



## **Board of Trustees**

### **Minutes**

Room 134, Catherine Dower Center for the Performing and Fine Arts  
June 15, 2017

Board of Trustees members in attendance: Chair Steven Marcus, Vice Chair Terrell Hill, Secretary Madeline Landrau and Trustee members James Hagan, Robert Johnson, Robert Magovern, Robert Martin, Kevin Queenin, Edward Sullivan, and Brandon Trafford.

Excused absences: Trustee Linda Slakey.

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

The meeting was called to order at 4:04 PM by Chair Marcus, who welcomed everyone to the beautiful Catherine Dower Center for the Performing and Fine Arts, stating this was the first time the Trustees have met in this building.

Chair Marcus announced that the meeting would be audio recorded and that a member of the public was also recording the meeting.

Chair Marcus welcomed Commissioner of Higher Education Carlos Santiago to Westfield State.

Commissioner Santiago stated he had a great tour of this facility and offered congratulations as the fundraising has worked well for the fine arts. He mentioned three things needed to provide to faculty: 1) good students, 2) good colleagues, and 3) the toys, which are the facilities, computers, and technology to do the work. He stated he had provided the Chair and the President with the presidential evaluation dashboard, which is a new format this year and shows data from all the state campuses. There is a new crop of presidents who understand how important the comparison of data is. When one campus makes positive changes, it is important for other campuses to follow, such as leadership in math programs and strategic planning.

Commissioner Santiago shared a PowerPoint presentation entitled "29 Campuses, One Shared Mission" which addressed where higher education is moving as a system. All 29 state institutions have boards such as ours that have considerable authority. To be successful, universities need to move forward with initiatives the campus believes in. Challenges are enrollment, demographic, and the need to create new strategies to build the skilled workforce.

The Massachusetts population aged 5-19 is going to be flat for the next 20 years and the population 55 years & older will have 660,000 members of the labor force retiring that will need to be replaced. For Massachusetts residents, 50% of undergraduates go to public institutions and 70% of Latino & African American residents go to public institutions.

Commissioner Santiago discussed the Board of Higher Education Goals for 2016-17 and stated that collaboration between institutions is important and used the "100 Males to College" program that Westfield State helped to start two years ago that helped first generation students. Because of its success, other institutions are starting this program.

Other important goals are fostering a more integrated system and elevating performance of public higher education, developing better integration with P-12 and workforce sectors, enhancing appreciation of higher education, and incubating innovation. A unified system of transfer from community colleges to public universities statewide was recently launched.

It was questioned whether the Commissioner could see Massachusetts offering free tuition to residents or in-state tuition to nonresidents like New York and Maine recently implemented. He stated that time will tell what worked and didn't work for those programs. At that time, Massachusetts can take what worked the best and institute it here. He does believe there will be initiatives toward free community colleges and that the Commonwealth needs to do better contributing to financial aid.

Chair Marcus then welcomed to the table James Leahy, Chair of the Board of Directors of the Westfield State Foundation. Mr. Leahy mentioned he received public education from kindergarten through college at Westfield State. This has been a very busy year for the Foundation and Dr. Erica Broman has been doing a fantastic job. With a couple of weeks left in the fiscal year, they are \$30,000 shy of doubling what the Foundation raised last year. This year, the Foundation gave \$225,000 to the university, they brought in more endowed scholarships and raised the endowment level to \$15,000 for new scholarships, and there was a dramatic increase to the #GiveAHoot event. His plans for the Foundation are to 1) Change and shorten the mission statement so that everyone can quote it quickly to everyone they come in contact with; 2) Institute a 2-year presidency so the president can keep the momentum going. They also need to bring more people onto the board from outside this area. They have enlisted an attorney and an accountant to help with those areas of business management; 3) Energize the board so it can work together and have a clear defined set of expectations; and 4) Grow planned giving.

Chair Marcus stated there is a good collaboration between the Boards of Trustees and the Foundation and expressed thanks for the hard work the Foundation team does.

President Torrecilha expressed appreciation on behalf of the institution and stated the Foundation is going in a direction that was really needed. He suggested giving some thought to engaging in strategic planning process for the Foundation Board and encouraged the Foundation to expand the Board geographically. From his visits with alumni in other parts of the country, he noted there is excitement out there and we need to bring alumni back. Mr. Leahy stated that at the executive level there has been discussion about recruiting Board members from all over the country, and that will be focused on at the beginning of the new fiscal year.

Chair Marcus moved forward to agenda item Approval of Minutes of April 13, 2017 and asked for a Motion to approve the minutes.

**MOTION** was made by Trustee Magovern, seconded by Trustee Martin, to approve the minutes of the April 13, 2017 meeting. **Motion passed unanimously.**

Chair Marcus called Student Trustee Brandon Trafford to the front of the room and shared that Brandon has served faithfully on the Board of Trustees this past year. He always comes to the meetings prepared and attends even when school is not in session. Chair Marcus presented a gift to Brandon on behalf of the President and the Board of Trustees. President Torrecilha added that on behalf of the university, Brandon has done a great job and that his fellow students were well represented.

Brandon stated that it has been an honor for him to serve with and learn from the Board of Trustees. He then introduced the new Student Trustee, Cameron Swan, a junior majoring in Psychology with a double minor in Business and Writing. Cameron has been active in clubs, has been a tour guide welcoming new students, has held lead roles in musicals, and performs competitive a cappella. Chair Marcus welcomed Trustee Swan to the Board.

Chair Marcus reminded the Trustees of the Board Retreat on campus on July 11 & 12 and that specific details will be shared soon. The next Board meeting will be on October 12, starting at 8:30 AM and will be run in the same format with committee meetings all day followed by a full Board meeting. The President's Evaluation will be due soon and Trustees Slakey, Martin and Hill have agreed to serve on the evaluation committee, with Trustee Slakey chairing it. President Torrecilha will do a self-evaluation which will be sent to all the Trustees. All Trustees are encouraged to give their comments to Trustees Slakey, Martin and Hill so that all can participate in the President's Evaluation.

Chair Marcus welcomed President Torrecilha to the floor for the President's Report. President Torrecilha stated that Westfield State had a very productive year and accomplished much due to the work and dedication of the Board, Cabinet and the faculty and staff, which are the life and blood of Westfield State.

Last year the university was strategic in developing partnerships with local school districts, the Greater Westfield Chamber, the City of Westfield, the Pioneer Valley Planning Commission, the YWCA of Worcester and select businesses in the area such as CRRC and MGM. The profile of Westfield State has also been raised by engaging civic leaders. We have hosted James Peyser, our Secretary of Education; Dr. Carlos Santiago, Commissioner of Higher Education; Jay Ash, Secretary of Housing and Economic Development; Carol Gladstone, Commissioner of DCAMM; and Francisco Urena, Secretary for Veteran Services. Our voice in local and state media, with all coverage of Westfield State being positive, has increased. Pledges and gifts are over \$2 million this year, which is very impressive.

The 2016-2017 academic year was the year the college structure was created at Westfield State. A number of timely cutting edge academic programs were introduced, including Health Sciences, a graduate program in OT, and an RN-to-BSN completion program with STCC. We also expanded our footprint by offering a satellite graduate program for Social Work in Worcester. We reaffirmed our commitment to education with funding and supporting more than 260 student research and creativity projects and implemented the Westfield State Experience.

Westfield State stood tall in our community with the dedication of our new Science and Innovation Center to one of our most distinguished alumni, Dr. Nettie Maria Stevens, and for the third year in a row our student athletes captured the MASCAC Smith Cup.

This year the university transitioned to a self-operating dining service offering healthy, sustainable food services and relocated the Institutional Advancement offices back to campus.

President Torrecilha shared that the budget of an institution reflects the value of the institution. A budget model was selected, three separate budgets were aligned into one single institutional budget, and the entire campus community worked to balance the budget.

President Torrecilha recognized and thanked Dr. Marsha Marotta for serving as Interim Vice President for Academic Affairs for the last three years. She has worked very hard on behalf of Academic Affairs, our students and faculty, and is leaving the division in much better shape than found.

Chair Marcus welcomed Finance and Capital Assets Committee Chair Kevin Queenin, who stated that because of the way the committee meetings were structured through the day and since considerable discussion had already taken place on the Action Items at those meetings, he would move forward with the Motions to be presented.

**MOTION** was made by Trustee Queenin, seconded by Trustee Hagan, to approve the FY18 Operating Budget as presented and to authorize the President to make budget adjustments to these funds. **There being no discussion, the motion passed unanimously.**

**MOTION** was made by Trustee Queenin, seconded by Trustee Trafford, to approve FY18 capital projects exceeding \$500,000, as presented here:

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|--|-------------|
| 1. Parenzo Hall Study                      | \$ 700,000  |
| 2. Catherine Dower Center Roof Replacement | \$1,000,000 |
| 3. Ely/Lammers Sewer Injection Project     | \$ 500,000  |

Trustee Queenin stated that these projects are also subject to receiving funds from the state as well. **There being no further discussion, the motion passed unanimously.**

**MOTION** was made by Trustee Queenin, seconded by Trustee Landrau, to approve the FY18 annual tuition and fees schedule for graduate and undergraduate students, as presented. **There being no discussion, the motion passed unanimously.**

**MOTION** was made by Trustee Queenin, seconded by Trustee Magovern, to authorize the University to spend up to \$30,000 in FY18 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 June 2018 meeting of the Board of Trustees. **There being no discussion, the motion passed unanimously.**

**MOTION** was made by Trustee Queenin, seconded by Trustee Landrau, to approve the FY18 expenditures for the vehicle lease/purchase program, as presented. **There being no discussion, the motion passed unanimously.**

**MOTION** was made by Trustee Queenin, seconded by Trustee Magovern, to approve and adopt the updated Westfield State University policy on Fixed Assets, Capitalization, and

Inventory Control (0601), as presented. **There being no discussion, the motion passed unanimously.**

This concludes the Finance and Capital Assets Committee portion of the meeting.

Chair Marcus welcomed Institutional Advancement Committee Chair Robert Johnson who shared two items of information. The first was a Dashboard document handed out which was put together by the Advancement staff which shows 100% participation by the Board of Trustees in funding the Foundation. At the committee meeting there was a discussion about Enrollment Management and where it belonged in the committee structure. It was the consensus that it could be added to the Institutional Advancement Committee, which needs a bylaw change so the recommendation will be made to the Board at the next meeting that the committee will become the Advancement and Enrollment Management Committee. Enrollment Management will be included with Institutional Advancement on an informal basis until that change is made.

This concludes the Institutional Advancement Committee portion of the meeting.

Chair Marcus welcomed Audit Committee Chair James Hagan, who stated they had one Motion to present.

**MOTION** made by Trustee Hagan, seconded by Trustee Landrau, to approve the FY18 Internal Audit Schedule, as presented. **There being no discussion, the motion passed unanimously.**

This concludes the Audit Committee portion of the meeting.

Chair Marcus welcomed Governance and Nominating Committee Chair Terrell Hill.

**MOTION** made by Trustee Hill, seconded by Trustee Magovern, to elect the following slate of officers for the 2017-2018 academic year:

Steven P. Marcus, Chair  
Linda Slakey, Ph.D., Vice Chair  
Madeline Landrau, Secretary

**There being no discussion, the motion passed unanimously.**

This concludes the Governance and Nomination Committee portion of the meeting.

Trustee Marcus made the **MOTION** to adjourn, which was seconded by Trustee Queenin.  
**Motion was unanimously passed.**

The meeting adjourned at 5:32 PM.

Attachments presented at this meeting:

**Minutes**

a. April 13, 2017

**Academic Affairs and Student Affairs Committee**

- b. Although no committee meeting, Dr. Pickron handed out New Student Guidebooks for 2017-2018

**Finance and Capital Assets Committee**

- c. Third Quarter Financials – Narrative
- d. Third Quarter Financials – FY17
- e. Third Quarter Financials – FY16
- f. Annual Debt Update
- g. FY17 Sponsorship Update
- h. Motion – FY18 Operating Budget
- i. FY18 Budget – Memo (Steve Taksar)
- j. FY18 Budget – Narrative
- k. FY18 Budget – Detailed Budget
- l. FY18 Budget – FY17 Comparison
- m. FY18 Budget – April to June Comparison
- n. Motion – Capital Projects (Exceeding \$500,000)
- o. FY18 Budget – Capital Funding Plan
- p. Motion – Schedule of Annual Tuition and Fees
- q. FY18 Budget – Schedule of Annual Tuition and Fees (Undergraduate)
- r. FY18 Budget – Schedule of Annual Tuition and Fees (Graduate)
- s. Motion – FY18 Sponsorships
- t. Motion – Vehicle Lease/Purchase Program
- u. FY18 Budget – Lease Purchase Vehicles
- v. Motion – Fixed Assets, Capitalization, and Inventory Control Policy
- w. Policy – Fixed Assets, Capitalization, and Inventory Control Policy (Narrative)
- x. Policy – Fixed Assets, Capitalization, and Inventory Control Policy (Revised)

**Institutional Advancement**

- y. FY17 Dashboard Model – handouts
- z. FY17 Overview
- aa. Phonathon Overview – PowerPoint

**Audit Committee**

- bb. Recurring Audit Findings FY12-FY16
- cc. FY16 Final Audit Determination
- dd. O'Connor & Drew Audit Committee Power Point Presentation
- ee. FY17 Year-End Internal Audit Report
- ff. Motion – FY18 Internal Audit Schedule
- gg. FY18 Internal Audit Schedule

**Governance and Nomination Committee**

- hh. Motion – 2017 to 2018 Slate of Officers