

WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
PLANNING AND DEVELOPMENT COMMITTEE MEETING
Thursday, June 4, 2026
10:00 A.M.
REMOTE PARTICIPATION

Meeting Called By: Lawrence Sasso (Chair)

Minutes: Nikki Kapurch

Board Members: Dr. Lawrence Sasso (Chair), Kelly Brissette, Darnell Dunn, Jacob Sanders

WSU Staff: Barry Maloney; Ashlynn Allain; Kathy Eichelroth; 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	Dr. Lawrence Sasso	
2. <i>Planning And Development Committee Report</i> A. Master Plan Update Presentation*	Kathy Eichelroth	A. informational
3. <i>Administrative Updates</i> A. Other Business	Dr. Lawrence Sasso	
4. <i>Adjournment</i>	Dr. Lawrence Sasso	4. vote required

*Attachments



Our Place.
Our Purpose.

WORCESTER STATE
UNIVERSITY

VP | INTRODUCTION

MASTER PLAN 2036

Master Plan Process Update: Emerging Direction & Leadership Alignment

An update on planning progress, leadership validation, mid-point outcomes, and next-phase considerations informing continued Master Plan development.

Master Plan Initiative

Kathleen Eichelroth, Vice President/CFO

Sandra Olson, AVP for Facilities Operations & Planning

Jesilka Cortez, Strategic Portfolio Officer

Administration & Finance, Sponsoring Division

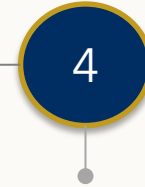
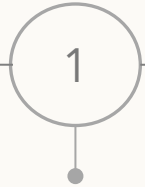
Planning Process Status & Overview

Since October 2025, the Master Plan Update has progressed from current-state discovery through engagement, findings, and recommendations, positioning the Campus Advisory Group and leadership to refine the preferred direction for the October 2026 final Master Plan presentation.

OCTOBER 2025

CURRENT PHASE

OCTOBER 2026



CURRENT STATE

- Upper-lower campus disconnection
- Fragmented campus core identity
- Accessibility + circulation barriers
- Deferred Student Center + LRC modernization
- Limited Interdisciplinary adjacencies
- Parking constraining campus experience

ENGAGEMENT

- Student groups sessions
- Faculty + staff town halls + interviews
- CAG review + feedback
- Executive leadership coordination
- Transparent process communications

FINDINGS + RECOMMENDATIONS

- Redevelop Student Center + LRC
- Accessible upper/lower campus
- Reduce pedestrian + vehicular conflicts
- Expand parking options
- Right-size classrooms/labs + exp. learning
- Create multipurpose student + visitor spaces
- Centralize operations space
- Reprogram Admin. office + meeting space
- Expand food + coffee options

VALIDATION + REFINEMENT

- Three draft scenarios + stakeholder synthesis
- Leadership validation of findings
- CAG + EC scenario evaluation
- Infrastructure + feasibility constraints identified
- Refined scenario targeted for by mid-June

FINAL STAGE

- Identify preferred direction
- High level costing estimates
- Phasing + sequencing strategies
- Implementation planning
- Oct, 22 Final Recommendation to BOT

MID-POINT OUTCOME: Phase 3 produced three draft scenarios testing approaches to campus connectivity, accessibility, student-centered redevelopment, expanded green space, operational alignment, and strategic opportunity sites.

Scenario Testing & Directional Evaluation

Three exploratory scenarios were used to test tradeoffs, feasibility, constraints, and strategic priorities to inform refinement of the emerging campus direction.

1 STITCHING CAMPUS CONNECTIONS



- Renovate LRC & Student Center
- Improve upper/lower campus pathway
- Build Operations Center/Connector
- Relocates loading dock

2 FRAMING THE GATEWAY



- New Student Center + Operations Hub
- Create gateway + campus arrival
- Enhance Binienda Green
- Reorganize parking outside core

3 EMBRACING A NEW (GREEN HEART)



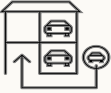





- Create new green heart of campus
- Build combined student-facing core
- Integrate LRC, Operations + Events
- Expansive new campus infrastructure

Executive Insight: The future direction will need to combine elements across multiple scenarios rather than advance as a stand-alone option, while addressing key gaps, unresolved tradeoffs, and concepts requiring further development.

Zooming Out: What Has Persisted?

The current planning process builds on nearly two decades of institutional planning and investment.

Many of the themes identified through the current planning process reinforce longstanding institutional priorities previously identified across earlier campus planning efforts.

	HISTORICAL PLANNING DIRECTION (2006 Plan and 2011 Update)	CURRENT PLANNING DIRECTION (2025/2026 Planning Process)	STRATEGIC RELEVANCE (Why it Still Matters)
	Structured Parking Strategies	→ Parking as enabling infrastructure and Campus Organization	<i>Remains the enabling condition for shifting parking out of the core and unlocking broader campus transformation</i>
	Accessibility + Campus Circulation	→ Accessible Upper + Lower Campus Connections	<i>Resolves circulation barriers across upper and lower campus to support safer, more accessible movement</i>
	Greener Pedestrian Campus Core	→ Expanded "Green Heart", Binienda Green + Reduced Core Conflicts	<i>Differentiates WSU through a student-focused campus landscape that supports well-being, purpose, and safe connectivity</i>
	Student Center + Library Improvements	→ Student Center + LRC redevelopment and Broader Student-Facing modernization	<i>Repositions WSU for the future by strengthening the student experience, persistence, retention, and enrollment sustainability</i>
	Campus Edge Identity + Arrival	→ Stronger Gateway + Arrival Experience for All	<i>Elevates arrival experience and deepens the University's connection to community, city, and state partners</i>
	Facilities Center + Service Modifications	→ Operations Space + Public Safety	<i>Modernized spaces will improve staff morale, campus safety, service reliability, space utilization, and operational efficiencies</i>

ENABLING CONDITIONS REMAIN UNRESOLVED

Campus transformation remains dependent on the implementation of **interconnected enabling conditions** including parking, circulation, accessibility, and campus organization – rather than driven primarily by immediate infrastructure needs, deferred maintenance pressures, or incremental funding opportunities; they must advance together as a unified strategy.

Next: Campus Advisory Group + Leadership Charge

VP | LOOKING AHEAD

EXECUTIVE STEERING FOR MASTER PLAN REFINEMENT

FOCUS: The CAG and leadership will continue to test the emerging final design through four strategic domains – probing enabling conditions, sequencing priorities, potential funding pathways, and the strongest path toward sustained implementation.

01

Internal + External Enabling Conditions

- Evaluate Parking Options
- Confirm Circulation + Accessibility Priorities
- Integrate Q Lot + May Street Planning
- Public Infrastructure Impacts + Campus Access

02

Constraints: Feasibility + Funding

- Student Center/LRC + Renovation Viability
- Underground Utility Corridor + Green Heart Tradeoffs
- Review High-Level + Potential Costs
- Evaluate Capital Logic, BRIGHT Act + Foundation + Partnership Funding

03

Opportunity + Special Use Sites

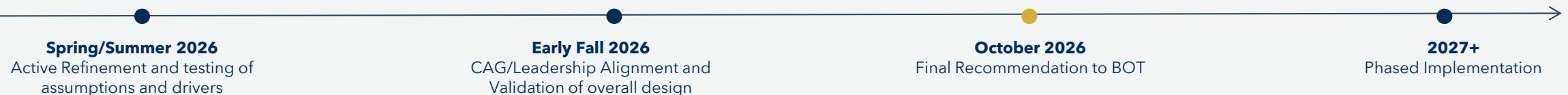
- Stress-Test Program or Operational Adjacencies
- Ensure Sites Unlock Long-Held Vision
- Reference Prior Studies + Carried-Forward Themes
- Consider Chandler Village Future Possibilities

04

Implementation Road Map + Governance

- Verify Enabling Projects + Sequencing
- Define Near-, Mid- + Long-Term Path with DCAMM
- Minimize Academic Disruption Through Phasing
- Plan for Post-Plan Implementation Stewardship

NEXT PHASE KEY MILESTONES



Questions and Comments
