



BOARD OF TRUSTEES

December 15, 2016

Minutes - 2:00PM

President's Boardroom, The Horace Mann Center

MEMBERS IN ATTENDANCE: Trustees Hagan, Johnson, Landrau, Magovern, Marcus, Queenin, Slakey, Sullivan, and Trafford.

MEMBERS EXCUSED: Trustees Hill and Martin.

Meeting called to order by Chair Steven Marcus at 2:08 PM.

Chair Marcus notified members the meeting will be audio recorded by the university and a public attendee.

MOTION made by Trustee Queenin, seconded by Trustee Slakey to accept the minutes from the October 6, 2016 Board of Trustees Meeting. Hearing no discussion, the motion passed unanimously.

MOTION made by Trustee Queenin, seconded by Trustee Sullivan to accept the minutes from the October 24, 2016 special meeting of the Board of Trustees. Hearing no discussion, the motion passed unanimously.

Chair Marcus expressed interest in holding a two-day trustee retreat in June or July of the upcoming year. Details are forthcoming, but similar in nature to the retreat held this past July.

President Ramon Torrecilha reviewed recent university accomplishments. Highlights included the ongoing search for the positions of Provost and Vice President of Enrollment Management, an assessment of structure in the Division of Academic Affairs through the Advisory Committee on Academic Planning, two reaccreditation site visits (one in the Departments of Education and the other in Social Work), an agreement with Springfield Technical Community College (STCC) for a new program for registered nurses (RNs) to obtain their Bachelor of Science in Nursing (BSN) degree, continued dialogue with the City of Westfield concerning water pressure, FY18 budget planning process, the ongoing success of the Dining Services model, and the continued implementation of the "Westfield State Experience."

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Dr. Carlton Pickron, Vice President of Student Affairs, distributed an updated handout entitled *Fall Recruitment* to board members. Dr. Pickron noted some of the recent activities of the Office of Admissions in their recruitment efforts in addition to reviewing three years (2015-2017) worth of data on admission applications, acceptances, and deposits, pinpointing hindering factors in obtaining enrollment goals. The anomaly in class size for 2015 was questioned and could not be attributed to any type of trend, though it was noted with the exception of specialty schools, this unusually large class size was only experienced by Westfield State University and UMass Amherst.

Trustee James Hagan shared his knowledge of the admissions process and how it is being redefined by institutions that are awarding admittance and scholarships on the spot at college fairs. Competition between private and public schools has intensified as the percentage of high school graduates continues to slowly decline due to the decrease in population.

Dr. Marsha Marotta, Interim Vice President of Academic Affairs, provided an update on the assessment of structure in the Division of Academic Affairs through the Advisory Committee on Academic Planning. The committee has voted the current, flat structure, is not in the best interest of the institution and is now working on alternative suggestions to present to President Torrecilha in order to meet their December 31, 2016 deadline. Agendas, minutes, and data are available on the university's portal.

Dr. Marotta and Dr. Pickron appreciate the boards' eagerness to hear of recent accomplishments from students and faculty and will be working together to make sure short presentations are provided at future board meetings.

Dr. Preston was a tenured faculty member who moved into administration and served as an academic administrator for more than six years. The Massachusetts State College Association (MSCA) contract requires a tenure evaluation prior to the return of faculty. The Committee on Tenure has reviewed Dr. Preston's eligibility and has made a positive recommendation, concurred by Dr. Marotta and President Torrecilha.

MOTION made by Trustee Slakey, seconded by Trustee Johnson to approve the granting of tenure, effective January 1, 2017, to Dr. Elizabeth Preston, Communication.

Trustee Slakey reminded board members the detailed information on Dr. Preston's eligibility is located in *BoardPaq*. Hearing no other discussion, the motion passed unanimously.

FINANCE AND CAPITAL ASSETS COMMITTEE

Mr. Stephen Taksar, Vice President of Administration and Finance, reviewed and compared first quarter financials for FY16 and FY17. There are no anomalies in the FY17 budget. Highlights include enrollment for undergraduate and graduate students is above budget resulting in excess revenue for the semester. Residential Life is below budget by approximately 3% or

\$400,000. Residential Life occupancy is down by approximately 75 students resulting in 99% occupancy of the dormitories. It's important to note Residential Life typically has a 105% occupancy rate.

Dining Services participation rate has increased from 63% to 67% and is employing over 60 students. The five metrics that will be used to track the success of the program are: financial, participation rate, student satisfaction, sustainability, and health and wellness.

Nine people have taken advantage of the early retirement incentive. These retirements will become effective December 31, 2016.

The Division of Administration and Finance continues to define the scope of work relative to an IT Consultant. Progress is being monitored by the Finance and Capital Assets Committee and will be presented to the full board once a recommendation is finalized.

The FY18 budget planning process has already begun in order to permit more time for engaging conversation and analysis. The Finance and Capital Assets Committee agreed upon a budget model that would allow for a 3.8% cost of attendance increase to students in order to support the highest institutional priorities: compensation and benefits as it relates to unfunded mandates, increase in the Financial Aid budget by 5%, and a strategic investment of \$750,000 to fund the start-up of initiatives in alignment with institutional goals. Dining Services, Residential Life, and Graduating and Continuing Education have been included in the budget model, resulting in a near balanced budget. The budget for Graduate and Continuing Education needs further revision before a balanced budget can be achieved. The board should anticipate receiving a fee presentation in February and nothing less than a preliminary budget in April.

MOTION made by Trustee Queenin, seconded by Trustee Sullivan to authorize the university to spend up to \$30,000 in FY17 on sponsorship and/or attendance at community events, consistent with university guidelines for the expenditure of such funds. The university will report all expenditures made under this umbrella approval no later than the June 15, 2017 meeting of the Board of Trustees. Hearing no discussion, the motion passed unanimously.

INSTITUTIONAL ADVANCEMENT COMMITTEE

Dr. Erica Broman, Vice President of Institutional Advancement, reviewed first quarter financials for Westfield State Foundation. Dr. Broman has requested to receive simplified monthly reports in addition to quarterly reports as the timeliness of this information is critical to daily operations.

Trustee Madeline Landrau entered and exited the meeting at 2:49 PM.

All trustees received a letter from Westfield State Foundation requesting their consideration in donating \$300 or more to the Science and Innovation Center. A helix will be located inside the

science center and names of individuals donating \$300 or more will be inscribed on molecules forming the helix. There is a sizeable list of equipment still needed for the science center and there has been an outreach to local businesses with a history of supporting the institution. The John S. Lane and Sons Company made a \$50,000 pledge that they've recently fulfilled. The grand opening of the Science and Innovation Center is scheduled for May 5, 2017.

Trustee Landrau entered the meeting at 2:51 PM.

Institutional Advancement has been communicating with individuals who have established scholarship endowment funds, encouraging them to expand upon those and creating an opportunity for the establishers and scholarship recipients to meet in order to express gratitude for their contributions.

Chair Marcus notified Trustee Landrau the meeting was being audio recorded.

Dr. Broman spoke to examples of a report generated for each individual endowed fund and the positive response this received from donors. This prompted a donor who stopped paying on a six figure pledge to transfer stock to the Westfield State Foundation, fulfilling a large portion of their pledge.

Prior to the board meeting, a luncheon was hosted by the Westfield State Foundation for faculty and staff emeriti with the purpose of engaging retired employees to encourage or enhance future contributions.

May 5, 2017 will be the annual Westfield State Foundation Gala. Due to the transition from a third party vendor to a self-operating dining program, food will not be the central focus of this year's gala as it has been in years past. During the transition to a self-operating model, Institutional Advancement did not budget for what was normally donated in food. To pay for food would significantly limit the ability to raise funds for scholarships, so a different approach to the gala will be explored this year.

Dr. Broman is working with the Chair of the Westfield State Foundation Board in order to develop the board to its full potential. Length of terms need to be better communicated to board members to allow those who want to continue to serve to do so and fill the positions of those who are unable to.

Institutional Advancement will be traveling to Florida for three days in order to meet with individual donors. They will again travel to Florida in March for three days to host more event oriented activities. They need to connect with and reengage alumni residing in Florida.

Trustee Robert Johnson reviewed Dr. Nettie Stevens' biography and connection to Westfield State University. Dr. Stevens is credited with discovering X and Y chromosomes.

MOTION made by Trustee Johnson, seconded by Trustee Hagan to name the newly constructed science center as *Dr. Nettie Stevens Hall* in recognition of Westfield State University alumna Nettie Stevens' extraordinary accomplishments in the field of genetics. Hearing no discussion, the motion passed unanimously.

AUDIT COMMITTEE

Ms. Olivia Bischoff, Associate Director of Risk Management, reviewed the results of the Performance Audit conducted by the Office of the State Auditor. There was only one finding in Inventory Control. The university has been working to address inventory control issues by updating the inventory control policy in October and implementing trainings, providing email reminders, and creating a new online asset reallocation form as part of an action plan.

The Enterprise Risk Management Committee has been reviewing risk management plans and they are almost complete. The next cycle will begin this coming spring.

The internal travel audit has been completed and the report almost finalized. Twenty-five travel expenditures were reviewed from start to finish with no major findings. There were approximately 50 minor errors that the Offices of Financial Accounting and Procurement corrected prior to expenditure. Its clear travelers are confused with the travel policy and the related forms. Ms. Bischoff will be working with the Offices of Financial Accounting and Procurement to review forms for clarity purposes. Training will be offered soon in accordance with the travel policy.

Ms. Bischoff requested a revision to the FY17 internal audit schedule. To replace Offices of Accounts Payable and Grants with key control. O'Connor and Drew P.C. and the Office of the State Auditor have done expenditure testing with no findings. Key control is at a higher risk because it impacts the safety and security of the campus community and property. Right now there is a draft key control policy and procedures. The current practice should be reviewed prior to the finalization.

MOTION made by Trustee Hagan, seconded by Trustee Landrau to approve the revised FY17 internal audit schedule, as presented. Hearing no discussion, the motion passed unanimously.

Formerly known as the A133 Audit, the Uniform Guidance Report is required on an annual basis due to the amount of federal expenditures, approximately \$40 million. Nearly all of this is in student financial assistance, the reports main focus. There were three findings: a missing date of loan disbursement on letters mailed to students, a clerical error that amounted to a \$10 miss payment of a student employee, and the payment of a work study student that worked during class time.

MOTION made by Trustee Hagan, seconded by Trustee Magovern to accept the audit report on the audit procedures required pursuant to OMB Uniform Guidance for fiscal

year ending June 30, 2016 as prepared by the firm of O'Connor & Drew, P.C., and to authorize the submission of this report to the Federal Audit Clearinghouse and to other parties as required by the OMB Uniform Guidance and the Commonwealth of Massachusetts. Hearing no discussion, the motion passed unanimously.

The Massachusetts Office of Student Financial Assistance Aid Report is required to be conducted every three years as long as there are no significant findings. If there were significant findings, the report would be required yearly. There was one finding in 2013 but it was not deemed significant enough to warrant yearly reports. There have been no findings since.

MOTION made by Trustee Hagan, seconded by Trustee Johnson to accept the agreed upon procedures report pursuant to the Massachusetts Office of Student Financial Assistance attestation guide for fiscal year ending June 30, 2016 as prepared by the firm of O'Connor & Drew, P.C., and to authorize the submission of this report to the State Comptroller's Office and the Department of Higher Education. Hearing no discussion, the motion passed unanimously.

3:19 PM, MOTION made by Trustee Queenin, seconded by Trustee Hagan to adjourn the December 15, 2016 meeting. Hearing no discussion, the motion passed unanimously.

DOCUMENTS

October 6, 2016 Minutes; October 24, 2016 (Special) Minutes; Office of Admission Report - Fall Recruitment; Office of Admission Report – Fall Recruitment (Updated); MA Public Higher Education Undergraduate Enrollment; Trends with Fall 2016 Estimated Enrollment; Motion - Tenure, Return to Faculty; Board of Trustees Personnel Action - Tenure; First Quarter Financial Update; First Quarter Financial Results (FY17); First Quarter Financial Results (FY16); Dining Services Update; Memo from Vice President, Stephen Taksar; FY18 Financial Model Scenarios; FY18 Payroll and Fringe Impact; Sponsorships and Community Events History; Motion - Sponsorships and Community Events; Foundation Financials - Westfield State Foundation, Inc.; Financial Reporting Package; Scholarships Endowment Funds Report (with letter); Nettie Maria Stevens Biography; Motion - Naming of the Science and Innovation Center; Risk Dashboard - December 2016; Revised FY17 Internal Audit Schedule; Motion—Revised FY17 Internal Audit Schedule; Uniform Guidance Report; Motion - Uniform Guidance Report; Massachusetts Office of Student Financial Aid Report; and Motion - Massachusetts Office of Student Financial Aid Report.