



Leadership Profile

for the President of Westfield State University



Executive Summary



Westfield State University (Westfield State) seeks nominations of and applications from exceptional leaders who would like to join this community as its next president.

Westfield State is an institution that values a strong community, collaboration, and camaraderie. The spirit of these values can be seen in the faculty and staff who consistently go the extra mile to ensure the University's success and the growth and success of its students. One of nine state universities operating under the direction of the Board of Higher Education and its executive agency, the Massachusetts Department of Higher Education, Westfield State University is governed by an 11-member Board of Trustees. Westfield State University is committed to providing students of every generation with a learning experience built on its founding principle as the first co-educational, teacher-training college in America, founded by Horace Mann in 1839, to offer an education without barrier to race, gender, or economic status. The University continues Horace Mann's guiding principles that education is the great equalizer and the social engine of democracy. Westfield State is dedicated to and continues to live its tradition of providing educational, working, and living environments that value the diverse backgrounds of all people including minorities, women, veterans, individuals with disabilities and other protected persons, and individuals with diverse cultural backgrounds. The institution seeks a new leader to build on this legacy and galvanize the community around its longstanding mission and purpose, and its aspiration to be a national model for outstanding, accessible public higher education.

Located in western Massachusetts approximately 90 miles from Boston, two and a half hours to New York City, and 30 minutes from the Hartford, Northampton, Amherst, and Springfield Metro area, Westfield State's beautiful 256-acre suburban campus is home to 3,778 full-time undergraduates, 854 part-time undergraduates, and 766 graduate students across four colleges: the College of Education, Health, and Human Services; the College of Arts, Humanities, and Social Sciences; the College of Mathematics and Sciences; and the College of Graduate and Continuing Education. The University is ranked 26th among the top public universities in the Regional Universities–North category by U.S. News & World Report, leading the Massachusetts state university system in the annual overall rankings for that category. The University has steadily climbed in the annual Money magazine's "Best Colleges 2020" list, notably jumping 33 spots from 187 to 154.

The University seeks a president who will bring the Westfield State community together around its strategic priorities, goals, and identity to address current challenges and capitalize on opportunities, and who will join with faculty, staff, and students to promote student engagement and success. A resilient and forward-thinking medium-sized residential university, Westfield State seeks a president who can tap into the University's collective energy, talent, and ideas to develop and implement long-term strategies for success. Given the economic, public health, and social change forces bearing down on public higher education, Westfield State seeks a president who will work with the campus community to adapt strategic priorities to the new realities, support innovative approaches to solving problems, build relationships and partnerships to advance the institution, ensure financial sustainability, ensure the execution of successful enrollment strategies, invest in faculty and student success, and further diversity, equity, and inclusion broadly across the community and the region.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy on page 30.

Role of the President

The Westfield State community seeks a president who embodies the University's values in service to the University as chief executive officer, administrator, spokesperson, fundraiser, and advocate.

This person exercises leadership within the community, represents the institution across the state, and on the Massachusetts State Universities Council of Presidents, working cooperatively and collaboratively to achieve the broad objectives of public higher education. The president reports to the Westfield State Board of Trustees, provides vision, strategic leadership, and strong financial stewardship of University resources, and carries out the policies of the Board and the Massachusetts Department of Higher Education.

The seven-member presidential cabinet provides primary leadership support and functions as an advisory body to the president to address and assist with matters of substantial importance to the University. The cabinet, which meets weekly, includes vice presidents for academic affairs/provost, administration and finance, enrollment management, institutional advancement, and student affairs; as well as the president's chief of staff and the director of campus communication. The president will also work collaboratively with union leaders on campus.

The president's duties and responsibilities include:

1. Advocating for and championing the success of all students across the University.
2. Serving as principal ambassador to the University's key external constituents: the Massachusetts Department of Higher Education, parents, alumni, the Westfield State Foundation, state and local political constituents, the western Massachusetts regional community, and national associations in which Westfield State participates.
3. Administering accountability and clear leadership in the promotion and creation of an environment that fosters safety, respect, communication, transparency, integrity, equity, inclusion, innovation, efficiency, professionalism, and teamwork across the institution.
4. Developing and sustaining productive and meaningful relationships with students, faculty, and staff to ensure these groups are supported and that their strengths are fostered.
5. Making and supporting prudent financial and managerial decisions to ensure the continued fiscal strength of the institution as well as securing strong financial stewardship and responsibility for the taxes contributed by the people of the Commonwealth of Massachusetts.
6. Continually informing the Board of Trustees of all academic, enrollment, student affairs, and fiscal matters necessary for it to adopt appropriate policies and ensuring the implementation of those policies.
7. Providing active leadership in securing private support, fostering private philanthropy to support the University, leading the institution as an advocate for the public good, providing scholarships for students, and promoting Westfield State's story. To this end, the president will engage with alumni and prospective donors to build fundraising at the University into a sustaining pillar of institutional support.

Opportunities and Expectations for Leadership

The spirit of dedication and camaraderie among Westfield State's students, faculty, and staff has long enabled the community to collaborate across units and divisions to develop new ideas and workable solutions that address the challenges and opportunities facing public higher education and specifically Westfield State University. The Westfield State community takes pride in its ability to work together above and beyond expectations to address needs and challenges, as illustrated by the tremendous effort this year to manage enrollment, fiscal health, and course delivery challenges due to the global pandemic. This tradition and willingness to work together lays the groundwork for the next president's success.

Westfield State is currently led by Interim President Roy H. Saigo, Ph.D., who stepped into the role after the retirement in summer 2020 of Ramon S. Torrecilha, Ph.D., who served for four and a half years as the University's 20th president. Interim President Saigo has made great strides in a short period to align diverse opinions, interests, and resources with the principles of Westfield State's founder, Horace Mann, while setting the stage for Westfield State to launch its next phase. The next president will be expected to affirm the University's commitment to its values while addressing the following imperatives:



Building trust

Westfield State prides itself on its resilient nature, an active faculty and staff who are invested in the health and welfare of the University, and highly engaged union leadership. These traits inform the campus's expectation that leadership will model collaboration, transparency, stakeholder engagement, and shared governance in decision making. Like all institutions, Westfield State has many facets to its community, and each of these groups has something to contribute as the institution plans a path forward. It will be incumbent on the next president to engage and connect all voices, forge effective internal relationships, and develop robust, inclusive methods for decision-making and problem-solving. Building bridges among all stakeholder groups early is essential, as is exercising empathy, compassion, and understanding for the stress and difficult decisions that Westfield State faces in the changing higher education landscape. The community seeks a president who leads with humility, celebrates the success of others, seeks to resolve conflict, promotes a developmental leadership culture throughout the organization, finds new opportunities for collaboration, reframes counterproductive narratives, and holds community members responsible for respectful and inclusive behavior.



Engaging and energizing the community around shared vision, goals, and identity

Westfield State University strives to be a premier public comprehensive institution in the Northeast region through its commitment to student engagement and success. Westfield State is proud of its identity as a teaching-focused, public, residential medium-sized college prioritizing the education of its students.

The Westfield State Strategic Plan provides a map through 2024 to achieve key strategic goals: exceptional student experiences, strategic enrollment growth, the creation of a culture supporting Westfield State's values, and the expansion and stewardship of resources. The Massachusetts Board of Higher Education (BHE) unanimously approved Westfield State's Strategic Plan in May 2019. This followed the unanimous endorsement from the strategic planning committee of the BHE in April 2019 and approval from the Westfield State Board of Trustees in February 2019.

The president will be expected to continue implementation of the plan, adjusting, refocusing, and adapting it as needed in light of Coronavirus (COVID-19) and the economic challenges facing public higher education in the Commonwealth. In addition, the Westfield State community welcomes the next president's fresh perspective, analysis, and identification of new opportunities to more fully realize the institution's potential. Westfield State seeks a president who will quickly and thoroughly engage the community in charting Westfield State's path forward by tapping the University's collective talents, creativity, ideas, and resources while modeling and maintaining a vigilant focus on academic excellence, student success, diversity, equity, inclusion, and access.

Achieving financial and enrollment sustainability

Westfield State seeks a long-term plan for sustainable financial health. A central element will be a reliable, realistic enrollment strategy that includes effective recruitment, retention, and student support initiatives for the diverse students that Westfield State serves. These efforts must be advanced in an increasingly complex and competitive demographic and economic environment as well as within the context of the state's financial and budgetary rules and regulations.

Like many other colleges and universities across the United States, Westfield State University has experienced significant financial challenges due to the COVID-19 pandemic, with respect to resources, planning, and budgeting. Budgetary challenges may include a reduction in state appropriation



to higher education (typically, 25% of Westfield State’s total operating budget comes from state appropriation); declining enrollment trends in the Northeast with accompanying unpredictability due to the pandemic and the economy; increasing need for investment in instructional technologies; and unforeseen costs to protect health and safety of students and employees.

The Board approved a \$98 million budget at its October 2020 meeting. To assess the financial challenges and operational structure of the University, the University Efficiency Analysis Advisory Committee (UEAAC), pronounced “You Act” was established in August 2020. At that time, there was a \$7.5 million operating deficit. The UEAAC identified \$6.4 million in one-time budget reductions, and the Board approved the use of \$1 million in reserves to bring the budget into balance. The UEAAC continues to examine longer-term issues to make recommendations to the president and the Board regarding structural changes and efficiencies that may be achieved in the organization. All planning documents provided to the trustees are available on the [Board of Trustees website](#). In response, the campus has already reduced costs and adjusted its operating budget by more than \$16 million, between FY20 and FY21, through a combination of one-time and permanent reductions.

Avenues for budget relief are being pursued. Federal funding dollars (CARES Act) and repurposed capital project funding have been directed toward enhancing pandemic mitigation measures. The Massachusetts State College Building Authority (MSCBA) has worked to restructure debt for all state university residence halls, enabling reduced debt service for two years while taking advantage of historically low borrowing rates.

The path forward depends on a realistic strategy and plan that puts Westfield State University on a sustainable path for the future. As such, like many other state universities, Westfield State University has sought approval from the Commissioner of Higher Education with the goal of determining budget-balancing strategies that yield the savings required to have a balanced budget for FY21 and FY22.

In summary, while challenges are significant, the University is working diligently and collaboratively to develop plans and solutions, many of which will be well underway when the next president arrives and joins the effort in securing Westfield State’s continued financial health.

Further diversity, equity, and inclusion broadly across the community

Founded by Horace Mann, Westfield State is committed to providing students of every generation with a learning experience built on its founding principle as the first co-educational, teacher-training college in America to offer an education without barrier to race, gender, or economic status. This

spirit of innovative thinking and social responsibility is manifested in a curriculum of liberal arts and professional studies that creates a vital community of engaged learners who become confident, capable individuals prepared for leadership and service to society.

The University seeks a president who is energized by this history and commitment, who embodies the values of diversity, equity, and inclusion, who is steadfast in fighting institutional racism in all forms, and who sees opportunity and strength in the diversity, breadth, and depth of the University's community. Thus, the president will champion and support the creation of policies, programs, and initiatives that represent these values. Building on and expanding the scope of the [Urban Education Program](#), this person will work to increase the number of and support of first-generation students as part of its diversity, equity, and inclusion efforts.

In 2019, the campus submitted a competitive capital budget proposal to formally convert underutilized residence hall space into a Center for Diversity, Equity, and Inclusion. This proposal would provide dedicated space for equity and diversity initiatives, ensure needed space for student groups, and develop a related living and learning residential program. This proposal is still being actively considered.

In addition to institutional efforts, Westfield State seeks a president who will help advance these issues within the state system. The next president will lead Westfield State in statewide initiatives like [Equity First: Achieving Racial Justice in Higher Education](#) where Massachusetts Commissioner of Higher Education Carlos E. Santiago, Ph.D., announced a \$1.2 million grant from the Lumina Foundation to implement a "comprehensive new plan to achieve racial equity for students attending Massachusetts public colleges and universities." An important aspect of this effort will be engaging talent across the University in developing innovative and creative new programs, services, and curricula that advance these issues.

Strengthen external relationships and visibility

Given limited financial resources and fierce market competition, Westfield State needs an entrepreneurial leader who can work with the community to articulate an exciting vision for its future, and then advocate tirelessly for that vision with state government, the Board of Higher Education, and fellow presidents. The president will also need the relationship building and political skills to identify and implement strategies for counteracting decreased state appropriations and the economic and demographic downturn. The University's location in a major metro area in the Pioneer Valley of Western Massachusetts gives it access to a diverse array of potential partners in industry, health care, education, the arts, and the non-profit sector for internships, experiential learning, collaborative programming, and funding the University's strategic priorities.

Of critical importance is a president who is effective at strengthening relationships with trustees, advisory, and foundation board members; corporate, foundation, and individual donors; and alumni to support current and future institutional needs. A new marketing and branding effort that aligns with the strategic plan and raises visibility of the institution is essential, as is a plan for expanding the University's fundraising program. The president is expected to lead, advance, and participate materially in all efforts to raise awareness and build substantial philanthropic support.





Professional Qualifications and Personal Qualities

Westfield State seeks president who is excited by Westfield State’s mission – an energetic servant leader who is committed to the University’s excellence as a teaching institution and who will champion collaboration, shared governance, and diversity, equity, and inclusivity. The next president must be empathetic, engaging, and engaged with what is happening on the campus, and an active listener with strong financial, business, and marketing skills. Previous success in and a zest for fundraising are essential.

Significant experience and evidence of success as a senior-level leader of an institution or organization of substantial complexity is required. An earned doctorate (including but not limited to a Ph.D., J.D., or Ed.D.) is required. In exceptional circumstances, an earned master’s degree, coupled with substantial experience relevant to the segmental mission and needs of the institution, may satisfy minimum educational requirements.

In addition, the ideal candidate will also possess the following:

Professional qualifications and competencies

- A commitment to the purpose and promise of public higher education, especially for first-generation students
- Vigorous advocacy for student engagement and success
- A demonstrated inspirational and motivational leadership style
- A genuine, transparent communication style
- Evidence of acting on the values of diversity, equity, and inclusion
- A clear ability to make and communicate difficult decisions
- Experience working effectively with a diverse range of stakeholders including faculty, staff, state and local officials, trustees, alumni, and external community members
- An ability to work successfully within a statewide system of higher education
- Extensive experience working with unions in a collective bargaining environment
- Evidence of a sophisticated understanding of the higher education landscape
- An ability to develop vision into reality
- An understanding of financial concepts, financial planning, and the economic model of colleges and universities
- The skill to sell Westfield State through modeling its values, tone, and culture
- Substantial evidence of success in building and working with teams
- Solid business acumen and effective use of data to inform a collaborative approach to decision-making

Personal qualities and characteristics

- Compassion and empathy
- Progressive thinking
- Self-awareness and emotional intelligence
- Courage, resiliency, and persistence
- Predisposition towards action informed by strategy and data
- Willingness to take calculated risks
- Humility and the wisdom to know when to seek others’ expertise
- Intellectual curiosity
- Natural talent for building and sustaining interpersonal relationships

About Westfield State University

Westfield State University is an undergraduate and master's degree granting, comprehensive public university that is part of the Massachusetts Public Higher Education system. A teaching institution offering quality liberal arts, science, and professional programs, Westfield State is grounded in its founding principles of academic excellence and educating all in a diverse and welcoming community. The most residential of the nine Massachusetts state universities, Westfield State fosters intellectual curiosity, encourages critical thinking, inspires civic engagement, and promotes a global perspective. Westfield State takes seriously its mission to develop the knowledge, skills, and character essential for students to reach their potential and become responsible leaders in society, as well as to contribute to the economic, social, and cultural vitality of the region.



Mission

Westfield State University is a public institution offering accessible, quality undergraduate and graduate programs in the liberal arts, sciences, and professional studies. Our welcoming community focuses on student engagement and success. We contribute to the economic, social, and cultural growth of the Northeast region by developing the knowledge, skills, and character essential for students to become responsible leaders and engaged citizens.

Vision

Westfield State University strives to be the premier public comprehensive institution in the Northeast region through its commitment to student engagement and success.

Values

Westfield State University commits to values that strengthen a common bond among all members of our community. These values represent a commitment to others, a commitment to ourselves, and a commitment to a diverse learning environment where everyone is respected.

Embrace Diversity: We treat all members of our community with dignity and respect.

Build a Strong Community: We are inclusive and ensure equity, supporting the personal development of all community members and embracing multiple perspectives.

Maintain Excellence and Integrity: We maintain excellence and integrity in all that we do.

Engage in the Outside Community: We support civic engagement in local, regional, and global initiatives.

Collaborate with Each Other: We make decisions in a transparent and collaborative manner.

Provide Accessible Education: We commit to providing accessible, affordable public higher education for all.

History

The Westfield State campus has evolved and grown into a distinctive, comprehensive institution that has responded to the needs of its students in exceptional ways. Founded as Barre Normal School in Barre, Massachusetts, by educational reformer Horace Mann, Westfield State was the nation's first public, co-educational teacher training institute, admitting students without barrier to gender or economic class, and serving as one of the models for the development of normal schools across the nation. Classes began at Barre Normal School on September 4, 1839. The School relocated to Westfield, Massachusetts, in 1844 and reopened as Westfield Normal School. Westfield State offered Bachelor of Arts degrees for the first time in the late 1960s, expanded its academic programs significantly in the 1970s, and was, along with its sister state colleges, granted university status by the Massachusetts Legislature in 2010.

Today, Westfield State is characterized by a warm, friendly, and supportive atmosphere, close faculty/student interaction, and a commitment to the centrality of students in every aspect of the University. Westfield State is accredited by the Commission on Institutions of Higher Education (CIHE) of the New England Commission of Higher Education (NECHE). The University's most recent accreditation renewal took place in 2012, and its next comprehensive evaluation is scheduled for 2023.



By the Numbers

- 39 undergraduate majors, 14 masters programs
- Over 600 students participated in paid internships in 2019-20
- Over 300 students participated in research and creative projects
- 20 varsity sports
- 12% of students participate in Division III athletics
- 2,500 students participate in intramural sports
- 22 Honor Societies
- 32% of students are Pell Grant awardees
- 70+ student clubs and organizations
- \$22,653 is the average cost for in-state, full-time day students (tuition, fees, and room and board)
- \$28,733 is the average cost for out-of-state, full-time day students (tuition, fees, and room and board)

For additional information on institutional data, including the most recent common data set, please visit: [Westfield State Institutional Data](#).



Recognition and Points of Pride

Westfield State is ranked 26th among public universities in the Regional Universities–North category by U.S. News & World Report for 2021, leading the Massachusetts state university system in the annual overall rankings for that category.

Westfield State also holds the following distinctions and points of pride:

- Ranked as one of the “Best Value Colleges and Universities” in the nation by College Consensus
- Ranked as the (#1) Most Affordable College with Best Outcomes in Massachusetts (According to 24/7 Wall St. based on data from the U.S. Department of Education)
- Only four-year public university in “New England’s Knowledge Corridor”
- Winner of 15 Massachusetts State Collegiate Athletic Conference Smith Cup championships
- First criminal justice program in the State of Massachusetts; ranked fourth in Massachusetts, tenth in New England, and Top 5% in the U.S. by College Factual.com 2020
- Ranked as eighteenth most affordable economics program by the 2020 College Affordability Guide. Ranked as the number one Global Business Strategy Simulation Team and winner - Grinspoon Entrepreneurship Elevator Pitch Competition 2019
- Education: first and oldest program and department at Westfield State. Second largest producer of new teachers among the Massachusetts state universities. Ranked Best Value (59/404), Special Education (11/180); Physical Education (63/448) by College Factual.com 2020

- **Movement Science, Sports, and Leisure Studies:** Massachusetts Association for Health, Physical Education, Recreation and Dance (MAHPERD) 2018 Presidential Citation Award. 2018 Silver status designation award by the American College of Sports Medicine (ACSM)
- **Social Work:** #6 BSW; #3 MSW in Massachusetts; and #12 in the Nation by SocialWorkDegree.org. Best Value (19/356) by College Factual.com 2020. 95% of undergraduates accepted at graduate schools or find employment in the field within one year of graduation
- Launched the first public Master of Science in physician assistant studies in New England in 2018
- **Nursing:** Consistent high exam pass rate on the National Council Licensure Examination (NCLEX). May 2020 - 97% average pass rate. Awarded #2 best nursing program for RN to BSN in Massachusetts in 2020 by RNtoBSNprogram.com
- First ethnic and gender studies major in the Massachusetts state college system
- An All-Steinway School of Distinction. The only public university in New England to earn this distinction.
- Only public university in New England offering a bachelor of science in regional planning
- Home to the peer-reviewed journal, Historical Journal of Massachusetts (HJM), the only scholarly journal devoted solely to the history of Massachusetts. HJM will celebrate its 50th anniversary in 2022
- Host to the long-running high school quiz show, “As Schools Match Wits,” now filmed in the beautiful, newly-renovated television studio in Ely Campus Center
- Highly regarded and long-running, for 40+ years, Model United Nations program
- 3+3 partnership with UMass Law
- Recognized as the lead institution for the Pioneer Valley STEM Network, serving as a hub for higher education, K-12, industry, and community partnerships, providing a strong STEM foundation, developing clear pathways, and connecting our programs with the workforce (funded by the STEM Advisory Council)
- MassTeach program collaboration with Department of Higher Education, funded through the National Science Foundation’s Noyce Program, aims to increase and diversify the STEM teaching workforce
- STEM Starter Transfer Bridge Program (collaboration with Springfield Technical, Holyoke, Greenfield and Berkshire Community Colleges, funded through Massachusetts STEM Starter Academy)
- American Association for the Advancement of Science (AAAS) SEA Change (short for STEMM Equity Achievement) charter member
- Member, Commonwealth Honors Program, enrolling the top 5% of scholars in the State
- The only state school to house the Massachusetts Division of Ecological Restoration, located in Wilson Hall, which supports student internships in Environmental Science and Ecology



Westfield State University
STRATEGIC PLAN
2019-2024

Strategic Plan

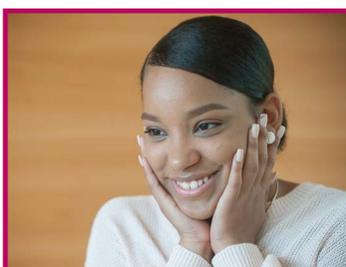
STRATEGIC PLAN FOR 2019-2024

The Massachusetts Board of Higher Education (BHE) unanimously approved [Westfield State University's Strategic Plan](#) at a full board meeting held May 7, 2019.

The Strategic Plan asks—and addresses—the question: What do students need to learn to explore the problems that matter in the Commonwealth and to position the institution to address global change? It addresses the pragmatic urgency for us to prepare to educate students from increasingly exciting and diverse backgrounds, and to provide opportunity for further education to the one million adult learners in Massachusetts (and beyond) who have some college education so they can serve the public good of building a vibrant economic, social, and cultural Commonwealth.

Building on sustained dialogue among stakeholders, data gathered on workforce needs and established institutional benchmarks, the Westfield State University Strategic Plan provides articulation of the actions needed to reach their strategic goals. The plan reaches across our organizational chart and deep into the community. It maps routes for campus-wide responsibility and engagement in forward-thinking action to manifest our refined mission. The commitment to connection woven through this campus plan is inspired by our institutional history and by the guidance provided by the Department of Higher Education strategic planning framework: integrating universities with P-12 partners, and providing for innovation in, and new, academic programming.

The Strategic Plan has four goals:



THE STUDENT EXPERIENCE

Access to a fully integrated and exceptional student experience



ENROLLMENT

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



CULTURE

Consistently live our institutional values



RESOURCES

Expand institutional resources

Academic Programs

Westfield State University academic programs are divided into four colleges, and each is overseen by a dean.



[College of Education, Health, and Human Services](#)



[College of Arts, Humanities, and Social Sciences](#)



[College of Mathematics and Sciences](#)



[College of Graduate and Continuing Education](#)

The University offers a range of traditional liberal arts and contemporary professional-track programs. There are 39 undergraduate majors and many options for minors and concentrations. The most popular majors are criminal justice, business management, education, movement science, sport and leisure studies, psychology, and communications. The institution's newest and fastest growing major is the Bachelor of Science in health science, which enrolled 109 majors in its 2019 inaugural year. Westfield State offers online degree completion in business management, criminal justice, history, liberal studies, psychology, and sociology. For more information on undergraduate fields of study, please visit [Westfield State Undergraduate Catalog](#).

Master's degrees are offered in accounting, applied behavioral analysis, counseling, criminal justice, education, English, physician assistant studies, public administration, and social work, among others. For more information on graduate programs of study, please visit [Westfield State Graduate Catalog](#).

Faculty and Staff

Westfield State has 226 full-time faculty and 290 adjunct faculty. Among full-time faculty, 93% hold the highest degree in their fields. Seventy-two percent of full-time faculty are tenured; another 24% are tenure-track. Females comprise 52% of full-time faculty. The median length of service of full-time faculty is 11 years. The student-to-faculty ratio is 15:1. Faculty members have a keen interest in teaching, and many are involved in campus centers of excellence, including the Westfield State Environmental Center; Global Women's History Institute; Center for Teaching and Research (CENTER); and the Faculty Center for Teaching and Learning. Faculty are members of the Massachusetts State College Association (MSCA), which represents faculty and librarians in collective bargaining within the State's public universities. Internal governance, which is governed by the MSCA Agreement, is effected through the All-University Committee, which has several standing subcommittees—Curriculum, Academic Policies, Student Affairs, and Graduate Education. There are approximately 445 non-instructional full-time staff members who support the various operations of the University. Professional and support staff and skilled trades are also represented in collective bargaining. For more information, please visit [Westfield State Collective Bargaining Agreements](#).

Divisions, Departments, Programs

Students wishing to earn a baccalaureate degree may matriculate in undergraduate degree programs through the Day Division or the College of Graduate and Continuing Education.

The Day Division program is directed toward the full-time undergraduate student, and offers the full range of activities that typically are associated with an undergraduate institution, including opportunities to participate in intercollegiate athletics, student government, literary and performing groups, to name but a few. The day undergraduate population is mostly traditional-aged with 4% above age 25. The College of Graduate and Continuing Education offers a program geared to the needs of the part-time, online, and evening student, with an appropriate complement of academic support services available. Courses for Continuing Education students are generally offered at night and online, although students may take day courses on a space-available basis.

With very few exceptions, students may enroll in any of the University's undergraduate programs through either division. Academic standards and policies are the same in both divisions, although the methods of implementing specific policies may vary due to the different patterns the undergraduate career may take for full- and part-time students.

For Day Division students, student records are housed in the Office of the Registrar, and all transactions related to student records and academic programs are executed through that office. The College of Graduate and Continuing Education provides comparable service for continuing education students.

Special Programs

Westfield Promise

This builds upon work that has been done to support students in the community. [The Westfield Promise](#) program symbolizes the University's commitment to accessibility. It provides local high school juniors and seniors the opportunity to earn up to 12 college credits by the time they graduate from high school and provides preferred admission to Westfield State.

The Westfield State Experience

The Westfield State Experience is the University's promise to provide learning opportunities that will help students create a path toward their success. The campus community will support students' journeys from their pre-university lives to their post-university endeavors. The objective is to encourage students to take advantage of opportunities intended to help them connect their in- and out-of-classroom experiences, develop professional skills, and enhance their support network. Throughout their time as WSE participants, students will engage with people that support their exploration of opportunities during times of transition and growth; explore decisions by evaluating and aligning their curricular and extracurricular activities with their goals and aspirations; maximize opportunities through intensive experiential, applied, and high-impact practices; and align their Westfield State Experience to their future endeavors.



MassTransfer

Massachusetts' public colleges and universities have partnered to develop a variety of transfer pathways for community college and state university students. The result of this partnership is MassTransfer, a program in which Westfield State University participates. Additionally, there are several articulation agreements between Westfield State and community colleges to support transfer students. Transfer students comprised 21% of new day enrollees with over 40% of transfers coming from the Massachusetts community colleges. In the College of Graduate and Continuing Education, the percentage of transfers among new enrollees is 95%. For more information on this plan, please visit the [MassTransfer website](#).

Centers and Institutes

[Banacos Academic Center](#) houses both the state's most sought-after college admissions program for students with learning disabilities and ADHD, as well as disabilities support services for all students.

[The Inclusive Concurrent Enrollment Initiative \(ICEI\) Partnership Program](#) is the largest in the Commonwealth with 48 students and dual enrolls high school students with severe intellectual and developmental disabilities. These students engage in an inclusive college experience, build their independence, and enhance their quality of life. ICEI currently partners with 12 school districts and is considered a model in severe disability program development by the State.

[Westfield State Career Center](#) is dedicated to educating, advising, and connecting students and alumni to opportunities that foster their academic, professional, and personal growth. The Career Center provides a myriad of programs and services, extensive web resources, and a career management software, Handshake, which students and alumni can use to connect to opportunities and industry professionals. Our graduates experience success in the job market as 93% of 2019 post-graduate survey respondents indicated working full-time, part-time, or are in graduate school. Additionally, 85% of 2019 post-graduate survey respondents reporting employment indicate working in Massachusetts. The Career Center is recognized regionally by employers and the larger community for hosting the largest government, criminal justice, and non-profit career fair in New England.

Facilities

A general orientation to the campus may be accessed through the [Westfield State Drone Tour](#), which takes viewers on a flyover of the grounds as well as an inside look into some key buildings—of which there are 24 on campus. There are nine residence halls that can house 2,752 students across 1.5 million square feet of space: New Hall, Davis Hall, Courtney Hall, Lammers Hall, University Hall, Conlin Hall, Seymour Hall, Welch Hall, and Dickinson Hall. Scanlon Hall is part residence hall, part academic space. There are 14 academic buildings on campus: Horace Mann Center, Woodward Center, Dr. Nettie M. Stevens Science and Innovation Center, Public Safety Complex, Bates Hall, Wilson Hall, Mod Hall, Parenzo Hall, Tim and Jeanne’s Dining Commons, Maintenance Trade Department, Ely Campus Center and Library, Catherine Dower Performing and Fine Arts Center, Power Plant, and Scanlon Hall. The Albert and Amelia Ferst Interfaith Center on campus is owned by the Westfield State Foundation.

[The Joseph B. Ely Library](#) is located in Ely Campus Center and supports the curricular, research, and community building of the University through the effective and efficient provision of information resources, services, and instruction in a supportive learning environment. The library offers students an inviting location to study, work on projects, and discover a world of books, journals, DVDs, streaming videos, e-books, and more. Faculty and staff visit the library to find resources, meet with students, and teach classes with librarians. The library features computers, comfortable chairs, group-study rooms, outlets for laptops, and laptops for borrowing. The Ely Library was founded in 1858 by seven students—three women and four men—with 200 books in the fields of “Literature, Science, and Art” —20 years after the school was founded. Until then, only textbooks had been available to students, and the founders felt that a well-stocked library was critical to their studies. Most of the library’s first 200 books were provided by the students, and the rest was donated by faculty members and “friends of Education.” The library was formed as part of the Normal Lyceum and Library Association, a student debate and library club. The students felt that extensively reading on subjects and learning how to speak logically and convincingly about those ideas were integrated activities essential to their education.

[Dr. Nettie M. Stevens Science and Innovation Center](#) opened in 2016. The \$53 million building is a state-of-the-art facility designed at the direction of faculty from several disciplines including those from the Departments of Chemical and Physical Sciences, Biology, Environmental Science, and Nursing.

The Catherine Dower Performing and Fine Arts Center, which opened in January 2017, is the result of a project that transformed a former elementary school into an exciting university-level facility that houses the University’s Music, Art, and Theatre departments. In October 2017, [the University earned the renowned designation as an All-Steinway School](#), fueled by a \$1.1 million anonymous gift made to purchase 20 Steinway & Sons pianos. Westfield State is the only public university in New England to earn the All-Steinway School designation and is one of less than 140 colleges or universities around the world to achieve it.

[The Ely Campus Center](#) is home to the following offices and services: the Joseph B. Ely Library; Arno Maris Art Gallery; Barnes & Noble bookstore; Ely Studio Theatre; the Communications Department; the Theater Arts Program; several Student Affairs offices; the Campus Activities Board; Commuter Council; the Student Government Association; The Voice student newspaper; the student radio station (WSKB 89.5 FM); student lounges; Dunkin; Ely Harvest Café; a fitness center; SGA Club Room; and the Owl’s Nest, where many events—such as open mic nights, stand-up comedy, movie showings, and magic acts—are held.



[The Woodward Center](#), which opened in 2004, is an 80,000-square-foot athletics facility that features an expansive field house. The first floor of the Woodward Center features first-class athletic training, fitness center, and equipment room areas, along with locker room space for each varsity team. Located on the second floor area are a student lounge, a spacious aerobics/dance studio, four classrooms, as well as exercise physiology, biomechanics, and motor learning laboratories, a multimedia computer lab, conference rooms, as well as office space for Westfield State's athletic and movement science departments.

The University has begun to renovate Parenzo Hall, which is the oldest building on campus (circa 1956). Westfield State received in 2018 a \$21.5 million investment from the Commonwealth for capital repairs and improvements to Parenzo Hall. Massachusetts Governor Charlie Baker visited campus to sign a bill into law that would authorize the Commonwealth's investment in the project. Through the [Parenzo Hall Renovation Project](#), the University aspires to transform the dated building into a modern campus hub that will enable Westfield State students to flex their innovative muscle and prepare for the jobs of the new economy. The multi-year construction phase will start in summer of 2021 and is scheduled for completion by fall 2023. Among the Parenzo Hall's highly anticipated enhancements will be the creation of two centers—the Laboratory for Collaboration (CoLab) and the Center for Student Success and Engagement. These new centers will be linked to offer students the opportunity to engage with industry professionals, work on real-world application of their knowledge and skill sets, and explore career opportunities.

The Laboratory for Collaboration (CoLab) leverages technology to serve as a nexus for innovative collaboration in western Massachusetts, partnering with K-12 school districts, community colleges, and industry partners. It will teach students and community partners how to productively engage in online/hybrid environments that increase flexibility for students, facilitate co-enrollment, expand course choices, and provide a bridge to employment.

The Center for Student Success and Engagement is focused on increasing student retention, improving graduation rates, and closing the achievement gap. Comprised of the Office of Academic Advising and Transfer Transition, Banacos Academic Center, Honors Program, Office of Retention, Reading and Writing Center, TRiO Student Support Services Program, and the Urban Education Program, the Center provides newly admitted, transfer, current, and returning students with ongoing academic support. Students participate in early-college transition programs, academic advising, academic strategy workshops, tutoring, supplemental instruction, and peer mentoring to ensure they have the necessary tools to prepare them for academic and personal success. Extensive programming, in collaboration with campus-wide initiatives, is also available to enhance and promote the campus engagement of Westfield State University students to enrich their undergraduate experience.



Accreditation

Westfield State University is accredited by the New England Commission of Higher Education (NECHE). The University's most recent accreditation renewal took place in 2012, and its next comprehensive evaluation is scheduled for 2023.

Westfield State University also holds the following discipline specific accreditations:

Computer Science

Computing Accreditation Commission (CAC) of Accreditation Board for Engineering and Technology (ABET)

Education

Massachusetts Department of Elementary and Secondary Education (DESE)

The Association for Advancing Quality in Educator Preparation (AAQEP), with 36 programs at the initial (generally undergraduate) level, and eight programs at the advanced (graduate) level. Westfield State is the first AAQEP accredited program in the Commonwealth of Massachusetts.

Commendation: Anti-Racist Education (ARE) program.

Health Science

Accreditation Review Commission on Education for the Physician Assistant (ARC-PA)

Movement Science

Commission on Accreditation of Athletic Training Education (CAATE)

Commission on Accreditation of Allied Health Education Programs (CAAHEP)

Commission on the Accreditation of the Exercise Sciences (CoAES)

Music

The National Association of Schools of Music (NASM)

Nursing

Commission on Collegiate Nursing Education (CCNE)

Massachusetts Board of Registration in Nursing (BORN)

Social Work

Council on Social Work Education (CSWE)

Westfield State University is designated as a Commonwealth of Massachusetts-accredited Emergency Medical Technician (EMT) training institution by the Massachusetts Office of Emergency Medical Services (OEMS).

Student Life

Residence Life

Westfield State is the most residential of the state universities in Massachusetts, with over 60% of full-time undergraduate students living on campus. The 256-acre campus is designed with winding walkways and red brick buildings that include nine residence halls surrounding a central dining commons. There is a centralized campus green surrounded by five academic buildings, the library and campus center, and an interfaith center. The campus is tobacco-free and 100% wireless, both inside and outside.

Residential Life exists to promote the optimal experience for each Westfield State University resident, contributing to the educational mission of the University through the provision of a supportive, secure, and developmental living environment. The nine residence halls on campus provide both traditional-style living and apartment/suite-style living options. Students may also choose to live in a living learning community. Please visit [Westfield State Map and Virtual Tour](#) for more information on the campus.

Athletics

The Woodward Center provides a consolidated home for the University's Movement Science, Sport and Leisure Studies Department, Athletics Department, and indoor athletics courts. The 80,000-square-foot building includes a 36,000-square-foot field house, a 165-meter track, and seating for 1,000 spectators; aerobics and weight conditioning areas; locker rooms; offices; labs and classrooms; lobby, reception and concession space; and the Athletic Hall of Fame displaying the rich history of Westfield State athletics.

About 2,500 students participate in intramural sports and 12% participate in Division III athletics; indeed, Westfield State teams have won 15 Massachusetts State Collegiate Athletic Conference Smith Cup championships. The University fields 20 varsity sports.

Student Body

Westfield State enrolled 5,398 students in fall 2020 of whom 3,778 are undergraduate day students, 854 are undergraduate continuing education students, and 766 are graduate and post-baccalaureate students. About 93% of students come from Massachusetts, with every county of the Commonwealth represented, and many are first-generation students. Fifty-five percent of students are women and 23% are students of color (including 12% Latinx and 5.5% Black). The average high school GPA of Westfield State students is 3.20. Sixty percent of Westfield State students live on campus. The six-year graduation rate for the cohort starting in 2014 is 63.1%, a 2% increase over the previous year. It is, however, at the lower end of the range for the five most recent cohorts; those ranged from 61% to 66.1%. These rates have exceeded the other public Massachusetts comprehensive universities and Westfield's national peer group. The University is committed to the continued improvement of these rates and to closing existing achievement gaps among demographic groups.

Students can participate in more than 70 clubs and organizations.

Westfield State students have the largest student government association within the state university system with 80 senators who meet weekly, representing all areas of campus. Students are strongly committed to community service and service learning and provide numerous hours of service annually in the community.



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Alumni and Advancement

The [Westfield State Alumni Association](#) has 41,000 members located around the world and provides opportunities for all Owls to be active, involved, and engaged. Westfield State is supported by the Westfield State Foundation, a separate 501(c)(3) that is engaged in active fundraising and advocacy. The Foundation has its own Board of Directors that supports the mission and priorities of Westfield State through active fundraising, promotion of the University, and development of partnerships with the community. The Foundation has total assets of approximately \$11.8 million. The Foundation awards scholarships to students, and it owns and operates the Albert and Amelia Ferst Interfaith Center on campus. The Foundation's Owls Helping Owls program has thus far raised approximately \$40,000 for students impacted by the COVID-19 outbreak in early 2020. Owls Helping Owls helped students purchase everything from laptops to toiletries for students isolated by the spring 2020 quarantine. For more information about the Foundation, please refer to the [2019–2020 Westfield State Foundation Impact Report](#).





Governance

Board of Higher Education

One of nine state universities operating under the direction of the Board of Higher Education and its executive agency, the Massachusetts Department of Higher Education, Westfield State University is governed by an 11-member Board of Trustees. Nine of the members are appointed directly by the Governor, while a student trustee and an alumnus or alumna are elected by their respective bodies.

Westfield State University is part of the State University System, which is part of the Massachusetts Public Higher Education System. The system includes 15 community colleges, nine state universities, and the University of Massachusetts' five campuses. A statewide Board of Higher Education (BHE) has broad oversight responsibility for all of public higher education and a particular responsibility for the community colleges and state universities. M.G.L. c. 15A § 9. The Department of Higher Education (DHE), headed by Commissioner Carlos E. Santiago, Ph.D., is the executive arm of the BHE. The Board participates in the search and selection of college presidents, approves presidential appointments and sets the compensation of presidents. Presidential performance is also evaluated annually through a process which is executed under BHE policy and includes Commissioner involvement. For more information, please see: [BHE Presidential Compensation and Evaluation Guide and Procedures](#).

The mission of the BHE is to ensure that Massachusetts residents have the opportunity to benefit from a higher education that enriches their lives and advances their contributions to the civic life, economic development, and social progress of the Commonwealth. To that end, the programs and services of Massachusetts higher education must meet standards of quality commensurate with the benefits it promises and must be truly accessible to the people of the Commonwealth in all their diversity.

During the September 2018 BHE retreat, Commissioner Santiago and BHE Chairman Chris Gabrieli proposed to members a new direction for public higher education that called for BHE and DHE in partnership with Massachusetts public higher education institutions to develop a statewide strategic



plan focused on equity. This work was codified in a December 2018 vote of the BHE, in which the BHE recognized equity as the top statewide policy and performance priority for the public higher education system. For more information, please see: [BHE Strategic Framework](#).

The expectation of The Equity Agenda is that, by focusing on equity in its policies, programs, and initiatives, the Massachusetts system of public higher education will enhance economic and social mobility for all citizens, but particularly for those who have historically been underserved and underrepresented, especially students of color, throughout all levels of education. For more information, please see: [BHE Equity Agenda](#).

Board of Trustees

The [Board of Trustees](#) is legally and ethically charged to guide and support the well-being of the institution. The Board ensures appropriate policies exist to support Westfield State University's mission and culture of fostering student success. Board members' oversight focuses on broad policy, while the president and institutional leadership direct and manage the University's operations.

Members of the Board of Trustees are appointed for a five-year term, with the possibility of one additional five-year term. A number of Board members are graduates of Westfield State, and there is one student trustee. The Board meets five times each year, and as needed. The Executive Committee is made up of the Board Chair, immediate Past Board Chair, Board Vice Chair, and Board Secretary. In addition to the Executive Committee, the standing committees of the Board include Academic and Student Affairs, Finance and Capital Assets, Audit, Advancement and Enrollment Management, and Governance and Nomination. All activities of the Board are noticed and conducted in accordance with the relevant General Laws of Massachusetts, including the state's Open Meeting Law.



Location

The University is located in western Massachusetts in the Pioneer Valley region approximately 90 miles from Boston, two and a half hours to New York City, 30 miles from Hartford, Connecticut, and 30 minutes from the Northampton, Amherst, and Springfield Metro area. The combined region is the second largest population, education, and economic center in New England with a heavy concentration of educational institutions.

The Pioneer Valley region encompasses 43 cities and towns in Hampden and Hampshire counties, including the diverse cities of Chicopee, Holyoke, and Springfield with whose public school districts Westfield State partners via [The Westfield Promise](#) early-college program. The region has a rapidly growing Hispanic population and features one of the highest per capita lesbian, gay, bisexual, and transgender (LGBT) populations in the United States according to 2010 Census data.

[The Pioneer Valley Planning Commission](#) has been its designated regional planning body, responsible for increasing communication, cooperation, and coordination among all levels of government as well as the private business and civic sectors to benefit the Pioneer Valley region and to improve its residents' quality of life.

[The city of Westfield](#), with a population of more than 40,000 people, was first settled in 1660. In the 19th century, it was the center of the buggy whip industry, in addition to manufacturing cigars and bricks. More recently, parts of the city became a warehousing center for a number of big box store brands. The University is located in a gracious suburban residential neighborhood adjacent to 300-acre Stanley Park, which houses a duck pond, rose gardens, soccer and lacrosse fields, hiking trails, a picnic area, and a wildlife sanctuary. Mount Tekoa, the Westfield River, and the nearby Berkshire and Holyoke mountain ranges provide recreational opportunities and serve as laboratories for classes and field experience.

[The Greater Westfield Chamber of Commerce](#) is another resource for business networking, legislative advocacy, as well as for partnerships with and outreach to local K-12 school districts and colleges and universities. The Chamber encompasses the communities of Blandford, Chester, Granville, Huntington, Montgomery, Russell, Southwick, Tolland, and Westfield.



Procedure for Candidacy

Interested candidates should review the Massachusetts Board of Higher Education [Guidelines and Procedures for the Search, Selection, Appointment, and Removal of State University and Community College Presidents](#). The Presidential Search Committee will preliminarily screen all applicants and recommend three to five finalists for further vetting by the Westfield State Board of Trustees and the Massachusetts Department of Higher Education. Finalists will be asked to participate in open campus meetings in March/April 2021. Final appointment is subject to background check and approval by the Massachusetts Board of Higher Education. The president is expected to begin July 1, 2021.

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Westfield State University in this search. For fullest consideration, candidate materials should be received by Friday, February 12, 2021.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Lucy Leske, Robert Luke, and Christine Pendleton

WSU-President@wittkieffer.com

Westfield State University provides equal access to employment opportunities for all applicants, regardless of race, color, creed, religion, national origin, gender, sexual orientation, gender identity, gender expression, genetic information, marital status, age, disability, or veteran status in compliance with all applicable laws, regulations, and policies.



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