Board of Trustees

Special Meeting
October 1, 2025
4:00 p.m.
Via Zoom

A live stream of the meeting for public viewing will also take place at the following link: https://www.westfield.ma.edu/live

---

Board Members Present: Board Chair Ali Salehi, Vice Chair Melissa Alvarado, Members: Barney Garcia, George Gilmer, Tessa Lucey, Chris Montemayor, Michael O'Rourke, Jay Queenin, and William Reichelt.

Members Excused: Theresa Jasmin and Gloria Williams.

Board Chair Salehi called the meeting to order at 4:04 PM. He announced that the meeting was being livestreamed and recorded.

Strategic Plan Discussion

- "This is a very, very momentous occasion...This is a big deal for the University, for the campus."
- Culmination of over two years of work by 26 members from different contexts of the University.
  - Committee co-chaired by Dr. Hearn and Dr. Klein.
  - 8 faculty members, 2 students, and 16 staff members.
  - Over 1500 man hours.
  - Over 100 meetings.
- Document has been distributed and discussed in meetings.
- Benchmarks like KPIs are associated with the strategic plan.
- Document needs approval from the Board of Higher Education and the Attorney General's office.

Dr. Thompson's Overview

- Strategic plan is a proactive response to the shifting landscape of higher education.
- Addresses challenges like rising costs and evolving workforce demands.
- Commitment to strengthening core mission and delivering cost effective education.
- "Plan is not a static document, but an agile living framework designed to guide our decisions and ensure long term resilience."
- Integrates financial realities with academic mission.

Strategic Goals

- Designed to secure a strong future for Westfield State and its students.
- Proactively updating academic programs to meet critical workforce needs and reflect the latest industry trends.
- Diversifying and expanding revenue streams through a data-informed approach.

- Forging and strengthening partnerships that expand experiential learning opportunities.

Strategic Plan Development
- Developed through a collaborative campus-wide process.
- Sincere gratitude was extended to every individual and group who contributed feedback.
- Ready to move forward from planning to action.
- The Board Chair invited any questions or comments, but none were raised.

Key Performance Indicator (KPI) Dashboard Updates
- Updates on KPIs will be given at the October, December, February, April, June, and August meetings.
- Enrollment:
    - 2025 baseline: 1027 students
    - Five-year target: 1,076 students
- Student Success:
    - First to second year retention 2025 baseline: 71% with a five-year target of 76%.
    - Six-year graduation rate baseline: 55% with a five-year target of 61%.
- Finance:
    - Composite Financial Index baseline: 3 with a goal for a greater five-year outcome.
    - Facilities condition index 2025 baseline: 15% with the hope to improve it by 12%.
- Advancement:
    - Total fundraising revenues: $2.4 million with a five-year target of $5 million.

Chair Salehi's Comments
- The document is very in-depth, analytical and "very comprehensive."
- Strategic plans are roadmaps that may have bumps and require enhancements and reviews. Changes can be made to the document if there is merit.
- "No idea what was excluded, and no idea was ignored."
- The last strategic plan was kicked aside because of the pandemic but the University is at a "crossroads of growth and stability."
- No final comments or questions were offered after the Board Chair's request.

<u>MOTION</u> made by Trustee Lucey and seconded by Trustee Montemayor: to approve the 2025-2029 Strategic Plan as presented. A roll call was taken and there being no discussion, **motion passed unanimously**.

Roll Call Vote on Strategic Plan
- Trustee Alvarado: Yes
- Trustee Gilmer: Yes
- Trustee Garcia: Yes
- Trustee Lucy: Yes
- Trustee Montemayor: Yes
- Trustee O'Rourke: Yes
- Trustee Queenan: Yes
- Trustee Reichelt: Yes
- Chair Salehi Yes

There being no further business, **MOTION** made by Trustee Queenin and seconded by Trustee Gilmer to adjourn the meeting. There being no discussion, **motion passed unanimously**.

Meeting adjourned at 4:12 p.m.

Attachment(s):

a. Strategic Plan
b. KPI's
c. Motion

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 Special meeting held on October 1, 2025.

______________________________ ______________________________

Gloria Williams, Secretary Date