



Board of Trustees

Minutes

October 6, 2016

President's Boardroom, The Horace Mann Center

Board of Trustees members in attendance: Chair Steven P. Marcus, Vice Chair Terrell M. Hill, and Secretary Madeline Landrau. Also in attendance, Trustee Members Hagan, Johnson, Magovern, Martin, Queenin, Slakey, Sullivan, and Trafford.

There were no trustee absences.

Dr. Ramon S. Torrecilha, President of Westfield State University was also present.

The meeting was called to order by Chair Marcus at 3:00 PM.

Chair Marcus addressed Approval of the Minutes on the agenda.

MOTION was made to approve the minutes of the August 18, 2015 (Special Meeting) of the Board of Trustees. Motion was made by Trustee Queenin and seconded by Trustee Hagan. Chair Marcus asked if there was any discussion. There was none. Chair Marcus called for a vote. The vote was unanimous to approve the minutes with Trustees Magovern, Sullivan, and Trafford abstaining.

MOTION was made to approve the minutes of the June 16, 2016 meeting of the Board of Trustees. Motion was made by Trustee Sullivan and seconded by Trustee Slakey. Chair Marcus asked if there was any discussion. There was none. Chair Marcus called for a vote. The vote was unanimous to approve the minutes with Trustees Magovern and Trafford abstaining.

MOTION was made to approve the minutes of the September 9, 2016 meeting of the Board of Trustees. Motion was made by Trustee Sullivan and seconded by Trustee Martin. Chair Marcus asked if there was any discussion. There was none. Chair Marcus called for a vote. The vote was unanimous to approve the minutes with Trustee Magovern abstaining.

Chair Marcus welcomed Mr. Robert A. Magovern, our newly appointed trustee as well as student trustee Brandon Trafford. Chair Marcus thanked them for their commitment and service.

Chair Marcus reminded the Board of President Torrecilha's investiture to take place October 13 and October 14.

Chair Marcus mentioned that at past trustee meetings, various presentations have been given by the campus community members. Today's presentation: Fr. Warren Savage of the Albert & Amelia Ferst Interfaith Center. Fr. Savage handed out to the trustees the Ministry Bulletin, Master Schedule, Emerging Interfaith Trends, a local news story regarding the food pantry, and information regarding Common Goods.

Fr. Savage asked everyone to take a moment of silence in recognition of the suffering of the people of Haiti due to Hurricane Matthew and reminded the trustees that their decisions are critical to world peace and that every single decision made affects somebody; every single thing that is done here makes a difference.

Fr. Savage noted that this is the first time in the history of the college that such a presentation has been given. He noted that it was 36 years ago that the need for a center such as the Interfaith Center was recognized and perhaps WSU is the only public institution with such a center. He read aloud the first sentence of the mission of the Interfaith Center: "The mission of the Albert and Amelia Ferst Interfaith Center is to support religious and spiritual life and to promote interfaith understanding at Westfield State University." He told the trustees that for the students here, there needs to be an interfaith understanding. He spoke of the staffing at the Center (there is a Catholic priest, three deacons, a rabbi, Protestant minister, and Iman) and the Chaplains Counsel, as well as an advisory group to the Council.

Fr. Savage said a challenge is how to get people into the programs and activities offered by the Center. He asked the Board to look at the Master Schedule/calendar which shows the activities offered.

He spoke of how the Interfaith Center and its activities are publicized. Fr. Savage said an electronic bulletin goes out every week informing people of what is happening at the Interfaith Center. He also referred to the Emerging Interfaith Trends report by the Interfaith Diversity Experiences & Attitudes Longitudinal Survey which gives an idea why interfaith engagement is important.

Fr. Savage discussed students who experience food insecurity. Westfield State was one of the first colleges to put in place a good pantry for food insecurity on campus. The Interfaith Center works with the Congregational Church on this issue. Many students use the Common Cause Food Bank and many students, faculty, and staff donate to the bank.

He strongly emphasized the value of the Interfaith Center and noted that this value was recognized 36 years ago by the people who started the Center. He asked the Trustees to also recognize this value and continue to support the Center.

Chair Marcus asked if anyone had any further comments or questions.

Fr. Savage thanked everyone including the board that oversees the Interfaith Center.

On behalf of the board, administration, faculty, and students, Chair Marcus thanked Fr. Savage for his commitment and making a difference.

Chair Marcus then proceeded to the next agenda item, the President's Report by Dr. Ramon S. Torrecilha.

President Torrecilha also welcomed Trustees Trafford and Magovern.

President Torrecilha referred to the Scholarship Donor Dessert Reception held the previous evening calling it a terrific event in recognition of donors.

He also informed the trustees that there are 1,061 new students, 305 transfer students, 3,445 continuing students with 88 special visiting students. The total undergraduate population is 4,901. To that, the university welcomes 709 continuing education students plus 714 graduate students for a grand total of 6,324. This is above the budget for students which is positive.

President Torrecilha also mentioned the October 1 Homecoming/Family day/Reunion and that Trustees Johnson and Hill were present at the event. He brought forward the possibility of representation of the academic departments at such events and how academics can be introduced as part of the activities.

President Torrecilha continued that at the state level, the official budget has been passed by the Legislature and signed by the Governor as of September 30.

President Torrecilha said that the Department of Higher Education is moving forward with their strategic planning guidelines and that the DHE is now asking institutions to consider the programs they want to offer in the future as part of that process.

President Torrecilha spoke of the agreement signed with Springfield Technical Community College. Here, Westfield State and STCC partner to offer graduates of STCC's RN (Associate) program the ability to transfer to WSU's BSN program. Ninety credits can be transferred. The BSN can be completed in one year at a cost of \$10,000.

President Torrecilha discussed Capital Projects and that good progress is being made.

President Torrecilha continued his presentation and moved to the new science building which is due to open December 15 and the naming of the building. He presented the name of Dr. Nettie Maria Stevens, a geneticist. Dr. Stevens attended Westfield Normal School, then Stanford and Bryn Mawr. Faculty here at WSU brought forward her name to President Torrecilha, and he supports the naming of the Science Center for Dr. Stevens.

President Torrecilha informed the board of his upcoming trips such as a trip to Boston on Friday, October 7 to serve on a panel at UMass Boston; the topic is life of a faculty member in a teaching intensive institution. Other meetings coming up: the American Association of State Colleges and Universities, the November Higher Education Summit, and in December, the NEASC crediting agency meeting.

Trustee Martin asked about strategic planning guidelines in terms of programming and planning.

President Torrecilha responded that philosophically, program development should take place where there is strength in departments and its curriculum. The strategic plan should outline programmatic areas where the institution is thinking where it is going but not specific programs.

Chair Marcus asked if there was anything else. There was not, and he thanked President Torrecilha for his report.

Chair Marcus recognized Committee Chair Slakey who introduced Dr. Pickron. It was stated that Dr. Marotta would like to introduce the staff and students from Urban Education first because the students needed to return to campus.

Dr. Marotta presented the Urban Education Department, giving a brief overview of the department. She said the program was started in 1968 and therefore, Westfield State is looking forward to its upcoming 50th anniversary. The program started with six students and now, it has approximately 300 students. This is a summer program which enables the student to get a head start and up to speed before entering Westfield State. There are four professional staff including Director, Azanda Seymour. Dr. Marotta introduced Robert Thornton who is an Urban Education Counselor. Mr. Thornton introduced students Mario Richards of Springfield who is in his first year at WSU and Aliyah Mercer of Medford who is a senior and mentor to other students.

Mr. Thornton thanked Dr. Marotta for her continued support of the Urban Education program. He told the trustees that he has found the Urban Education Program to be unique and being a first generation college graduate himself, he wanted to work in this program. He feels the program is the embodiment of the mission of Westfield State University. The program works with students in building their academic excellence. Four staff work with over 250 students.

Trustee Hagan left the room at 3:55 PM; returned at 4:00 PM.

Mr. Thornton spoke of the Summer Bridge Program. In this program, students who would not necessarily think of attending Westfield State are welcomed to WSU.

Chair Marcus thanked Mr. Thornton for his passion and continued commitment to the Westfield Experience.

Urban Education student Aliyah Mercer introduced herself as a senior and an Urban Education student, a Communications major with a concentration in Public Relations. She said that she started in 2013 and is from eastern Massachusetts. She explained that in high school, she was a good athlete but academically, not a very good student. She did not think she would be successful in college. However, she has been successful here at WSU due to the support of the Urban Education Program support.

Aliyah made the point that she is a Peer Counselor for the Summer Bridge Program. She enjoys being seen as a mentor to students. The Urban Education Program gives students the confidence to strive to be successful. On behalf of everyone in her Urban Education class, Aliyah thanked the program and the Board for the opportunity to speak at this meeting.

Student Mario Richards took the floor. He explained that he was a first year student at Westfield State and that he comes from Springfield but originally, from Jamaica. He explained that in high school he was a student ambassador in the District Attorney's Office and a peer mediator. He told the board that he had been offered an internship at the District Attorney's office but instead, was encouraged to attend the Urban Education program. He has no regrets about his decision. He said that through this program, he was able to contribute as a student and a leader. Mario feels he has succeeded in this and thanked the Urban Education program.

Committee Chair Slakey continued with the agenda and recognized Dr. Pickron and Public Safety Officer, Captain Michael Foyle. A handout entitled, *Department of Public Safety/University Policy* as well as Campus Crime Statistics (Clery Report) were given to meeting attendees. Dr. Pickron explained that Public Safety has 19 sworn officer that have completed special state police academy training. He explained that Public Safety has been accredited for the last 15 years and that there are few campus safety departments that have such an accreditation. He introduced Captain Foyle.

Captain Foyle presented some highlights of the 2015 Clery Report. The report was explained in detail at the Academic and Student Affairs Committee meeting held on September 27, 2016. He explained that this report presents information regarding crimes on campus. Anyone can view this report and determine if he or she would like to attend WSU based on the safety at the school. Captain Foyle spoke of Public Safety's efforts to develop a positive relationship with students on campus and Public Safety participates in student orientation

With liquor law violations, Public Safety wants to be as least invasive as possible. He stated that the department wants the number of violations to go down while not creating harm to the future of the student. Public Safety opts for education and a fine. He points to programs such as Soberfest in October. He stressed the importance of working with students. Captain Foyle also pointed out that it is important to educate liquor store/shop owners as well. It is a collaborative effort. Captain Foyle addressed trustee questions regarding the report such as the non-liquor law violations; for example, what percentage are connected to alcohol; Captain Foyle responded that it is rare that alcohol is not a component. Ninety-nine percent of sex offenses have an alcohol component.

Trustee Martin left the meeting at 4:24 PM and returned at 4:29 PM.

Captain Foyle explained that by involving parents at orientation, the parents are then able to have a conversation with the student. There is an educational component to the work that Public Safety does. The counseling center is also involved in the process.

In response to a question regarding the expulsion procedure, Captain Foyle responded that there are four levels of offenses; on the fourth, expulsion occurs. He commented that Public Safety does not see a lot of expulsions.

Dr. Pickron explained that when a student is found with a substance, a violation letter is sent to the student's parents. He pointed out that false IDs are also an issue. Captain Foyle said the bigger impact is that the Registry of Motor Vehicles is notified and a student can lose his/her license for 180 days. He further explained that if a student is cooperative, then s/he is put through the student conduct process.

Committee Chair Slakey thanked the presenters and then recognized Dr. Marotta who highlighted the Summer Updates presented at the full committee meeting on September 27.

Dr. Marotta explained that the NEASC five-year interim report is due January 2017. Areas of focus are assessment and planning; considerable work has been done in these areas. She continued that the teacher licensure programs were also reviewed by the state. State officials were on campus for three days and during that time, reviewed thirty student files. Some programs have been retired, but it is possible that some may be brought back.

Dr. Marotta stated that a contract has been signed for Director of Occupational Therapy; this position will develop that program.

Dr. Marotta continued her presentation explaining the Westfield Promise, an early college high school model. A pilot program has been established with Westfield Technical Academy.

The next topic was the Fact Book which contains large amounts of student data over time. Dr. Marotta said that the Fact Book is easy to use and read. It will be posted on the Westfield State website when completed.

She continued that out of this Fact Book comes the Student Success Dashboard, an interactive tool. Work continues to be done on the Dashboard.

Committee Chair Slakey commented that the Dashboard is a powerful tool and that a full presentation will be given at a later date.

Trustee Martin left the room at 4:44 PM and returned 4:49 PM.

Chair Marcus introduced Audit Committee Chair Hagan.

Committee Chair Hagan brought forth the first item of action of the Audit Committee and made the motion as follows:

MOTION to accept the annual report for fiscal year ending June 30, 2016, as prepared by the university's Administration and Finance Division and to authorize the submission of this report to the State Comptroller's Office, the Massachusetts Department of Higher Education, and the State Auditor's Office, as required by the Massachusetts Department of Higher Education pending that the Commonwealth's allocation of unfunded pension liability does not materially change based on the final allocation schedule provided by the

Commonwealth. This annual report includes the Westfield State University FY16 Financial Statements, audited by O'Connor & Drew, P.C.

The motion was seconded by Trustee Sullivan. Committee Chair Hagan asked if there were any questions or discussion. Hearing none, he brought the Motion forward for vote. The vote was unanimous and the motion was approved.

Committee Chair Hagan made the following motion:

MOTION To approve and adopt the updated Westfield State University policy 0510 Criminal Offender Record Information (CORI)/Background Check, as presented.

Trustee Sullivan seconded the Motion. Committee Chair Hagan asked if there was any discussion or any questions. Hearing none, he called for the vote. The vote was unanimous and the motion was approved.

The Audit Committee portion of the full Board meeting was concluded.

Chair Marcus introduced Finance and Capital Assets Committee Chair Queenin to the floor. Committee Chair Queenin reviewed this subcommittee's meeting of September 27, 2016 and the discussions that took place at that meeting. He commented that it is important for the trustees to get deeper into the financials in order to obtain a better understanding of the committee level activities.

Committee Chair Queenin introduced Vice President of Administration and Finance Stephen Taksar to the floor. Mr. Taksar gave a brief overview of his presentation of September 27 including the Bank/Cash Transfer Update. He stated that over the summer, the Executive Committee transferred funds from one of the university's accounts to other accounts. This totaled \$10 million.

Committee Chair Queenin brought forward the Dining Services budget included in the packet. He explained that this is for information purposes only since the dining services program is new.

Regarding the Fixed Assets Inventory, Committee Chair Queenin recognized the spirited discussion on this topic at Audit Committee. He stated that Fixed Assets Inventory is still a challenge but progress is being made.

With regard to the President's Travel Report (the official and more accurate title is Travel Expenses of the President and President's Direct Reports) and going forward, the report will be correctly referred to by its official title.

Mr. Taksar gave an update on the early retirement program. The deadlines for this program are quickly approaching. He said that at last check, four people have signed up for the program. There was large participation last year, so a few more participants are expected. Also last year,

the university realized a significant cost savings. However, the overall increase in compensation was greater; therefore, this savings was used to fund additional salary or benefits.

On budget planning, Mr. Taksar stated that the goal is to implement the budget plan process earlier and to have a more timely planning process.

Committee Chair Queenin stated that not only is the committee looking at a one year budget but two to three years for long-term planning.

Capital Projects Overview. Mr. Taksar said that there is funding for projects started last year but not completed. Therefore, there is the need to come to the board to request that 2.7 million dollars be rolled forward. He said that a careful analysis took place as to the implications of this action. Also, the Dower Center was short on funding due to reasons discussed at the committee level on September 27. He said that \$1.3 is still required to complete the center. Mr. Taksar said that there also needs to be consideration as to the impact on FY2017 and various scenarios were discussed and talked through at the committee level. In the end, the committee supported the motion.

The Finance and Capital Assets presentation was concluded and Chair Marcus brought forth the motions.

Committee Chair Queenin made the following motion:

MOTION to approve additional FY16 capital rollover funding of \$2.7 million for a total FY17 capital rollover budget of \$5.2 million (\$2.5 million previously approved).

Trustee Landrau seconded this motion. Chair Marcus asked if there was any further discussion or questions. Hearing none, the vote was called. The vote was unanimous in approval of this motion.

Committee Chair Queenin made the following motion:

MOTION to approve additional funding of \$1.3 million to complete Phase I of the Catherine Dower Center renovation for a total cost of \$5.6 million. Trustee Landrau seconded the motion. Chair Marcus called for any discussion or questions. Hearing none, the motion moved to vote. The vote was unanimous in approval of this motion.

Mr. Taksar read the Fixed Assets, Capitalization and Inventory Control Policy 0601.

Committee Chair Queenin made the motion as follows:

MOTION to approve changes to the Fixed Assets, Capitalization, and Inventory Control policy as specified in the revised policy presented today.

Trustee Hagan seconded the motion. Chair Marcus asked if there was any discussion.

Trustee Slakey asked if there was any staffing implication tied to this Motion. Committee Chair Queenin responded yes, more staff may be needed. Mr. Taksar explained that an employee who was not assigned to work over the summer was hired for the summer to assist on this project and that this method may be used again.

There was no other discussion. Chair Marcus called for the vote. The vote was unanimous in approval of this motion.

Mr. Taksar read the Trust Fund Management Policy 0604. He explained that the policy has been structured to allow for some exceptions; some of the most significant deficiencies in the policy have been addressed.

Committee Chair Queenin made the motion as follows:

MOTION to approve changes to the Trust Fund Management policy as specified in the revised policy presented today.

Trustee Landrau seconded this motion. Chair Marcus asked if there was any further discussion. President Torrecilha commented that he did request that the committee look at this policy. He found the limits the policy sets to be counterproductive and oppressive. He is looking forward to Mr. Taksar providing additional information.

There was no further discussion, and Chair Marcus called for the vote. The vote was unanimous in approval of this motion.

Mr. Taksar brought to the table Travel Policy 0390 explaining that the changes made were administrative changes to include an in-house travel person.

Trustee Sullivan leaves room at 5:02 PM (without compromising quorum).

Committee Chair Queenin made the motion as follows:

MOTION to approve changes to the Travel policy as specified in the revised policy presented today.

Trustee Hill seconded the motion. Chair Marcus asked if there was any further discussion or any questions. Hearing none, the vote was called. The vote was unanimous with the exception of Trustee Sullivan who was not in the room at the time of the vote.

Committee Chair Queenin thanked Mr. Taksar and the committee.

Chair Marcus called forward the Institutional Advancement Committee, recognizing Trustee Johnson (Vice President of Institutional Advancement Erica Broman was unable to attend this meeting).

Trustee Sullivan returned to the room at 5:04 PM.

Committee Chair Johnson stated that incredible things are happening in Institutional Advancement. Over 40,000 files have been reviewed and strategies are being developed around the cultivation of donors. He continued that Dr. Broman has worked diligently to assess strengths and weaknesses and to shore up areas of greatest importance and/or those that require immediate attention. Committee Chair Johnson encouraged trustees to attend Institutional Advancement committee meetings.

President Torrecilha informed the board that Institutional Advancement will be returning to campus sometime in April 2017. There is a space committee looking at where to relocate the staff. A savings will be realized since rent (with other costs) are paid for the space downtown.

Chair Marcus asked if there was anything else to be discussed. Hearing no further discussion, he requested a motion to adjourn.

Trustee Slakey made the motion to adjourn; Trustee Landrau seconded.

The meeting adjourned at 5:08 PM.

Attachments presented at this meeting:

Minutes

- a. August 18, 2015 (Special Meeting)
- a. June 16, 2016
- b. September 9, 2016

Interfaith Center Presentation

- c. Brochure, Albert & Amelia Ferst Interfaith Center
- d. Emerging Interfaith Trends
- e. Master Schedule, Albert and Amelia Ferst Interfaith Center

Academic Affairs and Student Affairs Committee

- f. Clery Report (Updated: Annual Security Report for 2015)
- g. Draft Westfield State University Fact Book

Audit Committee

- h. Required Communication, O'Connor & Drew
- i. FY16 Audit Report

- j. Motion—FY16 Audit Report
- k. CORI/Background Check Policy (0510)
- l. Motion—CORI/Background Check Policy (0510)

Finance and Capital Assets Committee

- m. Adjusted Dining Services Budget FY17
- n. Fixed Assets Inventory Progress Report
- o. Fixed Assets Inventory List
- p. Travel Expenses of the President and President's Direct Reports
- q. FY18 Budget Planning Parameters
- r. Capital Projects/Budget Overview Summary
- s. Project Cost Overview—Catherine Dower Center
- t. Budget Overview PowerPoint Presentation
- u. Motion—Capital Project Funding—Rollover
- v. Motion—Catherine Dower Center Funding
- w. Fixed Assets, Capitalization and Inventory Control Policy (0601)
- x. Motion—Fixed Assets, Capitalization and Inventory Control Policy (0601)
- y. Trust Fund Management Policy (0604)
- z. Motion—Trust Fund Management Policy (0604)
- aa. Travel Policy (0390)
- bb. Motion—Travel Policy (0390)

Institutional Advancement

- cc. Draft—Advancement Committee Charter
- dd. Wealth Screening
- ee. Science Center Proposal—Mini Campaign