



BOARD OF TRUSTEES

Academic and Student Affairs Committee

Minutes

December 6, 2016

Board of Trustees members in attendance: Committee Chair Slakey, Vice Chair Martin, Secretary Landrau, Trustees Sullivan, Hill, Magovern, and Trafford.

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

The meeting was called to order by Committee Chair Slakey at 10:03 AM.

Committee Chair Slakey moved forward to agenda item Approval of Minutes. It was brought to the attention of the chair that the minutes must be amended to reflect corrections to page four and six of the minutes as prepared:

1. Page 4, Line "These students will earn automatic admission to WSU if they meet the criteria (such as students of color, income, etc.). Amendment: "These student will earn automatic admission to WSU if they meet the criteria to be admitted to the university."
2. Page 4, Line "In senior year, students transition to campus; by freshman year, students are a first generation college student. This is a mindful approach. Amendment: "In the senior year of high school, students transition to campus. This is a mindful approach."
3. Page 6, Line "It is the hope that the PA program will open in January followed by the Occupational Program." Amendment: "It is the hope that the PA program will open in January 2018 followed by the Occupational Therapy Program."

Committee Chair Slakey requested a motion for approval of the minutes as amended.

MOTION was made by Trustee Magovern to approve the minutes of the September 27, 2016 meeting *as amended*. This motion was seconded by Trustee Martin. Committee Chair Slakey asked if there were any further questions or comments. Hearing note, the vote was called. All voted in favor of the Motion with Trustee Trafford abstaining due to an excused absence at the September 27, 2016 meeting.

Committee Chair moved forward on the agenda to item, Presentation of Admission Activities and invited Dr. Marotta, Dr. Pickron, and Dr. Hart to present. Dr. Pickron presented the December 6, 2016 Admission Report—Fall Recruitment. He explained that the goal was to obtain 150 paid, new students enrolled this coming January, believed to be a realistic number. Dr. Pickron anticipates more “accepts” through the month of December; registration closes the week prior to classes beginning. Discussion continued as to downward trends in numbers and how to attract numbers in order to hit the goal number of 150, such as following up on incomplete applications. Regarding a decrease in applications, this is seen as the beginning of a trend. Dr. Pickron directed attention to the Massachusetts Public Higher Education Undergraduate Enrollment Trends with Fall 2016 Estimated Enrollment report and pointed out that community colleges are 5 percent down in enrollment and that these are the university’s transfer student feeder schools. The importance of a Westfield State University presence at these community colleges was discussed and how this can help improve enrollment at Westfield State University.

Discussion turned to the acceptance of credits by Westfield State from these community colleges. It was agreed that Westfield State could improve in this area such as creating stronger relationships with community colleges and working together as was done with the STCC to WSU RN to BSN program. Points such as involving faculty in the process and a review of requirements were exchanged.

Dr. Shelly Tinkham of the Division of Graduate and Continuing Education was introduced. She presented that DGCE serves a different population and that marketing and outreach must be varied and innovative. She was pleased to tell the committee that graduate enrollment is at an all time high for the fall of 2016. DGCE is seeing more demand than was anticipated.

A marketing plan is being developed. Two “tools” of use are the website and in person events (on and off campus). Speaking of community colleges Dr. Tinkham noted that, outreach to these schools has been increased. There has been more digital marketing.

Dr. Pickron informed the committee that updated data will be available for the full Board meeting on December 15.

The next agenda item was brought forward by Committee Chair Slakey, Advisory Committee on Academic Planning Review of Structure of Academic Affairs. Dr. Marotta presented stating that the structure of Academic Affairs is being looked at. The President has asked for a recommendation by the end of the year (2016). Dr. Marotta explained that part of this review process was meeting with academic departments, reaching out to other institutions and looking at their structures, as well as interviewing current and former deans in Academic Affairs and open forums. Dr. Marotta handed out organization charts reflecting the current model, the enhanced model, and the college model. The three models were reviewed and discussed, particularly the reporting structure of each model. Dr. Marotta explained that there is a lean toward the college model. However, there are two more meetings and more to be discussed.

Discussion continued regarding the general lack of understanding of how Academic Affairs works and the cost of changing to a different model. Although cost is a factor and is a consideration, the primary focus is priorities and goals. Retention is also a focus.

Trustee Hill left the room at 10:45 AM and returned to the meeting at 10:46 AM.

President Torrecilha noted that the cost is comparable between the models. The advantage of a college model is that each college has various responsibilities such as meeting targets/benchmarks.

It was brought up that fundraising plays a role in this in that deans can advocate for specific needs. It was said that it is not uncommon for colleges to have a person dedicated to fundraising.

Committee Chair Slakey noted that in the current structure of Academic Affairs, Dr. Marotta has 31 direct reports; this is not manageable. She noted that a structure must be set up that is more efficient.

It was explained that a new structure will be rolled out thoughtfully. President Torrecilha explained a possible timeline of one to two colleges in the fall; a phased in process.

There was no further discussion. Committee Chair Slakey asked Dr. Marotta to address Student and Faculty Presentations to the Board. Dr. Marotta noted discussion as to the best way to bring students to the Board for presentations without taking too much time from the business of the Board meeting. She is working with Dr. Pickron on this. After discussion it was agreed that a 15 minute presentation would work well in the schedule of the Board meeting and would not pull time from other agenda items. Student presentations are enthusiastically supported by the committee members and the topic will move forward to further discussion with the Chair of the Board of Trustees and the full Board.

Committee Chair Slakey asked if there was any further discussion or comment. Hearing none, the Item for Action was brought forward, Motion—Tenure: Return to Faculty. Dr. Marotta explained to the committee that Dr. Elizabeth Preston is being recommended for tenure effective January 1, 2017. There was brief discussion regarding the tenure process for returning administrators to the faculty and that the process may be revisited with the roll out of the college structure.

Committee Chair Slakey asked for a Motion.

Trustee Martin made the Motion as follows:

MOTION: To approve the granting of tenure, effective January 1, 2017 to: Dr. Elizabeth Preston, Communication.

Trustee Landrau seconded the Motion. Committee Chair Slakey called for the vote. The vote was unanimous in favor of this Motion.

It was stated that with regard to the tenure process and the new college structure, all options should be considered.

Committee Chair Slakey asked if there was any further discussion or any questions. Hearing none, she requested a Motion to adjourn the meeting.

Trustee Magovern made the Motion to adjourn the meeting. Trustee Landrau seconded the Motion.

The meeting adjourned at

Attachments presented at this meeting:

- a. Office of Admission Report—Fall Recruitment
- b. MA Public Higher Education Undergraduate Enrollment Trends with Fall 2016 Estimated Enrollment
- c. Organization structure models: Current, Enhanced, College
- d. Motion—Tenure: Return to Faculty
- e. Board of Trustees Personnel Action—Tenure