



BOARD OF TRUSTEES

Special Meeting

Minutes

President's Boardroom, Horace Mann Center

August 14, 2018

Board of Trustees members in attendance: Chair Kevin Queenin, Vice Chair Linda Slakey, Secretary Madeline Landrau and Trustee members Robert Magovern, Steven Marcus, Robert Martin, and Lydia Martinez-Alvarez.

Excused Absences: Trustees James Hagan, Terrell Hill, Edward Sullivan and Cameron Swan.

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

Chair Queenin called the meeting to order at 8:04 AM and turned the meeting over to President Torrecilha.

President Torrecilha gave an overview of his Assessment of Institutional Priorities for FY18 as well as the Institutional Priorities for FY19, which are due to the Commissioner in October. Last year was a successful year where most of the priorities were met. The strategic planning Touchpoint I was kicked off last September with Commissioner Santiago on campus. President Torrecilha delivered a copy of the Touchpoint II to the Commissioner yesterday in Boston and distributed copies to the Trustees. A draft of the Plan will be shared prior to the October Board meeting. Provost Dr. Diane Prusank is engaging the deans and chairs regarding the academic direction for the Strategic Plan.

President Torrecilha shared the Institutional Priorities for FY19 as follows:

Implement the Westfield State University Five Year Strategic Plan

The strategic plan will be filed through the Department of Higher Education. The implementation plan will include costs and will identify which office is accountable for which initiative. Strategic initiatives for FY19: processes to implement, evaluate, and sunset programs and initiatives; the development of a 3-5 year rolling technology plan, and strategically realign diversity and compliance under one focused office.

Create a Strategic Operational Plan for Residential Life

Residential Life will create an operational plan to re-tool recruitment and occupancy retention, space utilization, and resource allocation.

Initiate the Plan for Parenzo Hall Renovation

The \$40 million dollar renovation of Parenzo Hall begins this year with a plan to hire architects, project managers, and to chart out University involvement in the manifesting of specific program design.

Solidifying the Transition to the College Structure

The next step in moving toward operationalizing the college structure requires assessing work distribution, work load, the flexibility of processes and procedures for improved responsiveness.

Westfield State Experience

The first two years of the Westfield State Experience will be solidified through collaboration between Academic Affairs and Student Affairs and will launch in AY2019-2020.

Investment Strategy Developed in Support of Institutional Goals and Priorities

This year will launch a new investment strategy involving the distribution of a request for proposals to select an investment advisor, the evaluation of previous investment strategies, and the development of policies regarding investment of reserve funds.

Sponsored Research Strategic Evaluation

To align sponsored research and grants dollars with institutional priorities and the strategic plan, the current structure of the office of grants and sponsored research, and its interface with institutional advancement will be evaluated and, if necessary, a new organizational plan proposed.

Increase Fundraising Floor and Research

Secure at least 1.6 million in gifts and pledges and institute timely reporting on giving and appropriate metrics for measuring success. Relatedly, limited resources will be realigned to build a more robust prospect research effort.

Create an Enrollment Management Dashboard

Create and make operational, an Enrollment Management Dashboard to monitor progress of recruitment efforts, marketing projects and financial aid expenditures in comparison to prior years, resulting in a target of 1050 frosh deposits and 350 transfer students on 09/15/2019.

Chair Queenin stated the objective of today's meeting is to go through the action items listed from the retreat in June and assign them to the appropriate committee. It will be the responsibility of the committee chairs to work with the cabinet members assisting their committee to place these action items on their agendas for upcoming meetings.

The following lists of responsibilities were assigned to the named committees:

Academic and Student Affairs Committee, Chair Robert Martin:

Assisted by Dr. Diane Prusank and Dr. Carlton Pickron

1. Invite faculty/chairs to meetings
2. Track national trends in higher education
3. Review mechanisms established by cabinet for evaluating programs
4. Monitor progress in implementing *The Westfield State Experience*
5. Support the expansion of CGCE programs
6. Evaluate and address student culture (Trustee Swan)

Finance and Capital Assets Committee, Chair Edward Sullivan:

Assisted by Mr. Stephen Taksar

1. Evaluate the costs associated with the Strategic Plan
2. Investment Subcommittee
3. Evaluate the costs associated with student support services
4. Evaluate the costs associated with curriculum
5. Continue to unroll 5-year budget plan

Advancement and Enrollment Management Committee, Chair Madeline Landrau:

Assisted by Dr. Erica Broman and Mr. Daniel Forster

1. Monitor progress and implementation of *The Westfield Promise*
2. Provide data and interpret data on trends in higher ed and Westfield State enrollment. These data will provide understanding for decision making regarding resources.
3. Survey on graduate paths for the advancement and alumni offices to maintain contact with alumni for fundraising, mentoring, and employment
4. Enrollment Management dashboard – goal, access
5. Economic impact report of Westfield State University employees, students, alumni

Audit Committee, Chair Lydia Martinez-Alvarez:

Assisted by Mr. Stephen Taksar

1. Survey University policies

Governance and Nomination Committee, Chair Steven Marcus:

Assisted by Dr. Susan Leggett

1. Improve Board orientation
2. Interaction with new trustee selection process
3. Rules of conduct for the Board (listed in the bylaws and charter)
4. Update Trustee Bylaws

Executive Committee, Chair Kevin Queenin:

Assisted by President Torrecilha

1. Add substantive item to full Board meetings
2. Evaluate meeting structure
3. Monitor Strategic Plan annually
4. Outreach to labor unions
5. Monitor Board projects and goals
6. Plan retreat 2019

Chair Queenin stated that committee assignments would be out by the end of the week and that the committees should prioritize these lists of action items to present at the October 9 meeting.

Chair Queenin shared the following:

- Requests from friends and family for help with Westfield State issues should be directed to Dr. Susan Leggett, Chief of Staff.
- Dates of each Board meeting for the year should get into everyone's calendars. Attendance at Board meetings was 87% and 85% for the last two years, which could be improved.
- Dates of upcoming campus events should also be placed into calendars. Chair Queenin urged Trustees to attend the November 8 faculty and staff reception being hosted by President Torrecilha and the Board.
- Trustees can increase their philanthropy by giving and by providing network connections to Dr. Broman.
- It was questioned whether a 2019 retreat would be helpful. The Trustees agreed that a one-day retreat would be useful and that trends in higher education could be a valuable subject. The theme of the retreat will be added as a discussion item to the October 9 Board meeting agenda.

Chair Queenin stated that the appointment of the chair of the Audit Committee needed to be confirmed by a majority Board vote according to the Audit Committee Charter and asked for a motion.

MOTION was made by Trustee Landrau, seconded by Trustee Marcus, to confirm the appointment of Trustee Lydia Martinez-Alvarez as the Chair of the Audit Committee. **There being no discussion, Motion passed unanimously.**

There being no further business, the meeting was adjourned at 9:47 AM.

Attachments presented at this meeting:

- a. Assessment of Institutional Priorities FY18
- b. Institutional Priorities FY19
- c. Handout: Strategic Planning Touchpoint II
- d. Report and Highlights from 2018 Trustees Retreat
- e. Trustee Resource Sheet
- f. Schedule of Board meetings 2018-2019
- g. Schedule of Events 2018-2019
- h. Motion – Confirm Appointment of Audit Committee Chair