing barriers so all students in our community can succeed in college," said Worcester State President Barry Maloney. "A bachelor's degree is a transformative credential, and with the TRIO Student Support Services grant we will do even more to make it possible for students to become college graduates and achieve their dreams."

Today, 26 percent of Worcester State students are from low-income backgrounds, 53 percent of students are the first in their family to attend college, and 4 percent have a disability. The program will begin accepting its first cohort of students this semester.

"The TRIO SSS program will be a critical tool in Worcester State's student success programming," said Mary Jo Marion, associate vice president for University and Community Engagement. "It targets support and resources to the most vulnerable students."

This award marks the return of TRIO to Worcester State. The university was first awarded a TRIO grant in 1980 and received multiple grants through the years to serve students with disabilities, students learning English as a second language and students from low-income backgrounds.

"This grant provides the opportunity for us to meet the challenge the pandemic has done unto our learners. We aim to deepen our commitment to equitable student success," said Laxmi Bissoondial, director of the Office of Multicultural Affairs, who will oversee the new TRIO SSS program. "As a former TRIO participant myself, I know first hand the impact TRIO has had within economically disadvantaged communities and where college attendance was once rare. I'm thrilled to see the return of the new TRIO SSS Program and honored to lead this legacy of opportunity."

WSU junior biology major Eduarda Luiza Braga is a first-gen student and president of the student-led club, First Gen Student Nation. As she transitioned to Worcester State after high school, she participated in OMA's AID Summer Bridge program, which provides wrap-around support, an academic learning community, peer support, faculty mentoring, skills development, budget management and degree planning. Braga says she is thrilled to learn that the university will direct more resources to first-gen students through the new TRIO grant.

"The difficult thing about being a first-gen student is not having a personal experience to relate to or a family experience," she said. "I'm the eldest and oldest daughter and I'm the first person in my family to go to college. I can't really consult with my sisters and mom. With this first-gen SSS grant, it will help include more of our experiences and help reach out to the first-gen community and tell them they are not alone."

The student club, First Gen Student Nation, has about 20 members who meet a few times a month. There are students from a wide variety of backgrounds, Braga said. What they share is the common experience of coming to college on their own and trying to navigate the new challenges of being an undergraduate – from filling out paperwork, to class registration, to learning how to keep up with academic work.

"My first year, I was a commuter and I didn't have a license or car," she said. "Every week I got an Uber to go to class. It was hard for me to find funds to travel and commute to class. I had to learn how to pull myself together," Braga said. "As the oldest daughter, there are a lot of expectations to turn out differently than my parents. I have this notion that finishing college and getting a degree is the best course of action to take in my life to have a stable and easier life."

Established nationally more than 60 years ago, TRIO programs have served millions of students across the United States. Among the luminaries who used TRIO as a springboard to success are Franklin R. Chang-Diaz, the first Hispanic astronaut; Wisconsin Congresswoman Gwen Moore, Oracle entrepreneur Rich Niemiec, Oklahoma Sen. Anastasia Pittman, actress Viola Davis, and Quintin Bullock, president of the Community College of Allegheny County, PA.

Top Photo: First generation students who participated in OMA's AID Summer Bridge program.

Article printed from Worcester State University News: <https://news.worcester.edu>

URL to article: <https://news.worcester.edu/worcester-state-awarded-1-3-million-federal-grant-to-launch-trio-student-support-services-program/>

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Estonia: Future Curriculum Reform

Fulbright Specialist: Consultant on national STEAM Education standards

Susan R. Monaghan, PhD
Associate Professor

Estonia: Future Curriculum Reform

- Sponsored by the Fulbright Foundation and the Ministry of Education of Estonia
- Matched with Estonia in January 2025, met online for discussions and planning, traveled to Estonia May/June
- Focus on reforming National Mathematics Standards in Estonia and the creation of National Standards for STEAM Education

Estonia and the Future

Estonia Strategic Report 2021-2035

“To equip the population of Estonia with the knowledge, skills, and attitudes that prepare people to fulfil their potential in personal, occupational, and social life and contribute to promoting the quality of life in Estonia as well as global sustainable development.”



Estonia

- A Baltic States, along with Latvia and Lithuania
- Official language is Estonian
- Declared independence in 1918
- Gained full independence in August 1991
- Current member of NATO and EU
- Democratic Parliamentary System
- Current population is about 1.3 million people, almost $\frac{3}{4}$ speak English

Estonian Education and PISA (Program for International Student Assessment)

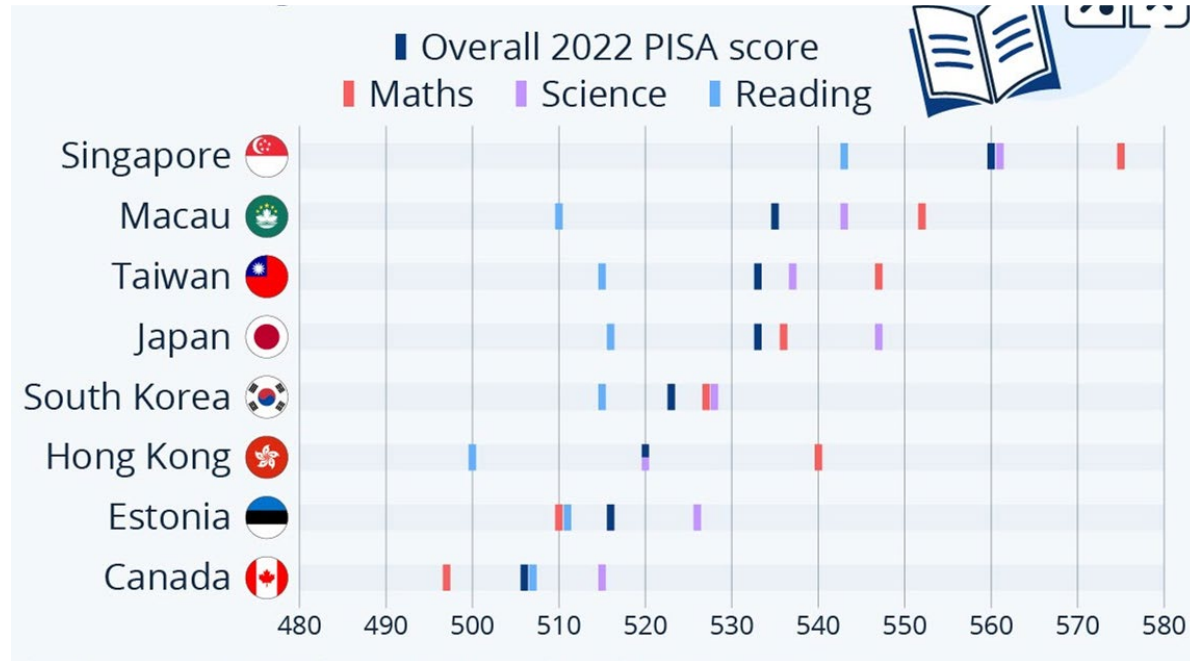
Modelled after Finland's
education system

2022 PISA results

1st in Europe in Mathematics

1st in Europe in Science

2nd in Europe in Reading



WHY?

Motivations for seeking outside assistance:

- About 17% of students do not complete Secondary Education, with about 12% only attaining a basic education (through 9th grade)
- Differences in access and achievement by language (Estonian/Russian)
- Differences in access and achievement by location (rural/urban)
- Difference in preparation between vocational and traditional secondary school
- An interest in formalizing standards for integrated education (STEAM)

Basics of Estonian Education

Schooling

- Compulsory Basic Education (grades 1-9)
- Secondary Education (vocational or academic)

Curriculum

- General Curriculum
- Subject Matter Curricula

Recent Changes

- School must be taught in Estonian
- Compulsory age of attendance is increasing to 18

Curriculum Standards for Education

General Curriculum forms the basis of education along with Subject Field Standards for each content area.

- Cultural and Value Competence
- Social and Citizenship Competence
- Self-determination Competence
- Learning Competence
- Communicative Competence
- Mathematics, Natural Science, and Technology Competence
- Entrepreneurship Competence
- Digital Competence

Initial Project Goals

STEAM Framework

- Definition of STEAM
- Assessment of STEAM
- Integration of different subjects, particularly math

Evaluation of STEAM in current curricula

- Recommendations and best practices on how to build STEAM school curriculum
- Recommendations for future curriculum development

Gaps to address in curricula as this project evolved

- The General Curriculum is a robust set of competencies, and the Subject Field Standards enumerated for all subjects
- There is no definition of STEAM or STEM
- There are not explicit connections to communication skills in technical domains, nor standards to ensure the development of a language used in STEAM projects
- Although implied, there are not explicit connections between Subject Fields and the General Curriculum
- In Mathematics and Science, there is an overemphasis on knowledge, skills, and procedures over application, interpretation, and integration

Defining STE(A)M in Estonia?

To create a definition of STEAM

- Created a brief history of the term STEM, how it is used in a variety of settings, including reviewing STEM standards and position papers for Nordic States and EU commission reports
- Met with Ministry Personnel responsible for Math, Science, Estonian Subject Field Standards and the Assessment Expert
- Met separately with math and science faculty from Tartu University
- Met individually with the coordinator of the Youth Academy, a university-based program in STEAM for promising Secondary Level students
- Convened meetings with Ministry Personnel and Tartu University Faculty to discuss definition and agree on a working definition of STEM or STEAM for Estonia

What is STEAM in Estonia?

STEAM is a continuum of content and practices that touches on two or more of the subjects that make up STEAM (science, technology, engineering, arts, and mathematics) and involves applications, project-based learning, design-based learning, inquiry, or engineering tasks.

Many of the problems and practices also incorporate aspects of the arts (for example, visual, performing, or language arts).

By positioning STEAM as a continuum, beginning with application problems, teachers can more easily engage in thinking differently about the curriculum, as there are more access points to start developing their STEAM orientation and practices. These beginning practices and conversations can be built upon to create more robust STEAM experiences for students.

Final Recommendations presented to the Ministry of Education and the US Embassy

- Create a national STEAM advisory board and subcommittees
- Develop definitions and communication plans
- Develop a STEAM curriculum, start by connecting Subject Field and General Curriculum Standards
- Create assessment rubric(s) and exemplar projects that link explicitly to STEAM competencies and learning outcomes
- Shift the focus of mathematics instruction towards more explanation and application

Relevance to my work here

What I am doing now:

- Thinking about STE(A)M and writing about the need for agreed upon definitions and language so that we can intentionally pursue relevant, high level, educative curricula by preparing teachers to engage in this type of thinking, teaching, and learning
- Wondering about what this might mean in education, and if/how we connect student academic experiences with Practices (in Math and Science Frameworks), Mission Statements, and Core Values



WORCESTER
STATE
UNIVERSITY

Questions?

November 2025

Estonia: Future Curriculum Reform

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE MEETING
Thursday, November 20, 2025
2:15 P.M.
Wellness Center, Room 204

Meeting Called By: Maureen Power (Chair)

Minutes: Nikki Kapurch

Board Members: Maureen Power (Chair), Amy Peterson (Vice Chair), Monica Aryitey, Esq., Kristen Garvey, David Tuttle

WSU Staff: Barry Maloney; Ashlynn Allain; Nikki Kapurch; Sathi Mitra

All documents are 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	Maureen Power	
2. <i>Human Resources Committee Report</i> A. Appointment of the Associate Vice President (AVP)/ Chief Information Officer (CIO) a. President's memo to Board of Trustees* b. Associate Vice President and Chief Information Officer (CIO) job description* c. Resume and cover letter* d. Offer letter*	Maureen Power Barry Maloney	A. vote required a. Informational b. Informational c. Informational d. Informational
3. <i>Adjournment</i>	Maureen Power	3. vote required

*Attachments



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
DATE: November 20, 2025
RE: Hiring of Associate Vice President (AVP)/ Chief Information Officer (CIO)

Following the departure of our former AVP/CIO, Dr. Anthony Adade, in April 2025, the University took a strategic action to ensure leadership continuity within Information Technology by appointing Dr. Bruce Taggart as Interim CIO. Dr. Taggart's appointment stabilized our IT operations during a pivotal time and allowed us to maintain our commitment to security, operation and a student-centered digital experience. His steady leadership and technical guidance have greatly strengthened the IT team and ensured uninterrupted service to the entire University community.

This interim period also afforded the University the opportunity to conduct a thoughtful and comprehensive national search for a permanent AVP/CIO. To that end, the University partnered with Academic Search Inc. to facilitate a robust and inclusive recruitment process encompassing national outreach, candidate screening, and selection. The search yielded 81 applications, from which 10 candidates were advanced for first-round interviews. Following a structured evaluation process, three finalists were invited for full campus visits and community engagement.

After an in-depth comparative assessment of leadership capabilities, strategic alignment, execution history, and higher-education operational context, Mr. Anupam Singh emerged as the strongest candidate to lead our Information Technology division. Mr. Singh brings over two decades of progressive IT leadership experience in higher education, including more than 20 years at Suffolk University and consulting experience with Worcester Polytechnic Institute (WPI). His background reflects deep expertise in enterprise architecture, cybersecurity strategy, AI governance, cloud-based enterprise systems, and large-scale IT modernization initiatives.

Among his notable accomplishments are:

- Development and execution of an enterprise-wide AI governance strategy, including secure LLM test environments and institution-wide AI enablement.
- Leadership of major enterprise implementations, including Workday ERP, Canvas LMS, Blackbaud CRM, and Point-and-Click EHR/PMR.
- Authoring of governance frameworks that align IT initiatives with institutional strategic planning.
- Documented cost savings exceeding \$20 million through vendor negotiations and strategic license restructuring.
- Proven success in business continuity, disaster recovery design, and rapid operational transitions during the COVID-19 pandemic.



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- Recognized thought leadership through participation on executive advisory boards and co-development of big-data service solutions later acquired by VMware.

These competencies align directly with the University's strategic priorities — including modernization of infrastructure, secure and ethical AI adoption, governance and risk management, data-informed decision-making, and optimization of enterprise systems. Mr. Singh's track record demonstrates not only strategic vision but also the capacity to translate vision into measurable outcomes.

Importantly, his long-standing experience within higher education ensures a clear understanding of shared governance, unionized workforce dynamics, academic culture, and the operational demands of a campus environment, qualities that will enable him to contribute effectively from day one. Given the scope of technological transformation the University is undertaking — and the Board's ongoing emphasis on security, modernization, enterprise risk management, and cost-efficiency. Mr. Singh represents the most qualified and strategically aligned choice among the finalists.

Accordingly, I respectfully recommend Board approval of Mr. Anupam Singh's appointment as Associate Vice President and Chief Information Officer for Worcester State University.

Cc: Lois Wims
Sathi Mitra

**NON-UNIT JOB DESCRIPTION**

Position Number: 00194154

Reports to: 00209213

Incumbent: A. Singh

Department: 630

OFFICIAL TITLE: Associate Vice President and Chief Information Officer (CIO)**SUPERVISION RECEIVED:** Provost**SUPERVISION EXERCISED:** Supervises subordinate professional, classified and student employee personnel assigned to the Office of University Technology Services.

General Statement of Duties: The Associate Vice President and Chief Information Officer (AVP/CIO) is a senior leader responsible for providing strategic direction and operational oversight for all information technology (IT) services and resources at Worcester State University. The AVP/CIO will lead the IT division in support of the university's academic, research, and administrative mission. This role requires a visionary leader with a deep understanding of higher education, a collaborative spirit, and a proven track record of managing complex technology environments, fostering innovation, and delivering exceptional service to a diverse community of students, faculty, and staff.

Responsibilities:**(E) = Essential**

- **Strategic Leadership and Planning:**

1. Develop and execute a comprehensive IT strategic plan that aligns with and supports the university's institutional goals and priorities.
2. Anticipate and evaluate emerging technologies and trends, making recommendations for their potential application within the university.
3. Serve as a trusted advisor to the university's senior leadership on all matters related to technology.
4. Lead the development of IT policies, standards, and governance structures to ensure the effective and secure use of technology across the campus.

- **Management and Operations:**

1. Provide leadership and direction for all IT functional areas, including enterprise systems, network infrastructure, cybersecurity, help desk support, academic technology, and data management.
2. Oversee the development and management of the IT budget, ensuring resources are allocated effectively and responsibly.
3. Lead, mentor, and develop a high-performing IT team, fostering a culture of collaboration, professional growth, and service excellence.
4. Ensure the reliability, security, and scalability of all IT systems and infrastructure.

- **Collaboration and Communication:**

1. Serve as the primary liaison between the IT division and the university community, including academic departments, administrative offices, students, and external partners.
2. Establish and maintain strong working relationships with key stakeholders to understand their



WORCESTER
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NON-UNIT JOB DESCRIPTION

Position Number: 00194154

Reports to: 00209213

Incumbent: A. Singh

Department: 630

technology needs and priorities.

3. Chair or serve on various university committees related to technology, data, and planning.
4. Communicate complex technical concepts and initiatives in a clear and accessible manner to both technical and non-technical audiences.

• **Innovation and Service Delivery:**

1. Promote and support the use of innovative technologies to enhance teaching, learning, research, and administrative processes.
2. Lead initiatives to improve the user experience and ensure the delivery of high-quality, responsive IT support services.
3. Champion a culture of continuous improvement, regularly assessing IT services and processes to identify opportunities for enhancement.

• **Cybersecurity and Data Privacy:**

1. Develop and implement a robust cybersecurity program to protect the university's digital assets, data, and reputation.
2. Ensure compliance with all relevant federal, state, and institutional regulations related to data privacy and security (e.g., FERPA, HIPAA).
3. Lead the university's IT disaster recovery and business continuity planning.

• **Additional Responsibilities:**

1. (E) Demonstrates civility and professional, customer-service oriented behavior, worthy of emulation by other staff and students.
2. (E) Responsible for contributing to the WSU Strategic Plan.
3. (E) Responsible for contributing to Equal Opportunity/Affirmative Action objectives.
4. Performs other duties as assigned.

Required Qualifications:

- A minimum of 7-10 years of progressively responsible leadership experience in information technology, with at least 3-5 years in a senior leadership role (e.g., Director, AVP, or CIO) within a higher education or similarly complex, mission-driven organization.
- Demonstrated strategic planning and organizational leadership skills.
- Excellent communication, interpersonal, and team-building abilities.
- Strong financial management and budget oversight skills.
- Proven ability to manage and lead change in a complex, distributed environment.
- Deep understanding of current and emerging technologies relevant to higher education.
- Expertise in cybersecurity, data privacy, and IT governance.

NON-UNIT JOB DESCRIPTION

Position Number: 00194154

Reports to: 00209213

Incumbent: A. Singh

Department: 630

**WORCESTER**
STATE
UNIVERSITY**Preferred Qualifications:**

- Master's degree in a relevant field (e.g., Information Technology, Computer Science, Business Administration).

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

Signed by:

Anupam Singh

FB7CFDD9B1F84B5...

Employee Signature

11/10/2025

Date

DocuSigned by:

Jennifer Collins

7F17D09AF56149C...

Supervisor or Human Resources Signature

11/11/2025

Date

ANUPAM SINGH

BOSTON, MA

linkedin.com/in/asingh-boston

PROFESSIONAL PROFILE

Senior IT executive deeply experienced in all aspects of institutional IT strategy, shared governance, and operations. Known for leading the AI Committee and authoring guidelines. Created \$20M+ savings through vendor negotiations and co-developed Big Data monitoring service. Highly experienced in managing IT budgets, collaborating on strategic planning, and orchestrating ERP systems, such as Workday ERP and Canvas LMS implementations. Enhanced security with SailPoint Identity Management and automated PEN testing, achieving institutional compliance and efficiency gains. Led teams through COVID transitions and major IT projects, fostering innovation and continuity.

Core Competencies:

- AI and Data Governance
- Institutional IT Governance
- Cybersecurity Strategy & Risk Mitigation
- Contract Negotiation & Vendor Management
- Strategic Planning
- Enterprise Architecture
- Executive Customer Boards
- Disaster Recovery & Business Continuity
- Identity, Access, and Security Systems
- Enterprise System Integration
- Data Center Network & Infrastructure Architecture
- Cloud computing and SaaS
- Data Warehouse and Business Intelligence

WORK EXPERIENCE

WORCESTER POLYTECHNIC INSTITUTE (WPI), Worcester, MA

08/2025 – Present

WPI is a private STEM-focused university in Worcester, MA, known for its project-based learning model. It offers over 50 degree programs and emphasizes hands-on, real-world problem-solving across engineering, science, and business.

IT Strategy Consultant

Engaged to help with key initiatives to strengthen the university's technology landscape, including comprehensive infrastructure and information security reviews, the development of a robust IT governance framework, and the creation of a Business Continuity and Disaster Recovery (BCP/DR) plan for ITS. I will be actively implementing WPI's overarching IT strategy, ensuring alignment with institutional priorities while delivering scalable solutions to mitigate significant risks and enhance operational resilience.

SUFFOLK UNIVERSITY, Boston, MA

05/2003 – 06/2025

Suffolk University is a Boston-based institution serving over 6,600 students from more than 100 countries, driven by experiential learning and global engagement. It has three colleges- Arts and Science, Law, and Management.

Director Network Ops & Enterprise Architecture / Associate CIO (07/2014 – 06/2025)

Oversaw the design, implementation, and optimization of secure, scalable network infrastructure. Also defined and evolved the institution's enterprise architecture strategy, aligning technology platforms, data governance, and digital transformation initiatives with long-term institutional goals.

• Digital Transformation & Innovation

- Chaired the institutional AI Committee, authoring AI governance guidelines, launching Microsoft Co-Pilot, delivering AI training, and establishing a segregated LLM testing environment for sensitive data, accelerating safe, enterprise-wide AI adoption.
- Led the selection and implementation of core enterprise systems, including Workday ERP, Canvas LMS, Blackbaud CRM, and Point-and-Click EHR/PMR, modernizing operations, improving integration, and enhancing user experience across departments.
- Architected the institutional Data Warehouse and BI strategy using AWS Redshift and Tableau, transforming legacy Ellucian multivalued data to standard form and fostering a data-driven decision-making culture.

- Spearheaded the deployment of SnapLogic iPaaS, consolidating system integrations, ETL, and monitoring capabilities, improving data security, regulatory compliance, and operational agility.
- **Strategic Planning & Governance**
 - Served on the Strategic Planning Committee and contributed to the creation of the university's 2025 Strategic Plan, aligning institutional goals with technological capabilities and long-term priorities.
 - Participated in the IT Governance Committee, evaluating all major technology initiatives for architectural viability, streamlining the IT landscape, eliminating redundancy, and ensuring scalable infrastructure.
- **Cost Optimization & Resource Sharing**
 - Negotiated technology vendor contracts resulting in over \$20M in savings, optimizing licensing, support, and infrastructure costs across multi-year agreements.
 - Coordinated a shared IT services model with Curry College, achieving inter-institutional cost savings and resource efficiency through collaborative infrastructure and service design.
- **Business Continuity & Crisis Management**
 - Led the university-wide transition to remote and hybrid learning during the COVID-19 pandemic, shifting operations within one week and maintaining full academic and business continuity for all critical functions.
- **Industry Collaboration & Thought Leadership**
 - Partnered with a vendor to co-develop a Big Data network monitoring service, later acquired by VMware, demonstrating strategic innovation and influencing the broader ed-tech and IT ecosystems.
 - Served on Oracle Communications and NEC America Executive Customer Boards.

Director of Network and Telecommunication (05/2009 – 06/2014)

Led the planning, implementation, and maintenance of campus-wide network infrastructure, ensuring secure, high-performance. Led technical teams, managed vendor relationships, and aligned network strategies with institutional goals to support teaching and operational excellence.

- Built network architecture for DR/BC (Disaster Recovery / Business Continuity) at Iron Mountain Northborough Data Center to mitigate risk of business disruptions.
- Managed CISO and developed a NIST framework-based Written Information Security Program (WISP) for CMR17 compliance with CISO.
- Led implementations for the Microsoft 365 SaaS platform, resulting in improved quality and reduced cost of email and collaboration services.
- Architected and oversaw consolidation of telephony from five physical PBXs to a single virtual one. It was designed and deployed with no disruptions in service. This resulted in significant cost savings on hardware and a 50% reduction in personnel, enabling the introduction of new features.
- Designed and project-managed the deployment of SIP trunks for telephony, redundant voice gateways, and Call centers, resulting in better customer experience and cost savings.
- Designed infrastructure with Schneider Electric power system and environmental systems for the Data Center for efficiency and reliability of IT services.
- Implemented in-house mobile DAS (Distributed Antenna System) with Verizon. Negotiated a \$3M grant from Verizon for its construction. It was a vendor-neutral system that provided cell service inside all buildings at no cost to the university.
- Architected Networks, Telecommunication, and Security infrastructure for the university, delivering high performance and uptime, enabling significant productivity.

Network Engineer (07/2005 – 04/2009)

Designed, configured, and maintained campus-wide network infrastructure, including LAN, WAN, WLAN, and VoIP systems, to ensure secure, high-performance connectivity. Troubleshoot complex network issues, implemented security protocols to support institutional goals, and addressed evolving technological needs.

- Designed and implemented redundant Data center and firewall infrastructure
- Created a secure, modern email system with MiraPoint and the university's first LDAP system for authentication.
- Created campus network backbone

Network Analyst (05/2003 – 06/2005)

Monitored, analyzed, and maintained campus network infrastructure to ensure optimal performance, security, and reliability, and documented network changes.

- Developed Oracle-based inventory and tracking tools
- Implemented monitoring platforms using shell scripting and Ipaudit
- Provided enterprise server support and installations

E D U C A T I O N

Master of Science, Computer Science, SUFFOLK UNIVERSITY, Boston, MA

Anupam Singh

Boston, MA

[LinkedIn Profile](#)

October 3, 2025

Academic Search (CIO Search Committee)

Worcester State University

Worcester, MA

Dear Dr. Wims and Ms. Eichelroth,

I am writing to express my enthusiastic interest in the Associate Vice President and Chief Information Officer (CIO) position at Worcester State University. With over two decades of progressive leadership in higher education IT, most recently as Associate CIO at Suffolk University and currently as an IT Strategy Consultant at WPI, I bring a rare alignment of proximity, experience, and purpose to this opportunity.

Suffolk University, like Worcester State, is a mission-driven, urban institution with budget constraints and a deep commitment to first-generation students (41% at Suffolk vs. 47% at Worcester State). Having grown through the ranks from Network Analyst to Associate CIO, I am a hands-on executive who understands the nuances of city-based campuses and the strategic agility required to serve diverse student populations. I am eager for the next challenge, one where I can apply my experience and prove my value in a setting that resonates deeply with my professional ethos.

At Suffolk, I was part of the team leading the transition from Ellucian Collegiate ERP to Workday ERP, overseeing selection, implementation, and integration. I architected and rebuilt the university's IT infrastructure multiple times, including three data centers and remote campuses. My leadership extended to cybersecurity, where I supervised the CISO and co-authored institutional policies aligned with NIST frameworks. I chaired the University AI Committee, launched Microsoft Co-Pilot, and created a secure LLM testing environment to accelerate the responsible adoption of AI.

My commitment to collaboration and shared governance is reflected in my service on Suffolk's Strategic Planning and IT Governance Committees, as well as in my role in establishing a shared services model with Curry College. As a member of the Boston Consortium of Higher Education, I understand the value of inter-institutional partnerships, similar to the PACE consortium. I am passionate about mentoring staff and building high-performance teams that thrive in complex environments.

Currently, I am advising your neighbor, Worcester Polytechnic Institute, on IT Standards, infrastructure, and security projects. I live in Mansfield, MA. This proximity, combined with my deep understanding of institutional transformation, makes me uniquely positioned to contribute meaningfully to Worcester State's strategic vision.

I would welcome the opportunity to discuss how my experience and values align with Worcester State's mission. Thank you for considering my application.

Warm regards,

Anupam Singh



WORCESTER STATE UNIVERSITY

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

November 10, 2025

Anupam Singh
[REDACTED]
[REDACTED]

Dear Mr. Singh,

I am pleased to inform you that I intend to submit to the Board of Trustees of Worcester State University at their November 20th, 2025 meeting, your appointment at the University as the Associate Vice President and Chief Information Officer (CIO). Your appointment is subject to Board approval upon the terms described as follows;

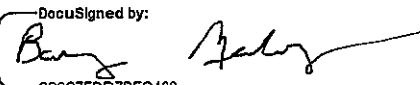
1. The Associate Vice President and Chief Information Officer (CIO) is responsible for providing strategic direction and operational oversight for all information technology (IT) services and resources at the university. The incumbent will lead the IT division in support of the university's academic, research, and administrative mission. You will report to the Provost and Vice President for Academic Affairs, Lois Wims and will be held to the standards of the University, and the Board of Trustees and the Massachusetts Board of Education. You will serve in the position at the pleasure of the President and the Board of Trustees.
2. Your appointment will begin effective Monday, December 22, 2025.
3. Your annual salary will be in the amount of \$195,000. Furthermore, you will be accorded all the other benefits and entitlements due to you based on your employment status as a Non-Unit Professional.

Please note that the offer letter will be contingent upon the satisfactory completion of all required background checks.

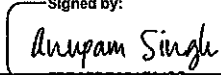
Kindly, indicate that you accept this offer of appointment by signing and dating the original letter and returning it to the Director of Employee Services Operations.

I congratulate you on your appointment and extend my best wishes for a challenging and rewarding work experience.

Sincerely,

DocuSigned by:

CC8235FD70FC182
Barry M. Maloney
President
BMM/jlc

I accept the position of Associate Vice President and Chief Information Officer (CIO) effective December 22, 2025.

Signed by:

FB7CFDC9B1F84B5...
Anupam Singh

11/10/2025
Date

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
Academic and Student Development Meeting
Thursday, November 20, 2025
3:00 P.M.
Wellness Center, Room 204

Meeting Called By: Maureen Power (Chair)

Minutes: Nikki Kapurch

Board Members: Maureen Power (Chair), Kelly Brissette (Vice Chair), Kristen Garvey, Brandol Ogando
Saladin

WSU Staff: Lois Wims; Ashlynn Allain; Carl Herrin; Nikki Kapurch

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

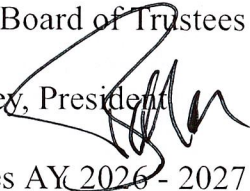
AGENDA		
ITEM	RESPONSIBLE	ACTION
1. <i>Administrative Business</i> A. Call to Order	Maureen Power	
2. <i>Academic and Student Development Committee Report</i> A. President's memo to BOT* B. Provost memo to President* C. Sabbatical Summary and Proposal Summaries PowerPoint* D. Approval of AY 2026-2027 Sabbatical Leave Proposals	Maureen Power Lois Wims	A. Informational B. Informational C. Informational D. vote required
3. <i>Administrative Updates</i> A. Other Business	Maureen Power	
4. <i>Adjournment</i>	Maureen Power	4. vote required

*Attachments



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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: Sabbatical Leaves AY 2026 - 2027
DATE: November 3, 2025

I am pleased to support Provost Wims' recommendation and am forwarding sixteen (16) proposals for sabbatical leave.

This year, a total of sixteen proposals have been submitted. Of these, three are recommended for the full academic year 2026-2027, seven for the fall of 2026, and six for the spring of 2027.

The department chairs have confirmed that the individual study plans for each candidate will enhance their respective department's course offerings. I also concur with Dr. Wims that each area of study will significantly contribute to the professional development of the scholars and educators involved, ultimately benefiting Worcester State University and its students.

Attached is a copy of Dr. Wims' recommendation and a summary of the proposed sabbatical projects.



WORCESTER
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Office of Academic Affairs
Phone: 508-929-8038 and 8938
Fax: 508-929-8187

Memo

TO: Barry M. Maloney, President

FROM: Lois A. Wims, Provost and VP

RE: Sabbatical Recommendations for 2026-2027

Lois A. Wims



After determining eligibility and the support of the department chair, the following individual faculty are recommended to you and to the Board of Trustees for sabbaticals during the 2026-2027 Academic Year:

Full Year Fall and Spring 2026/2027:

Nada Alsallami Computer Science

Laura Reynolds Earth and Environmental Science

Ian Stephens Earth and Environmental Science



Fall Semester 2026:

Jeremy Andreatta Chemistry

Robert Brooks Criminal Justice

Bo Fan Business Administration/Economics

Laura Kane Philosophy

Luis Rosado Biology

John Tahiliani Criminal Justice

Randall Tracy Biology



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Office of Academic Affairs
Phone: 508-929-8038 and 8938
Fax: 508-929-8187

Spring Semester 2027:

Daron Barnard	Biology
Frank Boardman	Philosophy
Antonio Guijarro-Donados	World Languages
Charlotte Haller	History and Political Science
Jeffry Nichols	Chemistry
Colleen Sullivan	Psychology



2026-2027 Sabbaticals

WORCESTER STATE UNIVERSITY

Sabbatical Process at WSU

- ▶ Sabbatical leave provides an opportunity for a period of study and research for full-time faculty after every six full years of faculty service to WSU.
- ▶ Sabbaticals serve as an important component of faculty professional development, ensuring that faculty members stay current in their fields and advance their scholarship, enhancing their contribution to the students and the university.
- ▶ Eligibility for sabbatical leave is explained in the collective bargaining agreement (Article XV, A-F.)
- ▶ Sabbatical proposals are submitted by eligible faculty members to their department chairs each October 1st. Those who are department chairs submit directly to the Provost.
- ▶ Chairs forward their recommendation to the Provost. The Provost then reviews the proposals and recommends approval or denial to the President, who submits those recommended to the Board of Trustees for approval at the November Board meeting.
- ▶ If approved, faculty may also choose to defer to a later semester by notifying the President in writing of their intention to defer. Deferral is possible for six semesters from the award.

Review of Sabbatical Applications

- ▶ Faculty on sabbatical leave for one semester receive their full salary during the period of the leave.
- ▶ Those on full year sabbatical leave, receive one-half salary for the full year.
- ▶ The cost to the institution for awarding sabbatical leave is for hiring part time, adjunct faculty to teach some of the courses that the faculty member on leave would have taught. Typically, not every course that would have been taught is offered during the sabbatical semester because some elective type courses can be postponed and taught during a later semester. Chairs are asked to certify that the department can sustain the courses needed in the absence of the faculty member.
- ▶ Recipients of a sabbatical commit in writing to return to the institution for an academic year following the sabbatical and will be responsible to reimburse the university should they not return for the required timeframe.
- ▶ Recipients also must report on the sabbatical activities upon their return.

Estimated Cost for 2026-2027

- ▶ Approximately 57 course sections will need to be covered by adjuncts for the sabbaticals.
- ▶ Sections are offered based on student demand, not on faculty availability.
- ▶ A conservative average cost of 6K per section, this equals \$342,000
- ▶ Funds to cover this expense will be included in the adjunct line of the FY 27 budget.

Full Year: Fall and Spring 2026/2027

- ▶ Nada Al Sallami, Computer Science
- ▶ Laura Reynolds, Earth and Environmental Science
- ▶ Ian Stephens, Earth and Environmental Science

Fall Semester 2026

- ▶ Jeremy Andreatta, Chemistry
- ▶ Robert Brooks, Criminal Justice
- ▶ Bo Fan, Business Administration/Economics
- ▶ Laura Kane, Philosophy
- ▶ Luis Rosado, Biology
- ▶ John Tahiliani, Criminal Justice
- ▶ Randall Tracy, Biology

Spring Semester 2027

- ▶ Daron Barnard, Biology
- ▶ Frank Boardman, Philosophy
- ▶ Antonio Guijarro-Donados, World Languages
- ▶ Charlotte Haller, History and Political Science
- ▶ Jeffrey Nichols, Chemistry
- ▶ Colleen Sullivan, Psychology

Nada Al Sallami

- ▶ Department: Computer Science
- ▶ Sabbatical Term: Full Year: Fall and Spring 2026/2027
- ▶ Project: Mobile-Driven Mixed Reality Educational Application
 - ▶ Conduct research on emerging Mixed Reality technology, making it more accessible for educational use
 - ▶ Contributes to interdisciplinary efforts between computer science and medicine, such as surgical remote assistance

Laura Reynolds

- ▶ Department: Earth, Environment, and Physics
- ▶ Sabbatical Term: Full Year, Fall and Spring 2026/2027
- ▶ Project: Developing a Participatory Science Framework to Monitor Water Quality and Climate Change Impacts on Worcester's Lakes
 - ▶ Compile and publish full water quality dataset
 - ▶ Submit an application for external funding for future monitoring efforts
 - ▶ Strengthen partnerships with the broader Worcester community through a new ice monitoring initiative

Ian Stephens

- ▶ Department: Earth, Environment, and Physics
- ▶ Sabbatical Term: Full Year, Fall and Spring 2026/2027
- ▶ Project: Probing Star and Planet Formation: Advancing Astrophysics and Undergraduate Research
 - ▶ Complete two first-author papers while conducting research at the Harvard & Smithsonian Center for Astrophysics
 - ▶ Establish collaborations with experts in star and planet formation
 - ▶ Create lasting research and mentorship opportunities for WSU students

Jeremy Andreatta

- ▶ Department: Chemistry
- ▶ Sabbatical Term: Fall 2026
- ▶ Project: Synthesis of organometallic complexes for solar applications and development of student exchange program with Rennes Institute of Chemical Sciences
 - ▶ Engage in new research area
 - ▶ Build and strengthen ties between WSU and the Rennes Institute to foster an exchange program for undergraduates

Robert A. Brooks

- ▶ Department: Criminal Justice
- ▶ Sabbatical Term: Fall 2026
- ▶ Project: Research and Writing Regarding Media Portrayals of Policing
 - ▶ Develop a manuscript(s) for book or journal submissions on comprehensive research on all news coverage of policing
 - ▶ Students will engage in classes such as “Crime in the Media” and “Applied Research”

Bo Fan

- ▶ Department: Business Administration and Economics
- ▶ Sabbatical Term: Fall 2026
- ▶ Project: Environmental, Social, and Governance Performance in Emerging Market M&As: Implications for Firm Value
 - ▶ Explore how considerations affect financial performance, stakeholder engagement, risk mitigation, and corporate reputation
 - ▶ Work will contribute to academic literature, inform investment and policy decisions, and enhance understanding of sustainable business practices

Laura Kane

- ▶ Department: Philosophy
- ▶ Sabbatical Term: Fall 2026
- ▶ Project: *Applied Feminist Philosophy: A Contemporary Introduction* manuscript
 - ▶ Book will explain different viewpoints of feminism and apply them to current issues, such as bias in medical care, social media, and artificial intelligence
 - ▶ Manuscript to be submitted to publisher (Routledge) in January 2027

Luis Rosado

- ▶ Department: Biology
- ▶ Sabbatical Term: Fall 2026
- ▶ Project: Strengthening A&P Equity and Instruction:
Observational and Instructional Training at Mercy University
 - ▶ Enhance the Anatomy and Physiology program at WSU by implementing high impact practices of Mercy University

John Tahiliani

- ▶ Department: Criminal Justice
- ▶ Sabbatical Term: Fall 2026
- ▶ Project: Police Universities in Scandinavia
 - ▶ Examine police agencies and their training practices in Finland, Sweden, and Norway
 - ▶ Discover possible Scandinavian police training practices that could be replicated and applied at an American police academy to teach how to best deal with marginalized groups

Randall Tracy

- ▶ Department: Biology
- ▶ Sabbatical Term: Fall 2026
- ▶ Project: Expanding Undergraduate Research and Curricula in Conservation Biology and Botany at WSU
 - ▶ Develop curriculum for an upper-level biology elective dendrology course
 - ▶ Collect data on scientific botanical specimens
 - ▶ Establish partnerships based on study of invasive tree species
 - ▶ Create a custom lab manual for Principles of Ecology

Daron Barnard

- ▶ Department: Biology
- ▶ Sabbatical Term: Spring 2027
- ▶ Project: Broadening Research into Early Development:
Collaboration with Dr. Karl Frederic Vieux at WPI
 - ▶ Conduct research on *C. elegans* model organism
 - ▶ Data will support an NIH grant application to fund continued research and could support an NSF faculty award

Frank Boardman

- ▶ Department: Philosophy
- ▶ Sabbatical Term: Spring 2027
- ▶ Project: *Quite Special: A Philosophy of Film and Comedy Manuscript*
 - ▶ Book will address philosophical problems and implications of the stand-up special and contribute meaningfully to significant conversations

Antonio Guijarro-Donados

- ▶ Department: World Languages
- ▶ Sabbatical Term: Spring 2027
- ▶ Project: A Vanishing Cargo: Wreck and Salvage of a Spanish Ship in Colonial New London
 - ▶ Write a new project focused on the outcomes from the wreck of a Spanish merchant ship in New London, CT in 1752
 - ▶ Connects the topic of Spanish officials and British colonists with the political and legal agency of 18th century colonial courts

Charlotte Haller

- ▶ Department: History and Political Science
- ▶ Sabbatical Term: Spring 2027
- ▶ Project: Something Old, Something New, Something Given, Something Cool
 - ▶ Update *Finding Freedom in a Revolutionary Era: Slavery and Free Blacks in North Carolina 1760-1810* manuscript with important recent scholarship
 - ▶ Develop, edit, and organize two scholarly articles
 - ▶ Edit and majorly contribute to OER book *Small Lessons to Enliven the Teaching of the United States History Survey*, which will provide brief lessons for use in higher education classrooms

Jeffry Nichols

- ▶ Department: Chemistry
- ▶ Sabbatical Term: Spring 2027
- ▶ Project: Collaborative Research Project at UMass Chan Medical School on Cancer Oncogenes
 - ▶ Examine two transcriptional co-regulators, CtBP1 and CtBP2, and their importance in a variety of cancers
 - ▶ Results will further inform protein study in biochemistry, lead to scholarship, and create material for WSU biology students

Colleen Sullivan

- ▶ Department: Psychology
- ▶ Sabbatical Term: Spring 2027
- ▶ Project: First Year Seminar's Peer Mentor Program Evaluation
 - ▶ Comprehensively evaluate the program initiated during Spring 2020 sabbatical
 - ▶ Results will directly influence not only WSU students and community, but will have impact a broader peer-mentor development community for continued evidence-based programming and learning

President's Update

November 2025

President's Message



The phrase “student success” is uttered so often in higher education circles that it can seem nothing more than a buzzword. In this issue of the Update, we take a look at what that means in practice: how Worcester State’s offices, programs, and initiatives enable students to complete their journey from first-year to the commencement stage.

Research shows that the most effective student supports lower barriers to persistence and degree completion. Many students have mental health, accessibility, or financial needs, face academic challenges, or feel disconnected from the university. As I write, the current federal impasse has highlighted college students’ food insecurity, even as the numbers of students accessing our food pantry has been growing for some time. While this list of challenges seems long, I’m heartened by how our university is tackling each of them.

For decades, we’ve offered pre-college programs to better prepare students. First-year Orientation programming, led by Director of the Office of Student Information and Leadership Development Kristie McNamara, was recently overhauled and expanded. Our 25-year-old Latino Education Institute provides K-12 student- and family-focused programs, and the highly effective AID program is run by our 50+-year-old Office of Multicultural Affairs. Its director, Laxmi Bissoondial, will oversee a newly reinstituted TRIO program, due to a recent \$1.3 million, five-year award from the U.S. Department of Education. Its purpose is to strengthen academic success and graduation outcomes of low income, first-generation students and those with disabilities.

Two additional sources of funding are providing much-needed resources for turning those challenges into opportunities. State-appropriated SUCCESS funds were first extended to state universities last year, and another \$1.6 million is available to us this year. Meanwhile, a team is meeting weekly under an award from the National Institute for Student Success, with generous support from the Massachusetts Department of Higher Education. The program is based on a pioneering Georgia State University model and will provide



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PRESIDENT'S OFFICE

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consultation and recommendations for WSU's development of a case management model to support all aspects of students' success.

Consistent with our strategic plan, we strive to become one of the highest quality higher education options that is available not just to a few, but to the many. Attracting students from a range of public and private high schools and a wide variety of backgrounds requires, in turn, that we meet them where they are and foster their persistence toward a degree. It takes not only data-driven tools and programs, but a human touch from all of our faculty and staff, treating each student as a whole person, and helping them to access every campus resource they need to succeed.



Academic Excellence and Student Learning

Faculty across disciplines continue to demonstrate Worcester State's commitment to innovative teaching, inclusive pedagogy, and affordable learning resources.

Mathematics Department and CTL Collaboration

Faculty in the Mathematics Department, including Professors Maria Fung, Jason Hardin, and Timothy Antonelli, have transitioned to a Standards-Based Grading system that allows students to retake assessments until they demonstrate mastery of key concepts. This approach helps address learning gaps and reduces math anxiety, particularly for students whose preparation was disrupted during the pandemic. Professor Mary Fowler continues to model a compassionate classroom approach, offering flexible deadlines and opportunities for students to take exams at alternate times when needed.

During Summer 2025, Professors Fowler and Julie Boisselle (Center for Teaching and Learning) co-led *CTL-R: Data for Equity*, a collaborative workshop involving six faculty members and six students. The program focused on using data to promote inclusive and equitable learning environments and informed several ongoing instructional projects within the Center for Teaching and Learning.

Communication Sciences and Disorders Department Initiatives

Faculty in the Department of Communication Sciences and Disorders have expanded strategies to help students rebuild confidence and foundational skills after pandemic-related disruptions. Faculty now provide additional written feedback, clinical writing labs, and structured peer mentoring, along with simulated learning experiences that allow students to apply classroom knowledge in realistic scenarios.

Graduate programs have also embedded expanded mental health and wellness support within advising and supervision processes. Group supervision sessions now include regular debriefings to celebrate success and troubleshoot challenges, while ad hoc peer mentoring connects students across class levels. Together, these initiatives reflect a comprehensive approach to student development and resilience in clinical education.

Writing Center and MTEL Preparation

Under the direction of Dr. Elizabeth Bidinger (English Department), the Writing Center launched a new support program in Fall 2025 for teacher education students preparing for the Massachusetts Tests for Educator Licensure (MTEL). The initiative provides targeted workshops, practice materials, and advising to help candidates improve their literacy test scores.

In collaboration with the School of Education, the program also extends support to English subject test-takers by offering reading lists, study guides, and course recommendations. Early results show increased participation, with five to six students attending each session. The Writing Center plans to release a comprehensive MTEL resource packet during the advising period to further align academic preparation with licensure requirements.

First-Year Seminar Peer Mentor Program

The First-Year Seminar (FYS) Peer Mentor Program returned in Fall 2025 with 22 peer mentors supporting new students in their transition to university life. Peer mentors participate directly in FYS classrooms, helping students build connections, develop study habits, and strengthen resilience.

Student mentor Safa Khan described the experience as “rewarding, because I’ve become the resource and support I once needed.” Fellow mentor Hiba Farhan noted that “watching students adapt and grow reminds me of my own journey,” while Abigail Vincent emphasized the power of “modeling what resilience looks like by showing up and learning to bounce back together.”

Open Educational Resources and Library Initiatives

Worcester State continues to lead the state system in expanding access to Open Educational Resources (OER). In FY25, students saved an estimated \$2.06 million through low-cost and no-cost course materials, a 13.9 percent increase over the prior year. Nearly two-thirds of all course enrollments used no-cost or low-cost materials, demonstrating sustained faculty commitment to affordability.

The Library also advanced its **Textbook Initiative**, using \$3,000 in state Student Success funds and additional internal support to purchase high-cost course materials for Course Reserves. This project ensures equitable access to essential resources for students across disciplines.



Student Support, Inclusion, and Well-Being

Worcester State continues to strengthen student persistence, belonging, and overall well-being through proactive collaboration, strategic investment, and community partnership.

National Institute for Student Success Partnership

Worcester State University is participating in the **National Institute for Student Success (NISS)** through support from the Massachusetts Department of Higher Education. Funded by the U.S. Department of Education and private foundations, NISS was developed at Georgia State University as a model for improving student success through data-informed case management.

Provost Lois Wims leads Worcester State's NISS implementation team, which includes Noah Dion, Tammy Tebo, Thomas Kelley, and Sarah Strout. The group meets weekly with NISS consultants to analyze institutional data and gather feedback from campus constituents. Their final report, due at the end of Spring 2026, will outline recommendations for a comprehensive case management model that supports every stage of the student journey.

Mainstay: Strengthening Student Connection Through Communication

Mainstay, Worcester State's AI-powered text platform, continues to enhance engagement by sending personalized reminders about deadlines and campus resources. Managed by the Retention Office, the system's AI assistant, "WooBot," communicates directly with students, providing guidance, encouragement, and timely access to support.

This fall, Mainstay's proactive messaging helped students stay on track with financial aid, health forms, and advising appointments. By combining technology with a human touch, the platform has strengthened belonging and improved persistence rates across multiple cohorts.

Early Support: A Culture of Care

Early Support, Worcester State's early-alert system, has evolved into a university-wide collaboration that unites faculty, staff, and student services around proactive student care. Faculty use progress surveys to identify early signs of academic or personal difficulty, and referrals are reviewed within days by the Retention Office, which coordinates outreach and resources.

Faculty participation has increased 15 percent since Fall 2024, reflecting growing confidence in the process. The initiative ensures that students receive timely, compassionate intervention that promotes academic recovery and emotional well-being.

Financial Resilience and Access

Worcester State continues to link financial stability with student success through integrated and supportive practices.

The **Overdue Balance Case Management Process**, launched in 2023, reframes financial hardship as an opportunity for problem solving rather than penalty. The Non-Payment Delete Appeal Committee,

which includes Financial Aid, Student Accounts, Retention, and the Academic Success Center, contacts students well before deletion deadlines to help them resolve balances and remain enrolled. This proactive approach has reduced overdue notices and stabilized enrollment disruptions. Faculty are now kept informed when students are removed or reinstated, improving communication and continuity.

Building on this work, Value Plus, introduced for the 2025–2026 cycle, provides tuition- and fee-free education to Massachusetts residents with household incomes below \$75,000. The program integrates MassGrant Plus and institutional aid to make college more affordable for eligible commuter and residential students. In its first year, Value Plus supported more than 1,400 Worcester State students, reinforcing the University's leadership in equitable access.

Grants and Community Partnerships

Targeted grants and philanthropic partnerships have expanded Worcester State's capacity to meet students' academic, financial, and wellness needs.

- **TRIO Student Support Services Grant (\$272,364 annually):** Provides intensive advising, mentoring, and career planning for 140 low-income, first-generation, and disabled students.
- **Santander Bank (\$75,000):** Funds stipends for students in unpaid experiential learning, supports study abroad participation, and expands the *Next Big Idea* entrepreneurship competition.
- **Digital Federal Credit Union (\$7,500):** Supports campus-wide mental health programming, including *Fresh Check Day*.
- **United Way of Central Massachusetts (\$20,000):** Funds the Latino Education Institute's *Club Educación*, which offers ESL and job-readiness programs for adult learners.

Community initiatives such as the Daniels Gift, the Nativity School Partnership, and WooGives continue to strengthen Worcester State's civic presence and provide students with transformative learning opportunities.

Thea's Pantry

Nearly one year after relocating to its expanded Student Center location, Thea's Pantry continues to see rapid growth. Between September and October 2025, visits increased 40 percent compared with the entire 2024–25 academic year, distributing nearly 5,000 pounds of food in October alone.

Recent highlights include *Thea's Birthday Bash*, celebrating Thea Aschkenase's 102nd birthday and raising \$2,800 in donations. Chartwells contributed \$3,500 through its annual "True Burgers" initiative, and a new resource board now connects visitors with local services. Thea's Pantry continues to embody Worcester State's commitment to meeting students' basic needs with dignity and compassion.

Student Accessibility Services

Student Accessibility Services (SAS) served 934 students this fall, an increase of 15.6 percent from the previous year. The office expanded academic coaching, particularly in executive functioning support, by adding drop-in sessions to complement individual appointments.

SAS is also implementing **Accommodate by Symplicity**, a new data management system that will launch in Summer 2026 to streamline registration, exam scheduling, and note-taking services.

Counseling Services

Counseling Services began the academic year fully staffed for the first time since March 2024, which reduced wait times and expanded outreach. The annual **Fresh Check Day** reached 365 students and engaged 13 departments, 14 student organizations, and multiple faculty and staff participants. Counselors also provided **Resiliency Training** to 241 first-year students, *Life Skills* sessions to 86 sophomore athletes, and certification for 12 SAVE peer mentors. The **Student Support Network** trained 21 students this semester, nearly double last year's total, reflecting the university's growing capacity to promote wellness and resilience across campus.



Scholarship and Global Engagement

Faculty continue to advance scholarship that strengthens Worcester State's academic reputation both nationally and internationally, while exploring topics that can impact student success

Faculty Research and Scholarship

Dr. Kathryn Frazier, Associate Professor of Psychology, received a 2025–26 Worcester State Foundation grant for her project *Supporting Faculty and Student Motivation: A Mixed Methods Inquiry*. She co-presented the poster *Motivational Needs in the Classroom: A Qualitative Approach* with student co-authors at the Eastern Psychological Association conference in New York City.

Dr. Jacquelyn Raftery-Helmer, Associate Professor of Psychology, co-authored *Exploring the Identities, Barriers, and Interventions for Motherscholars During a Global Pandemic* in the *Journal of Career Development* alongside Dr. Frazier and collaborators from eight universities.

Dr. Nicole Rosa, Associate Professor of Psychology, published *Motivational Needs Satisfaction and Universal Design for Learning in Teaching of Psychology*, co-authored with Drs. Raftery-Helmer, Frazier, and Colleen Sullivan, and a Worcester State alumna. These studies underscore the department's leadership in motivation, learning science, and inclusive pedagogy.

International Scholarship and GenAI Research

Dr. Henry Theriault, Associate Vice President for Academic Affairs, presented two papers at the **International Association of Genocide Scholars Conference** in Johannesburg, South Africa. In *GenAI and Genocide Studies: The Good, the Bad, and the Ugly*, co-presented with Dr. Lorna Waddington of the University of Leeds, he examined the ethical and practical dimensions of using AI in genocide research.

He also delivered *The Cyberpublishing Turn: Obstacles and Opportunities*, which explored how AI-generated manuscripts, peer reviews, and summaries are reshaping scholarly publishing. Later that week, at a United States Holocaust Memorial Museum workshop, Dr. Theriault and co-author Dr. Narek Poghosyan presented *Drone Warfare and Atrocity Prevention: The Case of Artsakh*, analyzing AI-controlled drone use in conflict settings.



Additional Information

Thea's Pantry Overview



THEA'S PANTRY

Thea's Pantry was established in 2019 to help address the plight of students who experience food insecurity so they can stay focused on their studies and complete their education. Thea's Pantry provides food and other essentials to students, staff, and faculty who are food insecure or at risk of food insecurity. Located in the Student Center, Thea's Pantry provides confidential services for those in need.

HISTORY

- Project between Worcester State Enactus, Urban Studies Club, and SNAP practicum students
 - Named after Thea Aschkenase, a 2007 alumna of Worcester State University and a Holocaust survivor who was liberated from the Auschwitz concentration camp in 1945 and was a life-long advocate against hunger.
-

JANUARY 2025 - OCTOBER 2025

- 2,147 visitors to Thea's Pantry
 - 13,435 pounds of food collected by visitors
 - More than 15,000 pounds of food donated
-

AVAILABLE ITEMS

- Shelf-stable and fresh foods, including gluten-free options, pre-made quick meals, fruits and vegetables, and meats
 - Hygiene products including dental care and menstrual products
 - School supplies including pens, pencils, and notebooks
 - Miscellaneous items including paper goods, bed linens and towels, and socks
 - Gift cards for local supermarkets and meal swipes for the Sheehan Dining Hall
-

DONATE & SUPPORT THE PANTRY

Various opportunities to support the pantry and donate needed items are available to interested donors. The Class of 1969 has generously sponsored a shelf. Food and toiletry drives are held throughout the year to encourage donations. An Amazon Wishlist is also available on the website to send donations directly to the pantry.

LEARN MORE



THEA'S PANTRY WEBSITE



@WSU_THEASPANTRY



AMAZON WISH LIST

Grant and Donor Impact on Resilience (November 2025)

University Advancement's President's Update: Grant and Donor Impact on Resilience (November 2025)

Resilience is not just about bouncing back; it's about *adapting and growing stronger* in the face of long-term challenges. University Advancement has helped Worcester State demonstrate institutional resilience through a deep commitment to student support, strategic community partnerships, and record growth in philanthropic support.

University Grant and Donor Impact Summary: Student Resilience and Post-Pandemic Rebound

This outline details key grants and donations, quantifying their value and summarizing the direct impact on students' academic, financial, and mental health recovery.

1. Federal Grant Funding: Long-Term Academic Stabilization

TRIO Student Support Services Grant

Amount: \$272,364 annually (for 5 years)

- **Primary Impact:** Academic and Career Stabilization. This grant ensures continuous, intensive support for our most vulnerable students.
- **Details:** Provides specialized services (advising, mentoring, career planning) to 140 eligible low-income, first-generation, and disabled students to close learning gaps and facilitate successful college completion.

2. Corporate and Community Philanthropy: Targeted Intervention

Santander Bank

Amount: Total of \$75,000

- **Primary Impact:** Financial and Experiential Access. Directly removes financial barriers to high-impact learning and skill development.
- **Details:**
 - Provides \$500 stipends for up to 50 students participating in credit-bearing but unpaid experiential learning (internships, fieldwork).
 - Offers \$500–\$1,000 Study Away/Abroad awards to underrepresented students, offsetting costs not covered by financial aid.

HEIRS OER Report

MASSACHUSETTS
Department of
Higher Education

Higher Education Information Resource System

Key Performance Indicators for Open Educational Resources Report

Year : Academic Year 2024-2025

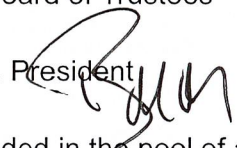
Institution : Worcester State University

KPI-1B: Institutional investments in Open Education	2024-2025	2023-2024
KPI-1B.1 Stipends paid to individuals attending Open Education professional development opportunities	0	0
KPI-1B.2 Stipends paid to faculty who adopt, adapt, or create Open Education via a grant program	0	0
KPI-2: Percentage of No/Low cost course sections	2024-2025	2023-2024
KPI-2.1 Number of course sections with No Cost materials	645	827
KPI-2.2 Number of course sections with Low Cost materials	430	314
KPI-2.3 Total number of Traditional course sections	503	685
KPI-2.4 Total number of course sections for which cost is unknown	0	9
KPI-3: Percentage of Enrollment in No/Low cost course sections	2024-2025	2023-2024
KPI-3.1 Number of enrollments in No Cost course sections	12642	12030
KPI-3.2 Number of enrollments in Low Cost course sections	8679	6002
KPI-3.3 Number of enrollments in Traditional course sections	11228	15073
KPI-3.4 Number of enrollments in course sections for which cost is unknown	0	193
KPI-4: Number of faculty/staff participating in professional development in OER training and education	2024-2025	2023-2024
KPI-4.1 Number of Professional Development Opportunities	0	0
KPI-4.2 Number of Professional Development Opportunities hours offered	0	0
KPI-4.3 Number of faculty/staff participating in professional development opportunities	0	0
KPI-4.4 Total number of faculty/staff staff hours spent in professional development opportunities	0	0



WORCESTER STATE UNIVERSITY

TO: Members, WSU Board of Trustees

FROM: Barry M. Maloney, President 

RE: Names to be included in the pool of approved speakers, honorary degree, and award recipients

DATE: November 10, 2025

At its June 2025 meeting, the Speakers and Awards Committee approved several recommendations for inclusion on the University's standing list of approved commencement speakers and award recipients. Those names were submitted to the All University Committee (AUC) and approved at their October 14 meeting. I am seeking your approval for the speakers/awardees indicated below. Their biographical information is provided in support of their inclusion on the list.

By way of background on the process, I'll note that a call is sent to the campus community at the beginning of each academic year to solicit nominations for commencement speaker, honorary degree recipients, and community service awardees. Nominations can be made by direct submission to the Speakers and Awards Committee through the [Call for Speakers and Awards](#), which are accepted throughout the year. They are evaluated by the Speakers and Awards Committee during both the fall and spring semesters. That committee then develops a list to recommend to the All University Committee, which then forwards all finalists as recommendations to the President. The Board of Trustees grants final approval, upon the President's recommendation.

Please find below my recommendations for commencement speaker, honorary degree recipients, and community service awardees for inclusion in the pool of approved speakers, degree recipients, and awardees, followed by summary biographical information for each.

Commencement Speaker Candidates

1. Fraidy Reiss
2. Chelsea Page Moses

Honorary Degree Candidates

1. Herb Alexander
2. Michael Angelini
3. Diane Aramony
4. David Bedard
5. Craig Bovaird

6. David Cawley
7. Thomas and Claudia Corcoran
8. Mark and Jan Fuller
9. Lionel Lamoureux
10. Dr. Dale Magee
11. Ruth Rubin
12. Dr. GB & Lexi Singh
13. George and Sheila Tetler

Community Service Award Candidates

1. Joshua Croke
2. Barbara Kirklauskas
3. William Murphy

Biographical Summaries - Speakers & Award Committee candidate recommendations

Herb Alexander (for honorary degree)

Herb Alexander is the founder of Alexander Aronson Finning CPAs (AAFCPAs), a firm he launched in 1973 following formative roles at Arthur Andersen and as a Chief Financial Officer in the private sector. Over the course of his 50-year career, Mr. Alexander became widely respected for his depth of knowledge, innovative financial strategies, and steadfast commitment to ethical service. He advised closely held businesses with expertise spanning assurance services, tax planning, succession and transition planning, mergers and acquisitions, business valuations, and forensic accounting. As a trusted advisor and expert witness, Mr. Alexander's counsel was sought across industries and legal forums alike.

As the leader of AAFCPAs' Trust Services, Mr. Alexander served as a financial advisor, trustee, and fiduciary to family trusts—ensuring that financial stewardship was always aligned with the values and long-term goals of the families he served. His approach consistently balanced practical financial guidance with a deep respect for the human impact of financial decision-making.

A consummate professional, Mr. Alexander held numerous distinguished credentials, including Certified Public Accountant (CPA), Certified in Financial Forensics (CFF), and Chartered Global Management Accountant (CGMA). He was a National Association of Corporate Directors (NACD) Fellow and his outstanding academic performance was recognized with the silver medal for high achievement on the CPA exam.

Mr. Alexander is a true believer in using business as a force for good. His leadership extends well beyond the boardroom and into the community. He served with distinction on the Board of Directors of Boston Private Financial Holdings Corp. and its subsidiary, Boston Private Bank & Trust Company, playing a critical role in its growth from a single-office entity to a \$6.8 billion national financial institution. Under his governance, the board earned the NACD New England "Board of the Year" Award in 2007.

He also contributed his financial expertise to many civic and cultural institutions, including serving as Chair of the Audit Committee for the Worcester Art Museum Board of Trustees, on the Alumni Board of the Boston University School of Management, and on the Advisory Committee of Northeastern University's Graduate School of Professional Accounting.

Mr. Alexander's lifelong dedication to community was formally recognized through the Parker Trowbridge Award from Easter Seals Massachusetts and the Good Scout Award for Community Service from the Knox Trail Boy Scout Council.

His commitment to philanthropy is also exemplified by the values of AAFCPAs, which has donated more than \$250,000 to nonprofits through its direct-giving program in 2023 alone. The firm's participation in GivingTuesday over the past eight years has yielded nearly \$200,000 in contributions, with over \$26,000 raised in 2023 by team members and company matches.

Herb Alexander's career is a testament to the power of integrity, compassion, and service. His legacy is one of not only business excellence but also the elevation of community well-being.

Professional Background:

Alexander Aronson Finning, Founder, 1973-2024

Professional Degrees/Awards:

National Association of Corporate Directors (NACD), Fellow

Parker Trowbridge Award from Easter Seals Massachusetts

Good Scout Award for Community Service from the Knox Trail Boy Scout Council

Distinguished contributions:

Boston Private Financial Holdings Corp., Board of Directors

Worcester Art Museum Board of Trustees, Audit Committee Chair

Boston University School of Management, Alumni Board

Northeastern University Graduate School of Professional Accounting, Advisory Committee

Michael Angelini (for honorary degree)

Mr. Michael Angelini is recognized for his distinguished legal career, exemplary civic leadership, and lifelong dedication to community service throughout Central Massachusetts.

Mr. Angelini has been a pillar of the legal profession for more than five decades. A graduate of Wesleyan University (B.A., 1964) and Duke University School of Law (J.D., 1968), Mr. Angelini joined Bowditch & Dewey, LLP in 1973 and went on to serve as its Managing Partner from 1990 to 1996 before becoming chairman in 1997. His leadership helped position Bowditch & Dewey as one of the most respected law firms in the region, while his guidance within the firm cultivated a culture of excellence, service, and integrity.

A Fellow of the American College of Trial Lawyers, Mr. Angelini is recognized nationally for his contributions to the legal profession. He served as president of the Massachusetts Bar Association from 1983 to 1984 and was a founding director of the Worcester County Bar Foundation. His professional legacy includes a deep commitment to access to justice. In 1982, he was instrumental in reorganizing legal services for low-income residents of Worcester County, facilitating the formation of the Legal Assistance Corporation of Central Massachusetts—an enduring example of his belief in equity under the law.

Beyond his legal acumen, Mr. Angelini has demonstrated a rare and sustained commitment to public service. He is the recipient of the Massachusetts Bar Association's Community Service Award—twice honored in 1986 and 1993—and the prestigious 2005 Isaiah Thomas Award, presented annually to a citizen of Worcester for outstanding community leadership.

Mr. Angelini's extensive service on boards and committees throughout Worcester County speaks to his deep civic devotion. He has served as president or chairman of many key organizations, including the Worcester Economic Club, Greater Worcester Community Foundation, Salvation Army Advisory Board, Worcester Foundation for Biomedical Research, and the Massachusetts Mental Health Legal Advisors Committee. He has also provided strategic direction as a trustee or director for Clark University, the University of Massachusetts Medical Center Foundation, The Hanover Insurance Group, and the Worcester County Law Library Trust, among many others.

Throughout his life, Mr. Angelini has remained rooted in service—engaging in organizations focused on youth, housing, public health, and economic development. His leadership has extended into nearly every sphere of public life, from banking and healthcare to municipal governance and charitable outreach. Whether on the Northborough Housing Authority or the Worcester Area Youth Resources Council, Mr. Angelini has worked tirelessly to strengthen the region's social fabric.

Mr. Angelini embodies the values sought for an honorary degree from Worcester State in his service, leadership, and commitment to making a meaningful impact in the lives of others. His remarkable professional achievements are only matched by his generous spirit and tireless advocacy for the public good.

Professional Background:

Bowditch & Dewey, LLP - Chairman, former Managing Partner

Professional Degrees/Awards:

Wesleyan University - B.A. 1964

Duke University - J.D. 1968

American College of Trial Lawyers - Fellow

Distinguished contributions:

Massachusetts Bar Association - President 1983-1984

Worcester County Bar Foundation - Founding Director

The Hanover Insurance Group - Chairman

University of Massachusetts Medical Center Foundation, Inc. - Director

Worcester County Law Library Trust - Trustee

Salvation Army Advisory Board - Chairman

Greater Worcester Community Foundation, Inc. - President

Worcester Economic Club, Inc. - President

Massachusetts Mental Health Legal Advisors Committee - Chairman & Director

Clark University - Trustee

Worcester Foundation for Biomedical Research - Chairman

Diane Aramony (for honorary degree)

Diane M. Aramony, Worcester State University class of 1973, is deserving of an honorary degree because of her distinguished professional achievements, enduring commitment to education and mentorship, and remarkable philanthropic contributions that reflect the University's core values of leadership, service, and global engagement.

A Worcester native and first-generation Lebanese American, Ms. Aramony earned her B.A. in French from Worcester State before obtaining a Master of Arts from Middlebury College. She began her professional journey as a French teacher in Framingham Public Schools, where she inspired a love for language and culture in her students. Diane's path soon led her to Mutual of America Life Insurance Co. in New York, where her exceptional leadership and strategic insight propelled her through the ranks to Executive Vice President and Corporate Secretary. In this role, she served as a trusted liaison between the company's Board of Directors and its senior management, while also playing a key role in shaping the organization's growth and operations nationwide.

Beyond her corporate accomplishments, Diane is a passionate advocate for young women and underserved youth. As a founding co-chair of Women Leaders for MENTOR, she has championed initiatives that bring positive role models into the lives of girls at risk, fostering leadership and resilience in future generations. Her long-standing involvement with the Girl Scouts Council of Greater New York—where she was honored at the Tribute Dinner in 2007—further exemplifies her dedication to empowering young women.

Diane's generosity and unwavering support of Worcester State are exemplary. She has endowed multiple scholarships and stipends that honor both her own educational journey and her family's legacy: the Fred & Lillian Anber Aramony Scholarship for students of Middle Eastern descent in Business Administration, the Jennie Celona Study Abroad Scholarship, the Diane Aramony Student Teacher Stipend, and the Kahil Gibran Scholarship. These gifts reflect her deep belief in the transformative power of education, global experience, and cultural heritage. Her continued participation in university events, including the annual Scholarship Brunch, underscores her lifelong bond with her alma mater.

Diane Aramony embodies the spirit of Worcester State University—scholarship, service, leadership, and global citizenship. Her life and career serve as a model of what it means to lead with integrity, vision, and compassion. In honoring her with this degree, we celebrate not only a trailblazing alumna, but a true champion for education, equity, and excellence.

David Bedard (for honorary degree)

A proud alumnus with a degree in Business Administration, Mr. Bedard has exemplified the values of innovation, service, and community throughout his career and personal life. While a student, he contributed to the vibrancy of campus life by playing club football. Since graduating, he has remained deeply connected to Worcester State—demonstrating what it means to give back with purpose and heart.

Professionally, Mr. Bedard built a distinguished career in the fields of marketing and media. He began as an Account Executive for WSNM-TV before launching Bedard Enterprises in 1999, a company focused on marketing, advertising, media, and real estate development. He later served as a Producer and Senior Account Manager at Spectrum Reach. In retirement, he continues to build community, serving as President of Red Sox Nation at the Villages, a club of over 1,000 members who gather around their shared passion for the team.

Mr. Bedard's civic spirit is reflected in his support for the Special Olympics of Florida and the Knights of Columbus, and most meaningfully, through his enduring commitment to Worcester State University and its students. As a dedicated member of the Worcester State Foundation Board, he has championed programs that directly impact student lives.

Together with his family, Mr. Bedard established the Bedard Family Scholarship for Business Entrepreneurs, awarded annually to two students majoring in business or economics who exhibit entrepreneurial ambition and innovation. This scholarship not only relieves financial burdens but also celebrates the entrepreneurial spirit that defines both Mr. Bedard and Worcester State's forward-thinking students.

Equally impactful is the Bedard Family Meal Support Fund, founded by David and his wife Linda. This fund provides food-insecure students with access to the university's dining services. In the 2022–2023 academic year alone, this initiative enabled 1,573 meal swipes, ensuring that students could focus on learning without the barrier of hunger.

Craig Bovaird (for honorary degree)

A proud alumnus of Worcester State, Craig Bovaird is a distinguished business leader whose career has exemplified the highest ideals of professional achievement, community investment, and educational impact. The 2008 recipient of Worcester State's Distinguished Alumni Award for Outstanding Professional Achievement, Mr. Bovaird has long demonstrated how a Worcester State education can be the foundation for remarkable success and meaningful service.

As retired president of Built-Rite Tool & Die Inc./Reliance Engineering, Mr. Bovaird led with innovation and resilience. His strategic decision to grow Built-Rite at a time when many local plastics companies were moving operations overseas demonstrated his visionary leadership and commitment to Central Massachusetts. Under his guidance, Built-Rite became a model of specialized manufacturing excellence—providing jobs, supporting regional economic health, and proving that smart, values-based leadership could thrive in competitive markets.

In 2007, Mr. Bovaird was named the U.S. Small Business Administration's Massachusetts Small Business Person of the Year, a prestigious honor that recognized his entrepreneurial success, innovation,

workforce development, and strength in overcoming challenges. This recognition reflects the values that Worcester State champions—hard work, ingenuity, and community-minded growth.

Beyond his professional accomplishments, Mr. Bovaird is also a dedicated mentor and generous supporter of Worcester State students. His role as a judge for the university's Next Big Idea entrepreneurial competition has had a lasting impact on student success and inspiration. One of those students, Derek Canton '22, winner of the competition, credited Bovaird for helping spark his entrepreneurial journey:

"A big part of unlocking my entrepreneurial passion was that Bob [O'Brien] and Craig really took me under their wings after I won the competition," Canton said. "The reason why that story is so important to me is there are people from Worcester State who are investing in their students outside of just the classroom."

This investment—in time, knowledge, and belief in others—is what sets Craig Bovaird apart. His story is one of a Worcester State graduate who built a thriving business, remained rooted in the community, and reached back to uplift the next generation. Through mentorship, leadership, and a deep commitment to Worcester State University, Craig has embodied the spirit of lifelong learning and service.

David Cawley (for honorary degree)

Mr. Cawley graduated from Worcester State College in 1974 with a B.A. in psychology. Upon graduation, he joined the active duty US Army and was assigned to The Department of Neuropsychiatry at Ireland Army Hospital, Fort Knox, KY. It was there that he met his wife Chris, who was serving on active duty as a registered occupational therapist.

After completing his active military commitment, Mr. Cawley earned a master's degree in 1979 from the University of Louisville. David and Chris were married and began their professional careers, which took them from rural Maine to the Washington, D.C. area, and finally to Atlanta. Over a twenty-one year period, David served in several senior executive roles in establishing and managing behavioral health management services across the country.

In 2000, Mr. Cawley co-founded The Cawley/Johnson Group in Atlanta. Through his leadership, Cawley/Johnson has become a national leader in providing comprehensive behavioral health management and consulting services. The company has worked with 170 health systems in 39 states nationwide since 2000 to include a continuum of services ranging from acute inpatient, crisis intervention, psychiatric emergency rooms, outpatient, and home health programs.

Mr. Cawley has been a generous benefactor to Worcester State and its education mission for a number of years. He funds four annual scholarships in his parents' name and memory. Two are awarded to Worcester Fire Department relatives of active or retired firefighters to honor his father Tom Cawley, a retired District Chief. Two are awarded to primary education majors to honor his mother Rita O'Connor Cawley, a retired Worcester school teacher and WSU Alum, Class of 1939.

David (as well as his wife Chris) is a member of the WSU 1874 Pillar Society, having named WSU in the Cawley's family trust planning, assuring support for Worcester State students far into the future.

Professional Background:

The Cawley - Johnson Group: Co-Founder & Owner 2000 - present

Charter Behavioral Health System: VP for Contract Services 1996 - 1998

Mental Health Management: Executive Vice President 1984 - 1993

Degrees/Professional Awards:

University of Louisville, 1979, Master's Degree

Worcester State College, 1974, Psychology

Distinguished Alumni Award for Professional Achievement, 2023

Thomas and Claudia Corcoran (for honorary degrees)

Claudia Corcoran, a proud member of the Worcester State College Class of 1968, dedicated her career to shaping young minds as an elementary school teacher in the Reading Public Schools. Her passion for education and lifelong commitment to learning represent the very best of Worcester State's mission. As an alumna, Claudia has not only demonstrated excellence in her professional life, but continues to invest in the future of our students through her and her husband's extraordinary generosity.

Thomas A. (Tom) Corcoran's remarkable career spans over five decades of visionary leadership in aerospace, defense, and technology. Born in Ireland and educated at Stevens Institute of Technology, where he later received an honorary doctorate, Mr. Corcoran rose to serve in senior executive roles at some of the world's most influential companies, including General Electric, Martin Marietta, and Lockheed Martin. As president and COO of Lockheed Martin's electronics and space sectors, he guided the company through major growth and innovation, helping expand revenue from \$3.5 billion to \$8 billion annually.

As a distinguished Stevens trustee for three decades, Mr. Corcoran has been a guiding force in advancing the Institute's mission, fostering growth, and championing innovation. He has served as vice chairman of the board and chair of several committees. His career began at GE, where he rose to COO of GE Aerospace. He later became president and COO of LM Electronics' and space business segments. He retired after 36 years to pursue other initiatives, including serving as chairman, CEO, and president of Allegheny Teledyne, and as a senior advisor for The Carlyle Group. He has served on numerous public and private company boards. He has supported several Stevens Institute of Technology initiatives, including the University Center Complex and Gateway Academic Center, both of which include spaces bearing the Corcoran name.

Today, as president of Corcoran Enterprises LLC and a senior advisor to The Carlyle Group, Mr. Corcoran continues to shape global industries and to serve on the boards of public and private companies, including those of universities. He has also served as a guest lecturer at WPI, Dartmouth College, and Stanford University.

Together, Tom and Claudia Corcoran have demonstrated a deep commitment to global citizenship and student enrichment through their philanthropic support of Worcester State's International Programs Fund. Thanks to their generosity, students—many of whom are the first in their families to attend college—have had the opportunity to travel abroad, expanding their academic horizons and cultural understanding. For students with limited financial means, this access to international experiences is nothing short of life-changing.

The Corcorans' support has not only connected Worcester State students to Ireland but also has helped fulfill Worcester State's mission of preparing students to lead and serve in a diverse, interconnected world. Their legacy is already reflected in the lives they have touched—students inspired to pursue graduate education abroad, broaden their worldviews, and become more engaged global citizens.

Joshua Croke (for community service award)

Joshua Croke (they/them) is the co-founder and president of Love Your Labels, a creative nonprofit designed to elevate LGBTQIA2+ youth through art and fashion. Love Your Labels is responsible for Queer Art & Fashion, an annual gala that celebrates local designers and the greater queer community at Mechanics Hall. The event has been wildly successful attracting patrons from around the region.

Recently, Joshua was a key organizer in rallying public support for Worcester to become a gender-inclusive sanctuary city. The extent of this achievement cannot be underestimated. Joshua excels in facilitating community engagement, co-creating innovation strategies that advance community priorities, developing intersectional partnerships, and implementing creative projects with a focus on advancing equitable development in Worcester and beyond. Joshua has been recognized with accolades such as Worcester Business Journal's Central Mass Power 50 and BEQ Pride Magazine's LGBT Leaders Under 40. They also serve on the board of the Worcester Education Collaborative, the board at the Worcester Art Museum and the Greater Worcester Community Foundation. They also sit on the Community Advisory Board for UMass Chan's Collaborative in Health Equity. These affiliations demonstrate Joshua Croke's leadership and commitment to fostering intersectional areas of community,

health, education, and advocacy. Whether speaking at conferences or collaborating on community projects, Joshua Croke is dedicated to creating equity-centered, joyful environments where everyone can thrive. They exemplify the WSU mission and values statement and should be recognized for their tremendous contributions to our community.

<https://www.joshuacroke.com/>

Mark and Jan Fuller (for honorary degrees)

Mr. Mark and Mrs. Jan Fuller are recommended in recognition of their outstanding and sustained commitment to advancing higher education, civic life, and student opportunity. As Chairman and Treasurer of the George F. and Sybil H. Foundation, Mark Fuller has continued a powerful legacy of community stewardship and educational access first envisioned by his great-great uncle and aunt, the George and Sybil. Under Mark's leadership, the Foundation has not only generously supported Worcester State University, but has also helped transform its cultural and academic landscape.

The Fuller Foundation is a pivotal supporter of the Fuller Theater, a cornerstone of the University's Visual and Performing Arts program and a vibrant space for creative expression. In his own words at the Theater's 2009 dedication, Mark Fuller spoke to the profound transformation he has witnessed at Worcester State over the years. His remarks reflected a deep appreciation for the University's growth, curricular innovation, and the rising demand for its programs. Importantly, he championed the Foundation's expanding philosophy to include support for public higher education—breaking a longstanding precedent and opening new doors for generations of Worcester State students.

Beyond funding for the Theater's makeover, the Fullers' vision and advocacy have supported student success directly. The George F. and Sybil H. Fuller Foundation Scholarship provides essential financial assistance to students with demonstrated need, with a strong focus on supporting participants in the Latino Education Institute and Latino/a students. This targeted support advances the University's commitment to equity, belonging, and the success of traditionally underserved populations.

As faithful stewards of legacy and visionary advocates for educational access, Mark and Jan Fuller exemplify what it means to be true friends of the institution. Their leadership has helped Worcester State move closer to realizing our full potential—transforming not only our physical spaces, but also students' lives.

Barbara Kirklauskas (for community service award)

A proud double alumna of Worcester State, Ms. Kirklauskas earned her B.S. in Middle/Secondary Education in 1964 and her M.Ed. in 1967. She devoted her entire professional career to the Worcester Public School system, where she served as a teacher, assistant principal, and ultimately as principal at some of the city's most impactful institutions, including Burncoat High School, Doherty High School, and South High Community School. Her career, which spanned over three decades, was marked by tireless service to students, mentorship of faculty, and leadership that helped shape generations of Worcester youth.

Ms. Kirklauskas's deep compassion and desire to serve did not end with her retirement in 2001. In 2022, recognizing a spiritual need on campus, she took action to create a quiet and inclusive space for reflection, worship, and guidance. Through her vision and generous support, the Kirklauskas Spiritual Life & Interfaith Center was established. Today, this vital space offers Catholic Masses, Christian Bible studies, daily prayer accommodations for Muslim students, and interfaith resources. It has grown to include a Spiritual Life Coordinator, priests affiliated with the Diocese of Worcester, and a locally connected Rabbi—creating an environment of spiritual nourishment and belonging for students of all backgrounds.

Her quiet generosity extends even further. Ms. Kirklauskas is a devoted supporter of both the Worcester State University Library and the International Programs Office. Her contributions—through scholarships, program support, and advocacy—have enriched student learning and enabled global educational experiences that would otherwise be out of reach for many. She has helped open doors for students to discover new perspectives, explore new places, and expand their understanding of the world.

Outside of her work in education and campus philanthropy, Ms. Kirklauskas finds joy in culture, travel, and the arts. She and her late husband, Joseph Kane, traveled extensively, enriching their own understanding of diverse cultures—experiences that continue to inspire her support for global education. She is also an active member and longtime treasurer of the Embroidery Guild of America, where her creative expression and skill benefit that community.

Barbara Kirklauskas exemplifies the values of service, compassion, and community that Worcester State seeks to instill in every student. Her legacy is woven into the lives she has touched—through teaching, mentorship, spiritual guidance, and generous philanthropy. She has made Worcester State a better, more inclusive, and more humane place.

Professional Background:

Worcester Public School System: 1967-2001

Doherty High School, Burncoat High School, South High Community School

Teacher, Assistant Principal, Principal.

Degrees/Professional Awards:

Worcester State University, 1967, M.Ed

Worcester State University, 1964, B.S. Middle/Secondary Education

Lionel Lamoureux (for honorary degree)

Mr. Lamoureux created the Finish Line Fund at Worcester State University, which helps students in need of financial assistance to complete their education and graduate – typically covering the cost of that last class or two or some lab fees that may be standing in the way of degree completion.

In the spring 2022 semester, Casandra P. '22 feared she wouldn't graduate on time. The biology major had one last course -- Pre-Calculus -- hanging over her head. She would need to find a way to pay for and complete the class so that it would not stand in the way of earning her degree, acquiring a job or internship, or attending graduate school.

"The Finish Line Fund allowed me not to have to delay successfully completing my college degree," Casandra has said. "It gave me a fortunate opportunity to not have to deal with the financial stresses."

Though not alumnus of Worcester State, Mr. Lamoureux saw the value of public education and wanted to contribute. "There's an appeal in trying to help students who don't have the funds to go to private schools," Lamoureux has said. "And public schools are teaching good work skills, so when people get out, they get employed pretty quickly."

"We're in a position where we can help others," he added, "so we do that whenever we can," referring to his family.

Professional Background:

Lamoureux Ford - President & Founder 1977- 2020. family-owned business and winner of several corporate awards for excellence

Professional Degrees/Awards:

Assumption BA, 1968, Foreign Affairs & Economics

Lamoureux Ford supports the Telegram & Gazette Santa initiative and has, for the past 35 years. Lamoureux Ford is also a benefactor for:

Our Lady of the Angels School Worcester, Dock Dog Days-Klems, East Brookfield Fire Department 4th of July Fireworks, East Brookfield Senior Center, Rutland Fire Department, Spencer Exchange Golf Tournament, Center of Hope Foundation/Special Olympics, Bay Path Reg. Voc. Tech. High School, David Prouty High School, Tantasqua Reg. High School, Assumption College, BeLikeBRiT Foundation, Eagle

Hill High School, Wickaboag Sportsmen's Club, Paxton Center School, Mary Queen of the Rosary - Spencer, North Brookfield Youth Center, Oakham Police Officers Association, American Legion POST 138, Old Sturbridge Village, West Brookfield White Christmas, Hamilton Sportsman Club

Dr. Dale Magee (for honorary degree)

B.Dale Magee, M.D., grew up in Niagara Falls, NY, and attended upstate New York schools for both his undergraduate degree and his medical degree. He did his medical residency in Cleveland, OH, at Case Western Reserve University. Directly after completing his residency, Dale moved to Massachusetts, where he began working at Fallon Clinic. He next opened up his own practice in Shrewsbury. In addition to his medical practice, Dr. Magee has been president of the Worcester and Massachusetts Medical Societies, and participated in a number of groups dealing with quality in health care at the local, state, and national levels.

Dr. Magee was first elected in 2010 and continues to serve on the Shrewsbury School Committee as secretary. In 2011, Dr. Magee was still practicing medicine in Shrewsbury, teaching as a faculty member at UMass, and working as the Public Health Commissioner for the city of Worcester. He retired from active medical practice in 2015. In 2024, Dale founded The New England History of Medicine Society and is an avid medical historian.

Dr. Magee and his wife Melanie have been consistent supporters of the Shrewsbury Public Library, where Dale serves as a trustee on the board of the Shrewsbury Public Library Foundation. They sponsor "Sunday hours" every year at the library.

In 2003, Dr. Magee and Melanie established the Magee Family Education Scholarship at the Greater Worcester Community Foundation, and in 2021, the couple established The Magee Scholarship for First-Generation Students at Worcester State.

Professional Degrees:

SUNY Buffalo – B.S. Psychology

SUNY Upstate Medical University – 1975 - M.D. Medicine

Case Western Reserve University School of Medicine – 1979 - OB-GYN Residency

Dartmouth Institute – 1998 - M.S. Health Policy, Quality Measurement

Chelsea Page Moses (for Commencement speaker)

Chelsea Page Moses, Miss Trans Massachusetts 2023 who went on to become Miss Trans Global USA 2024, had hosted an event at National Black AIDS Awareness Day 2025 where she spoke about her experiences as a black trans woman. She shared timely information, experiences, and perspectives about how we as a community can further initiative to include diverse populations and share their experiences in a way that leads to a better world. In the current state of the country, including governmental policy changes, DEI initiatives being pulled back, and people trying to silence those who are labelled "different," Ms. Page Moses is a beacon of hope and inspires others through her work to engage in conversations about how to better our communities and promote diversity.

Ms. Page Moses' voice as a Commencement speaker would further Worcester State's mission to be a more inclusive university. Having her in that role would also provide an opportunity to connect the Worcester community with the trans community, as well as their allies.

<https://misstransglobalusa.com/>

The following is drawn from her submission for Miss Trans Global USA: Born in Florida, Ms. Page Moses has lived around the country and abroad and has called Massachusetts home for over 17 years. She attended fashion school in Los Angeles, co-founded All Star Management (working with celebrities), and became a pioneer in the healthcare field. She was an instrumental part of the first neurological disease day program in the country. She later opened Four-Star Healthcare Concierge Services, which continues to provide services to older adults and those with disabilities. For these accomplishments, she was

awarded special recognition by the City of Boston – presented to her by Athena Garrison, the very first trans individual to serve in the state legislature.

As Miss Trans Massachusetts 2023, Chelsea stood proudly on a platform promoting visibility, pride, and self-confidence for all, particularly for those in the LGBTQIA+ community. She received an award for her work from Massachusetts Governor Maura Healey and Lt. Governor Kim Driscoll. Chelsea is an official LGBTQ+ international ambassador and has been an advocate worldwide.

In March of 2024, Chelsea was crowned Miss Trans Global USA. She has been using this title to continue her “visibility for all” campaigns as well as focus on mental health, particularly in the trans community.

William Murphy (for community service award)

The owner of Fairway Mortgage, William Murphy, class of 1993, is a highly regarded mortgage originator with over 25 years of experience in the industry. As a top producer, Mr. Murphy has helped countless individuals and families achieve their homeownership dreams.

But his accomplishments extend far beyond the professional realm. With a passion for fitness and a commitment to giving back, Mr. Murphy has completed multiple marathons, ultramarathons, and ironman competitions. He holds a second-degree black belt in Krav Maga and has raised over \$650,000 for various charities, including the Make-A-Wish Foundation, Fairway Cares, The American Warrior Initiative, and the Dana Farber Cancer Institute.

Mr. Murphy recently completed the Great World Race, running seven marathons in seven days across all seven continents, starting with Antarctica. For Murphy, the race was more than just a physical challenge. It was a mission to raise funds for Make-A-Wish Massachusetts and Rhode Island. His campaign, Running the World for Wishes, raised over \$100,000—more than double his original goal—while helping grant wishes for at least 10 children.

Mr. Murphy is also a national bestselling author, with his book “Thriving Through the Storm” earning a spot on the Wall Street Journal, USA Today, Amazon, and Barnes & Noble bestseller lists. As a coach, commentator, podcast host, and media guest, he inspires and motivates audiences with his powerful messages and insights.

In 2008, Mr. Murphy established the William Murphy Scholarship at Worcester State University. The endowed scholarship’s first preference is that it be awarded to an incoming freshman who is a graduate of Worcester’s North High School and second preference is given to an incoming freshman who is a graduate of a Worcester public high school. Furthermore, Bill has also established an Adopt-a-Scholar scholarship at Worcester State University. This scholarship is a four-year commitment to support WSU students in their education journey.

Mr. Murphy has remained connected to Worcester State as a regular presenter to business students, has met individually with students about internship and job interviews, and has participated in mentoring events sponsored by the Alumni, Athletic, and Career Services Offices. He also, was honored as a Distinguished Alumni in 2007. Not only is Mr. Murphy one of many Worcester State University alumni who lead by example, but he is the University’s youngest alumnus to establish an endowed scholarship.

Mr. Murphy’s strong commitment to philanthropy is markedly evident by the obstacles he faced while training for the 2021 Boston Marathon. Sixty days before the race, Bill tore his left quad. Yet he remained determined to participate in the event to raise money for the Make-A-Wish Foundation. “I decided I wanted to do it on crutches ... well, the BAA said no,” he recalled. “But because of Covid, they still had a virtual option, so it was OK to get another venue, and Worcester State allowed me to use the track.” With a crowd on hand, Bill finished in 6 hours, 17 minutes, among the world’s fastest on crutches.

In Spring 2024, Mr. Murphy worked with the WSU Admissions Office to coordinate two in-person visits to North High School. He volunteered to speak to high school juniors and seniors interested in applying to WSU, to discuss overcoming adversity, as well as his journey from North to Worcester State and his later

professional success. Mr. Murphy offered to donate his book to the participating students. In fall 2024, he was recognized with an Alumni Achievement Award from the Worcester Educational Development Foundation.

Beyond all of his impressive achievements, Mr. Murphy is a dedicated advocate for mental health and wellness. He is the founder of the nonprofit Thrive Foundation and holds a bachelor's degree in psychology from Worcester State University and a master's degree in counseling psychology from Framingham State University.

William Murphy has made exemplary contributions to his professional field, the Worcester community, Worcester Public Schools, and to society. Through his volunteerism he serves as an outstanding role model for current Worcester Public School students, and has achieved outstanding success in community service, business, and humanitarian efforts.

Fraidy Reiss (for Commencement speaker)

Between 2000 and 2018, nearly 300,000 minors under the age of 18 were legally married in the United States. A few were as young as 10, though most were 16- or 17-year-old girls married to adult men.

According to the U.S. State Department, child marriage is a human rights abuse, yet the issue persists across the United States. The practice has devastating, lifelong consequences for American girls, harming their health, education, economic opportunities, and overall quality of life. It also undermines statutory rape laws, often concealing what would otherwise be considered a sex crime. Victims of child marriage are significantly more likely than other married women to be beaten or abused by their spouses. Child marriage is associated with numerous severe health consequences, including heart attack, cancer, diabetes, stroke, and various psychiatric disorders. Additionally, it increases the risk of poverty and suicide.

In recent years, this practice has been outlawed in thirteen states—New York, Vermont, Michigan, Connecticut, Washington, Virginia, New Hampshire, Rhode Island, New Jersey, Delaware, Pennsylvania, Minnesota, and Massachusetts—largely due to the advocacy of Unchained At Last, the nation's only organization dedicated to helping women escape forced marriages. As Unchained's founder and executive director, Fraidy Reiss, would be an inspiring Worcester State Commencement speaker.

Ms. Reiss is herself a survivor of a forced marriage. At the age of 19, her family arranged her marriage to a man who turned out to be violent. At 27, she defied her husband and insular religious community to become the first person in her family to attend college, graduating as valedictorian from Rutgers University at age 32. Over time, she divorced her husband, gained full custody of her two daughters, and secured a final restraining order against her ex-husband.

A survivor turned advocate, Ms. Reiss is internationally recognized as an expert on forced and child marriage in the United States. Her research and writing on the subject have been published in the Journal of Adolescent Health, The New York Times, The Washington Post, and numerous other outlets. She has been featured in books (including as one of the titular women in Hillary and Chelsea Clinton's *The Book of Gutsy Women*), films (such as the award-winning documentary *Knots: A Forced Marriage Story*), and countless television, radio, and print news stories. Through Unchained At Last, she leads a growing national movement to end child marriage in all U.S. states and at the federal level. Legislation she helped draft and advocate for has been passed into law in several states.

Unchained At Last also provides crucial, comprehensive, and often life-saving direct services to individuals, primarily women and girls, fleeing arranged or forced marriages or resisting impending coerced marriages. These services help clients not only escape their situations but also rebuild their lives, often after being shunned by their families or forced into hiding. Unchained never charges clients for its unique array of services, which include:

Planning and implementing escapes, including international escapes in collaboration with the U.S. State Department for those taken overseas for forced marriages.

Free legal representation.

Psychotherapy, mentoring, and emotional support.

Career counseling and financial coaching.

Emergency financial assistance for needs such as plane tickets, food, and winter coats.

Assistance with finding shelter, avoiding homelessness, and transitioning from domestic violence shelters to new homes.

Transportation and accompaniment to court appearances, medical appointments, and other stressful engagements.

Ruth Rubin (for honorary degree)

Ruth R. (Sadick) Rubin, class of 1952, and her late husband, Allen Rubin, have long exemplified the spirit of generosity, leadership, and unwavering support for Worcester State University. Through their philanthropic efforts and deep commitment to community service, they have made a lasting impact on the University and beyond.

A true pioneer in alumni engagement, Mrs. Rubin graciously opened her heart and home to classmates, alumni, and students, hosting the first-ever class reunion at her Paxton residence. In celebration of her fiftieth reunion, she and Allen welcomed classmates from near and far, establishing a tradition that continues to this day.

Beyond fostering connections, Ruth and Allen made a profound commitment to education by establishing the Allen and Ruth R. (Sadick) '52 Rubin Scholarship to Honor Their Parents. Inspired by the values instilled in them—hard work, motivation, and the transformative power of education—they sought to support ambitious students with financial need. Since Allen's passing in 2016, Ruth has continued their shared legacy, ensuring their vision of educational opportunity endures. More recently, Ruth has established The Allen & Ruth Rubin '52 Meal Plan Support Fund at Worcester State University, broadening her support..

Mrs. Rubin's dedication extends far beyond Worcester State. A devoted advocate for her Jewish heritage, she has served on numerous boards and committees, including her recent volunteer work at Bet Shalom. Additionally, she has contributed her time and talents to key cultural and civic organizations, including the Worcester Art Museum, Friends of Worcester's Institute Park, the Worcester Historical Society, Preservation Worcester, and the Massachusetts Symphony Orchestra Association.

Ruth's lifelong commitment to service, education, and community enrichment embodies the very essence of the Community Service Award. Her selflessness, leadership, and philanthropic vision have left an indelible mark on Worcester State University and the greater Worcester community.

Dr. GB and Lexi Singh (for honorary degrees)

Throughout their lives and careers, Dr. and Mrs. Singh have demonstrated a steadfast dedication to the well-being of others. As an accomplished surgeon and nurse, respectively, they have not only advanced the practice of medicine but also embodied the values of empathy, integrity, and service in every facet of their work.

Worcester State University has been profoundly enriched by the Singhs' vision and generosity. Their leadership in establishing the Nursing Faculty Development Fund has helped ensure that nursing faculty

can pursue advanced degrees, directly enhancing the educational experience for future generations of nurses. Their transformational gift toward the creation of a state-of-the-art Nursing Simulation Center in the Dr. Lillian R. Goodman Department of Nursing is a testament to their belief in the power of education and innovation.

Beyond their philanthropy to the university, the Singhs have given generously of their time and hospitality, especially through their annual East Coast Florida reception, where they have cultivated strong bonds among alumni and friends of Worcester State.

Their commitment to service extends far beyond the university. Dr. and Mrs. Singh have been long standing supporters of Open Sky Community Services (formerly Alternatives Unlimited), offering significant support to improve the lives of individuals with developmental and psychiatric disabilities. Their compassion and advocacy have helped empower some of the most vulnerable members of our community.

Dr. G.B. and Lexi Singh exemplify the values Worcester State seeks to instill in its graduates: a deep sense of purpose, a commitment to the common good, and a life devoted to service and excellence. Their enduring impact on healthcare, education, and community makes them truly worthy of this highest institutional honor.

George and Sheila Tetler

Attorney George W. Tetler III has given of his time, and together with his wife, Shelia, also provided financial resources for decades to Worcester State University as well as the greater Worcester community. Together they established the George and Sheila Tetler Academic Achievement Award, which is given to the senior with the top academic performance in business administration.

Mr. Tetler was honored at the Worcester State Scholarship Tea in 2010, which honors outstanding citizens whose work stimulates the vitality, health, and success of their communities.

Mr. Tetler was a partner at Bowditch & Dewey, LLP and is currently a partner at Prince Lobel. His deep background in insolvency and bankruptcy matters is invaluable to clients in structuring business and financing transactions. His breadth of experience and practical, common-sense approach to complex business transactions and business issues enable him to devise successful solutions to advance his client's business objectives.

Professional Background:

Prince Lobel - Partner September 2024

Bowditch & Dewey, LLP - Partner 1987 - 2024

Professional Degrees/Awards:

Boston University School of Law - LL.M Taxation

American College of Bankruptcy - Fellow

American University Washington College of Law - J.D.

Denison University - B.A

Distinguished contributions:

WSU Foundation Board - Member 2008 - present

WSU Board of Trustees - Member 2002 - 2012

WSU Board of Trustees - Former Chair 2005 - 2009

WSU Foundation Board - Chair 2001- 2003

WSU Next Big Idea Contest - Planning Committee NS Judge

Greater Worcester Community Foundation - Board Member 2011 - present

American Antiquarian Society - Treasurer 1996 - 2015

Worcester Chamber of Commerce - Former Chairman

Worcester Art Museum - Former Corporator

Worcester Business Development Corp. - Former Director

Worcester Municipal Research Bureau - Former Vice Chair, Director, and President

United Way of Central Massachusetts - Former Chair

Music Worcester - Former Chair

