



## **Board of Trustees**

Special Meeting

January 27, 2022

4:00 – 6:00 PM

### **Virtual Meeting via Zoom**

In accordance with Massachusetts Gov. Charlie Baker's Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

A live stream of the meeting for public viewing will also take place on YouTube at the following link:

<https://www.westfield.ma.edu/live>

### **Agenda**

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- |   |                                     |
|---|-------------------------------------|
| <b>1. Call to Order</b>   | Chair Dr. Robert Martin             |
| <b>2. Approval of Minutes</b><br>December 16, 2021                              | Chair Dr. Robert Martin             |
| <b>3. General Announcements</b>   | Chair Dr. Robert Martin             |
| <b>4. President's Report</b>  | Dr. Linda Thompson                  |
| <b>5. Strategic Discussion</b><br>a) University Dashboard Benchmarks on Metrics | Dr. Juline Mills/Dr. Brian Jennings |

#### **Attachments:**

- a) Draft Minutes of December 16, 2021



## BOARD OF TRUSTEES

December 16, 2021

### Minutes

Conference Room A (Garden Level), Horace Mann Center

A live stream of the meeting for public viewing also took place on YouTube.

**MEMBERS PRESENT:** Chair Dr. Robert Martin, Vice Chair Ali Salehi, Secretary Lydia Martinez-Alvarez and Trustees Melissa Alvarado, Paul Boudreau, Theresa Jasmin, Madeline Landrau, Kevin Queenin, William Reichelt, Chloe Sanfacon, and Dr. Gloria Williams

**MEMBERS PARTICIPATING REMOTELY:** Trustee Melissa Alvarado

Dr. Linda Thompson, President of Westfield State University, was also present.

The meeting was called to order at 2:31 PM by Chair Martin and a roll call was taken of the Trustees participating as listed above. It was announced that the meeting is being livestreamed and captured as recorded.

**MOTION** made by Trustee Landrau, seconded by Trustee Martinez-Alvarez, to approve the minutes of the November 30, 2021, meeting.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Reichelt	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Jasmin	Yes	Trustee Sanfacon	Yes
Trustee Landrau	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes	Trustee Martin	Yes
Trustee Queenin	Yes		

**Motion passed unanimously.**

Chair Martin stated that owning, sharing, and working together toward collective goals has increased at Westfield State over the last eighteen months. The presidential transition team is assisting President Thompson and she has connected with over 110 external groups. It is important for the Board to collaborate with the Foundation and Alumni Association and to create opportunities to develop relationships with faculty and staff on campus, attending events when invited. The March 30 Board meeting will host Pat O’Brien from the New England Commission of Higher Education (NECHE) to present a workshop connected to governance and organization. Chair Martin and President Thompson have had informal discussions about developing a presidential evaluation.

President’s Report. Dr. Linda Thompson provided updates to her goals of supporting strategic priorities through the student experience, enrollment, culture, and resources and asked everyone to start the new year in a positive way.

Student Trustee Report. Trustee Sanfacon stated this semester has been a big adjustment to students and the unpredictability of in-person or remote classes in the future is stressing for students. Health services is offering vaccine boosters. The mental health of students is at the forefront. The SGA executive council met with President Thompson and Trustees Martin and Martinez-Alvarez to discuss retention and the necessity to hear what students need. Some students have received diversity training and are planning implementation of an anti-bullying campaign and community building on campus. The anonymous Yik Yak app has quieted down.

Westfield State Foundation and Alumni Association Reports. Elizabeth Scheibel, Chair of the Westfield State Foundation, stated it has been helpful to align goals with the Board of Trustees and Alumni Association leadership. Fundraising and creating opportunities for the University are being planned. The Interfaith Center’s impact on the campus community and beyond is extraordinary and stronger than ever. Donations to the University support the needs of students so those in leadership roles need to support President Thompson’s initiatives and determine how they can be helpful with their time, talent, and finances. Scott Liberman, President of the Westfield State Alumni Association, stated that at the first meeting of the Alumni Council, they created four areas of focus: 1) kindness and respect, 2) partnering with the University, 3) being active in committees, and 4) being ambassadors for all alumni. Over the last year, they revised their bylaws, held a successful homecoming and game side event, and participated in the distinguished alumni award.

Introduction of Associate Deans. Dr. Enrique Morales-Diaz, Assistant Provost, introduced the following associate deans and presented short biographies of each. They presented their ideas for creating successful schools, supporting faculty, and helping students succeed. The names of the schools are not final.

- Dr. Rebecca Morris, Assoc. Dean of the School of Business, Mathematics, and Computer Science
- Dr. Gabriel Aquino, Assoc. Dean of School of Criminology, Justice, and Public Policy
- Dr. Sabine Klein, Assoc. Dean of the School of Education, Arts, Communication, and Humanities
- Dr. Ziblim Abukari, Assoc. Dean of the School of Health, Natural Sciences, and Human Services

Advancement and Enrollment Management Committee. Committee Chair Martinez-Alvarez shared the following highlights of discussion in the committee meeting. There is \$50,000 needed for the “Take/Give a Seat” campaign, and the annual Hogan Classic golf tournament in Naples, Florida is scheduled for March 2. Enrollment and financial aid were discussed, revealing an all-time low for student completion of financial aid forms. Prospects, inquiries, and completed and accepted applications are up and we are hopeful to meet the goals.

- Staff Emeritus/a Status. Trustee Martinez-Alvarez read the bios of the three candidates for Staff Emerita Status.

**MOTION** made by Trustee Reichelt, seconded by Trustee Williams, to approve the granting of staff emerita status, effective December 16, 2021, to the following individuals:

Nancy Goodniss  
 Mary Ann Roussi  
 Cynthia Siegler

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Reichelt	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Jasmin	Yes	Trustee Sanfacon	Yes
Trustee Landrau	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes	Trustee Martin	Yes
<b>Motion passed unanimously.</b>		Trustee Queenin	Yes

[Trustees Landrau and Martinez-Alvarez left the meeting at 3:38 PM]

Academic and Student Affairs Committee. Committee Chair Williams shared the following highlights of discussion in the committee meeting. A new LifeWorks app will help support students with mental health issues. Figures were shared on the five-year data for undergraduate and graduate enrollment, seat utilization, and retention. A comprehensive strategy is needed for student retention to meet students where they are in social, academic, and mental health needs. New Academic Affairs organizational charts were shared, and the division continues to support faculty, students, accreditation and assessment.

- Faculty Emeritus/a. Dr. Enrique Morales-Diaz read the names of the faculty nominated for Faculty Emeritus/a Status.

**MOTION** made by Trustee Williams, seconded by Trustee Reichelt, to approve the granting of Faculty Emeritus/a status, effective December 16, 2021 to the following individuals:

Dr. Robert Bristow, Department of Geography, Planning & Sustainability  
Dr. James Carabetta, Department of Computer and Information Science  
Dr. John Jones, Department of Criminal Justice  
Dr. Robert Kersting, Department of Social Work  
Dr. Karl Leiker, Department of Geography, Planning & Sustainability  
Dr. Nomazengele Mangaliso, Department of Sociology  
Dr. James Martin-Rehrmann, Department of Education  
Dr. Patrick Romano, Department of Chemical & Physical Science  
Dr. Gerald Tetrault, Department of Philosophy  
Dr. Roger Tudor, Department of Philosophy

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Reichelt	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Jasmin	Yes	Trustee Sanfacon	Yes
Trustee Landrau	Left meeting	Trustee Williams	Yes
Trustee Martinez-Alvarez	Left meeting	Trustee Martin	Yes
Trustee Queenin	Yes		

**Motion passed unanimously.**

Finance and Capital Assets Committee. Committee Chair Salehi shared that the committee discussed in its meeting glide path approaches, scenarios, and assumptions. The committee approved the following four motions to be submitted to the full Board for approval.

**MOTION** made by Trustee Sanfacon, seconded by Trustee Reichelt to approve the changes and accept the newly revised Investment Policy (0430), as presented.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Reichelt	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Jasmin	Yes	Trustee Sanfacon	Yes
Trustee Landrau	Left meeting	Trustee Williams	Yes
Trustee Martinez-Alvarez	Left meeting	Trustee Martin	Yes
Trustee Queenin	Yes		

**Motion passed unanimously.**

**MOTION** made by Trustee Boudreau, seconded by Trustee Sanfacon, to approve the FY22 capital project request of \$1,300,000 to replace the dish washing machine/conveyor system in Tim & Jeanne’s Dining Commons. The funding source will be a combination of unspent capital project funds from the Dining Commons FY22 floor replacement project at \$300,000 and bond funding of \$1.0 million.

It was commented that the bond rate is very low. There being no further discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Reichelt	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Jasmin	Yes	Trustee Sanfacon	Yes
Trustee Landrau	Left meeting	Trustee Williams	Yes
Trustee Martinez-Alvarez	Left meeting	Trustee Martin	Yes
Trustee Queenin	Yes		

**Motion passed unanimously.**

**MOTION** made by Trustee Boudreau, seconded by Trustee Sanfacon, to approve the request to use \$12,000 from University reserves to assist in the purchase of a 2022 SUV for the Department of Public Safety in FY22. Should the vehicle be unable to be delivered by June 30, 2022, Public Safety will work with Finance to request a rollover of the allocated funds to FY23.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Reichelt	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Jasmin	Yes	Trustee Sanfacon	Yes
Trustee Landrau	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes	Trustee Martin	Yes
Trustee Queenin	Yes		

**Motion passed unanimously.**

**MOTION** made by Trustee Jasmin, seconded by Trustee Boudreau, to approve the changes and accept the newly revised Trust Fund Management Policy (0604), as presented.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Reichelt	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Jasmin	Yes	Trustee Sanfacon	Yes
Trustee Landrau	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes	Trustee Martin	Yes
Trustee Queenin	Yes		

**Motion passed unanimously.**

Audit Committee. Committee Chair Boudreau shared that an important position has been filled with a new Title IX coordinator.

Governance and Nomination Committee. Committee Chair Alvarado shared that the committee discussed that in addition to the internal Board self-assessment completed in June, an external board assessment will be planned with input from the broader campus. The Board bylaws are being reviewed with a focus on Board responsibilities and committee structures and proposed revisions will be presented to President Thompson

and the Board. [Trustee Boudreau left the meeting at 3:55 PM]

There being no further business, **MOTION** made by Trustee Reichelt, and seconded by Trustee Williams, to adjourn.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Reichelt	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Jasmin	Yes	Trustee Sanfacon	Yes
Trustee Landrau	Yes	Trustee Williams	Yes
Trustee Martinez-Alvarez	Yes	Trustee Martin	Yes
Trustee Queenin	Yes		

**Motion passed unanimously.**

Meeting adjourned at 3:59 PM.

Attachments presented at this meeting:

- a. Draft Minutes of November 30, 2021
- b. President’s Presentation

**Advancement and Enrollment Management:**

- c. Motion – Staff Emeritus/a Status
- d. Staff Emeritus/a Justifications

**Academic and Student Affairs Committee:**

- e. Motion – Faculty Emeritus/a Status
- f. Faculty Emeritus/a Justifications

**Finance and Capital Assets Committee**

- g. Motion – Investment Policy (0430)
- h. Policy – Investment (Track Changes)
- i. Policy – Investment (No Track Changes)
- j. Motion – MSCBA Bond Approval (Dish Machine)
- k. MSCBA Bond Approval (Memo)
- l. MSCBA Bond Approval (Project Financing)
- m. MSCBA Bond Approval (Financing Options)
- n. Motion – Use of Reserves Request (Police Vehicle)
- o. Use of Reserves Request (Memo)
- p. Motion – Trust Fund Management Policy (0604)
- q. Policy – Trust Fund Management (Memo)
- r. Policy – Trust Fund Management (Track Changes)
- s. Policy – Trust Fund Management (No Track Changes)

**Secretary’s Certificate**

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees meeting held on December 16, 2021.

\_\_\_\_\_  
Lydia Martinez-Alvarez, Secretary

\_\_\_\_\_  
Date

# Westfield

STATE UNIVERSITY

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**Board of Trustees Meeting  
January 27, 2022**

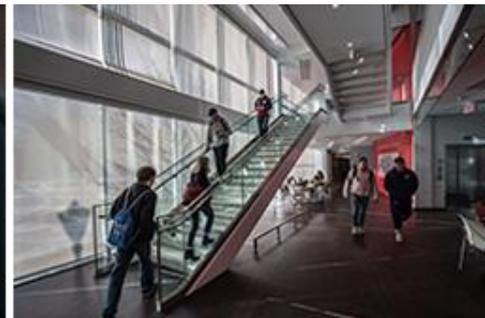
# President's Report

## Presidential Goal 1: **The Student Experience**

*Access to a fully integrated and exceptional student experience.*

### **Enhanced Supporting Strategic Priorities:**

- *Realign academic and student affairs to increase student retention and success*
- *Involve the external community in high impact practices*
- *Advance equity and inclusion training and education for all students and staff*



# President's Report

## Presidential Goal 1: The Student Experience

*Access to a fully integrated and exceptional student experience.*

### Progress Points:

*-Leadership Academy includes RAs, Student Ambassadors, SGA Executive Council; next year's academy to include Class Councils and Orientation Leaders.*

*-Lifeworks implemented (My SSP) January 24. (This is an emotional and wellness app 24/7 for students.)*

*-AllOne Mental Health First Aid and Question, Persuade, Refer (QPR) offered to faculty, librarians, and staff on January 25.*

*-Diversity Equity and Belonging educational module launch*

*-Black History Month programs are a result of collaboration between Academic and Student Affairs.*

*-Consultant completed review of Student Affairs. Recommendation to combine Student Affairs and Enrollment Management under one Division. Report will be presented to the Board of Trustees. Input will be gathered from groups on campus. Student Affairs structure to be finalized in the coming months.*

*-CURCA Spring Symposium is scheduled for Friday, April 29.*



# President's Report

## Presidential Goal 1: The Student Experience

*Access to a fully integrated and exceptional student experience.*

### Progress Points:

#### *-Athletics*

- Dave Laing is completing his 40<sup>th</sup> and final season as Head Coach of the Women's Swimming & Diving Team. Athletics will host a reception on June 10 to honor and celebrate Coach Laing's career with alumni.*
- Melissa Gray became the career scoring record for Women's Basketball on January 8<sup>th</sup> against SUNY Polytechnic Institute. She currently has scored 1567 points.*
- Congratulations to Coach Andrea Bertini for earning her 300<sup>th</sup> career win on January 15 against Worcester State University!*
- Men's Basketball set a school record with 27 assists against Bridgewater State University in a 97-57 win.*
- On February 2<sup>nd</sup> at the WSU Basketball game, please join us at 5:30pm for the Athletic Director's Honor Roll as we recognize the 230 student-athletes that have earned a 3.0 or above grade point average.*



# President's Report

## Presidential Goal 2: Enrollment and Retention

*Recruiting, engaging and retaining students in an increasingly competitive environment.*

### **Enhanced Supporting Strategic Priorities:**

- *Engage with regional educational and community leaders to develop and identify specific programs to support enrollment and drive innovation in high-demand job markets*
- *Advance enrollment technology that improves processes and increases student engagement and responsiveness, and supports “Westfield Worldwide” online and retention*
- *Improve access to the University, establish family recruitment strategy for underserved populations, reduce financial aid gap for neediest students*



# President's Report

## Presidential Goal 2: Enrollment and Retention

*Prepare to recruit, welcome, and support students in an increasingly competitive environment.*

### Progress Points:

- Enrollment Advisory Board met on December 6, 2021. 2<sup>nd</sup> meeting is planned for February.*
- Planned Accepted Student Days in collaboration with new Associate Deans (February 23<sup>rd</sup>, March 24<sup>th</sup>, March 31<sup>st</sup>). Additional smaller more-intimate events also being planned.*
- Enrollment IT audit completed.*
- Texting platform implemented for the beginning of Spring Term—for both prospects AND enrolled students.*
- Collaboration with MassEdCo to support underrepresented student populations through Financial Aid and financial literacy*



# President's Report

## Presidential Goal 3: Culture

*Consistently live our institutional values.*

### Progress Points:

- Subgroup of President's Council researching campus climate survey options.
- President hosted several holiday events in December to celebrate with the campus community: December 6 Academic Department Chairs and Deans Dinner, December 13 Reception for the Board of Trustees, Westfield State Foundation, and Westfield State Alumni Association, and the December 15 Holiday Breakfast and Luncheons for faculty, librarians and staff.
- Healing Racism Institute of Pioneer Valley Anti-racism Training for Cabinet and Deans held on January 10, 2022.
- Planning for a Day of Hope and Healing and other restorative justice measures – ongoing
- Collaboration with Westfield State University, Holyoke Community College, and Middlesex Community College on a joint lecture by Dr. Bettina Love on Abolitionist Teaching and the Pursuit of Educational Freedom for faculty, librarians, and staff on January 19, 2022.





# President's Report

## Presidential Goal 4: Resources

*Expand the Institutional Resources.*

### Progress Points:

- Budget Planning has begun with President's Council and campus-wide budget hearing process is being finalized; developing three-year glide path approach to balance resources.*
- Innovation fund in planning phase and will assume \$500,000 of interest income for this new seed-funded strategy.*
- Developing strategies to expand federal grant opportunities and submission of proposals in spring 2022.*
- Philanthropic Support:*
  - Leverage Foundation Funds to improve student, faculty and staff experience. \$150,000 for Recruitment Initiatives; \$20,000 Faculty & Staff Teaching Awards.*
  - Establishment of two new Endowed Scholarships as we continue to build student support.*
  - SUII – Provided \$55,000 toward the State University Internship Incentive Match.*





## Board of Trustees

4pm  
January 27, 2022

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**Document Draft – 01-21-2022**

### **ESTABLISHING WESTFIELD STATE UNIVERSITY PERFORMANCE METRICS SYSTEM**

#### **OVERVIEW**

Establishing a robust performance metric system is integral to an institution's success. In quantifying the efficiency and effectiveness of the activities of the institution, Westfield State University will more effectively chart its progress.

To assess progress at the action level, the current approach is threefold:

1. Compile and track all action items for completion through the design and development of a **completion checklist**.
2. Compile and track all action items that have and/or require **performance indicators**.
3. Compile and tack all action items that require **quantitative measures**.

To this end, the next pages present a compilation of planning documents and guides aimed at the development of an institutional dashboard. These are as follows:

- Westfield State University Areas of Focus (including definition and key words) – The Student Experience, Enrollment, Culture and Resources
- Westfield State University Areas of Focus: General and Specific Goals
- Presidential Priority Checklist 2021-2022
- Division Priority Checklist 2021-2022
- WSU Strategic Plan Indicators & Checklist to be Completed by 2024
- Academic Dept. Academic Master Plan (CAMP) 2021-2022
- Supporting Innovation Completion Checklist
- UEAAC Efficiency Implementation Completion Checklist
- Statewide system Goals: College Participation, College Completion, Closing the Achievement Gap
- Board of Higher Education Completion Checklist
- WSU Strategic Plan Quantitative Measures

**Key questions for consideration by the Westfield State University, Board of Trustees are:**

1. What are the critical indicators of success?
2. What factors should be included in the Westfield State University dashboard?
3. What measures, not currently included, should be included from the Board's perspective?

PERFORMANCE METRIC SYSTEM

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Areas of Focus</p>	 <p style="text-align: center;"><b>THE STUDENT EXPERIENCE</b></p>	 <p style="text-align: center;"><b>ENROLLMENT</b></p>	 <p style="text-align: center;"><b>CULTURE</b></p>	 <p style="text-align: center;"><b>RESOURCES</b></p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Definition</p>	<p><b>Access to a Fully Integrated and Exceptional Student Experience</b></p>	<p><b>Prepare to recruit, welcome, and support students in an increasingly competitive environment</b></p>	<p><b>Consistently live our Institutional Values</b></p>	<p><b>Expand the Institutional Resources</b></p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Key Words</p>	<p><b>Student Success and Completion</b></p> <p><b>Professional Development</b></p> <p><b>Career readiness/preparedness</b></p> <p><b>Lifelong learning</b></p> <p><b>Community engagement</b></p> <p><b>Critical thinking skills</b></p>	<p><b>Access</b></p> <p><b>Affordability</b></p>	<p><b>Workforce Alignment and Outcomes</b></p> <p><b>Diversity</b></p>	<p><b>Fiscal Stewardship</b></p>

<b>General Goals</b>	<p><b>Dimensions of the Student Experience:</b></p> <p><b>A. The Academic Dimension:</b></p> <p><b>B. The Social Dimension:</b></p> <p><b>C. The Emotional Dimension:</b></p> <p><b>D. The Cultural Dimension:</b></p> <p><b>E. The Community Dimension</b></p> <p><b>F. Other:</b></p>	<p><b>G. Broaden reach across the region</b></p> <p><b>H. Multitrack enrollment system - exec education, adult learners early college, online</b></p> <p><b>I. Institutional commitment to financial aid</b></p> <p><b>J. Develop robust variable student tuition funding pipeline</b></p> <p><b>K. Identify and/or develop loan forgiveness program</b></p>	<p><b>Our values:</b></p> <p><b>L. EMBRACE DIVERSITY:</b> We treat all members of our community with dignity and respect.</p> <p><b>M. BUILD A STRONG COMMUNITY:</b> We are inclusive and ensure equity, supporting the personal development of all community members, and embracing multiple perspectives.</p> <p><b>N. MAINTAIN EXCELLENCE AND INTEGRITY:</b> We maintain excellence and integrity in all that we do.</p> <p><b>O. ENGAGE IN THE OUTSIDE COMMUNITY:</b> We support civic engagement in local, regional and global initiatives.</p> <p><b>P. COLLABORATE WITH EACH OTHER:</b> We make decisions in a transparent and collaborative manner.</p> <p><b>Q. PROVIDE ACCESSIBLE EDUCATION:</b> We commit to providing accessible, affordable public higher education for all.</p>	<p><b>R. Develop multi-year budgeting model</b></p> <p><b>S. Optimize and Diversify revenue streams</b></p> <p><b>T. Leverage Foundation funding to improve student, faculty, and staff experiences</b></p> <p><b>U. Built robust scholarship support</b></p> <p><b>V. Increase internal giving</b></p> <p><b>W. Increase and/or reimagine space utilization.</b></p> <p><b>X. Invest in technological advancement</b></p>
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>• Revise the Common Core</li> <li>• Support Academic Programming Keeping in Mind Liberal Arts Competencies and Emergent Career Pathways</li> <li>• Provide Opportunities for Adult and Community Partner Learners</li> <li>• Optimize the Student Experience through clear process and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Engage the entire campus in the work of recruitment, retention, and graduation</li> <li>• Support strategic enrollment management to reach a more diverse population of students</li> <li>• Increase Financial Aid</li> </ul>	<ul style="list-style-type: none"> <li>• Create a collaborative, transparent and communicative environment that celebrates accomplishment and instills pride in the institution</li> <li>• Enact institutional values in everyday communication</li> <li>• Adopt <i>Inclusion Everyday</i> as an institutional framework</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify revenue sources by supporting entrepreneurial activities</li> <li>• Optimize use of current resources utilizing transparent processes</li> <li>• Invest in upgrading and implementing technology solutions</li> </ul>

	THE STUDENT EXPERIENCE	ENROLLMENT	CULTURE	RESOURCES
<b>Presidential Priorities Completion Checklist 2021-2022</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Realign academic and student affairs to increase student retention and success <b>(A, B)</b></li> <li><input type="checkbox"/> Involve the external community in high impact practices <b>(E)</b></li> <li><input type="checkbox"/> Establish living/learning communities focused on promoting thriving environments for our students <b>(D)</b></li> <li><input type="checkbox"/> Solidify school structure <b>(A)</b></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Define Westfield State’s role in strengthened the K-16 urban pipeline to drive innovation in regional, high-demand job markets <b>(H)</b></li> <li><input type="checkbox"/> Develop a plan for “Westfield Worldwide” to be competitive in online learning <b>(G)</b></li> <li><input type="checkbox"/> Conduct an enrollment audit to identify and incorporate best IT practices <b>(G)</b></li> <li><input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Complete a “listening tour” that will inform a process for continuous improvement <b>(M)</b></li> <li><input type="checkbox"/> Implement the President’s Council recommendation <b>(P)</b></li> <li><input type="checkbox"/> Recruit and hire a Chief Diversity Officer <b>(L, M)</b></li> <li><input type="checkbox"/> Promote a humanistic approach when educating and inspiring future professionals <b>(M)</b></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement multi-year budget and planning process <b>(R)</b></li> <li><input type="checkbox"/> Build a fundraising case <b>(T)</b></li> <li><input type="checkbox"/> Focus on grants acquisition and other external funding <b>(S)</b></li> <li><input type="checkbox"/> Stabilize and secure resources through optimization, diversification, technology upgrades, and entrepreneurial activities <b>(X)</b></li> </ul>
<b>Division Priorities Completion Checklist 2021-2022</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Implement Holistic Advising Model</b></li> <li><input type="checkbox"/> <b>Becoming a nationally recognized center for student success</b></li> <li><input type="checkbox"/> <b>Extend New Student Orientation (NSO) with across campus</b></li> <li><input type="checkbox"/> <b>Extended Champions NSO program</b></li> <li><input type="checkbox"/> <b>Create greater partnership between Residential Life and Student Activities</b></li> <li><input type="checkbox"/> <b>Increase integration and participation of commuter students on campus</b></li> <li><input type="checkbox"/> <b>Develop a first-year mentoring program</b></li> <li><input type="checkbox"/> <b>Further engage all University stakeholders with career fairs, networking activities, and high impact practices</b></li> <li><input type="checkbox"/> <b>Develop living/learning communities</b></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Build a robust enrollment pipeline</b></li> <li><input type="checkbox"/> <b>Collaborate with Academic Affairs to develop K-16 pipeline, develop programs at local community colleges with Westfield State staff</b></li> <li><input type="checkbox"/> <b>Build a retention framework</b></li> <li><input type="checkbox"/> <b>Targeted recruitment of area feeder schools</b></li> <li><input type="checkbox"/> <b>Develop an external advisory board</b></li> <li><input type="checkbox"/> <b>Employ a holistic approach to admission</b></li> <li><input type="checkbox"/> <b>Additional Financial Aid workshops for prospective students</b></li> <li><input type="checkbox"/> <b>Commitment to establish a scholars program (merit funding &amp; programming)</b></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>WSU Integrative App Development</b></li> <li><input type="checkbox"/> <b>Hire Chief Diversity Officer</b></li> <li><input type="checkbox"/> <b>Develop program to recognize excellence across campus</b></li> <li><input type="checkbox"/> <b>Assess training and development needs in critical areas for implementation in FY23</b></li> <li><input type="checkbox"/> <b>Reinforce campus values</b> through programs, communications, and accountability</li> <li><input type="checkbox"/> <b>Increase cross-student group collaboration via Leadership Academy</b></li> <li><input type="checkbox"/> <b>Increase support for student affinity groups</b> (intercultural counselor position &amp; bi-lingual counseling)</li> <li><input type="checkbox"/> <b>Increase the sense of unity and community</b> (live-on student activities coordinator &amp; residential DEI programming)</li> <li><input type="checkbox"/> <b>Work toward Hispanic-Serving Institution</b> designation</li> <li><input type="checkbox"/> <b>Expand Title IX training</b> across campus</li> <li><input type="checkbox"/> <b>Assess campus climate and develop survey</b> for FY23</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> <b>Implement innovation fund</b> process</li> <li><input type="checkbox"/> <b>Develop summer conference program</b></li> <li><input type="checkbox"/> <b>Commit to balancing the budget and reducing the structural deficit</b></li> <li><input type="checkbox"/> <b>Develop a multi-year budget and planning</b> to enhance transparency</li> <li><input type="checkbox"/> <b>Formalize the Office for Strategic Budgeting and Institutional Planning</b></li> <li><input type="checkbox"/> <b>Update campus master plan</b></li> <li><input type="checkbox"/> <b>Implement paperless student billing and payment</b> plan process</li> <li><input type="checkbox"/> <b>Implement technology advisory group</b> to collaborate and plan long-term technology investments</li> <li><input type="checkbox"/> <b>Double Foundation support for University FY22 to over \$1 million</b></li> <li><input type="checkbox"/> <b>Set FY22 Foundation budget goal at \$1.8 million</b>, an aggressive, yet attainable number for our emerging advancement team</li> <li><input type="checkbox"/> <b>Fully fund the renovation of Dever Stage seating</b></li> <li><input type="checkbox"/> <b>Develop Friends of the Arts</b> to foster awareness of performing and fine arts</li> <li><input type="checkbox"/> <b>Continue to secure new endowed scholarships</b> to support our students</li> <li><input type="checkbox"/> <b>Create awareness of impact of endowed professorships</b></li> </ul>

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	<ul style="list-style-type: none"> <li><input type="checkbox"/> Hire or Appoint Director of General Education</li> <li><input type="checkbox"/> Complete and implement prior learning assessment framework. Clear process established and communicated regarding use of PLA</li> <li><input type="checkbox"/> Opportunities provided to engage both current employees, entrepreneurs and adult learners through CIEIP partnerships. Develop 2 learning partnerships per year (e.g., Mercy Medical) (10-12 by next plan)</li> <li><input type="checkbox"/> Create new degree pathways with community college partners. 4 pathways articulated and implemented in psychology, education, criminal justice, business</li> <li><input type="checkbox"/> Launch certificate and stackable credit programs. Certificates might include specific skills (e.g., computer skill sets, medical translation) or content areas (e.g., anti-racist pedagogy, critical pedagogy)</li> <li><input type="checkbox"/> Explore creative alliances and program development: e.g., including the creation of Health Administration in MPA &amp; Health Policy Concentration within MSW and MPA</li> <li><input type="checkbox"/> Examine feasibility and possible programs: e.g., including Bioinformatics and Data Science in Mathematics and Computer and Information Sciences; rehabilitation and recovery orientations in Criminal Justice, early childhood non-licensure programming, Accounting 4+1, Accounting B.S., division of Economics and Management into three areas</li> <li><input type="checkbox"/> Hybrid learning environments infused throughout the curriculum with targeted percent of university courses offered online and hybrid</li> <li><input type="checkbox"/> Eliminate administrative barriers between day and CGCE students. Registration, billing and advising revised to “one-stop” model for day and CCGE students</li> <li><input type="checkbox"/> Assess residential life programming. Fresh Eyes report reviewed and implemented</li> <li><input type="checkbox"/> Opportunities for younger learners. Scale up Westfield Promise in Holyoke, Springfield, Westfield. Expand Westfield Promise to two new communities.</li> <li><input type="checkbox"/> Expand dual admission. Solidify dual admission, processes, and agreements with GCC, HCC, STCC, BCC</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Hold 4 enrollment 101 workshops per year on best practices in customer service, enrollment, financial aid literacy. 100% campus employees provided with training opportunities</li> <li><input type="checkbox"/> Web redesign reflects talking points for the campus. 100% consistency in messaging &amp; web function</li> <li><input type="checkbox"/> Market residential life as student success experience.</li> <li><input type="checkbox"/> Establish connection with diverse partners to enhance recruitment and retention of students, staff and employees. Develop two new relationships with community partners, organizations, schools per year. Eight (10) new partners over 5 years.</li> <li><input type="checkbox"/> Expand early college programming of the Westfield Promise. Explore expansion into two new communities</li> <li><input type="checkbox"/> Scale-up early college programming of the Westfield Promise to Holyoke, Springfield, Westfield.</li> <li><input type="checkbox"/> Intensify presence of Urban Education programming in recruiting. 100% presence of Urban Education alumni at admissions events.</li> <li><input type="checkbox"/> Develop additional programs to serve the emerging Northeast demographic</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop institution-wide onboarding and consistent professional development programming. Complete onboarding and professional programming developed for skills, management and leadership training</li> <li><input type="checkbox"/> 100% new employees receive onboarding schedule</li> <li><input type="checkbox"/> 100% existing employees participate in minimum of one PD each year</li> <li><input type="checkbox"/> Develop additional mechanisms to acknowledge excellence in faculty and staff</li> <li><input type="checkbox"/> Supplement existing showcases, public events, and recognition days with an award platform for team recognition through campus task force</li> <li><input type="checkbox"/> Hold open forums and record them. Two open forums each semester</li> <li><input type="checkbox"/> Implement and coordinate diversity and inclusion practices, policies and programs across entire campus</li> <li><input type="checkbox"/> Hire diverse employees across campus</li> <li><input type="checkbox"/> Implement case management system for federal compliance programs using cloud-based software with 6 user licenses</li> <li><input type="checkbox"/> Develop communication campaign to address centrality of diversity and inclusion. Communication plan and pieces produced and launched.</li> <li><input type="checkbox"/> Create office of diversity. DO, Investigator, Faculty Fellows Div. Across Curriculum and HE/HG hired</li> <li><input type="checkbox"/> Climate study. Implement in years 1 &amp; 5.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Change in number of manual processes and investment in automation software.</li> <li><input type="checkbox"/> Amount raised for Parenzo renovations.</li> <li><input type="checkbox"/> Develop financial incentive model to support innovation. Innovation fund established and process for distribution and assessment unrolled</li> <li><input type="checkbox"/> Increase grants and sponsored research funding. Assess functions and establish targets</li> <li><input type="checkbox"/> Increase activity and contracts for non-credit activities. Assess possibilities and establish goals.</li> <li><input type="checkbox"/> Develop alternative revenue streams. Develop investment strategy to leverage cash needs.</li> <li><input type="checkbox"/> Expand use of campus facilities, including residential life spaces, and services during non-peak periods</li> <li><input type="checkbox"/> Develop internal expertise to support simplicity and automation while increasing stakeholder satisfaction. Decreased number of existing manual processes.</li> <li><input type="checkbox"/> Review redundant processes. Develop more efficient processes. Invest in automated software products to reduce paper forms</li> <li><input type="checkbox"/> Develop criteria to assess programs and develop threshold for initiating and maintaining. Number of programs reviewed and modified per year</li> <li><input type="checkbox"/> Update the campus Master Plan. Identify funding and process to begin planning in conjunction with DCAMM</li> <li><input type="checkbox"/> Develop adaptable technologies to support student experience. Pathways established for CIT work with faculty on best-practices.</li> <li><input type="checkbox"/> Develop 5-year technology plan. Acquisition of Banner Document imaging management system implement cloud-based budget planning tool.</li> <li><input type="checkbox"/> Review technology improvements. Identify opportunities to use and implement mobile technologies for student use</li> </ul>

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Academic Dept. Academic Master Plan (CAMP) 2021-2022	<ul style="list-style-type: none"> <li><input type="checkbox"/> Support academic departments and programs in realizing new opportunities in undergraduate and graduate academic programming and curriculum.</li> <li><input type="checkbox"/> <b>SCORE</b>—Special Committee on Reforming General Education</li> <li><input type="checkbox"/> <b>CARA</b> – Curriculum Audit Review and Assessment</li> <li><input type="checkbox"/> <b>Mission Statement Review</b></li> <li><input type="checkbox"/> <b>Academic Program Review – 4 per year</b></li> <li><input type="checkbox"/> <b>Develop graduate programs and interdisciplinary connections</b></li> <li><input type="checkbox"/> <b>Create and adjust programs to meet emergent workforce needs.</b></li> <li><input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the appropriate role of Academic Affairs in any campus-wide effort to sustainably grow enrollment and increase retention</li> <li><input type="checkbox"/> Develop Metrics to determine incoming students' ratio by major/program.</li> <li><input type="checkbox"/> Percent increase in residential population.</li> <li><input type="checkbox"/> Number of community partners.</li> </ul>		<ul style="list-style-type: none"> <li><input type="checkbox"/> Identify missed opportunities to improve the academic experience of WSU students.</li> </ul>
Supporting Innovation Completion Checklist	<ul style="list-style-type: none"> <li><input type="checkbox"/> Involve the external community in high impact practices <ul style="list-style-type: none"> <li>▪ First year read implemented with first year write</li> <li>▪ Emerging leaders programming coordinated with enhanced residential curriculum programming</li> <li>▪ High impact practices implemented across all four years of a student experience</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Define Westfield State's role in strengthened the K-16 urban pipeline to drive innovation in regional, high-demand job markets</li> <li><input type="checkbox"/> Develop a plan for "Westfield Worldwide" to be competitive in online learning</li> <li><input type="checkbox"/> Conduct an enrollment audit to identify and incorporate best IT practices</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Recruit and hire a Chief Diversity Officer</li> <li><input type="checkbox"/> WSU Integrative App Development</li> <li><input type="checkbox"/> Work toward <b>Hispanic-Serving Institution</b> designation</li> <li><input type="checkbox"/> <b>Assess campus climate and develop survey</b> for FY23</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Focus on grants acquisition and other external funding</li> <li><input type="checkbox"/> Stabilize and secure resources through optimization, diversification, technology upgrades, and entrepreneurial activities</li> <li><input type="checkbox"/> Implement <b>innovation fund</b> process</li> <li><input type="checkbox"/> Formalize the <b>Office for Strategic Budgeting and Institutional Planning</b></li> </ul>

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UEAAC Efficiency Implementation Completion Checklist	<input type="checkbox"/> Recommendation 1: Reimagining Instructional Academic Affairs and the College Structure <table border="1"> <tr> <td><b>Expected Outcome:</b></td> <td><b>Measure of Success:</b></td> </tr> <tr> <td><b>Timeline:</b></td> <td></td> </tr> <tr> <td><b>Responsibility:</b></td> <td></td> </tr> <tr> <td><b>Resources Required:</b></td> <td></td> </tr> </table>	<b>Expected Outcome:</b>	<b>Measure of Success:</b>	<b>Timeline:</b>		<b>Responsibility:</b>		<b>Resources Required:</b>		<input type="checkbox"/> Recommendation 7: Reimagining How We Provide Services to Our Students. <table border="1"> <tr> <td><b>Expected Outcome:</b></td> <td><b>Measure of Success:</b></td> </tr> <tr> <td><b>Timeline:</b></td> <td></td> </tr> <tr> <td><b>Responsibility:</b></td> <td></td> </tr> <tr> <td><b>Resources Required:</b></td> <td></td> </tr> </table>	<b>Expected Outcome:</b>	<b>Measure of Success:</b>	<b>Timeline:</b>		<b>Responsibility:</b>		<b>Resources Required:</b>		<input type="checkbox"/> Recommendation 5: Create a Division of Justice, Equity, Diversity and Inclusion (JEDI) lead by a Chief Diversity Officer (CDO) who reports directly to the President and sits on the President's Council. <table border="1"> <tr> <td><b>Expected Outcome:</b></td> <td><b>Measure of Success:</b></td> </tr> <tr> <td><b>Timeline:</b></td> <td></td> </tr> <tr> <td><b>Responsibility:</b></td> <td></td> </tr> <tr> <td><b>Resources Required:</b></td> <td></td> </tr> </table>	<b>Expected Outcome:</b>	<b>Measure of Success:</b>	<b>Timeline:</b>		<b>Responsibility:</b>		<b>Resources Required:</b>		<input type="checkbox"/> Recommendation 4: Centralize and Invest in Information Technology as the Cornerstone of Longevity and Institutional Success <table border="1"> <tr> <td><b>Expected Outcome:</b></td> <td><b>Measure of Success:</b></td> </tr> <tr> <td><b>Timeline:</b></td> <td></td> </tr> <tr> <td><b>Responsibility:</b></td> <td></td> </tr> <tr> <td><b>Resources Required:</b></td> <td></td> </tr> </table>	<b>Expected Outcome:</b>	<b>Measure of Success:</b>	<b>Timeline:</b>		<b>Responsibility:</b>		<b>Resources Required:</b>	
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<b>STATEWIDE SYSTEM GOALS</b>				
<b>College Participation</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Revise the common core</li> <li><input type="checkbox"/> Reform legacy programs geared toward innovation and career pathways</li> <li><input type="checkbox"/> Build new and responsive undergraduate stackable credit options</li> <li><input type="checkbox"/> Assess and enhance student activities for residential and commuter students</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase academic profile of the university</li> <li><input type="checkbox"/> Institute Enrollment 101 Increase coordination between</li> <li><input type="checkbox"/> divisions to advance stakeholder engagement in recruiting, retaining and mentoring students</li> <li><input type="checkbox"/> Develop additional 3+1, 3+2, 4+1 programs to serve the emerging northeast demographic</li> <li><input type="checkbox"/> Expand partnerships with local public-school systems for early college, including the Westfield Promise</li> <li><input type="checkbox"/> Commit institutional resources to financial aid</li> <li><input type="checkbox"/> Cultivate existing donors to increase endowed scholarship amounts</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enact institutional values in everyday communication</li> <li><input type="checkbox"/> Implement and coordinate diversity and inclusion practices, policies and programs across the entire campus</li> </ul>	
<b>College Completion</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Build new and responsive undergraduate stackable credit options</li> <li><input type="checkbox"/> Analyze and enhance the academic advising structure and process</li> <li><input type="checkbox"/> Create a seamless experience for day and CGCE students</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Institute Enrollment 101 Increase coordination between</li> <li><input type="checkbox"/> divisions to advance stakeholder engagement in recruiting, retaining, mentoring students</li> <li><input type="checkbox"/> Expand partnerships with local public-school systems for early college, including the Westfield Promise</li> <li><input type="checkbox"/> Commit institutional resources to financial aid</li> <li><input type="checkbox"/> Cultivate existing donors to increase endowed scholarship amounts</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enact institutional values in everyday communication</li> <li><input type="checkbox"/> Seek opportunities to build community</li> <li><input type="checkbox"/> Implement and coordinate diversity and inclusion practices, policies and programs across the entire campus</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop adaptable technologies to support the student experience</li> <li><input type="checkbox"/> Develop internal expertise to support simplicity and automation while improving stakeholder satisfaction</li> </ul>
<b>Closing the Achievement Gap</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement Westfield State Experience programming and create synergy among existing student support programs such as TRIO, Urban Ed, Banacos Center, Reading and Writing Center</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase coordination between divisions to advance stakeholder engagement in recruiting, retaining, mentoring students</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Enact institutional values in everyday communication</li> <li><input type="checkbox"/> Seek opportunities to build community</li> <li><input type="checkbox"/> Implement and coordinate diversity and inclusion practices, policies and programs across the entire campus</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop adaptable technologies to support the student experience</li> </ul>

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	THE STUDENT EXPERIENCE			ENROLLMENT			CULTURE			RESOURCES		
WSU Strategic Plan Quantitative Measures	Priority	Target	Score	Priority	Target	Score	Priority	Target	Score	Priority	Target	Score
	Assess Advising Structure. 70% of students entering as first year and undeclared, declare a major after accumulation of 30 credits			Overall Enrollment increased %			Number of full-day retreats for Academic Affairs.			Increase IA support to the University. 25% increase in number of corporate sponsorships and major donors		
	100% of students declare major after accumulation of 70 credits			Cultivation of existing donors. Increased endowed scholarships by 5 each year			Percent increase of faculty/staff from diverse backgrounds.			Increase philanthropy in support of the institution		
	Implement the Westfield State Experience programming			Commit institutional resources to financial aid. Add \$150,000 to financial aid each year			Increase in student Res. Life staff hired who reflect diversity of students			Percent increase in non-tuition/fee revenue		
	100% first year courses include student mentors			Develop net tuition models. Reduce gap in EFC			% faculty and staff of color from Climate study conducted in year one will provide measure			Maintain Composite Financial Index (CFI)		
	Career Services. 20% increase in Career Center appointments each year			% Students of color					Meet Residential occupancy goals based on design capacity			
	Four-year graduation rate (IPEDS) 2012 cohort base			Decrease the financial need gap for the highest need students					Increase institutional commitment to financial aid			
	Four-year graduation rate achievement gap B/W (2012 cohort).			Enrollment targets "traditional" students								
	Four-year graduation rate achievement gap Latinx/W (2012 cohort)			Enrollment targets CE undergraduates								
	Six-year graduation rate (IPEDS)			Enrollment targets graduate students								
	Six-year graduation rate: B/W 2010 cohort base											
	Six-year graduation rate: Latinx/W 2010 cohort base											
	Retention rate (IPEDS)											
	<b>NOTES:</b>											
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