



Fitchburg State University

Board of Trustees

Published on April 27, 2021 at 2:25 PM EDT

Date and Time

Tuesday May 4, 2021 at 8:00 AM EDT

Location

This meeting will be held remotely.

Notice of a meeting of the Fitchburg State University Board of Trustees
Tuesday, May 4, 2021 at 8:00 a.m. This meeting will be held via teleconference as
approved by Governor Baker.

For public comments dial (when announced in the meeting): 978.665.3698

Public streaming:

Live stream

stream.meet.google.com/stream/eea6ff37-2eb0-4360-b1a0-c9f4f2ee0c46

Agenda

	Purpose	Presenter	Time
I. Opening Items			8:00 AM
Opening Items			
A. Record Attendance and Guests			
B. Call the Meeting to Order			
C. Public Comments			3 m
D. Approve Minutes from the Board of Trustees March 30, 2021 - VOTE (24-20/21)	Approve Minutes		2 m
Approve minutes for Board of Trustees on March 30, 2021			
II. Finance and Administration Committee			8:05 AM
A. FY2022 Budget Narrative	Discuss		10 m
B. Budget Summary Revenue	Discuss		5 m
C. Budget Summary Expenses	Discuss		5 m

	Purpose	Presenter	Time
III. FY2022 Budget Votes			8:25 AM
A. FY2022 Budget - VOTE (25-20/21)			5 m
B. Roll Forward of Funds to FY2022 Budget - VOTE (26-20/21)			5 m
IV. Notifications			8:35 AM
A. Personnel Actions (N07-20/21)	FYI		2 m
B. Financial Statements (N08-20/21)			5 m
V. Student Trustee Report			8:42 AM
A. Steven Olson will provide the Student Trustee Report			5 m
VI. Chair's Report			8:47 AM
A. C. Deborah Phillips will provide the Chair's Report			5 m
VII. President's Report			8:52 AM
A. COVID-19 Update	FYI		10 m
B. Falcon Walk			5 m
C. Fall Enrollment and Reopening	FYI		5 m
D. News Articles	FYI		1 m
VIII. Closing Items			9:13 AM
A. Adjourn Meeting	Vote		

Cover Sheet

Approve Minutes from the Board of Trustees March 30, 2021 - VOTE (24-20/21)

Section:	I. Opening Items
Item: - VOTE (24-20/21)	D. Approve Minutes from the Board of Trustees March 30, 2021
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Board of Trustees on March 30, 2021 VOTE minutes.doc.pdf

DRAFT



Fitchburg State University

Minutes

Board of Trustees

Date and Time

Tuesday March 30, 2021 at 8:00 AM

Location

This meeting will be held remotely.

Notice of a Meeting of the Fitchburg State University Board of Trustees to be held on Tuesday, March 30 at 8:00 a.m.

This meeting will be held via teleconference as approved by Governor Baker.

For public comments only:
978-665-3698

For public listening and viewing:

Live stream

stream.meet.google.com/stream/c2c11c03-7bbf-416f-8ccf-079b0460929f

Trustees Present

C. Stimpson (remote), D. Irving (remote), D. Phillips (remote), D. Tiernan (remote), K. SPINELLI (remote), L. Barrieau (remote), M. Nicholson (remote), S. Olson (remote)

Trustees Absent

F. O'Donnell

Ex Officio Members Present

R. Lapidus (remote)

Non Voting Members Present

R. Lapidus (remote)

Guests Present

A. Cardelle (remote), B. Copper-Glenz (remote), C, Canney (remote), D. Deptula (remote), E. Turchetta (remote), G. Doiron, G. Doiron (remote), J. Bry (remote), J. McNeil (remote), J. Murdoch (remote), J.Wolfman (remote), L. Bayless (remote), M. McKenzie (remote), P. McCafferty (remote), S. Swartz (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

D. Phillips called a meeting of the board of trustees of Fitchburg State University to order on Tuesday Mar 30, 2021 at 8:01 AM.

C. Public Comments

D. Approve Minutes from the Board of Trustees January 26, 2021 meeting - VOTE (18-20/21)

K. SPINELLI made a motion to approve the minutes from Board of Trustees with the Foundation Board of Directors on 01-26-21.

L. Barrieau seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

D. Phillips Aye
D. Tiernan Aye
M. Nicholson Aye
F. O'Donnell Absent
S. Olson Aye
D. Irving Aye
L. Barrieau Aye
K. SPINELLI Aye
C. Stimpson Aye

II. Tenure

A. Tenure- VOTE (19-20/21)

The President next presented the candidates for tenure. The candidates presented were recommended and supported by the candidate's respective department, Department Chair, Dean and Provost.

D. Irving made a motion to grant the faculty and librarian presented to receive Tenure status effective September 1, 2021.

L. Barrieau seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

F. O'Donnell Absent
K. SPINELLI Aye
L. Barrieau Aye
D. Irving Aye
M. Nicholson Aye
S. Olson Aye
C. Stimpson Absent
D. Phillips Aye
D. Tiernan Aye

The President mentioned that there will be 14 happy faculty members and that he we will send out congratulatory letters after the meeting adjourns today.

III. Admissions Presentations

A. Presentations by Ms. Jinawa McNeil and Dr. Becky Copper-Glenz

The President explained the importance of a strong admissions process. He thought it would be informative to have the admissions team provide a formal presentation of the exceptional work being done regarding the recruitment of undergraduate and graduate students.

A. Cardelle thanked the board for the opportunity to present and reiterated the President's comments and highlighted that the university has many pressures due to demographic shifts. He introduced the topic and indicated it would provide a brief overview of all the different efforts underway.

He stated that Ms. Jinawa McNeil, Director of Admissions will address the undergraduate strategies followed by Dr. Becky Copper-Glenz, Dean, School of Graduate, Online and Continuing Education and Ms. Erin Turchetta, Director of Enrollment, School of Graduate, Online and Continuing Education who will discuss graduate admissions. He stated after the admissions discussion, the NECHE Co-Chairs: Dr. Catherine Canney, Associate Vice President, Academic Affairs and Dr. Daneen Deptula, Professor, Psychological Science will give an update of NECHE activities.

J. McNeil presented a PowerPoint that included the history of the transition from paper to online admissions. She provided a look back from Summer 2017 to the present regarding applications and recruitment trends. (PowerPoint attached)

J. McNeil discussed student visit opportunities and a number of special events planned. She noted that the university also hosted events for all the state universities. She indicated that the university partnered with EAB (Educational Advisory Board) to implement process efficiencies. She expressed her enthusiasm about the AVP Enrollment Management position current in the search process.

A discussion ensued that included student yields, deposit trends, diversity and high performing students where English is not their first language.

D. Phillips congratulated the group for their efforts. She noted that part of the Trustees' charge is to cooperate with other schools. She stated she was pleased that Fitchburg State had a leadership role with hosting events. She thanked J. McNeil and the team in Admissions Office for their hard work.

B. Copper-Glenz next presented a PowerPoint regarding the recruitment work taking place in the School of Graduate, Online and Continuing Education. She provided an overview since 2017. (PowerPoint attached)

B. Copper Glenz stated the division changed its support structure and opened a new pathway for students to apply. She also noted a shift in demographics, with fewer number of college age students, and other institutions beginning to increase their online market presence. We highlighted the need to continue to be competitive and the need to more aggressively focus recruitment efforts. She emphasized the need to have solid services in place and currency of programs. Employers were looking for hybrid and online programs. She reported on the name change from Graduate and Continuing Education to the School of Graduate, Online and Continuing Education to better reflect the school's services. They have realigned staff and repositioned staff to focus on stronger admissions operations.

She indicated a more specialized focus on the recruitment process. She noted that students' ages range from 19 to 90 and are at different stages of their lives. With the lifelong learner in mind, programming has been repackaged to better align with student need. Certificate programs have been added. She stated work on diversity continues to be on-going.

E. Turchetta next discussed recruitment strategies for FY2022. She said that career fairs and graduate fairs have not been effective so different ways to reach students are being explored. An emphasis on personalization is important. Once students are on board, a focus on the tools for students to be successful is critical. She discussed the virtual events to help students learn about the application process. She explained the open house events and online orientations. Attendance at the various events has been strong.

There was a discussion on retention.

The President asked the Board to think about the presentation and how it relates to the budget process presented at the last meeting. Particularly how the demographic trend data reflects itself in tuition and fees. He stated that our undergraduate retention is good and that the university outperformed the other state institutions this year on that metric. He shared that from the state university system perspective, that all the universities are a collaborative, and that information regarding the marketplace is shared including with the community colleges.

IV. NECHE 2022 Accreditation Review

A. Update by Dr. Cathy Canney

C. Canney and D. Deptula introduced themselves and presented a PowerPoint on the NECHE accreditation activities to date. (PowerPoint attached)

C. Canney talked about the process. D. Deptula explained NECHE and what accreditation means. She stated that their job was to ensure programs met educational standards. Also, accreditation is linked to the ability to award federal financial aid. About 97% of first-time students receive financial aid at the university. The NECHE visiting team members will come from institutions similar to Fitchburg State.

C. Canney noted that the team chair should be confirmed soon. NECHE has nine standards that must be addressed. They have their own process. She explained the committee structure in place on campus. The co-chairs of each committee are composed of a faculty and staff member. There is representation from all sectors of the campus. She explained the accreditation review cycle. She touched upon the 2012 issues raised and the 2017 progress report. She discussed next steps. In July, NECHE will receive a self-study draft. She reported that the process is progressing smoothly and is on schedule. A faculty member from the English Department will be reviewing the draft and final document prior to submission. In January 2022, the self-study will be submitted prior to the visit in March. She noted the dedication of the campus and anticipates a solid report will be presented.

The President thanked everyone that has been working on NECHE and the reiterated the inclusiveness of the process. He indicated that he was confident that the report would be well prepared and that the review outcome will be positive.

B. Copper-Glenz reported on a prior question regarding retention and graduation rates in the division which are 85% and 91% respectively.

The Chair thanked the presenters for the update.

V. Notifications

A. Personnel Actions (N05-20/21)

The personnel actions were presented for informational purposes.

B. Promotions - (N06-20/21)

The President notified the board of the faculty who were promoted. All faculty seeking promotion were granted after going through the formal process. The President makes the final decision after careful review.

VI. Student Trustee Report

A. Update from Student Trustee

S. Olson reported that he was very happy to see the campus opening up. He has been out talking and listening to students. Some of the student concerns he has heard are the ability to access the student conduct policy and grading policy. He also asked about what the plans are for September and whether there will be face to face classes.

The President indicated that information on the two policies noted are available on the website and have been distributed by other means. He also indicated that he would provide additional information on September in his report.

VII. Chair's Report

A. Bylaw Review

C. Phillips reported on the bylaw review process and the board retreat. She informed the Board that the Executive/Nominating Committee would meet on March 31 and would have a more in-depth conversation. The committee has started working on reading other universities' bylaws that have been updated in recent years.

B. Trustee Self Assessment

C. Phillips stated the committee has discussed the current self-assessment and it will be a main topic at the summer Board retreat.

C. Board Retreat

C. Phillips asked that if any Board member had any topics for the retreat to send an email to her or the President.

VIII. President's Report

A. COVID-19 Campus Actions

The President reported that we have been doing very well on campus and have moved to a five day a week testing protocol. We have a more rigid testing process. He explained the numbers associated with testing. We have a positivity rate of less than 1%. The students have been cooperative and there is a multi-step punitive process. We are in good shape. We did have one off week where we had a small cluster in Russell Towers. The state and the local board of health were

part of that process and we had to isolate some students. There were a few bumps and all students have recovered and moved back to their original housing assignments. We are a little worried with the nice weather and lax behavior. He indicated the local paper announced that over the last two weeks in Massachusetts, the COVID positive rate has increased by 40%. We will continue to send out reminder messages and continue to push safety protocols. We have loosened up a little bit on campus and some students are excited to get out and there are a significant number of students that are not ready. We will wait and see.

B. Commencement

The President reported that our campus, the greatest majority of our sister institutions, and many institutions across the country will be having virtual commencements. The campus held virtual commencements in December to catch up with the entire 2020 class. Those commencement were well viewed, but what was heard from students is the importance of walking across the stage. The university will be doing that for the class of 2021. He explained the Falcon Graduation Walk event which includes the students name called as they walk across stage and a number of photo opportunities. A selection of dates and times will be provided for the graduate and their family and friends to sign-up and participate. The virtual commencement broadcast dates and times were provided and can viewed repeatedly after the initial showing. They are as follows:

Graduate Commencement, May 13 at 6:30 p.m.

Undergraduate Commencement, May 15 at 10:00 a.m.

C. Intentions for fall semester

The President indicated that the university intends to operate the fall semester as normally as possible depending up what is going on with COVID. The caveat is the need to adhere to state guidelines which will dictate the ability to operate. That said, he indicated, that our intention is to bring students back and have face-to-face classes. He stated that he will keep the Board informed as state guidance is available. Class schedules have started to be built and, and 90% of faculty have indicated that they plan to teach face-to-face. Human Resources will be working over the summer regarding the repopulation of staff to campus.

D. AVP Enrollment Management

The President provided an update on the search for the Associate Vice President for Enrollment Management which will oversee a variety of divisions (Admissions, Financial Aid, Marketing and Integrated Communications.) There has been strong candidate interest in this position.

The President announced that Becker College voted to close the campus and will finish their last classes this summer. Over the last couple of weeks, our academic departments and admissions have been closely working with Becker to develop transfer articulations and processes that will assist student transfer to move seamlessly to Fitchburg State.

The President noted the new virtual tour highlighting the campus. The tour takes you in and around buildings to give a better sense of campus.

Other

The President sent a memo to the campus community regarding the bias incident response team. He noted that all have seen in the news the recent senseless attacks on Asian Americans and Asians and felt it was important to remind the

campus of the resources available should they be a victim or observe unacceptable behavior. He reiterated that the campus has no tolerance for this behavior.

He invited the Board to join him on April 15 to an event featuring Congresswoman Lori Trahan to talk about Women in Leadership. He indicated that he will have the meeting link sent to the Board.

M. Nicholson expressed appreciation to the students in the nursing program who are volunteering in Gardner to administer COVID vaccines. She commented that the clinic is so successful because of the volunteers. The President noted that the nursing students have also been extraordinary in helping with COVID testing on campus. They are all volunteers. In some cases, they receive credit for clinical hours. The president expressed his appreciation to M. Nicholson for mentioning this.

E. News Articles

The news articles were presented for informational purposes.

IX. Executive Session

A. Executive Session - VOTE (20-20/21)

C. Stimpson made a motion to enter into Executive Session to discuss Honorary Degrees, and not return to public session.

M. Nicholson seconded the motion.

The board **VOTED** to approve the motion.

Roll Call

D. Irving Aye
K. SPINELLI Aye
M. Nicholson Aye
L. Barrieau Aye
D. Phillips Aye
F. O'Donnell Absent
S. Olson Aye
C. Stimpson Aye
D. Tiernan Aye

X. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 9:40 AM.

Respectfully Submitted,
D. Tiernan

Documents used during the meeting

- VOTE Minutes.pdf
- VOTE Tenure 2021.pdf
- BOT Admission presentation.pptx
- NECHE BOT Presentation-March 2021.ppt

- BOT Notifications 03302021.pdf
- BOT Promotion Notifications 2021.pdf
- Clips for March 2021.pdf
- VOTE Executive Session March 30, 2021.pdf

**Fitchburg State University
REQUEST FOR BOARD ACTION**

TO: Board of Trustees	DATE: May 4, 2021
FROM: The President	REQUEST NUMBER: 24-20/21
SUBJECT: Consideration of Minutes	

It is requested that the Fitchburg State University Board of Trustees vote to approve the minutes from the March 30, 2021 meeting.

Cover Sheet

FY2022 Budget Narrative

Section:	II. Finance and Administration Committee
Item:	A. FY2022 Budget Narrative
Purpose:	Discuss
Submitted by:	
Related Material:	Budget Narrative FY2022 Final RSL.pdf

April 27, 2021

Board of Trustees
Fitchburg State University
Fitchburg, MA 01420

FY2022 BUDGET NARRATIVE

FY2021 proved to be the toughest budget cycle in this institution's history with so many unknowns at the start of the cycle along with an entire fiscal year conducted largely online and remote. A combination of fiscal responsibility, smart reductions in expenditures, enactment of an early retirement initiative, day enrollment declines not as severe as anticipated, an increase from projected graduate enrollment, and level state appropriations all contributed in minimizing the financial impact of COVID-19. Additionally, the ability to orchestrate a smooth and complete overnight pivot to online instruction and remote work operations and three rounds of federal assistance positively contributed to the challenging scenario. Fitchburg State also benefited from a relatively small number of positive COVID-19 cases and spread amongst the members of our campus due to the reduction of physical presence (student, faculty and staff) and proactive efforts in testing and subsequent contact tracing.

For FY2022, the university is planning a return to in-person operations in the Fall 2021, as indicated by President Lapidus in an email to campus on March 17, 2021, "...I write to let you know that the university, consistent with our sister institutions, plans to work toward an in-person reopening for the fall semester." We are not completely out of the woods yet, as noted by the president in the same letter, "Understanding that COVID-19 will have longer-term impacts, the university is prepared to act in accordance with guidelines issued by federal, state, and local health officials. The university will continually review its plans, activities, and operations and is prepared to adjust course as necessary." For these reasons, the university asked each operating department to prepare a flat operating budget for FY22 (meaning reduction measures enacted in FY21 will remain in place for discretionary spending).

Executive leadership anticipates continued costs associated with COVID-19 testing and cleaning, personnel costs, and information technology (approx. \$1.5 million in FY22). State appropriations are likely to be level at the final FY21 amounts. Undergraduate enrollments look promising based on a 62% increase in applications, a 17% increase in acceptances, and a 12% increase in deposits for the Fall as compared to the previous year at the same time. It is still too early to tell how the projected enrollment numbers and revenue figures will conclude. Finally, we anticipate residence hall occupancy to increase by approximately 16% relative to last years' actual levels (increase of \$1 million in revenue). While promising, this increase only captures 60% of the design occupancy and results in a housing deficit of \$1.8 million. Day operations, while trending

positive after a very difficult year, are anticipated to still fall short 549 FTE students compared to FY17 levels. This results in a projected negative operating deficit of \$1,350,991 which is down from the budgeted deficit of \$2,417,894 in FY21. As mentioned above, housing demand is anticipated to incur a deficit of \$1.8 million which the university must cover to maintain the fund balance specified by the Massachusetts State College Building Authority (MSCBA) bond requirements. The additional COVID-19 operating expenses of \$1.5 million contribute to the overall FY22 budget deficit of \$4.64 million. Future fiscal year projections anticipate additional deficits of \$3.55 million in FY23 and \$2.9 million in FY24.

The university's 5-year strategic plan (2020-2025) is focused on two key themes: education justice and becoming a student ready university. As such, during this upcoming year, the university will continue its efforts to increase retention and serve non-traditional populations via multi-modal methods of delivery while balancing the challenges of the continuing decline of traditional age undergraduate students and those presented by the COVID-19 crisis. Two actions Fitchburg State is taking in support of these important initiatives is the creation of and search for two new staff positions (an associate vice president for enrollment management and a director of the Center for Diversity and Inclusiveness.) Both are anticipated to be in place for the beginning of the 2021-22 academic year.

The university continues to maintain its long-term partnership with the Educational Advisory Board (EAB) to assist with student retention, which in the most recent measurement cycle increased by 3%, to 77% overall, from Fall 19 to Fall 20. This was the largest retention rate increase in the state university system during the time period. This past year the university expanded its partnership to include Enrollment Services to support undergraduate enrollment efforts. This included assistance building our senior application funnel and assistance growing our sophomore/junior pipeline. We also have EAB conducting an operational audit of our Admission Office. The new search for an AVP of Enrollment had been one area identified in the audit as being critical to directing the efforts of three distinct units (Admissions, Financial Aid, and Marketing and Integrated Communications) to further a university-wide strategy designed to achieve increased enrollment and retention objectives.

The university will also be taking advantage of EAB's technology solutions which include their Academic Performance Solutions (APS) and DataHub. APS helps enable improved data-based decisions by analyzing, visualizing, and benchmarking data across the institution and against peer institutions. This technology has assisted with leveraging data to better evaluate faculty line requests and to more effectively make decisions using course enrollment data and historical demand for course offerings. The DataHub is a higher education data management solution that unifies and organizes data assets across campus into a single centralized platform to support real-time decision-making with a 360-degree view of students, faculty, and operations.

During FY21, the Department of Higher Education (DHE) hired an external financial consultant, EY Parthenon, to conduct an analysis to assess financial risk across plausible FY21 scenarios due to the switch to virtual learning created by COVID-19 (note: this sensitivity analysis was conducted prior to the final state budget being approved and the three rounds of federal stimulus funding being enacted.) Specifically, they provided a normalized, aggregate view of the degree, nature, and timeline of liquidity risk across the higher education system in Massachusetts under common sensitivities. EY Parthenon worked with each state university finance team to collect FY17A (actuals) to FY20E (estimates) financial data and FY21 preliminary forecasts from all 24 institutions (State Universities and Community Colleges.) Their main findings were:

- State universities began FY21 with cash and investment liquidity equal to 6.3 months of projected cash operating expenses and community colleges with 4.4 months (Fitchburg State = 5.9).
- All 24 institutions are expected to be in a notably worse financial position by June 2021 compared with June 2020 under all scenarios, indicating a reduced resiliency to cope with a continued adverse outlook for enrollment and state appropriations going into FY22. (Again, this was before the federal stimulus funds.)
- Under best- and worst-case scenarios, all nine state universities end FY21 in a positive liquidity position.

In our individual meeting with EY Parthenon, the steps taken by the leadership team were deemed effective in reducing costs and mitigating anticipated losses. Previous financial conservatism has allowed the university to endure the anticipated reserve reductions and remain financially stable.

The university is committed to focusing its resources toward knowledge creation, career readiness, social mobility and lifelong learning, serving as an engine of development for the region, reinforcing our distinctive value proposition, while responsibly stewarding our physical and financial resources to navigate a path to long-term sustainability. The steps taken in the past years to increase revenue and reserves, while at the same time closely manage costs, has provided the university the financial footing to navigate these recent unique challenges.

FY2022 Operating Budget

The funding forecast for state appropriation is flat at \$33,197,515, tuition and fees of \$53,005,369, auxiliary services of \$10,914,689, and total revenue of \$109,836,044. This results in a \$3,143,267 operating deficit (prior to additional COVID-19 expenses). The overall goal for the upcoming year is to strike a balance between increases in enrollment and cost cutting measures, both of which further the effort to retain a stable financial footing. The university must remain conscious of the cost of education for our students and their families and the dynamics associated with an increasingly competitive higher education market. The university will balance the FY22 budget with unrestricted assets, supplemented by various stimulus funding programs, to ensure that daily cash-flow needs are met and that adequate reserves remain to satisfy longer-term obligations.

Summary of Revenue Sources

Increases in revenue of 8.2% compared to the FY21 budget projection are the result of an anticipated level state appropriation compared to what was originally thought to have been a reduced state appropriation; a projected increase in tuition and fees; a loss of housing revenue is expected based on a projected 60% occupancy rate; a reinstatement of residence hall bond payments; and an increase in food services revenue due to the increase in the number of students living on campus. Encouragingly, the traditional School of Graduate, Online and Continuing Education division saw a 3% increase in revenue in Fall FY21 and enrollment growth in accelerated programs increased 34% during this same period. These increases are not expected to be as large in FY22, but are anticipated to grow at a rate of 2% and 20% respectively.

FY2022 Revenue Sources	
State Appropriations	\$ 33,197,515
Collective Bargaining	\$ 573,943
Financial Aid	\$ 7,300,000
Grants	\$ 1,492,410
Dorm Authority Housing	\$ 7,526,689
Food Service	\$ 3,388,000
Tuition and Fees	\$ 53,005,369
Investment Income	\$ 768,800
Sales and Service	\$ 2,009,050
Unrestricted Assets	\$ 308,268
Foundation	\$ 266,000
Totals	\$ 109,836,044

Summary of Higher Education Emergency Relief Fund (HEERF) funding

On March 10, 2021, Congress passed the American Rescue Plan (ARPA). ARPA will provide another much-needed infusion of federal relief dollars into American colleges and universities. This relief, builds on two bills passed earlier in the public health crisis: the Coronavirus Aid, Relief, and Economic Security (CARES) and the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). It will also provide additional funding to state and local governments, which should have a positive downstream effect on public institutions' budgets. In sum, it is anticipated that the three rounds of funding will make the university eligible for approximately \$12.91 million in institutional support and about \$9.96 million in direct support to students in the form of emergency financial aid.

This federal funding has enabled Fitchburg State to offset losses initially incurred, and those that continue to incur, from COVID-19: refunds in housing and dining from the shutdown in Spring 2020 and Fall 2020; COVID-19 testing; PPE; additional personnel and cleaning supplies and services; and reductions in enrollment. It will take time to account for the exact impact due to the closure, decreased enrollments and remote learning over the three fiscal years. In FY20 we realized a \$3.45 million dollar net loss and used \$4.2 million in cash in excess of revenue. As of April 12, 2021, the actual total of COVID-19 direct expenses is \$1.6 million and there are still three operational months remaining in the fiscal year. The cumulative losses for FY20-FY22 are anticipated to be approximately \$12.51 million.

It is important to point out that the estimated impact of COVID-19 exacerbated an already identified demographic decline in college aged students. It had a particularly dramatic negative impact on enrollment at community colleges which serve as feeder institutions. On a positive note, the availability of federal relief funds has enabled our students that need the most financial support, to receive it and continue their studies. In Spring 2020 the university issued direct emergency financial aid payments to our undergraduate students in the amount of \$1.95 million and another \$1.95 million in Fall 2020. Distribution of an additional \$6.05 million is anticipated in Fall 2021.

Summary of Operating Expenses

Total operating expenses are projected to be \$111,961,768. The bulk of these expenses consist of faculty and staff salaries and related personnel expenses (now approximately 50% of the budget), student aid and scholarships, auxiliary services expenditures, technology costs, and departmental operating budgets. This represents a 7.8% increase from the prior year budget. The increases are primarily attributable to personnel costs that were reduced in FY21 (planned furlough that did not occur, hiring freeze, reinstatement of debt service, nominal increase in fixed operating expenses, and auxiliary services expenses.

FY2022 Operating Expenses	
Regular Employee Compensation	\$ 43,386,194
Regular Employee Related Expenses	\$ 388,474
Special Employee/Contracted Services	\$ 7,527,316
Pension and Insurance Related Expenditures	\$ 4,603,297
Administrative Expenses	\$ 1,965,867
Facility Operational Supplies	\$ 1,199,070
Energy Costs and Space Rental Expenses	\$ 4,898,820
Consultant Services	\$ 1,686,647
Operational Services	\$ 5,895,012
Equipment Purchase	\$ 167,224
Equipment Lease Rental Maintenance and Repair	\$ 991,552
Purchased Client Services - Program	\$ 265,149
Construction and Improvements Building	\$ 6,212,910
Grants and External Subsidies	\$ -
Benefit Programs	\$ 10,452,020
Loans and Special Payments	\$ 17,343,302
Information Technology Expenses	\$ 4,978,914
TOTAL EXPENSES	\$ 111,961,768

COVID-19 Expenses

In addition to the usual operating expenses outlined above, the university is projecting \$1.5 million in expenses in FY22 for testing and related services, additional cleaning services, and the purchase of supplies and cleaning products needed to prevent the spread of COVID-19.

Additionally, expenditures are anticipated in response to technology requirements for both academic and business delivery. As these expenses are not part of normal operations, this expense is not incorporated into the operating expenses above. These costs are captured below the line to highlight that they are unusual expenses and have a likely chance of being reimbursed.

Staffing

The leadership team of the university continues to evaluate and capitalize on staffing vacancies to redeploy resources that will strategically serve current and future needs. However, it is important to note that the state appropriation of \$33.5 million continues to fall short of the \$40.3 million needed to fully fund payroll. This shortfall is further compounded because every payroll dollar not covered by the state appropriation adds an additional 39.5% percent to cover employee fringe benefits – or an additional \$3.4 million. This presentation also assumes no collective bargaining increases at this time given that negotiations are just beginning and that no financial parameters have been provided by the Commonwealth.

As part of the cost containment and right-sizing efforts, created as a result of real and projected enrollment decline in traditional age undergraduate students, evaluation of new hires utilizing APS data has been very focused. Evaluation of course offerings with consolidation or elimination of under enrolled classes has resulted in adjunct faculty cost savings of \$560,000 in FY21. The implementation of an Early Retirement Incentive Program, to date, has yielded 20 participants that will result in salary savings attributable to either lower salaried rehires or not refilling the position.

School of Graduate, Online and Continuing Education Division

The university's effort to increase enrollments and revenues by partnering with Academic Partnerships, in support of accelerated programs, four years ago continues to be very successful. Enrollment growth continues within the division of the School of Graduate, Online and Continuing Education (SGOCE). A continuation of growth is anticipated for FY22.

The traditional SGOCE programs continue to struggle with enrollment growth as the master degree market has become much more competitive in recent years and enrollment growth rates are slowing. To counter that decline, SGOCE has begun to focus on the creation of workforce development programs. In addition, they are exploring expansion of life-long learning programs to continue to build on the success of the Adult Learning in the Fitchburg Area (ALFA) program and to meet the changing educational landscape.

Facility and Technology Improvement Program

The university has continued to deploy funds toward capital renewal as an institution and in partnership with the Division of Capital Asset Management and Maintenance (DCAMM) and the Massachusetts State College Building Authority (MSCBA). These efforts are designed to continue to improve the learning, living, and working environment of the campus. In particular the 5-year Deferred Maintenance Funding program from DCAMM has been leveraged, yielding approximately \$7.5 million over a five-year time period. Work in FY21 included the continued renovation of McKay C along with a series of smaller deferred maintenance projects across the campus. FY22 will include the final phase of renovation of McKay C and the first phase of the Thompson Hall renovation. Concurrently, work continues on a DCAMM funded infrastructure initiative (\$24 million), which will replace antiquated electrical distribution systems, as well as replace and add new generator capabilities to campus facilities. Also, in FY21, DCAMM provided \$1.2 million in funds, which did not require a match, to be used for small repair projects. These projects ranged from structural repairs to the Holmes Bridge to critical AC replacements in a back-up computer server room.

The Information Technology Department (IT) continues to implement their five-year plan designed to systematically renew systems and equipment that serve the student community. This has included upgrading student computer labs, upgrading the wi-fi system along with other core upgrades. This past year, IT also undertook the task of converting the university to the Google platform, which was critical to the successful transition to remote learning and working when the COVID-19 pandemic hit in March 2020. The ever-increasing demand for technology services and capabilities by both students and staff is a challenge and will require substantial continued investment.


Conclusion

This budget plan represents ongoing efforts to strategically invest in the future, while at the same time demonstrate continued diligence in both cost containment and right-sizing of operations. It is anticipated that the future will provide considerable challenge as the result of significant change and disruption in the higher education landscape. By being proactive in recognizing and planning for this change (enrollment challenges, realities of state funding, new curricular opportunities, among others), the university is positioning itself for success and a stable financial future.

Cover Sheet

Budget Summary Revenue


Section: II. Finance and Administration Committee
Item: B. Budget Summary Revenue
Purpose: Discuss
Submitted by:
Related Material: BOT Budget Summary Revenue 4.13.21.pdf

 FITCHBURG STATE UNIVERSITY	BOT APPROVED BUDGET			PROJECTED BUDGET		ACTUALS		
	FY21 Budget	FY22 Budget	change to previous FY	FY23 Projected	FY24 Projected	FY19 Actuals	FY20 Actuals	FY21 Projected Close
REVENUE SOURCES	Day Revenue							
General Appropriations Act	\$ 29,400,756	\$ 33,197,515	\$ 3,796,759	\$ 33,529,490	\$ 33,864,785	\$ 31,555,192	\$ 32,989,439	\$ 33,197,515
Collective Bargaining (CBA) funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 878,046	\$ -	
Other State Appropriations	\$ 50,795	\$ 573,943	\$ 523,148	\$ -	\$ -	\$ -	\$ 307,141	\$ 573,943
DCAM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,293,980	\$ 321,613	\$ 1,047,539
Tuition and Fees - Day	\$ 29,631,896	\$ 31,394,668	\$ 1,762,772	\$ 30,713,791	\$ 31,057,453	\$ 33,902,853	\$ 32,616,406	\$ 30,152,038
Retained Out-of-State Tuition	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 1,467,300	\$ 1,516,919	\$ 1,331,570	\$ 1,190,777	\$ 1,146,782
Non-State Supported Tuition	\$ 1,077,000	\$ 1,110,387	\$ 33,387	\$ 1,053,521	\$ 1,089,148	\$ 1,077,821	\$ 948,728	\$ 307,981
Financial Aid	\$ 7,300,000	\$ 7,300,000	\$ -	\$ 7,300,000	\$ 7,300,000	\$ 7,454,792	\$ 7,110,034	\$ 6,552,056
Grants	\$ 1,492,410	\$ 1,492,410	\$ -	\$ 1,492,410	\$ 1,492,410	\$ 1,912,072	\$ 1,726,224	\$ 1,399,092
Investment Income	\$ 750,000	\$ 768,800	\$ 18,800	\$ 750,000	\$ 772,500	\$ 1,404,021	\$ 967,274	\$ 649,147
Sales, Service, & Other Income	\$ 1,804,500	\$ 2,009,050	\$ 204,550	\$ 2,302,267	\$ 2,348,312	\$ 2,602,733	\$ 2,285,668	\$ 807,410
Reserve from Fund Balance	\$ 140,975	\$ 308,268	\$ 167,293	\$ -	\$ -	\$ -	\$ -	\$ 100,950
Transfer - Foundation, etc.	\$ 266,000	\$ 266,000	\$ -	\$ 275,000	\$ 275,000	\$ 297,301	\$ 358,359	\$ 266,000
Subtotal Day	\$ 73,414,332	\$ 79,921,041	\$ 6,506,709	\$ 78,883,779	\$ 79,716,527	\$ 83,710,381	\$ 80,821,663	\$ 76,200,453
	Auxillary Revenue							
Dorm Authority - Housing	\$ 7,907,107	\$ 7,526,689	\$ (380,418)	\$ 10,128,505	\$ 11,322,125	\$ 10,822,350	\$ 7,398,681	\$ 6,591,378
Food Service	\$ 3,080,000	\$ 3,388,000	\$ 308,000	\$ 4,000,000	\$ 4,400,000	\$ 4,411,690	\$ 3,157,802	\$ 2,234,676
Subtotal Auxillary	\$ 10,987,107	\$ 10,914,689	\$ (72,418)	\$ 14,128,505	\$ 15,722,125	\$ 15,234,040	\$ 10,556,483	\$ 8,826,054
	GCE + CPS & AP Revenue							
Graduate & Continuing Education (GCE)	\$ 8,544,545	\$ 8,742,657	\$ 198,112	\$ 8,735,798	\$ 8,702,617	\$ 14,439,097	\$ 8,368,175	\$ 8,182,897
Accelerated Programs (AP)	\$ 8,540,165	\$ 10,257,657	\$ 1,717,492	\$ 10,549,339	\$ 10,865,819	\$ -	\$ 7,332,655	\$ 10,939,232
Subtotal GCE & AP	\$ 17,084,710	\$ 19,000,314	\$ 1,915,604	\$ 19,285,137	\$ 19,568,436	\$ 14,439,097	\$ 15,700,830	\$ 19,122,129
Total Revenue	\$ 101,486,149	\$ 109,836,044	\$ 8,349,895	\$ 112,297,421	\$ 115,007,088	\$ 113,383,518	\$ 107,078,976	\$ 104,148,636

Cover Sheet

Budget Summary Expenses

Section: II. Finance and Administration Committee
Item: C. Budget Summary Expenses
Purpose: Discuss
Submitted by:
Related Material: BOT Budget Summary Expenses 4.13.21.pdf

 FITCHBURG STATE UNIVERSITY	BOT APPROVED BUDGET			PROJECTED BUDGET		ACTUALS		
	FY21 Budget	FY22 Budget	change to previous FY	FY23 Projected	FY24 Projected	FY19 Actuals	FY20 Actuals	FY21 Actual through Q2
OPERATING EXPENSES	Day Expenses							
Day Salaries	\$ 37,712,901	\$ 40,502,811	\$ 2,789,910	\$ 40,907,839	\$ 41,725,996	\$ 39,124,686	\$ 38,881,101	\$ 40,166,481
University Fringe	\$ 3,431,223	\$ 3,366,253	\$ (64,970)	\$ 3,399,916	\$ 3,467,914	\$ 2,592,464	\$ 2,725,811	\$ 3,280,841
University Operating	\$ 29,156,272	\$ 32,168,648	\$ 3,012,376	\$ 32,683,346	\$ 33,663,846	\$ 31,549,677	\$ 32,112,632	\$ 28,780,722
Utilities	\$ 3,560,852	\$ 3,897,320	\$ 336,468	\$ 3,936,293	\$ 3,975,656	\$ 5,293,907	\$ 3,283,763	\$ 3,491,965
Capital	\$ 4,725,000	\$ 4,725,000	\$ -	\$ 4,725,000	\$ 4,725,000	\$ 8,098,509	\$ 7,791,076	\$ 6,787,038
Subtotal Day	\$ 78,586,249	\$ 84,660,032	\$ 6,073,784	\$ 85,652,394	\$ 87,558,413	\$ 86,659,243	\$ 84,794,383	\$ 82,507,047
	Housing Expenses							
Housing Salaries	\$ 1,162,004	\$ 1,193,843	\$ 31,839	\$ 1,229,700	\$ 1,266,600	\$ 1,845,213	\$ 1,210,432	\$ 1,155,923
Housing Fringe	\$ 451,787	\$ 457,482	\$ 5,695	\$ 471,200	\$ 485,300	\$ 425,287	\$ 466,193	\$ 442,950
Housing Utilities	\$ 1,257,840	\$ 1,001,500	\$ (256,340)	\$ 1,011,515	\$ 1,020,000	\$ 1,114,288	\$ 968,414	\$ 951,700
Housing Operating	\$ 5,035,476	\$ 6,666,140	\$ 1,630,664	\$ 8,197,608	\$ 8,010,523	\$ 7,723,495	\$ 8,894,589	\$ 3,813,840
Subtotal Housing	\$ 7,907,107	\$ 9,318,965	\$ 1,411,858	\$ 10,910,023	\$ 10,782,423	\$ 11,108,283	\$ 11,539,628	\$ 6,364,413
	GCE + CPS Expenses							
GCE + CPS Salaries	\$ 1,204,208	\$ 1,291,356	\$ 87,148	\$ 1,304,270	\$ 1,330,355	\$ 1,293,243	\$ 1,246,760	\$ 1,202,571
GCE + CPS Fringe	\$ 468,196	\$ 602,499	\$ 134,303	\$ 608,524	\$ 620,694	\$ 540,945	\$ 538,550	\$ 475,016
GCE + CPS Operating	\$ 4,614,647	\$ 3,862,219	\$ (752,428)	\$ 3,862,219	\$ 3,862,219	\$ 7,579,517	\$ 3,645,412	\$ 2,921,116
Ed Service Fee Transfer to University	\$ 2,609,673	\$ 2,882,470	\$ 272,797	\$ 2,882,470	\$ 2,853,645	\$ 3,000,000	\$ 2,773,976	\$ 3,734,156
Subtotal GCE + CPS	\$ 8,896,724	\$ 8,638,544	\$ (258,180)	\$ 8,657,483	\$ 8,666,914	\$ 12,413,705	\$ 8,204,698	\$ 8,332,859
	AP Expenses							
AP Salaries	\$ 306,557	\$ 398,184	\$ 91,627	\$ 402,166	\$ 410,209	\$ -	\$ 274,952	\$ 359,983
AP Fringe	\$ 119,189	\$ 177,063	\$ 57,874	\$ 178,834	\$ 182,410	\$ -	\$ 128,594	\$ 142,193
AP Operating	\$ 5,363,775	\$ 5,385,895	\$ 22,120	\$ 5,439,754	\$ 5,494,151	\$ -	\$ 4,372,811	\$ 4,748,070
Ed Service Fee Transfer to University	\$ 2,724,443	\$ 3,383,085	\$ 658,642	\$ 3,484,578	\$ 3,589,115	\$ -	\$ 2,445,212	\$ 3,263,636
Subtotal AP	\$ 8,513,964	\$ 9,344,227	\$ 830,263	\$ 9,505,331	\$ 9,675,886	\$ -	\$ 7,221,569	\$ 8,513,882
Total Expense	\$ 103,904,044	\$ 111,961,768	\$ 8,057,724	\$ 114,725,231	\$ 116,683,635	\$ 110,181,231	\$ 111,760,278	\$ 105,718,201
	BUDGETED Net Surplus/(Loss)							
Day Operations	\$ (2,417,895)	\$ (1,350,991)		\$ (2,768,615)	\$ (3,441,886)	\$ 1,462,828	\$ (814,918)	\$ (2,418,158)
Housing	\$ -	\$ (1,792,276)		\$ (781,518)	\$ 539,702	\$ (285,933)	\$ (2,185,485)	\$ 226,965
COVID Expenses	\$ (2,000,000)	\$ (1,500,000)		\$ -	\$ -	\$ -	\$ (464,902)	\$ (1,653,760)
Day Subtotal	\$ (4,417,895)	\$ (4,643,267)		\$ (3,550,133)	\$ (2,902,184)	\$ 1,176,895	\$ (3,465,305)	\$ (3,844,953)
GCE	\$ (352,179)	\$ 104,113		\$ 78,315	\$ 35,703	\$ 2,025,392	\$ 163,477	\$ (149,962)
AP	\$ 26,201	\$ 913,430		\$ 1,044,008	\$ 1,189,933	\$ -	\$ 111,086	\$ 2,425,350
GCE/AP Subtotal	\$ (325,978)	\$ 1,017,543		\$ 1,122,323	\$ 1,225,636	\$ 2,025,392	\$ 274,563	\$ 2,275,388

Cover Sheet

FY2022 Budget - VOTE (25-20/21)

Section: III. FY2022 Budget Votes
Item: A. FY2022 Budget - VOTE (25-20/21)
Purpose:
Submitted by:
Related Material: VOTE Budget FY2022.doc.pdf

**Fitchburg State University
REQUEST FOR BOARD ACTION**

TO: Board of Trustees	DATE: May 4, 2021
FROM: The President	REQUEST NUMBER:
SUBJECT: FY2022 Budget	25-20/21

It is requested that the Fitchburg State University Board of Trustees vote to recommend the FY2022 Budget as presented by the President.

Cover Sheet

Roll Forward of Funds to FY2022 Budget - VOTE (26-20/21)

Section: III. FY2022 Budget Votes
Item: B. Roll Forward of Funds to FY2022 Budget - VOTE (26-20/21)
Purpose:
Submitted by:
Related Material: VOTE Roll forward of funds to FY2022 budget (1).pdf

**Fitchburg State University
REQUEST FOR BOARD ACTION**

TO: Board of Trustees	DATE: May 4, 2021
FROM: The President	REQUEST NUMBER:
SUBJECT: Roll Forward of Funds to FY2022 Budget	26-20/21

It is requested that the Fitchburg State University Board of Trustees vote to recommend that ongoing capital projects roll forward into the FY2022 University Budget.

Cover Sheet

Personnel Actions (N07-20/21)

Section:	IV. Notifications
Item:	A. Personnel Actions (N07-20/21)
Purpose:	FYI
Submitted by:	
Related Material:	Notifications 5-4-21.pdf

FITCHBURG STATE UNIVERSITY

Board of Trustees

NOTIFICATIONS

TO: Board of Trustees	DATE: May 4, 2021
FROM: The President	NOTIFICATION NUMBER: N07-20/21
SUBJECT: Personnel Actions	

New Hire

Katherine Hazen, JD Assistant Professor \$66,000.00
 Effective: 9/1/21 Behavioral Sciences
 End: 5/31/22

Jessica Oehrlein, MS Assistant Professor \$63,000.00
 Effective: 9/1/21 Mathematics
 End: 5/31/21

Cheryl Soulliere, HS Staff Assistant (NUP) \$62,000.00
 Effective: 5/10/21 Human Resources/Payroll

Rehire

Lynn D'Agostino Instructor \$62,500.00
 Effective: 9/1/21 Education
 End: 6/30/22

Continuation of Interim Appt.

Maria Ramirez Staff Associate, Field Placement & \$75,000.00
 Effective: 7/1/21 Partnering Coordinator
 End: 6/30/22 Education

Resignation

Dara Drawbridge Assistant Professor \$65,000.00
 Effective: 5/31/2021 Behavioral Sciences

Catherine Grantz Staff Assistant (NUP) \$74,654.10
 Effective: 4/23/21 Human Resources/Payroll

Nancy Hodge Effective: 5/14/21	Director of Operations and Maintenance Capital Planning & Maintenance	\$95,200.00
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Heather Ruland Effective: 4/23/21	Director Student Accounts	\$86,700.00
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Leave Without Pay

Elizabeth Caron Effective: 4/9/21 End: 5/30/21	Assistant Professor Psychological Science	\$63,000.00
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Change in Title/Salary

Leah Fernandes Effective: 4/18/21	From: Director, EHS & Emergency Mgmt To: Director of University Services	From: \$90,690.58 To: \$95,000.00
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Salary Adjustment

Franca Barricelli Effective: 4/18/21	Dean of Arts and Sciences Academic Affairs	From: \$145,656 To: \$148,656
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Summer Fetterroll Effective: 4/25/21	Associate Director Student Accounts	From: \$80,294.31 To: \$85,494.31
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Promotion

Tanya Crowley Effective: 5/16/21 Alumni & Development	From: Director of Annual Giving To: Director of Alumni & Family Engagement	From: \$67,386.71 To: \$83,500.00
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John Ludlam Effective: 9/1/21 Biology/Chemistry	From: Associate Professor To: Professor	From: \$79,657.85 To: \$84,634.85
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Joann Nichols Effective: 9/1/21 Education	From: Associate Professor To: Professor	From: \$74,628.74 To: \$79,605.74
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Renee Scapparone Effective: 9/1/21 Business Administration	From: Associate Professor To: Professor	From: \$80,773.71 To: \$85,750.71
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Mark Williams	From: Assistant Professor	From: \$64,548.00
Effective: 9/1/21	To: Associate Professor	To: \$69,010.00
Behavioral Sciences		

Tenure

Nermin Bayazit	Associate Professor	\$72,104.50
Effective: 9/1/21	Mathematics	

Deborah Benes	Associate Professor	\$96,251.38
Effective: 9/1/21	Nursing	

Adem Elveren	Associate Professor	\$70,071.00
Effective: 9/1/21	EHPS	

Wendy Keyser	Associate Professor	\$86,068.33
Effective: 9/1/21	English Studies	

Deborah Stone	Associate Professor	\$90,415.11
Effective: 9/1/21	Nursing	

Tenure with Promotion

Katharine Covino-Poutasse	From: Assistant Professor	From: \$63,435.50
Effective: 9/1/21	To: Associate Professor	To: \$67,897.50
English Studies		

Emma Downs	From: Assistant Professor	From: \$67,074.13
Effective: 9/1/21	To: Associate Professor	To: \$71,536.13
Biology/Chemistry		

Nirajan Mani	From: Assistant Professor	From: \$72,663.64
Effective: 9/1/21	To: Associate Professor	To: \$77,125.64
Engineering Technology		

Christa Marr	From: Assistant Professor	From: \$76,017.34
Effective: 9/1/21	To: Associate Professor	To: \$80,479.34
EHPS		

Lindsay Parisi Effective: 9/1/21 Exercise & Sports Science	From: Assistant Professor To: Associate Professor	From: \$62,181.57 To: \$66,643.57
Reid Parsons Effective: 9/1/21 Earth & Geographic Sciences	From: Assistant Professor To: Associate Professor	From: \$68,898.42 To: \$73,360.42
Kori Ryan Effective: 9/1/21 Behavioral Sciences	From: Assistant Professor To: Associate Professor	From: \$63,720.42 To: \$68,182.42
Robert Shapiro Effective: 9/1/21 Education	From: Assistant Professor To: Associate Professor	From: \$69,309.93 To: \$73,771.93
Connie Strittmatter Effective: 9/1/21 Library	From: Associate Librarian To: Librarian	From: \$68,564.53 To: \$73,026.53
1st Year Reappointment		
Jescah Apamo Gannon Effective: 9/1/21 End: 5/31/22	Assistant Professor Education	\$75,000.00
Robin Chatuat Effective: 9/1/21 End: 5/31/22	Assistant Professor Computer Science	\$69,500.00
Elizabeth Kilpatrick Effective: 9/1/21 End: 5/31/22	Assistant Professor Biology/Chemistry	\$69,500.00
John Lohmann Effective: 9/1/2021 End: 5/31/2022	Assistant Professor Business Administration	\$69,000.00
Michael McCutcheon Effective: 9/1/21 End: 5/31/22	Assistant Professor Behavioral Sciences	\$70,000.00

Denise Simion	Assistant Professor	\$70,000.00
Effective: 9/1/21	Business Administration	
End: 5/31/22		
Lori Steckervetz	Assistant Librarian	\$61,500.00
Effective: 9/1/21	Library	
End: 8/31/22		
Jared Vanasse	Assistant Professor	\$67,500.00
Effective: 9/1/21	Earth and Geographic Sciences	
End: 5/31/22		
2nd Year Reappointment		
Sarah Bromberg	Assistant Professor	\$60,000.00
Effective: 9/1/21	Humanities	
End: 5/31/2022		
Elizabeth Caron	Assistant Professor	\$63,000.00
Effective: 9/1/21	Psychological Science	
End: 5/31/22		
John Crawley	Assistant Professor	\$65,000.00
Effective: 9/1/21	Business Administration	
End: 5/31/22		
Rachelle Dermer	Assistant Professor	\$65,000.00
Effective: 9/1/21	Communications Media	
End: 5/31/22		
Christine Devine	Assistant Professor	\$85,000.00
Effective: 9/1/21	Nursing	
End: 5/31/22		
Melissa Dunn	Assistant Professor	\$85,000.00
Effective: 9/1/21	Nursing	
End: 5/31/22		
Amy Kendrick	Assistant Professor	\$78,000.00
Effective: 9/1/21	Nursing	
End: 5/31/22		

Nellipher Lewis Mchenga Effective: 9/1/21 End: 5/31/22	Assistant Professor Nursing	\$85,000.00
Yang Liu Effective: 9/1/21 End: 5/31/22	Assistant Professor Business Administration	\$67,000.00
Rachael Norton Effective: 9/1/21 End: 5/31/22	Assistant Professor Mathematics	\$62,500.00
Collin Syfert Effective: 9/1/21 End: 5/31/22	Assistant Professor English Studies	\$60,000.00
3rd Year Reappointment		
Lilian Bobea Effective: 9/1/21 End: 5/31/22	Assistant Professor Behavioral Sciences	\$64,260.00
Elyse Clark Effective: 9/1/21 End: 5/31/22	Assistant Professor Earth and Geographic Sciences	\$63,240.00
Karen Keenan Effective: 9/1/21 End: 5/31/22	Assistant Professor Exercise and Sports Science	\$64,770.00
Rose Kronziah-Seme Effective: 9/1/21 End: 5/31/2022	Assistant Professor Nursing	\$89,760.00
Amy McGlothlin Effective: 9/1/21 End: 5/31/2022	Assistant Professor Humanities	\$60,180.00
Andrea Olmstead Effective: 9/1/21 End: 5/31/22	Assistant Professor Humanities	\$63,240.00

Wafa Unus	Assistant Professor	\$63,240.00
Effective: 9/1/21	English Studies	
End: 5/31/22		
Mary Vreeland	Assistant Professor	\$68,081.27
Effective: 9/1/21	Communications Media	
End: 5/31/22		
Hong Yu	Assistant Professor	\$71,400.00
Effective: 9/1/21	Engineering Technology	
End: 5/31/22		
4th Year Reappointment		
Karina Bautista	Assistant Professor	\$68,146.20
Effective: 9/1/21	Humanities	
End: 5/31/22		
Lyndsey Benharris	Assistant Professor	\$67,105.80
Effective: 9/1/21	Education	
End: 5/31/22		
Karen DeAngelis	Assistant Professor	\$69,706.80
Effective: 9/1/21	Education	
End: 5/31/22		
Jonathan Harvey	Assistant Professor	\$64,733.69
Effective: 9/1/21	Humanities	
End: 5/31/22		
Laurie Link	Assistant Professor	\$78,030.00
Effective: 9/1/21	Education	
End: 5/31/22		
Zachary Miner	Assistant Professor	\$61,383.60
Effective: 9/1/21	Behavioral Sciences	
End: 5/31/22		
John Sylvia IV	Assistant Professor	\$59,659.00
Effective: 9/1/21	Communications Media	
End: 5/31/22		

Scott Tyner Effective: 9/1/21 End: 5/31/22	Assistant Professor Education	\$69,297.00
Eric Williams Effective: 9/1/21 End: 5/31/22	Assistant Professor Biology/Chemistry	\$67,626.00
Mark Williams Effective: 9/1/21 End: 5/31/22	Assistant Professor Behavioral Sciences	\$64,548.00
Sarah Wright Effective: 9/1/21 End: 5/31/22	Associate Professor Mathematics	\$71,814.00
5th Year Reappointment		
Jessica Alsup Effective: 9/1/21 End: 5/31/22	Assistant Professor Exercise and Sports Science	\$62,627.19
Dennis Awasabisah Effective: 9/1/21 End: 5/31/22	Assistant Professor Biology/Chemistry	\$66,946.31
Akwasi Duah Effective: 9/1/21 End: 5/31/22	Assistant Professor Nursing	\$96,640.23
Darlene Ficco Effective: 9/1/21 End: 5/31/22	Assistant Professor Psychological Science	\$68,026.09
Renee Fratantonio Effective: 9/1/21 End: 8/31/22	Assistant Librarian Library	\$53,988.96
Benjamin Levy Effective: 9/1/21 End: 5/31/22	Associate Professor Mathematics	\$71,408.31

Tara Mariolis Effective: 9/1/21 End: 5/31/22	Assistant Professor Nursing	\$80,983.44
Ozge Ozay Effective: 9/1/21 End: 5/31/22	Associate Professor Economics, History and Political Science	\$69,248.75
Sherry Packard Effective: 9/1/21 End: 8/31/22	Assistant Librarian Library	\$56,148.52
Britton Snyder Effective: 9/1/21 End: 5/31/22	Associate Professor Communications Media	\$80,046.54
Diego Ubiera Effective: 9/1/21 End: 5/31/22	Assistant Professor English Studies	\$61,983.00

Cover Sheet

Financial Statements (N08-20/21)

Section:	IV. Notifications
Item:	B. Financial Statements (N08-20/21)
Purpose:	
Submitted by:	
Related Material:	Mar 21 Executive Summary (2).pdf FSU_ Mar 2021 Quarterly Financial statement.pdf

FITCHBURG STATE UNIVERSITY

Board of Trustees

NOTIFICATIONS

TO: Board of Trustees	DATE: May 4, 2021
FROM: The President	NOTIFICATION NUMBER: N08-20/21
SUBJECT: Financial Report	

FITCHBURG STATE UNIVERSITY
STATEMENTS OF NET ASSETS
March 31, 2021, 2020 and 2019

ASSETS

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Current Assets			
Cash and Cash Equivalents	\$ 30,101,104	\$ 31,874,978	\$ 33,320,391
Cash and cash equivalents-restricted	9,390,647	10,471,463	6,820,700
Bond proceeds	-	-	2,513,445
Accounts receivable, net	4,793,868	5,726,617	4,181,573
Loans receivable, net-current portion	1,277	1,105	1,125
Other assets	-	197,443	195,707
	<hr/>	<hr/>	<hr/>
Total Current Assets	44,286,896	48,271,606	47,032,941
Noncurrent Assets			
Restricted cash and cash equivalents	8,497,575	5,080,840	5,694,509
Investments	19,681,754	15,685,027	16,287,122
Endowment investments	1,149,378	918,105	865,787
Loans receivable, net	1,092,501	1,332,467	1,541,843
Prepaid expenses	171,682	34,509	79,891
Capital assets, net	179,082,498	179,763,342	179,923,947
	<hr/>	<hr/>	<hr/>
Total Noncurrent Assets	209,675,388	202,814,290	204,393,099
	<hr/>	<hr/>	<hr/>
Total Assets	253,962,284	251,085,896	251,426,040
Deferred Outflows of Resources			
Deferred outflows - pensions	8,276,468	8,886,437	5,579,646
	<hr/>	<hr/>	<hr/>
Total Assets and Deferred Outflows of Resources	\$ 262,238,752	\$ 259,972,333	\$ 257,005,686
	<hr/>	<hr/>	<hr/>

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY
STATEMENTS OF NET ASSETS
March 31, 2021, 2020 and 2019

LIABILITIES AND STOCKHOLDERS' EQUITY

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Current Liabilities			
Bond payable-current portion	\$ 4,198,819	\$ 4,148,659	\$ 3,733,820
Accounts payable and accrued liabilities	2,773,476	1,502,891	2,841,369
Salaries and benefits payable	2,918,012	2,963,329	2,711,766
Accrued workers compensation-current portio	104,231	128,796	141,432
Compensated absences-current portion	3,887,879	3,479,284	3,325,251
Accrued faculty payroll	4,603,129	4,787,726	4,851,361
Deferred revenue-current portion	3,309,682	689,585	738,027
Capital lease-current portion	132,483	259,038	254,441
Other liabilities	372,620	1,342,318	756,265
	<u>22,300,331</u>	<u>19,301,626</u>	<u>19,353,732</u>
Total Current Liabilities			
Noncurrent Liabilities			
Bonds payable	52,715,244	53,466,674	58,296,142
Accrued workers compensation	373,893	462,010	507,339
Compensated absences	2,382,893	2,224,460	2,310,768
Capital lease	-	131,325	390,362
Due to federal loan programs-Perkins	965,635	1,102,121	1,481,135
Due to federal loan programs-Nursing	249,435	247,238	383,243
Unfunded pension liability	12,763,415	12,484,412	11,430,648
Net OPEB Liability	24,061,207	21,928,435	22,232,674
	<u>93,511,722</u>	<u>92,046,675</u>	<u>97,032,311</u>
Total Noncurrent Liabilities			
Total Liabilities			
	<u>115,812,053</u>	<u>111,348,301</u>	<u>116,386,043</u>
Deferred Inflows of Resources			
Deferred inflows - concessions	758,754	1,011,672	1,074,901
Deferred inflow - OPEB	6,233,735	6,838,918	2,609,760
Deferred inflows - pensions	1,171,344	855,293	679,709
	<u>8,163,833</u>	<u>8,705,883</u>	<u>4,364,370</u>
Total Deferred Inflows of Resources			
Net Assets			
Invested in capital assets, net of related debt	124,781,903	125,252,950	122,007,533
Restricted for:			
Non-expendable			
Endowment Funds	558,059	495,832	518,299
Expendable			
Endowment Earnings-Scholarship	335,379	391,878	419,485
Loans	181,720	359,076	260,522
Other	148,515	249,860	383,613
Capital projects	39,450	50,000	1,036,981
Debt service	11,319,699	7,079,820	6,839,706
Unrestricted	898,141	6,038,733	4,789,134
	<u>138,262,866</u>	<u>139,918,149</u>	<u>136,255,273</u>
Total Net Assets			
Total Liabilities, Deferred Inflows and Net Assets			
	<u>\$ 262,238,752</u>	<u>\$ 259,972,333</u>	<u>\$ 257,005,686</u>

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY
STATEMENT OF REVENUE, EXPENSES & CHANGES IN NET ASSETS
FOR THE NINE MONTHS ENDED MARCH 31, 2021, 2020 and 2019

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Operating Revenues			
Student tuition and fees	\$ 46,745,970	\$ 47,478,261	\$ 49,813,049
Waivers and exemptions	(880,733)	(967,078)	(1,627,704)
Net student tuition and fees	45,865,237	46,511,183	48,185,345
Federal grants and contracts	9,285,165	7,621,943	7,927,100
State and local grants and contracts	753,168	740,956	661,683
Nongovernmental grants and contracts	446,629	554,396	575,563
Sales and services of educational departments	569,612	1,003,305	994,290
Auxiliary enterprises:			
Residential life (net of scholarship allowances)	6,608,890	10,654,666	11,395,165
Residential life-dining hall revenue	2,155,597	4,278,062	4,505,113
Administrative overhead	57,153	65,830	61,319
Fundraising	7,418	132,759	129,929
Commissions	1,782,645	366,591	649,672
Miscellaneous	50,863	5,473	11,472
Nursing and Perkins	7,778	162,400	26,980
Total Operating Revenues	67,590,155	72,097,564	75,123,631
Operating Expenses			
Salaries:			
Faculty	18,412,516	19,150,903	19,405,446
Exempt wages	3,332,166	3,452,541	3,008,951
Non-exempt wages	15,149,495	15,923,901	14,537,595
Benefits	11,728,677	12,076,739	11,831,037
Other Operating Expenses:			
Employee related travel	80,325	296,285	328,231
Administrative expense	1,567,905	1,544,953	1,411,554
Facility operational supplies	1,089,473	1,109,578	1,108,256
Utilities	2,180,955	2,347,017	2,263,811
Consultant services	1,106,998	840,347	940,832
Operational services	4,917,651	2,611,040	3,431,978
Equipment purchases	464,979	361,226	564,659
Equipment lease/rental/repair/maint	295,700	598,845	602,563
Purchased client services-program	13,421	209,386	196,623
Construction and building improvement	786,751	1,142,661	1,080,271
Grants and Subsidies	84,672	96,187	52,348
Scholarships	10,460,780	9,833,474	10,031,928
Loans & special payments	98,627	22,436	-
IT expenditures	2,695,281	3,231,528	3,433,401
Depreciation	8,419,805	7,758,679	7,607,766
Bad debt expense	-	(47,058)	(48,986)
Auxiliary enterprises:			
Residential life-Dining Hall expense	1,687,503	2,972,066	3,197,174
Residential life	5,233,327	10,213,556	9,757,162
Total Operating Expenses	89,807,007	95,746,290	94,742,600
Operating profit/(loss)	(22,216,852)	(23,648,726)	(19,618,969)

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY
STATEMENT OF REVENUE, EXPENSES & CHANGES IN NET ASSETS
FOR THE NINE MONTHS ENDED MARCH 31, 2021, 2020 and 2019

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Nonoperating Revenues (Expenses)			
State appropriations	36,143,109	40,054,718	33,498,584
Investment income (net of investment expenses)	745,735	(2,749,130)	804,937
Unrealized gain/(loss)	1,657,758	1,683,605	(179,400)
Interest on capital debt	<u>(330,616)</u>	<u>(1,820,907)</u>	<u>(2,113,899)</u>
Net Nonoperating Revenues (Expenses)	<u>38,215,986</u>	<u>37,168,286</u>	<u>32,010,222</u>
Income (loss) before Capital and Endowment Additions	15,999,134	13,519,560	12,391,253
Capital appropriations	246,666	-	6,688
Capital grants and gifts	<u>189,688</u>	<u>189,688</u>	<u>469,198</u>
Increase in net assets	16,435,488	13,709,248	12,867,139
Net Assets - beginning of period	<u>121,827,378</u>	<u>126,208,900</u>	<u>123,388,134</u>
Net Assets - end of period	<u>\$ 138,262,866</u>	<u>\$ 139,918,148</u>	<u>\$ 136,255,273</u>

For those charged with governance and internal management use only

FITCHBURG STATE UNIVERSITY
STATEMENTS OF CASH FLOWS
FOR THE NINE MONTHS ENDED MARCH 31, 2021, 2020 and 2019

	<u>2021</u>	<u>2020</u>	<u>2019</u>
CASH FLOWS FROM OPERATING ACTIVITIES			
Increase in net assets	\$ 16,435,488	\$ 13,709,249	\$ 12,867,139
Adjustments to reconcile increase in net assets to cash provided by (used by) operating activities:			
(Gain)/loss on marketable securities	(1,657,758)	1,738,989	(214,076)
Depreciation	8,419,805	7,758,679	7,607,766
(Increase) decrease in assets:			
Accounts receivable	(1,830,411)	(3,355,996)	(1,928,185)
Loans receivable	180,766	149,601	160,828
Other assets	93,958	212,779	167,856
Account Description			
Increase (decrease) in liabilities:			
Accounts payable and accrued liabilities	108,151	(2,648,806)	(43,448)
Compensated absences	529,029	198,394	294,738
Accrued faculty payroll	371,818	793,926	1,341,002
Deferred revenue	(1,478,026)	(1,297,906)	(1,122,133)
Other liabilities	<u>(69,784)</u>	<u>1,005,182</u>	<u>383,998</u>
Net cash provided by operating activities	<u>21,103,036</u>	<u>18,264,091</u>	<u>19,515,485</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of investments	4,117,738	3,654,377	43,290
Unrealized gain on cash investments	(510,659)	(183,765)	(209,242)
Purchase of investments	(4,642,367)	(4,030,126)	(43,957)
Acquisition of property, plant and equipment	<u>(6,032,237)</u>	<u>(4,701,291)</u>	<u>(6,082,188)</u>
Net cash (used by) investing activities	<u>(7,067,525)</u>	<u>(5,260,805)</u>	<u>(6,292,097)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Federal loan program	(139,301)	(522,607)	19,013
Proceeds of bond issue	-	-	2,623,144
Payments of capital debt	(1,109,972)	(4,444,624)	(3,378,851)
Payments of capital leases	<u>(257,879)</u>	<u>(254,441)</u>	<u>(249,898)</u>
Net cash provided by financing activities	<u>(1,507,152)</u>	<u>(5,221,672)</u>	<u>(986,592)</u>
Net increase in cash	12,528,359	7,781,614	12,236,796
Cash and cash equivalents - beginning of period	<u>35,460,968</u>	<u>39,645,667</u>	<u>36,112,248</u>
Cash and cash equivalents - end of period	<u>\$ 47,989,327</u>	<u>\$ 47,427,281</u>	<u>\$ 48,349,044</u>
Supplemental Disclosures:			
Cash paid for interest	<u>\$ 897,293</u>	<u>\$ 2,367,866</u>	<u>\$ 2,352,270</u>

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**Fitchburg State University
Executive Summary
Financial Statements for the Nine Months Ended
March 31, 2021, 2020 and 2019**

Statements of Net Assets (pages 2-3):

- Between 2019 and 2020, total assets remained unchanged but increased by a little over \$2.8 million in 2021. This increase was mainly due to an increase in Investments - a rebound from prior year.
- Total liabilities increased by \$4.5 million between 2020 and 2021. Of that \$4.5 million increase, OPEB liability increased by \$2 million and the other \$2.5 million was because of budgeted salary appropriation received from the Commonwealth to be expended in FY21.
- Slight changes in Total net assets between the years 2019 to 2021 with most of this volatility occurring in debt service and unrestricted net assets.
- Outstanding debt did not see any appreciable change between 2020 and 2021, because our major portfolio consists of MSCBA debt that was refinanced in July 2021.

Statements of Revenues, Expenses and Changes in Net Assets (pages 4-5):

- Total operating revenue decreased each year, and this decrease was mainly due to a decrease in both auxiliary enterprises – housing and dining.
- Tuition and fee revenue saw its sharpest decline of \$1.5 million between the period 2019 to 2020 but saw only a slight decrease of .7 million between 2020 to 2021. Although the on-campus revenues have dropped because of COVID, online revenues, on the other hand, have consistently increased yearly.
- As a byproduct of the yearly increase in online tuition revenue, the operational services expenses have also increased. This increase is due to the commission paid to the online program service provider. 2020 was an outlier because of the late payment of an invoice.
- State appropriations decreased to \$36.4 million as compared with \$40.05 million for the same period last year. Last year's increase was due to an increase in the fringe benefit rate charged by the Commonwealth and a slight increase in state appropriations for retroactive salary increases paid in FY2019.
- Total expenditures decreased by 5.9 million between 2020 and 2021. This decrease is mainly due to a decrease in auxiliary services. Auxiliary services, which represents the operation of both the residence halls and the dining facilities, had expenses totaling \$6.9 million in 2021 versus income of \$8.8 million.

Statements of Cash Flows (page 6):

- Cash on hand has been consistent between 2019 to 2021 – approximately \$48 million.
- In 2021 - net cash provided from operations was \$21.1 million. Acquisitions of property and equipment totaled \$6.0 million – largely because of Percival and MSCBA on-campus renovations.

Cover Sheet

News Articles

Section: VII. President's Report
Item: D. News Articles
Purpose: FYI
Submitted by:
Related Material: May 2021 News Clips.pdf

LOCAL NEWS

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FITCHBURG STATE

College ready to aid Becker students

Submitted Article

FITCHBURG » Fitchburg State University stands ready to serve the students affected by Monday's announcement about the impending closure of Becker College in Worcester, according to a release from the university.

Fitchburg State President Richard S. Lapidus said the university outlined formal agreements with Becker that will allow students displaced by the announcement to continue their studies as

FSU

FROM PAGE 3A

seamlessly as possible while working toward valuable degrees in proven programs.

“We understand (yesterday was) a stressful day for everyone in the Becker community, but we appreciate that the college has worked with willing partners like Fitchburg State to make sure their students' needs are met,” Lapidus said. “We are here for these students, and will do whatever we can to help them achieve their educational goals.”

Fitchburg State's game design program, for example, the first at a public institution in Massachusetts,

is ready to accommodate dozens of students from Becker's game design program.

The students enrolled in Fitchburg State's capstone game studio course are working in teams to develop three complete games from scratch this semester, spanning genres from suspense to whimsy. For the capstone experience, the students receive regular feedback and mentorship from professional game developers in addition to faculty oversight.

The university will hold a transfer admissions session specifically for Becker students on Thursday, April 8, at 3:30 p.m. To learn more, please visit fitchburgstate.edu/admissions-aid/serving-becker-college-students.

FITCHBURG

Development chief tours key downtown projects

By **Matthew Bruun**
Special to the Sentinel & Enterprise

FITCHBURG » Massachusetts Housing and Economic Development Secretary Mike Kennealy toured downtown Fitchburg this week to get a closeup look at the public and private development that is re-making the city.

Kennealy's tour included a look at Fitchburg State

University's Main Street Theater Block, already home to a state-of-the-art game design studio and interdisciplinary ideaLab, and the site of a planned redevelopment of the long-shuttered theater itself.

Fitchburg State President Richard Lapidus described the theater project as an anchor in the city's efforts to revitalize the downtown corridor.

"There's a gravitational

pull that will support restaurants and other businesses on Main Street," he said. "We're on our way."

Kennealy's tour also included the newly renovated legislative chamber adjacent to the redeveloped Fitchburg City Hall, the Activate Mill Street project off Boulder Drive, and future restaurants along Main Street. These included Tacos Tequilas on Main

TOUR » 8A



COURTESY MATT BRUNN

Housing and Economic Development Secretary Mike Kennealy, left, and Fitchburg State University President Richard S. Lapidus discuss redevelopment of the Main Street Theater Block while state Rep. Michael Kushmerek looks on. Secretary Kennealy toured a number of projects in development along Main Street on Wednesday.

Tour

FROM PAGE 1A

Street, owned by Elmer Melendez and set to open in the coming weeks, as well as existing eateries like Bion and El Bohio.

"We've really put all hands on deck to build back up downtown Fitchburg," said Fitchburg Department of Community Development and Planning Executive Director Tom Skwierawski, who led the tour that included Mayor Stephen DiNatale and representatives from

Fitchburg State, NewVue Communities, ReImagine North of Main, MassDevelopment, the North Central Massachusetts Chamber of Commerce, and members of the local legislative delegation including state Sen. John Cronin and state Rep. Michael Kushmerek.

Efforts to revitalize downtown Fitchburg have been supported by a number of state and federal programs that are helping connect small business owners with funding and technical support, noted ReImagine North of Main Director Joseph Ferguson. Those efforts were recently

reinforced with the announcement of a \$100,000 Urban Agenda grant from the Baker-Polito administration that is designed specifically to support minority-owned businesses.

"We love the partnership," DiNatale said.

"This is a great group of people and we're grateful for all the work done over this very challenging year," Kennealy said. "We need to support small businesses and we need to support our downtowns. They're the lifeblood of our communities, and we need everyone at the table to get this work done."

Sentinel & Enterprise

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CORONAVIRUS

State universities to require vax

By Joe Dwinell

Boston Herald

Where UMass goes, the rest of the state's colleges follow.

Bridgewater, Fitchburg, Framingham, Salem, Westfield and Worcester State Universities, Massachusetts College of Art & Design, Massachusetts College of Liberal Arts, and the Massachusetts Maritime Academy will require students and other members of its campus community to be vaccinated

against the coronavirus come fall.

"Prior to the beginning of the fall semester and following state, federal and legal guidance, the Massachusetts State Universities will require all students to be fully immunized before returning to campus for the start of the fall semester," said Dr. James F. Birge, president of Massachusetts College of Liberal Arts and chairman of the Massachusetts State University Council of Presidency

VACCINE » 8A



NICOLAUS CZARNECKI / BOSTON HERALD

Salem State University, like all state universities in Massachusetts, will require students to be vaccinated to return to campus.

Vaccine

FROM PAGE 1A

dents.

"Student safety and the safety of our communities remains at the forefront of our planning as we prepare to return to in-person learning and campus life in the fall," Birge added.

The state's flagship university said earlier this month it will "expect" students and other members of its campus community to be vaccinated against the coronavirus come fall as other colleges move to mandate the shots.

It's a move many — in not most — colleges are making.

"We are sharing this information now to give students, their families and our employees ample time to make plans to be vaccinated prior to the start of the fall term," Birge said.

ge said.

Boston University and Northeastern University are also mandating students get vaccinated before returning to campus this fall. Students will also be required to provide proof of their inoculations.

Several other schools previously told the Herald they were considering the possibility as higher-education institutions push for a return to a somewhat more normal campus life after more than a year of largely remote learning.

All adults over the age of 16 are now eligible to sign up for shots in Massachusetts.

Lasell University will also require a COVID-19 vaccination for "all students who take classes or reside on campus by the start of the fall semester," Lasell President Michael Alexander wrote in a letter to students.

FITCHBURG STATE

Honors students create 'Positivity Tour'

Feel-good venues set up downtown

Staff Report

FITCHBURG » A new project spearheaded by a Fitchburg State University Honors class is designed to help make the community aware of the transformative changes now taking shape in downtown Fitchburg. The resulting "Positivity Tour" is now up and running, according to an announcement from the university.

With major private and public developments poised to transform the heart of the city, Professor Christa Marr from the university's Economics, History and Political Science Department and students in her current events and service learning wanted to get the community involved.

"I always like this class to be something that's community facing," Marr said, a member of the Fitchburg State faculty since 2015. In a previous iteration of the course, for example, students organized and ran a pop-up petting zoo and family fun fair at the redeveloped Mill Street corridor.

"We knew an event was out of the question this year, but we wanted to get people downtown," Marr said. "We decided, why not a positivity tour?"

Students in the class met with officials from the local and state agencies working on downtown redevelopment, and also contacted local businesses and institutions. From the installation of a small free library at the Activate Mill Street corridor to a kindness rock garden at the Fitchburg Public Library, the tour also includes a positive pen pal mailbox (equipped with stamped envelopes) at the Senior Center and artwork created by

FSU » 6A

FSU

FROM PAGE 1A

students at the Boys & Girls Club of Fitchburg and Leominster.

"Working on this project has made me feel more hopeful for downtown Fitchburg," said Anna Perham of Weymouth, a junior majoring in elementary education at Fitchburg State. "I think for younger students, and students looking at Fitchburg State, there is a lot to look forward to. I have always been really hopeful, and encouraged by Fitchburg, and its community. Most of all my hope is that this project will spread positivity, and make others want to do a random act of kindness.

"If our project was able to make anyone who passes by and views an art installation smile, that would be awesome," Perham said.

"I also hope that visitors will be inspired to take part in our project, and make a card to drop off at the Fitchburg Senior Center, or paint a kindness rock to leave outside Fitchburg Public Library," she said.

"Working on this project has allowed me to view Fitchburg in a new light and appreciate its potential to become a revered part of the New England university community," said David Gambone of Ashburnham, a sophomore studying professional communications.

"Understanding Fitchburg's history allowed me to appreciate its strengths and better understand its weaknesses. Seeing the new projects and plans are very exciting for me and I've been a neighbor to Fitchburg almost my entire life," Gambone said. "We hope visitors engaging with the Positivity Tour will be able to see the vision of what Fitchburg will become in the near

'Working on this project has made me feel more hopeful for downtown Fitchburg. I think for younger students, and students looking at Fitchburg State, there is a lot to look forward to. I have always been really hopeful, and encouraged by Fitchburg, and its community.'

Anna Perham of Weymouth, a junior majoring in elementary education at Fitchburg State, speaking about the Positivity Tour

future as well as experience some of the already existing businesses downtown."

Visitors can follow the tour on a customized Google map that describes attractions including notable buildings and institutions, public art installations, restaurants and shops, along with developments now in progress like the redeveloped City Hall, the arts community at the former B.F. Brown School and the university's own Theater Block.

The class also designed weekly scavenger hunts running through early May, highlighting existing art and architecture along Main Street as well as the new installations created by the class.

Follow the Positivity Tour online: Instagram: @FSUPositivityTour.

OPINION

Kevin Corrado, Regional Publisher
Bruce Castleberry, Senior Editor

Michael Sheehan, Regional VP of Circulation
Dennis West, Circulation Director

FITCHBURG-LEOMINSTER, MASSACHUSETTS

FITCHBURG SENTINEL, 1838

LEOMINSTER-ENTERPRISE, 1873 INCORPORATED 1973

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Editorial

Town-gown ties alive and well in FSU class

Do students attend a downtown university, or a university that just happens to be downtown?

Well, in at least one Fitchburg State University class, there's no debate about the advantages of community engagement.

A project coordinated by a Fitchburg State University Honors class aims to make residents aware of the transformative changes now taking shape in the city's downtown.

Professor Christa Marr from FSU's Economics, History and Political Science Department and students in her current events and service learning class wanted to spread the good news.

That "Positivity Tour" is now underway.

While unable to put on an actual event due to coronavirus concerns, students, after consulting with municipal and state agencies working on downtown redevelopment, as well as local businesses and institutions, came up with some creative options to get their message across.

They're highlighted in this "Positivity Tour," which includes the installat

small free library at the Activate Mill Street corridor; a kindness rock garden at the Fitchburg Public Library, and a positive pen-pal mailbox — replete with stamped envelopes — at the Senior Center.

The benefits from this project just don't flow one way; it was a learning experience both residents and students.

"Working on this project has allowed me to view Fitchburg in a new light and appreciate its potential to become a revered part of the New England university community," David Gambone of Ashburnham, a sophomore studying professional communications, told the newspaper.

The tour can also be viewed on a customized Google map that describes many city attractions.

A college education shouldn't just be an insular academic exercise. Expanding one's horizons with an appreciation of the challenges and rewards associated with living an urban environment molds a far more well-rounded graduate ready to take that step into the real

CAMPUS

College Town

Scott O'Connell Telegram & Gazette Staff

Published 3:46 p.m. ET Apr. 7, 2021 | Updated 3:50 p.m. ET Apr. 7, 2021

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Trahan to give talk on women in leadership at Fitchburg State

U.S. Rep. Lori Trahan is headlining a virtual discussion next Thursday on women in leadership hosted by Fitchburg State University.

Trahan will take part in a talk with Fitchburg State President Richard S. Lapidus starting at 6 p.m., after which audience members will be able to ask questions.

“Congresswoman Trahan has been a friendly and familiar presence on our campus and in our community, as a strong supporter of public higher education, and a champion of our efforts to partner with the city of Fitchburg and the community’s economic revitalization,” Lapidus said in a statement. “We are honored to welcome her for this discussion on the importance of women in leadership.”

To join the event, visit <https://meet.google.com/ows-dtpr-qap>.

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FITCHBURG STATE UNIVERSITY

Rep. Trahan to lead 'Women in Leadership' talk

Submitted Article

FITCHBURG » Fitchburg State University will host U.S. Rep.

Lori Trahan, D-Mass., for a virtual discussion on the theme of Women in Leadership on Thursday, April 15, at 6 p.m., according to an announcement from the

university.

Trahan will have a discussion with Fitchburg State President Richard S. Lapidus, after which there will be an opportunity for

members of the virtual audience to ask questions.

"Congresswoman Trahan has been a friendly and familiar presence on our campus and in

our community, as a strong supporter of public higher education, and a champion of our efforts to partner with the city of

TRAHAN » 6A

Trahan

FROM PAGE 3A

Fitchburg and the community's economic revitalization," Lapidus said.

"We are honored to welcome her for this discussion on the importance of women in leadership," Lapidus said.

To join the event, go to <https://meet.google.com/ows-dtpr-qap>. To view a livestream, go to shorturl.at/csAL3.

To join by phone, dial 1-434-481-1221 and enter PIN: 104 140 847#.

Growing up in a working-class family in Lowell, Trahan said she experienced firsthand the principles of sacrifice, hard work, and grit.

Her father was a union ironworker, and her mother, a domestic worker, juggled several part-time jobs while raising her and her three sisters, according to the announcement.

The first in her family to graduate college, Trahan earned a scholarship to play Division I volleyball at Georgetown University.



SENTINEL & ENTERPRISE FILE PHOTO

U.S. Rep. Lori Trahan addresses the crowd during her visit to the Waltham-based robot-developing company QinetiQ's ribbon cutting ceremony at their new facility on Devens in August 2019. Trahan will lead a virtual discussion at Fitchburg State University next week on Women in Leadership.

Like many, she was introduced to public service as a college student in Washington.

After completing her bachelor's degree in comparative and regional studies at Georgetown

relations, she joined former U.S. Rep. Marty Meehan's staff as a scheduler, eventually working

her way up to Chief of Staff.

Sickened by the deep polarization taking hold of Washington, Trahan moved to the private sector as the only female executive at a tech company.

Her passion for bringing women into leadership positions led her to be a co-founder of Concire, a women owned and operated consulting firm.

In her years spent at Concire, she advised various companies on business strategy and how to create the ideal conditions for employees — especially women — to thrive.

Trahan successfully ran for Congress in 2018, motivated to return to public service after seeing the detrimental gridlock and lack of accountability from the administration of former President Donald Trump.

Now, serving as a member of the powerful House Committee on Energy and Commerce, she is determined to advocate for Bay State residents on pressing issues, including making health care more affordable, addressing climate change, protecting kids online, and fighting disinformation in our media, the announcement stated.

LOCAL NEWS

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sentinelandenterprise.com

FITCHBURG STATE

Italian center talking about Fellini films

Submitted Article

FITCHBURG » Fitchburg State University's Center for Italian Culture will take a closer look at the works of celebrated filmmaker Federico Fellini with a series of virtual programs that will let audiences explore the

FILMS » 6A

Films

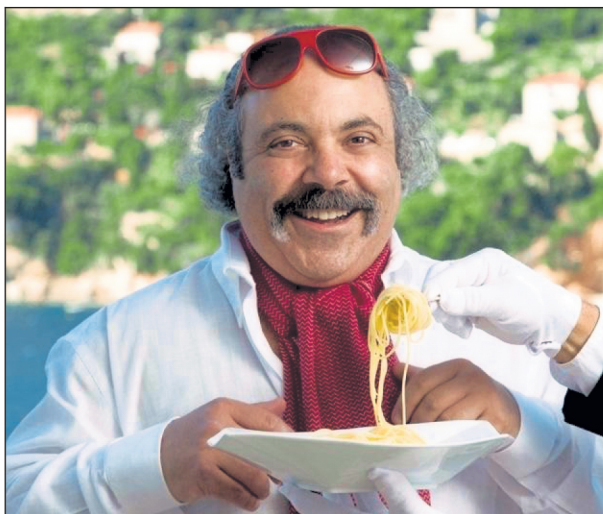
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work through the eyes of author and lecturer Fred Plotkin.

"Fellini 101: Conversations with Fred Plotkin" will start on Sunday, May 2, at 4 p.m., with a presentation on "La Strada" (1954). The series continues Sunday, May 9, at 4 p.m., with a discussion of "I Vitelloni" (1953), and concludes Sunday, May 16, at 4 p.m. with a look at "Amarcord" (1973).

This series is presented with the generous support of Fitchburg State University's Center for Italian Culture and the Sandro and Lillian Clementi Lecture Fund, in collaboration with the Amelia V. Gallucci-Cirio Library at Fitchburg State University, the Fitchburg Public Library and the Leominster Public Library.

The first event will be preceded by a recorded introduction to this series and the first film, "La Strada," by our host and guide, Fred Plotkin. A link to this



COURTESY FITCHBURG STATE UNIVERSITY

Lecturer Fred Plotkin is returning to Fitchburg State University next month to host series of discussions on Italian films by Federico Fellini.

recorded introduction will be made available by Sunday, April 25, so that participants will have a week to screen the series introduction and watch the first film on their own prior to the discussion of "La Strada" on May 2.

At the end of the first discussion, Plotkin will introduce the second film, "I Vitelloni," and send participants on their way to screen that film during the

following week in anticipation of the second meeting on Sunday, May 9. The third film, "Amarcord," will be discussed on Sunday, May 16.

Visits from Plotkin, a celebrated writer on opera, food, and all things Italian, have become a Fitchburg State tradition, including more than 10 years of presentations where he guided visitors on culinary tours of Italy.

This virtual event will allow his local fans another opportunity to learn about another treasured cultural export from Italy, that being the cinema of Federico Fellini.

The films in the series will be available to stream for free to Fitchburg State students, faculty and staff members, and are also available through local libraries and streaming services.

Information on how to join the discussions is below, and additional information and links can be found online at <http://fitchburgstate.edu/fellini>

■ 4 p.m. Sunday, May 2: "La Strada;" Meeting ID: meet.google.com/duo-khxb-gjr; Phone Numbers: 402-761-0129 , PIN: 288 801 215#\

■ 4 p.m. Sunday, May 9: "I Vitelloni;" Meeting ID: meet.google.com/sqn-qzge-rwk Phone Numbers: 385-325-1097 , PIN: 487 302 776#

■ 4 p.m. Sunday, May 16: "Amarcord;" Meeting ID: meet.google.com/hsg-jnnq-cpk Phone Numbers: 484-424-7347 , PIN: 926 928 756#

Sentinel & Enterprise

Tuesday, March 23, 2021

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ECONOMY

Grant aids minority business growth

Staff Report

FITCHBURG » Minority businesses in downtown Fitchburg will get assistance with accessing capital and other support thanks to a \$100,000 Urban Agenda grant announced this month by the administration of Gov. Charlie Baker.

The Fitchburg program is among 30 projects in 23 communities supported by the governor's \$2.5 million in awards.

The local project is a partner-

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Grant

FROM PAGE 1A

ship between Fitchburg State University, ReImagine North of Main, the city of Fitchburg, NewVue Communities, and the North Central Massachusetts Development Corp.

Fitchburg State is the fiscal agent for ReImagine North of Main and will serve as the lead entity for grant administration and program management. NewVue and the North Central Massachusetts Development Corp. will provide program services and delivery to minority-owned businesses.

“This grant funding will build upon our existing network and portfolio of work to help minority small business owners succeed,” said Fitchburg Mayor Stephen L. DiNatale. “Fitchburg is capitalizing on its diversity by becoming a gateway to arts and culture. This theme is attractive to minority small business owners in the creative economy who want to capitalize on the cultural diversity that their businesses often present.”

“This project will support the continued investment in the heart of our city and help create opportunities for existing and future entrepreneurs to realize their goals,” said Fitchburg State University President Richard S. Lapidus. “Our community’s diversity is one of its greatest strengths, and we are hopeful this program will help us connect entrepreneurs with the resources they can use to thrive.”

Fitchburg State’s commitment to the revitalization of downtown Fitchburg includes the redevelopment of the Main Street Theater Block, which is now home to the interdisciplinary ideaLab where NewVue Communities has offered an array of services for new businesses.

“Our work has shown us the importance of finding better ways to engage and understand the needs of minority business owners and prospective business owners,” said NewVue Communities Executive Director Marc Dohan. “With this state support, we can continue to build on our strategies in the service of inclusive success.”

“We are thrilled to collaborate on this important project to engage local minority owned businesses and ensure that they have access to much needed capital and other resources,” said Roy Nascimento, president and CEO of the North Central Massachusetts Chamber of Commerce and the North Central Massachusetts Development Corp. “Our goal is not only to help them overcome the economic challenges of COVID-19, but enable them to grow and prosper into the future.”

As the partnership not-

ed in its grant application, minority business owners are playing an important role in the community through their contribution to new business creation, yet national data and local research indicate that minorities are less likely to take advantage of available resources. For example, research conducted by the Worcester Business Journal indicated that only 6% of Paycheck Protection Loans in Worcester County were awarded to Latino businesses, as opposed to 84% going to white business owners.

The primary objective of this project is to better engage with minority businesses and connect them to resources and established networks, ultimately strengthening the minority business community by building capacity. The key components of this pilot project include:

- Overcome barriers by providing direct, multilingual and culturally competent technical assistance to assist minority-owned businesses with recovering from the fallout from the COVID-19 pandemic and growing their business in the future. This will include one-on-one counseling and business guidance provided by the business advisers at NewVue as well as business trainings on topics such as marketing, bookkeeping and applying to grants and loans;

- Establish a working group composed of minority business owners to evaluate and understand root causes that make success for minority-owned business more difficult than for their white counterparts. Specifically, NewVue, NCMDC and the ReImagine North of Main team will lead a community conversation to understand the importance of inclusive entrepreneurship ecosystems for and identify programs and processes that need to be in place to develop ecosystems that are trusted by and support minority-owned businesses.

Launched by the Baker administration in 2015, the Urban Agenda Grant Program promotes economic vitality in urban neighborhoods by fostering partnerships that capitalize on unique local assets and community-driven responses to specific challenges. Urban Agenda grants are competitive one-year awards that offer these partnerships flexible funding to implement programming and projects based on creative, collaborative work models to support economic progress in urban communities.

The Urban Agenda Grant Program is now exclusively part of the administration’s Community One Stop for Growth, the recently established single-application portal that provides access to a variety of competitive community and economic development grant program.

FSU

Community read continues April 17

Submitted Article

FITCHBURG » Fitchburg State University's Community Read of "Underland" by Robert MacFarlane continues with university faculty leading a virtual discussion of the book's eighth chapter at 1 p.m. April 17.

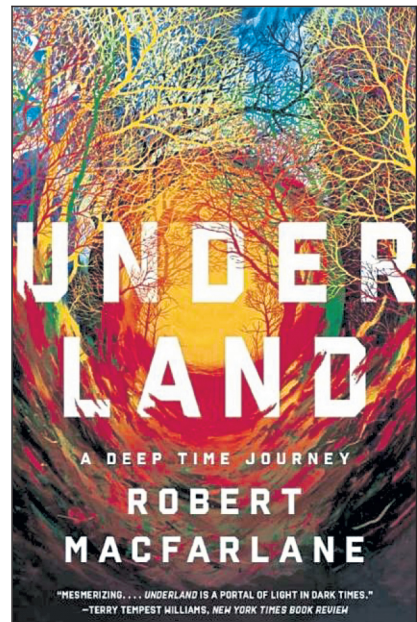
"Red Dancers: Art Emerging from the Darkness" will be hosted virtually by the Leominster Public Library, one of the university's Community Read partners. To attend the discussion, register in advance at https://zoom.us/join/join/join/register/tJ0rde6vqj0sH9MGnVWji_hAXnu-K9k9F5L6.

This event features Fitchburg State professors Sarah Bromberg, Sally Moore and Jessica Robey, all of the Humanities Department.

Robey will provide an overview of the discovery of prehistoric cave art and its reception in the 20th century. She will discuss how these earliest examples of culture lead to a reassessment of what it means to be human.

Moore will give an overview of the role of the shaman in tribal society, discuss the inward versus outward journey, and will present examples of her own shamanic masks as well as those of her students.

Bromberg will present an overview and analysis of cave art imagery, particularly prehistoric cave art in France and Norway, with photographs. She'll discuss her students' sketching of cave paintings as a means to developing their own observations and interpretations of these ancient masters.



COURTESY FSU

FSU's Community Read this spring will focus on Robert MacFarlane's 'Underland.'

This event is sponsored by the Leominster Public Library's Eliane and Maurice Tonkin Memorial Fund.

Learn more at fitchburgcommunityread.com.

FITCHBURG STATE UNIVERSITY

Professor co-edits book on 'Hannibal'

By Danielle Ray
dray@sentinel
andenterprise.com

FITCHBURG » Fitchburg State University associate professor of Communications Media Kyle Moody sunk his teeth into co-editing a newly published book of essays focused on the cult favorite television

show "Hannibal."

"Hannibal for Dinner: Essays on America's Favorite Cannibal on Television," was recently released in the wake of the show's return to popularity thanks to Netflix streaming. Moody and co-editor Nicholas Yanes collected one-of-a-kind academic articles for their book published by

McFarland & Company Inc.

Moody, a Worcester resident, has taught for 13 years and at FSU since 2014. This is his first co-edited book, although his work exploring online communities, information sharing practices and more has been featured in "Springer" and "Iowa Jour-

nal of Communication."

"Nick and I have been friends since we were studying together at the University of Iowa, and we bonded over pop culture, including 'Hannibal,'" Moody said. "When the show originally ended, we thought we would see if there were other scholars and writers interested in

the bigger impact of 'Hannibal,' so we put together a call for papers and submitted it online. Little did we know we'd get such amazing scholarship in the process."

Some of the writers who were interviewed for the manuscript include Tom de Ville, writer for



COURTESY KYLE MOODY

Fitchburg State University professor Kyle Moody co-edited 'Hannibal for Dinner: Essays on America's Favorite Cannibal on Television' with Nicholas Yanes.

BOOK » 8A

Book

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"Lexx," "Urban Gothic," and "Lucky Man," Nick Antoscao, writer and creator of "The Act," "Channel Zero," and "Brand New Cherry Flavor," and Martha De Laurentiis, executive producer/producer of "Arctic," "Hannibal Rising," "Red Dragon," "Firestarter," and "Silver Bullet."

"These interviews and academic essays explore the 'Hannibal' franchise, its evolution, creatively bold risks, mythology, a culture of killers, and how to be an entertaining host when having friends over for dinner. (Well, the last one is a joke for the Fannibals.)," wrote the publisher in a press release.

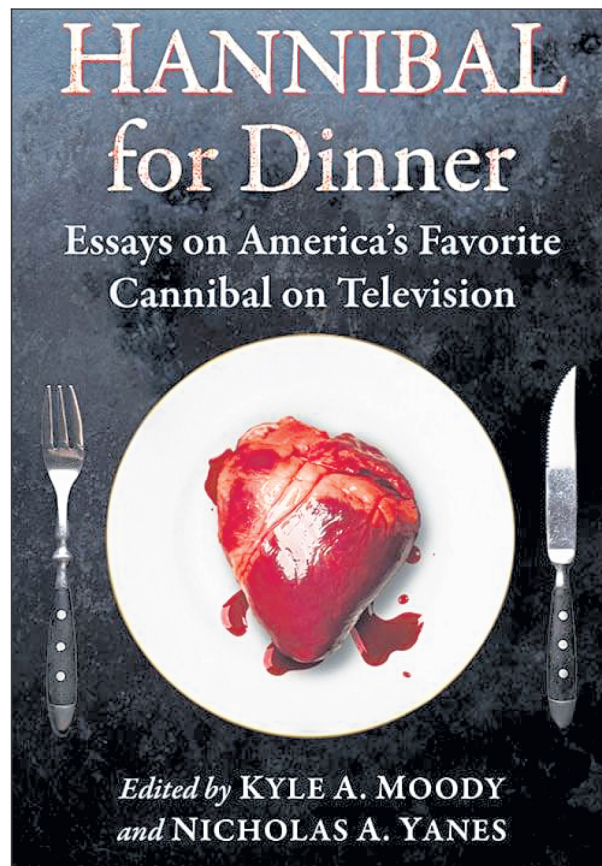
Moody said the work of the contributors "is the best part of the book."

"A shared love of 'Hannibal' allows us to teach each other about key concepts including sexuality, production, and Gothic studies," he said.

"Nick also interviewed multiple writers and producers throughout the process, and those behind-the-scenes pieces illustrate how the intentional artistry of the work was there from the very inception of the show. It's an honor to have worked with Nick on this excellent edited collection."

Moody said it took years to put the book together, a process that was "pretty arduous" due to juggling work and other commitments, and their dedication to producing an impeccable, quality piece of work that does "Hannibal" justice.

"It took four years for the full structure of the book to emerge and editing often required us to recognize where so many brilliant scholars and contributors were coming from while also striving to make it accessible to non-academic audiences," Moody said. "The editing process requires us to jump into the work and get into the heads of our



COURTESY KYLE MOODY

The cover of 'Hannibal for Dinner: Essays on America's Favorite Cannibal on Television.'

The book can be purchased on Amazon.

writers, much like Will Graham and Hannibal Lecter taught us to jump into the minds of their suspects."

According to the press release, "Hannibal" is the very definition of a cult show, one that only grew in stature after its cancellation.

Even when placed in context with Thomas Harris's popular novel and Academy Award-winning film series, "Hannibal" stood out as a singularly artistic experience. When it arrived back on Netflix in the United States in 2020, it shot into the top 10 and immediately sparked discussion of a possible cast reunion and new seasons.

Fortunately, academics had already spent years writing scholarship linking 'Hannibal' to changes in television production, mythological interpreta-

tion, food culture, and pop psychology, and now there is an edited collection that combines academic and insider production perspectives."

While Bryan Fuller's and NBC's "Hannibal" only lasted for three seasons, it continues to have a loyal fanbase five years after the show ended. Moody said the influence of "Hannibal" can be felt throughout pop and other cultures and that he and Yanes wanted to shine a light on that.

"The bigger theme of the book was the impact of 'Hannibal' on popular, social, and visual culture," he said.

We were naturally drawn to it as fans of the art and design of 'Hannibal,' and as we discovered through the collection and editing of the essays, we saw that 'Hannibal' expanded scholarship on mythology, sexuality, and food studies."

"Hannibal for Dinner: Essays on America's Favorite Cannibal on Television" can be purchased on Amazon.