WORCESTER STATE UNIVERSITY
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE MEETING
Tuesday, August 3, 2021
2:00 PM
REMOTE PARTICIPATION
Join Zoom Meeting
https://worcester.zoom.us/j/7540181608
Meeting ID: 754 018 1608

Meeting Called By: Maryanne Hammond (Chair)  Minutes: Nikki Kapurch
Board Members: Maryanne Hammond (Chair); Karen LaFond; Dina Nichols; Marina Taylor
WSU Staff: Barry Maloney; Nikki Kapurch; Mike McKenna

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<td>1. Administrative Business</td>
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<td>A. Call to Order</td>
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<td>B. Approval of the Minutes: June 15, 2021*</td>
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<td>2. Human Resources Committee Report</td>
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<td>A. Kazarian, Julie - Promotion Letter 2021*</td>
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<td>C. Lewis, Raynold - Dean Education Liberal and Interdisciplinary Studies 2021 Appointment Letter*</td>
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<td>D. Lewis, Raynold - Proposed Dean of Education, Liberal and Interdisciplinary Studies Job Description*</td>
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*Attachments
The provision of General Laws, Chapter 30A, having been complied with and a quorum present, a meeting of the Human Resources Committee was held on Tuesday, June 15, 2021. Chair Hammond called the meeting to order at 3:12 p.m.

Administrative Business:

- Trustee Hammond thanked everyone for joining to conduct the 2020-21 annual evaluation of President Maloney.
- The Human Resource Committee is charged with conducting the annual evaluation of President Maloney as called for in his appointment contract and as requested by Commissioner Santiago.
- The deadline for submission of the presidential evaluation is June 30, 2021, set by Commissioner Santiago.
- The following documents were provided for us in conducting the evaluation:
  - Correspondence from Commissioner Santiago
  - BHE Compensation and Evaluation Guidelines/Procedures
  - President’s 2020 - 2021 annual self evaluation
  - COVID-19 Response Assessment Report, from the Strategic Planning Review Committee (SPRC)
  - The 2020-2025 Strategic Plan, “Beyond 150: Lead, Succeed, Engage”
  - 2020-2021 WSU Campus Climate Committee Report
  - 2020-2021 WSU Bias Incident Response Team (BIRT) Report
  - 2020-2021 WSU Equal Opportunity & Affirmative Action Advisory Committee Report
  - Standard & Poor’s Global Rating – March 12, 2021
- The evaluation will follow criteria, as required by the BHE, as well as criteria requested by the Board of Trustees:
  - Retention and Student Success
  - Academic Management/Leadership
  - Assessment
  - Infrastructure
  - Fiscal Management/Budgeting
  - Communication
  - Administrative Management/Leadership
  - Decision Making and Problem Solving
  - Fundraising
  - Equity Work/Campus Climate
  - External Relations w/Campus Climate
  - COVID-19 Challenges

- The evaluation will be conducted using an assessment form to rate and provide comments on areas listed.
A numeric rating (whole number only) is to be used as follows:

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

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

**Retention and Student Success**

**Average Rating: 4.5**

**Comments:**
- Cares Act funding was a success.
- Trustee Nichols provided statistics demonstrating President Maloney’s success with graduation rates.
- The President ensured that the university remained successful internally with students, staff, and faculty throughout the pandemic.

**Academic Management and Leadership**

**Average Rating: 5**

**Comments:**
- President Maloney and his academic team made an extreme effort to move students and faculty online.
- Worcester State University was able to uphold its end on civic engagement opportunities and internships.
- Trustee Hammond emphasized the strategic plan and all the successes with it.

**Assessment**

**Average Rating: 5**

**Comments:**
- Continual reassessment was effective.
- The NECHE process was initiated and progress maintained.
- The President consistently made sure all the students, faculty, and staff were on the same page with whatever was happening on campus.
- Prioritizing of mental health needs was important and new methods for reaching students were successful.

**Infrastructure**

**Average Rating: 4.75**

**Comments:**
- Keeping the campus looking pristine offered a good message to outsiders.
- Funds were used very wisely.
- Campus greens, fields, and buildings were well maintained, and overall, the campus was very attractive.

**Fiscal Management and Budgeting**

**Average Rating: 5**

**Comments:**
- President Maloney and VP Kathy Eichelroth did a commendable job balancing and readjusting the budget many times in order to appropriately meet needs.
Communication

Average Rating: 4.75

Comments:
- A newly created COVID-19 Website and dashboard were effective.
- Creation of the Safe Return Team and its ongoing operation was important. Targeted emails sent to parents and the faculty listservs, always keeping them informed.

Administrative Management and Leadership

Average Rating: 5

Comments:
- President Maloney and his team always operated as one unit, which was very important for good outcomes.
- Leadership created a safe environment for people to share new ideas, but still always held them accountable.
- President Maloney made it a point to always keep it about the students.

Decision Making and Problem Solving

Average Rating: 5

Comments:
- Made strong essential decisions that always ended in success.
- The President felt comfortable making controversial decisions and the university ended up being better for it.

Fundraising

Average Rating: 5

Comments:
- The university was able to establish new scholarships.
- Despite having to launch virtual donor platforms, the university still met goals numbers for donations.
- The number of regular people that just wanted to help speaks volumes about what they think of the University and President Maloney.

Equity Work/Campus Climate

Average Rating: 4.5

Comments:
- Increased the diversity in the faculty.
- Always welcomed and allowed both/all parties to be heard.
- Diversity inclusion certificates for the staff added to the success.

External Relationships/Leadership in the Community

Average Rating: 5

Comments:
- President Maloney was always an influential leader.
- President Maloney is highly regarded by his peers.
- Volunteering our facility for the vaccination clinic and creating external relationships with a lot of outsiders aided the university as well as the community.

COVID-19 Challenge

Average Rating: 5

Comments:
- Worcester State University continued to deliver quality and safe education for the students,
WSU Board of Trustees
June 15, 2021

- President Maloney’s commitment to on-campus living and learning was allowed to remain intact as long as possible.
- Maintaining a COVID testing center for all of WSU community was effective.

President Maloney’s overall average rating for all areas used as part of his evaluation was 58.5 out of a total possible of 60.

Upon a motion made and seconded, it was unanimously

VOTED: To recommend to the full board the report of the Human Resources Committee and approve the 2020-2021 annual evaluation of President Maloney as presented, and to forward to Commissioner Santiago, as requested, with appropriate documents, to meet the June 30, 2021, deadline.

Administrative Updates
360 Comprehensive Evaluation of the President
- The group spoke briefly about the importance of keeping the 360 Comprehensive Evaluation through a third party for best results.

Upon a motion made and seconded, it was unanimously

VOTED: to recommend to the full board the consideration of using a consultant to conduct the 360 Comprehensive Evaluation of President Maloney.

Upon a motion made and seconded, it was unanimously

VOTED: To adjourn the meeting at 4:26 p.m.

Respectfully submitted,

[Signature]

Catherine Sweeney
Staff Assistant, Office of the President
July 22, 2021

Ms. Julie Kazarian
1100 Mammoth Rd.
Dracut, MA 01826

Dear Ms. Kazarian,

I am pleased to offer you promotion to the position of Vice President for Student Affairs and Dean of Students, effective August 3, 2021 with a 2% pay increase, bringing your annual salary to $161,854.11, which equates to $6,225.16 bi-weekly. This offer is contingent upon approval by the Board of Trustees, and I will submit my recommendation to them at the next board meeting on August 3, 2021.

Your position continues to be fully benefited, exempt, non-unit professional position, with the terms and conditions of your appointment governed by the Massachusetts Department of Higher Education, as well as all applicable state and federal laws. You will continue to report directly to the President and be held to the standards of the university, Board of Trustees and the Massachusetts Department of Higher Education, serving in this position at the discretion of the President and the Board of Trustees.

Thank you for your continued hard work and dedication to Worcester State University. Please indicate your acceptance of this offer by signing below and delivering a copy to Human Resources within 3 business days.

Sincerely,

[Signature]

Barry M. Maloney
President

I accept the offer of promotion to Vice President for Student Affairs and Dean of Students and agree to the terms as stated above.

Ms. Julie Kazarian 7/23/21

Cc: Susan L. Moore, Executive Director, Chief Human Resources Officer
Cc: Personnel File
OFFICIAL TITLE: Vice President of Student Affairs and Dean of Student Affairs

SUPERVISION RECEIVED: President

SUPERVISION EXERCISED: Subordinate Student Affairs Division Personnel

General Statement of Duties: The position requires leadership initiatives and execution of programs, policies and procedures that will enhance the personal and intellectual development of students. The Vice President of Student Affairs and Dean of Student Affairs will collaborate with the academic personnel of the University to ensure students' personal, cultural, citizenship and leadership development as integral parts of their intellectual development. The Vice President shall be responsible for providing a quality residential life, affordable housing and food service for resident students and a quality campus life and health service programs for all students; organize programs that will promote an educational, social and cultural atmosphere in the residence halls and on campus. The Vice President will focus equal attention on the development and co-curricular activities for all students. Through the Director of Athletics, the Vice President shall develop and organize varsity intercollegiate, extra and intramural athletics, sports and wellness programs. The Vice President shall also be responsible for the student governance activities of the campus.

Responsibilities:
(E) = Essential

1. (E) Responsible for the planning, direction and supervision of the following units: housing, food and health services; athletics, sports and wellness programs; student activities; counseling services; career services; civic engagement; university police; Title IX and accessibility services.
2. (E) Responsible for the preparation of the division’s budget.
3. (E) Represents the University at community and professional meetings.
4. (E) Provides professional leadership in recruitment, promotion, and general evaluation of staff members in the areas of the student development division.
5. (E) Plans policies and procedures in all areas of the student development division.
6. (E) Responsible for the administration and maintenance of a comprehensive cultural and social environment designed to enhance the total development of students.
7. (E) Reviews policies and procedures related to student government, other student organizations, and student media.
8. (E) Administers student discipline (with requisite standards governing conduct), including the management of students living in University housing.
9. (E) Collaborates with the division of Academic Affairs in promoting the retention and student success programs.
10. (E) Implements policies, procedures and regulations established by the Board of Trustees, which are related to student development.
11. (E) Responsible for planning, coordinating and supervising all professional and staff development programs related to student development division.
12. (E) Demonstrates civility and professional, customer-service oriented behavior, worthy of emulation by other staff and students.
13. (E) Responsible for contributing to the WSU Strategic Plan.
15. Performs other duties as assigned.

Required Qualifications:

1. Master’s degree in a related field
2. Five (5) years of experience in student services, including at least three (3) years in an administrative position at the rank of Associate Dean of Student Affairs or above.
3. Experience in a residential and commuting campus environment.
4. Experience with budget and human resources management.
5. Successful record of working with students.
6. A record of effective leadership in student service activities.
7. Demonstrated ability to work effectively and cooperatively with administrators, faculty and staff.
8. Familiarity with grants and funding opportunities.
9. Demonstrated aptitude for serving as a senior officer of an urban state university.
10. Evidence of ability to communicate effectively with the various constituencies of an urban state university.

Preferred Qualifications:

1. Doctorate in related field

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

[Signature]
Employee Signature

[Date]
7/23/21

[Signature]
Supervisor or Human Resources Signature

[Date]
July 26, 2021

Dr. Raynold M. Lewis
8 Tucker Street
Worcester, MA 01606

Dear Dr. Lewis,

I am pleased to offer you the position of Dean of Education, Liberal and Interdisciplinary Studies, effective August 3, 2021 at an annual salary of $135,973.27, which equates to a 10% pay increase and $5,229.74 bi-weekly. This offer is contingent upon approval by the Board of Trustees, and I will submit my recommendation to them at the next board meeting on August 3, 2021.

Your position continues to be fully benefited, exempt, non-unit professional position, with the terms and conditions of your appointment governed by the Massachusetts Department of Higher Education, as well as all applicable state and federal laws. You will continue to report directly to the President and be held to the standards of the university, Board of Trustees and the Massachusetts Department of Higher Education, serving in this position at the discretion of the President and the Board of Trustees.

Thank you for your continued hard work and dedication to Worcester State University. Please indicate your acceptance of this offer by signing below and delivering a copy to Human Resources within 3 business days.

Sincerely,

[Signature]
Barry M. Maloney
President

I accept the offer of appointment as Dean of Education, Liberal and Interdisciplinary Studies and agree to the terms as stated above.

[Signature]
Dr. Raynold M. Lewis

Date: July 26, 2021

Cc: Dr. Lois A. Wims, Provost
Cc: Ms. Susan L. Moore, Executive Director, Chief Human Resources Officer
Cc: Personnel File
OFFICIAL TITLE: Dean of Education, Liberal and Interdisciplinary Studies

SUPERVISION RECEIVED: Provost, Vice President for Academic Affairs

SUPERVISION EXERCISED: Department Chairs of Education and Liberal and Interdisciplinary Studies; Administrative staff within department

General Statement of Duties: The Dean of Education, Liberal and Interdisciplinary Studies provides strategic leadership and serves as the administrative officer for the departments of Education and Liberal and Interdisciplinary Studies. They are responsible for planning and administering a budget, enhancing fundraising in collaboration with the Office of Grants and Sponsored Research, advancing diversity, evaluating and strategically expanding programming within their area, facilitating interdisciplinary collaboration, supporting accreditation and reaccreditation efforts, and performing duties related to the faculty evaluation process. The incumbent works with departments to recruit new faculty who are committed to teaching, service, and scholarly activities, and to revise and develop curricula in support of liberal arts and interdisciplinary studies.

Responsibilities:

(E) = Essential

1. (E) Provides leadership in the areas of curriculum, program, and accreditation/reaccreditation efforts.
2. (E) Supervises department chairs and support personnel.
3. (E) Represents, supports, and advocates for the faculty and students in the majors, minors, and certificate programs of Ed Liberal and ISD; presents resource needs to Provost.
4. (E) Promotes and advances diversity, as well as effective interactions, within a multicultural environment.
5. (E) Participates in community outreach, enhances fund raising efforts, and represents the University at various organizations, as assigned by the Provost.
6. (E) Participates in the evaluation process for MSCA faculty, according to the MSCA Collective Bargaining Agreement; evaluates staff in accordance with respective collective bargaining agreement.
7. (E) Supports, develops proposals, and seeks funding for the research and scholarly work of faculty and students in the departments, in collaboration with the Office of Grants and Sponsored Research.
8. (E) Administers mid-level informal student appeals about grades and academic dishonesty.
9. (E) Collaborates with academic departments and cross-divisionally with Enrollment Management to set and meet goals for student enrollment, retention, and graduation.
10. (E) Works with the Office of Assessment and Planning, and the Provost on assessment measures for the departments under their purview, and uses results for purposes of making program improvements.
11. (E) Works with Information Technology and the Provost regarding technology resources for students in departments of Education and Liberal and Interdisciplinary Studies.
12. (E) Collaborates with the Provost, as well as other schools and departments on developing and implementing strategic planning goals, objectives, and action plans.
13. (E) Oversees the review of academic programs within the Education and Liberal and Interdisciplinary Studies departments.
14. (E) Promotes and facilitates interdisciplinary programming.
15. (E) Participates in Cabinet, Provost’s Leadership Team, Governance, and various committees across the University, as assigned.
16. (E) Demonstrates civility and professional, customer-service oriented behavior, worthy of emulation by other staff and students.
17. (E) Responsible for contributing to the WSU Strategic Plan.
18. (E) Responsible for contributing to Equal Opportunity/Affirmative Action objectives.
19. Performs other duties as assigned.

**Required Qualifications:**

1. Earned doctorate and record of excellence in 5+ years of teaching, scholarly accomplishment and professional activity in disciplines of education or liberal and interdisciplinary studies, in higher education
2. 3 – 5+ years of higher education management experience, preferably at the level of department chair or above
3. Appreciation of faculty governance, evidenced commitment to faculty input in the decision-making process, and ability to work effectively with all constituents
4. Familiarity with emerging technologies, distance education, and adult learners
5. Strong writing and interpersonal communication skills; ability to communicate effectively with all constituents
6. Ability to effectively serve as an administrator in higher education

**Preferred Qualifications:**

1. Experience working in a collective bargaining environment

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.

Employee Signature

Date: July 26, 2021

Supervisor or Human Resources Signature

Date