



Board of Trustees

Special Informational Meeting

January 28, 2021
10:00 AM to 3:00 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:
<http://www.westfield.ma.edu/live>

Agenda

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| 1. Call to Order | Chair Kevin Queenin |
| 2. Welcome | Dr. Roy H. Saigo,
Interim President |
| 3. Items for Information and Discussion with no Action | |
| a) University Efficiency Analysis Advisory Committee
(UEAAC) Report Study Session 10:00 am to 12:00 pm | Dr. Juline Mills, Dean |

REIMAGINING CURRICULUM DELIVERY AND STUDENT SUPPORT

- Recommendation 1: Reimagining Instructional Academic Affairs and the College Structure
- Recommendation 2: Merge the College of Graduate and Continuing Education with the Day School
- Recommendation 3: Reimagining Instructional Delivery and Support of Our Students: Curriculum Innovation

ADVANCING OUR FOCUS ON ENROLLMENT GROWTH AND STUDENT RETENTION

- Recommendation 10: Enrollment Management: A Critical Component for Westfield State University's Future Success
- Recommendation 11: Retention – A Must for Our Success

Suspend for lunch 12:00 pm to 1:00 pm

b) University Efficiency Analysis Advisory Committee
(UEAAC) Report Study Session 1:00 pm to 3:00 pm

Dr. Juline Mills, Dean

REALIGNING OUR STRUCTURE TO SUPPORT OPERATIONAL EFFICIENCIES, CULTURAL CHANGE, AND VISIONING

- Recommendation 7: Reimagining How We Provide Services to Our Students
- Recommendation 8: Update the Current WSU Organizational Structure Creating an Expandable and Contractable Framework that Aligns with Enrollment Growth and Decline
- Recommendation 9: Creating a Transparent Leadership Culture and an Operating Structure that Exemplifies Shared Governance

STRENGTHENING THE INSTITUTION WITH TECHNOLOGY

- Recommendation 4: Centralize and Invest in Information Technology as the Cornerstone of Longevity and Institutional Success

LIVING THE JEDI - Justice. Equity. Diversity. Inclusion

- 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

ENHANCING PERSONNEL SUPPORT FOR FACULTY, LIBRARIANS, AND STAFF

- Recommendation 6: Rebrand and Realign Human Resources into Employee Development and Support with a Focus on Training, Professional Development and Onboarding

CREATE NEW OPERATING UNITS TO ENHANCE WORKFLOW

- Recommendation 12: Create a Branding, Communication, Marketing, and Public Relations unit
- Recommendation 13: Examine the Structure of Institutional Advancement, Alumni Relations, and the Foundation
- Recommendation 14: Consider the Creation of Dedicated Support to Strategic Initiatives and Risk Management

Attachments:

- a) None