



BOARD OF TRUSTEES Minutes

President's Boardroom, Horace Mann Center
October 12, 2017

Board of Trustees members in attendance: Chair Steven Marcus, Vice Chair Linda Slakey, and Trustee members Terrell Hill, James Hagan, Robert Magovern (arrived at 3:35 PM), Robert Martin, Kevin Queenin, Edward Sullivan, and Cameron Swan.

Excused absences: Secretary Madeline Landrau and Trustee Lydia Martinez-Alvarez.

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

The meeting was called to order by Chair Marcus at 3:15 PM.

Chair Marcus addressed Approval of the Minutes on the agenda.

MOTION was made by Trustee Sullivan, seconded by Trustee Hagan, to approve the minutes of the June 15, 2017 and the September 18, 2017 Board of Trustees meetings. Chair Marcus asked if there was any discussion. There being none, Chair Marcus called for a vote. **The vote was unanimous to approve the minutes of both meetings.**

Chair Marcus turned the meeting over to President Torrecilha for the President's Report. President Torrecilha stated that it has been a very busy beginning of the academic year. As the Board knows, some students have been the recipients of hate, racist and sexist incidents and Westfield State is one of about two dozen universities throughout the country experiencing these types of acts. He reiterated that he has kept the Board, as well as the campus community, informed of the incidents, together with the actions taken by the administration. President Torrecilha thanked Public Safety, Residential Life staff, the Counseling Center, Academic Affairs, Urban Education, the Emergency Response Team, the Cabinet and particularly Dr. Prusank, Tricia Oliver and Sue LaMontagne for their efforts during this unsettling time. Westfield State will emerge as a stronger institution.

The university welcomed over 1,300 new students, with 1,008 first-time, full-time students and 351 transfer students for total undergraduates of 4,771. In the College of Graduate and Continuing Education, there are 582 matriculated undergraduates and 580 matriculated graduates for a total of 5,933 students.

The strategic planning process was launched in cooperation with the state, which requires three Touchpoints: 1) The kick-off with Commissioner Santiago; 2) Drafts to be sent to the Board of Higher Education; and 3) The final version of the plan to be submitted to the Board of Higher Education Strategic Planning Committee, then to the full Board of Higher Education, and then approval by the

Secretary of Education. Our intent is to build consensus around our vision, values, and mission. In May 2017, a strategic planning steering committee was convened with 14 members and 2 Trustees as special guests. The September 8 kick-off had over 200 faculty, staff, and Trustees attend in an open forum. The next step will be focus groups of faculty, staff, Trustees, students and alumni to be held on October 25 and 26. These forums will help identify strategic priorities for campus, followed by a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis in November. In the spring, work on the plan for implementing the strategic priorities will begin. The Vice Presidents will be relied upon to develop cross-divisional plans. The goal is to have a plan for implementation, assessment and resource allocation by June.

President Torrecilha stated that there are continued negotiations with MSCA. The Council of Presidents proposed a three-year contract with salary increases of 1% plus 1%; 2%; 2%. Other parameters such as Post Tenure Review and the 15% rule are also being considered. Progress is slow. The union leadership has adopted a “work-to-rule” with no new committees or work on Saturdays. Chairs are exempt from this. This is impacting the work of the university as faculty are not participating in open houses or sitting on search committees for Deans. President Torrecilha remains confident that negotiations with MSCA will be settled as soon as possible.

On October 2 the university welcomed the Joint Committee on Higher Education and was honored to host a committee hearing on the state of higher education. Almost all speakers asked the legislature to invest more in higher education.

President Torrecilha continued that there was very rich conversation in committee meetings earlier today about funding for renovations to Parenzo Hall and asked the full Board for support of this project.

President Torrecilha handed out Institutional Priorities for the academic year which includes 1) Engage in Strategic Planning and Implementation; 2) Develop a Resource Management Plan; 3) Implement the College Structure; 4) Maintain Focus on Student Success; 5) Strengthen Enrollment Management; and 6) Continue Emphasis on a Culture of Philanthropy, setting a fundraising goal for FY18 of \$2.25 million and increasing alumni participation by 25 percent.

President Torrecilha ended his report by stating the university has been approached by the City of Westfield to consider a presence downtown. The city will build a set of structures for retail, offices, and apartments and wanted to know if the university had an interest in occupying a portion of that facility. The conversation in Cabinet was that our efforts should remain with Parenzo Hall as a top priority.

Chair Marcus thanked the President for his leadership not only at our institution, but also for the nation, being a leader in the racism issue only hours after it happened. The Trustees stand committed to help promote this university. The Trustees agreed that President Torrecilha’s response to the incidents on campus had been outstanding and they appreciated all of the communication received from him and applauded the efforts being taken.

Chair Marcus then proceeded to the next agenda item and said a Motion was needed to ratify the actions of the Executive Committee at their July 12, 2017 meeting.

MOTION made by Chair Marcus, seconded by Trustee Queenin, to ratify the Executive Committee’s action taken at the July 12, 2017 meeting to delegate to Attorney Cox and the Assistant to the Board of Trustees the task of responding appropriately to the July 5

Open Meeting Complaint. **There being no discussion, Chair Marcus called for a vote and the motion passed unanimously.**

Chair Marcus recognized Academic and Student Affairs Committee Chair Slakey who stated that the committee had heard from Dr. Parviz Ansari, Provost and Vice President for Academic Affairs, and Dr. Carlton Pickron, Vice President for Student Affairs, about new plans for more intentional collaboration between Academic and Student Affairs around issues of student success. Committee Chair Slakey circulated the document entitled “*A Comprehensive Plan for Student Success, Executive Summary*” which explained students at risk and summarized the plan to have two new joint councils, the Westfield State Experience council and the Support Services council (which includes representatives of existing support services in Academic and Student Affairs and a new Office of Academic Support and Progress) to make up the Center for Student Success and Engagement (CSSE). There was a robust discussion in the committee meeting of how this work will be done and the needs and characteristics of the populations that are growing.

The Academic and Student Affairs portion of the full Board meeting was concluded.

Chair Marcus recognized Finance and Capital Assets Committee Chair Queenin who stated that in the committee meeting earlier in the day, they had discussions on travel expenses of the President and his direct reports, the fixed asset inventory report, review of the dining commons dashboard and an update on the IT consultant. They previewed the draft committee charter, had an overview of budget planning parameters for FY19 and are presenting the following action items.

MOTION made by Trustee Queenin, seconded by Trustee Sullivan, to approve the Athletic Turf Field and Track Replacement Project as proposed in the *Executive Summary* and *Preliminary Opinion of Probable Total Project Cost* and to approve the use of \$2,000,000 in unrestricted net position (reserves) this year, as recommended by campus leadership.

Committee Chair Queenin stated that the plan has been well thought through and that Mr. Dick Lenfest, the Athletic Chair, put it together very well. **There being no further discussion, Chair Marcus called for a vote and the motion passed unanimously.**

MOTION made by Trustee Queenin, seconded by Trustee Sullivan, to approve the Parenzo Hall Renovation Project as a critical capital project for the campus, consistent with the 2007 Campus Master Plan. Total project cost is estimated to be \$40,000,000. Half of the funding for the project will be provided by the Commonwealth of Massachusetts through the new strategic framework process for major capital projects and the other half or \$20,000,000 from the campus using accumulated cash reserves beginning in FY19. The project, as currently conceived, would only proceed if the state fully funded \$20,000,000.

Trustee Slakey stated that it would be useful for the full Board to get a sense of the impact of committing \$22 million in cash for the athletic field and the Parenzo renovation and why it is a significant investment. Stephen Taksar, Vice President of Administration and Finance, was invited to the table and reiterated the importance of the Parenzo Hall project. With new strategic framework rolled out by the state, if we come to the table with a matching fund of \$20 million, it will send a strong message to the state and there is a good chance the project will be

approved. Cash reserves will be used, which have been growing for the last twenty years. The best use for these funds would be for a capital project instead of the operating budget. This is the best approach to renovate Parenzo as its net asset value is in the negative (-1). It will have an impact on our financial ratios and our financial statements will be affected as well, but it is a prudent use of college resources. There will be approximately \$35 million remaining in cash. **There being no further discussion, Chair Marcus called for a vote and the motion passed unanimously.**

Trustee Magovern entered the meeting at 3:35 PM.

MOTION made by Trustee Queenin, seconded by Trustee Slakey, to approve and adopt the updated Westfield State University policy on Travel (0390), as presented. **There being no discussion, Chair Marcus called for a vote and the motion passed unanimously.**

The Finance and Capital Assets portion of the full Board meeting was concluded.

Chair Marcus recognized Institutional Advancement Committee Secretary Martin, who stated that Institutional Advancement and Enrollment Management had met together for the first time and that they share a common interest. Dr. Erica Broman, Vice President of Institutional Advancement, had given the Advancement Dashboard for the beginning of the year and the dollar values represented were outstanding. Mr. Daniel Forster, Vice President of Enrollment Management, had given a presentation with the status of admission and enrollment. The Board got a sense of the process gone through with the types of applications received to determine acceptances which generate what types of enrollment we have. There have been revisions to the Non-Cash (In-Kind) Contributions policy that require a full Board vote.

MOTION made by Trustee Martin, seconded by Trustee Hill, to approve and adopt the updated Westfield State University policy on Non-Cash (In-Kind) Contributions (0330), as presented but amended to change the review of the policy to every three years instead of annually. **There being no discussion, Chair Marcus called for a vote and the motion passed unanimously.**

The Institutional Advancement/Enrollment Management portion of the full Board meeting was concluded.

Chair Marcus recognized Audit Committee Chair Sullivan, who stated that at their meeting, the committee discussed Enterprise Risk Management planning, the internal audit update, PCI Assessment and the audit report for FY17. Committee Chair Sullivan then brought forth the items of action of the Audit Committee and made the following motions:

MOTION made by Trustee Sullivan, seconded by Trustee Martin, to accept the annual report for fiscal year ending June 30, 2017, as prepared by the university's Administration and Finance Division and to authorize the submission of this report as amended to include a statement relative to pension liability, 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. This annual report includes the Westfield State University FY17 Financial Statements, audited by

O'Connor & Drew, P.C. **There being no discussion, Chair Marcus called for a vote and the motion passed unanimously.**

MOTION made by Trustee Sullivan, seconded by Trustee Hill, to approve the new Remote Access policy; and to authorize and cross-reference language in this new Remote Access policy to be made in all other Westfield State University publications. **There being no discussion, Chair Marcus called for a vote and the motion passed unanimously.**

MOTION made by Trustee Sullivan, seconded by Trustee Hill, to approve the new Data Classification policy; and to authorize and cross-reference language in this new Data Classification policy to be made in all other Westfield State University publications. **There being no discussion, Chair Marcus called for a vote and the motion passed unanimously.**

The Audit portion of the full Board meeting was concluded.

Chair Marcus recognized Governance and Nomination Committee Chair Hill, who stated that at the committee meeting they discussed the committee's charter, a trustee responsibility document, and board assessment for the year. This committee will continue work on these three important areas.

The Governance and Nomination portion of the full Board meeting was concluded.

Chair Marcus stated that it had been a productive day and thanked the Board for their hard work, preparation and leadership.

There being no further business, Chair Marcus asked for a Motion to adjourn.

MOTION was made by Trustee Magovern, seconded by Trustee Sullivan, to adjourn. **Motion passed unanimously.**

The meeting was adjourned at 3:47 PM.

Attachments presented at this meeting:

Minutes

- a. June 15, 2017
- b. September 18, 2017

Executive Committee

- c. Motion-To Ratify Actions of Executive Committee at July 12, 2017 Meeting

Academic and Student Affairs Committee

- d. Handout: *A Comprehensive Plan for Student Success, Executive Summary*

Finance and Capital Assets Committee

- e. Motion – Athletic Field, Turf and Track Replacement
- f. Motion – Parenzo Hall, Project Approval
- g. Motion – Travel Policy (0390)

Audit Committee

- h. Motion – FY17 Audit Report

- i. O'Connor and Drew, P.C. Audit Report
- j. Motion – Remote Access Policy
- k. Motion – Data Classification Policy

Institutional Advancement with Enrollment Management

- l. Motion – Non-Cash (In-Kind) Contributions Policy (0330)

Full Board

- m. Handout: *Institutional Priorities* from President Torrecilha