



Board of Trustees

Special Meeting
November 30, 2021
7:00 – 9:00 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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|---|-----------------------------------|
| 1. Call to Order | Chair Dr. Robert Martin |
| 2. Approval of Minutes
January 28, 2021
January 29, 2021
September 15, 2021
October 13, 2021 | Chair Dr. Robert Martin |
| 3. General Announcements | Chair Dr. Robert Martin |
| 4. President's Report | Dr. Linda Thompson |
| 5. Enrollment Update | Daniel Forster |
| 6. Items for Action
a) Motion – Capital Project Funding | Stephen Taksar/Maureen Socha |
| 7. Strategic Discussion
a) University Financial Strategy Discussion | President Thompson/Stephen Taksar |

Attachments:

- a) Draft Minutes of January 28, 2021
- b) Draft Minutes of January 29, 2021
- c) Draft Minutes of September 15, 2021
- d) Draft Minutes of October 13, 2021
- e) President's Presentation
- f) Enrollment Funnels
- g) Motion – Capital Project Funding
- h) Capital Project Funding (Memo)
- i) Capital Project Funding (Summary)
- j) Capital Project Funding (Approved FY22 Capital Plan)



BOARD OF TRUSTEES

Minutes

January 28, 2021

Meeting held virtually 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 also took place on YouTube.

MEMBERS PARTICIPATING REMOTELY in morning session: Chair Kevin Queenin, Vice Chair Edward Sullivan, and Trustees Melissa Alvarado (joined at 10:07 AM), Paul Boudreau, Dr. Robert Martin, Thalita Neves, and Dr. Gloria Williams (joined at 10:09 AM)

MEMBERS EXCUSED from morning session: Secretary Lydia Martinez-Alvarez, and Madeline Landrau, Robert Magovern, and Ali Salehi

Dr. Roy Saigo, Interim President of Westfield State University (WSU), was also participating remotely.

The meeting was called to order at 10:00 AM by Chair Queenin, who said the meeting was being recorded for the benefit of Trustees who could not attend and a roll call identified the members participating remotely as listed above.

President's Report. President Saigo stated that the University Efficiency Analysis Advisory Committee (UEAAC) was charged to find solutions to move the University through crisis and be sustainable through the future. Surveys and town halls were used for input. Recommendations are supported by data and collective wisdom. Without knowing a basis for our structure, we cannot build for the future. The work of this committee is as close to shared governance as we can go and we need to respect the guidance of the WSU family. Understand and appreciate this opportunity. Thank you for taking time to study and ask questions. You are part of the cycle of WSU; now let us get to work.

Dr. Juline Mills, chair of UEAAC, introduced Dr. Rebecca Morris, lead presenter and moderator of the session. An overview of each of the following recommendations was provided by members of UEAAC, followed by Trustee responses, questions, and answers. Trustee Alvarado joined the meeting at 10:07 AM.

REIMAGINING CURRICULUM DELIVERY AND STUDENT SUPPORT. Dr. Morris stated the committee was ignited by the thought that we could do better. [Trustee Williams joined the meeting at 10:09 AM.]

Recommendation 1: Reimagining Instructional Academic Affairs and the College Structure

- In 2017 the colleges were created with a dean, assistant, and department chairs which created inefficiencies that added extra levels for approvals. The benefit was that each college had a dean as an advocate to help accomplish goals.
- The salaries and fringe of the four deans and their administrative assistants is \$1.2 million.

- The location of departments and the names of the colleges make it difficult for students to find their major.
- A school structure is being proposed with five schools served by someone who could assist with advocating. This model combines stronger and lesser departments together to help create new innovations to attract students. There was extensive consultation with existing faculty and staff to determine how to line departments up. It is hoped to develop this recommendation before the end of the semester so the budgetary impact can be incorporated in the FY22 budget.
- The positions for the Deans of Faculty and of Undergraduate Studies did not disappear when the college deans were added. These two dean positions can be combined to create a position as an assistant to the provost.
- **Trustee responses, questions, and answers followed:**
 - Would the stipend for the school administrators be the same among all schools or be based on the number of departments in that school? Committee: Course releases or Alternative Professional Responsibilities (APR) may differ. The MSCA contract specified how many course releases a chair gets based on the size of faculty. Those guidances would apply to the school administrator positions.
 - What is the difference in a two-college structure with what is being proposed? Committee: There is no savings with the college structure since it basically saves one dean and assistant, and the location of majors is still hidden. There is increased efficiency with the school structure and it received a favorable vote in committee.
 - What are the key differences in responsibilities between a school administrator and dean? Who will be responsible for hiring, mentoring, and evaluating faculty? Committee: It is unclear whether school heads can do those things. The MSCA says deans can do that, but the term dean implies a particular salary range. When deans return to faculty, they return at 80% of their administrative salary. An associate provost can take some of the responsibilities of evaluating faculty. The faculty can work that out among themselves.
 - Generally, the closer the evaluator is to the faculty being evaluated, the better. If school heads can be in that position, the concern is alleviated, which is an important consideration. Would the school heads also be responsible for what courses are scheduled for day, evening, and graduate classes? Committee: The order of evaluations getting done was changed in 2017 when the college structure was implemented. Faculty positions are being cut back and now mimic levels from 2009-2010 so that load will shift.
 - Five schools instead of three colleges seems counterintuitive in streamlining and some titles seem more opaque for an external audience. Committee: The names listed are just examples. Faculty will work with Academic Affairs to move the structure forward with compromise.
 - Will the school administrators be term appointments? What about peer pressure? Will they be the same as department chairs? Committee: It will be similar to the school structure identified in the Advisory Committee on Academic Planning (ACAP) process in 2016-2017. There is a need to change the culture and create a community of scholars.
 - Have school administrators been benchmarked against other universities and do any sister schools have that position? Committee: Yes, their positions are deans, associate deans, or assistant deans.

Recommendation 2: Merge the College of Graduate and Continuing Education (CGCE) with the Day School

- This is the largest area of cost savings and would reduce the adjunct budget considerably.
- Day School students are looking more like CGCE students, and the barriers between the two schools need to be removed. It would allow students to move back and forth between full-time and part-time.
- The Day School is understaffed, so CGCE staff could assist create a higher level of service.

- There is faculty and Day School buy in. It would link programs and cause an infusion of new programs.
- **Trustee responses, questions, and answers followed:**
 - Where would the adjunct projected savings be reflected? Committee: In course scheduling efficiencies. The budget is \$4.5 million. If we can collapse all the seats together for CGCE and Day School, we can make some estimates. In reducing seats and tightening schedules, we came up with what we can save of the projected \$5 million there.
 - In principal, Trustee Martin is 100% behind a single college which allows students to move back and forth, making sure there is sensitivity and ownership from all. The committee needs to understand how the state statute requiring that Continuing Ed and Graduate programs be at no cost to the Commonwealth impacts this recommendation. Committee: Conversations have been held with sister schools to find out how they did this.

Recommendation 3: Reimagining Instructional Delivery and Support of Our Students: Curriculum Innovation

- There are eight recommendations on curriculum innovation since there continues to be the same number of adjuncts as there were in 2019 but with 500 fewer students.
- NEASC/NECCE identified a core reform in 2010, which has still not been changed. Reduce the core by 9-12 credits to be closer to 40 hours suggested by NEASC/NECCE instead of 59 core credits, resulting in cost savings in the adjunct budget. A temporary stay could help accomplish a core revision.
- Review APRs and make changes to keep faculty in the classroom. Freeze faculty hiring for the next year to help keep control over costs.
- Review curriculum, course caps, and course-related fees and create an academic scheduling team.
- **Trustee responses, questions, and answers followed:**
 - There are a number of programs that are 50-70 credits, some relating to accreditation. Those programs should be reviewed as well and serious thought put into adding new programs. Department chairs and school heads need to make sure faculty across the line are willing to teach night classes. Committee: Some programs' contribution numbers didn't make much difference. Smaller departments that have long-standing faculty are a value and eliminating programs rooted in liberal arts does not make sense. The core shifting needs to be evaluated before removing majors. Expand the way major programs are offered by being innovative with recruitment and aligning larger to smaller programs. Some programs and majors are unique that can be built out to serve us better.
 - Whose responsibility is it to revise the core? Committee: It has been started a number of times but failed. NECHE states that the faculty should manage the General Education with oversight and collaboration from the provost's office.
 - Who would manage APRs moving forward? Committee: The MSCA says the provost, but there is no firm process. An open, transparent process is proposed. Correction: Deans do the APRs.
 - Recommendations 2 and 3 create significant financial ramifications from a Board perspective. What types of projected, realized, and deviations to the milestones will be provided to benchmark the financial performance to measure at Board meetings in developing future budgets? Committee: Determining cost savings will be easier after the General Ed reform and identifying which APRs will be kept. If recommendations approved, the next phase would be to create benchmarks to be good stewards of the institution and its finances. Some figures are estimates, and by digging deeper and clarifying assumptions, it will be clearer how to correlate budget savings, milestones, and benchmark tracking along the way.

ADVANCING OUR FOCUS ON ENROLLMENT GROWTH AND STUDENT RETENTION

Recommendation 10: Enrollment Management: A Critical Component for Westfield State University's Future Success

- Since so much of our revenue is based on tuition and fees, drops in enrollment are a big hit financially. It is time to expand geographic and demographic strategies to help recruit non-traditional students to the Day program by reaching out to more nearby states.
- Mr. Daniel Forster, Vice President for Enrollment Management, stated that in the last three years, Enrollment Management has expanded visits to high schools numerically, geographically, and virtually, and has purchased additional names. This information was in the corrected figures sent to the committee. Committee: The data says that 80% of students come from in state. Mr. Forster said those are the number of students coming, not the recruitment expansion efforts. With the existing enrollment problem, the committee questioned how to create an effective strategy if expansion efforts have occurred but the numbers are still declining. This also does not incorporate the Hispanic Serving Institution (HSI) designation which may include more students, as well as international students.
- **Trustee responses, questions and answers followed:**
 - More collaboration between Enrollment Management and Academic Affairs is commended and efforts to recruit as broadly as possible should be continued. It is much cheaper to retain students we have than to recruit, so as enrollments drop, members of the campus have to do everything in their power to keep the students we have.
 - We are spending \$948 more per student than any other university the same size. Does that include the expanded geographic area?
 - Committee: There is a dispute between the Vice President of Enrollment Management and the committee. The committee used size in comparing with other institutions. The Vice President suggests we are in the small school category, which would make our spending on par with others. Mr. Forster explained the intake form used to compare admissions offices uses a simple strategy in the cost of salaries responsible from recruiting and budget. The figures shown in the report were not obtained by filling out the form the way the company, Ruffalo Noel Levitz (RNL), suggests and the way admissions counselors fill it out. Admission salaries are far lower than the number in the report since financial aid salaries do not belong there. The RNL average cost is \$700 per student, lower from a medium-size school. Every single initiative has come from the president's contingency fund or from funds left over from the prior year, which are extra funds given to the Enrollment budget. In a normal year, there are not enough funds to pay for our accepted students. The form should be filled out the way it is supposed to because we are grouped in with schools much larger, who have advantages of scale. Committee: We are defined as a medium-sized institution in recruiting done by athletics, Banacos, Honors, and deans. The reality is that it is a fair assessment.
 - How much does the average resident student bring in? Committee: Approximately \$20,000. Trustee: Being down 705 students multiplied by \$20,000 is \$14 million. We need to market the University better, and time is of the essence.
 - The best recruiters are students, so we need a very positive student experience. We all have a responsibility to push WSU forward on the new student basis.

Recommendation 11: Retention – A Must for Our Success

- There is no home for retention and it is scattered across the entire University. Retention started declining in 2016 while other universities are increasing. A retention office is needed.
- **Trustee responses, questions, and answers followed:**
 - We need to prioritize the 2-3 areas that we can control for retention.

- Do not leave it to a retention office only. Think outside the box and do not underestimate the value of advising.
- Is decline specific to WSU or all of Higher Ed? Is there a correlation with the decline in recruitment and increase in retention? Committee: There are some sister institutions in the same market showing enrollment growth. In the Northeast, some have increased enrollment due to COVID-19. Westfield needs to become home to students.
- In the Parenzo renovations, the Center for Student Success and Engagement will help identify how we can retain students.

There was a recap of the estimated savings based on recommendations 1-3 and potential revenue opportunities. The meeting was suspended at 12:04 PM for lunch and the meeting resumed at 1:00 PM with an overview of the remaining recommendations followed at the end by questions and answers.

MEMBERS PARTICIPATING REMOTELY in afternoon session: Chair Kevin Queenin, Vice Chair Edward Sullivan, Secretary Lydia Martinez-Alvarez, and Trustees Melissa Alvarado, Paul Boudreau, Dr. Robert Martin, Thalita Neves, Ali Salehi, and Dr. Gloria Williams

MEMBERS EXCUSED from afternoon session: Secretary Lydia Martinez-Alvarez, and Trustees Madeline Landrau, and Robert Magovern

REALIGNING OUR STRUCTURE TO SUPPORT OPERATIONAL EFFICIENCIES, CULTURAL CHANGE, AND VISIONING. We need to take advantage of the opportunity now for change to create financial stability.

Recommendation 7: Reimagining How We Provide Services to Our Students

- Details of merging units and services by moving staff into vacancies in areas already serving students will create savings and better coordination of services for students.

Recommendation 8: Update the Current WSU Organizational Structure Creating an Expandable and Contractable Framework that Aligns with Enrollment Growth and Decline

- To right-size the University will allow it to contract and expand. Human Resources could help with this.

Recommendation 9: Creating a Transparent Leadership Culture and an Operating Structure that Exemplifies Shared Governance

- The survey provided feedback from 47% full-time employees on how efficiency could be achieved, and a large portion indicated the need for additional individuals to be involved in decisions. Create a presidential council. Create a Gallup survey for senior leadership to understand the constituency.

STRENGTHENING THE INSTITUTION WITH TECHNOLOGY

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

- The University will gain efficiencies and leverage costs in a continuous and purposeful manner.
- Create a diverse advisory group to review, recommend, and advocate for strategic objectives, aligning with the four strategic priorities over a two-year period and advocating for the University's overall IT investment.
- Centralize all technological functions into one department to include infrastructure, administrative, support, media, and the Center for Instructional Technology (CIT), reporting to the Chief Information Officer.

LIVING THE JEDI - Justice. Equity. Diversity. Inclusion.

Recommendation 5: Create a Division of Justice, Equity, Diversity and Inclusion (JEDI) led by a Chief Diversity Officer (CDO) who reports directly to the President and sits on the President's Council

- This is a universal campus-wide need that should be accomplished now. JEDI functions should be separated from Human Resources tasks and properly funded and implemented to move the campus forward. This division should include well-established staff and support to the Chief Diversity Officer, which should be close to cost neutral by combining staff and budgets from other departments.

ENHANCING PERSONNEL SUPPORT FOR FACULTY, LIBRARIANS, AND STAFF

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

- The Dr. Lewis report in the fall of 2018 recommended a similar Human Resources office and a vice president/assistant vice president of diversity, which is supported throughout the institution. The proposed change in Human Resources would make them more available to support employees and would create a better campus culture.

CREATE NEW OPERATING UNITS TO ENHANCE WORKFLOW. We need to look outside the box at how we do business and need to move these recommendations forward to improve the entire campus.

Recommendation 12: Create a Branding, Communication, Marketing, and Public Relations unit

- These employees are some of our most creative people and we should put them all together to help with recruitment.

Recommendation 13: Examine the Structure of Institutional Advancement, Alumni Relations, and the Foundation

- There is a strong expectation that the new president will strengthen external relationships, working with the leadership in Advancement. A Chief Advancement Officer will move up to the president's office and work with the Foundation Board and Advancement Executive Director. Since the career center has a strong staff that works with businesses and alumni, create an Executive Director of Alumni Relations and Career Center to share the data scattered all over campus.

Recommendation 14: Consider the Creation of Dedicated Support to Strategic Initiatives and Risk Management

- The University has a Strategic Plan with great opportunities, but who is moving that forward? Support needs to be provided to implement strategic initiatives.
- A general counsel and risk management unit would oversee how risks are handled internally, which will add to the effectiveness of the institution. Other institutions have used this model.

Provost Mills stated that it is important to recognize that the committee looked at positions, not individuals, and what is best for the institution as a whole. The current organizational chart was shown with the explanation that with the current circumstances, if there continues to be a decline in enrollment, the University will be back at the point of furloughs and layoffs. We need to think of what would make the institution and a new president successful. Benefits of the recommendations include:

- Putting someone in government relations; raising the profile of the institution across the region; having a Chief Advancement Officer in the president's office.

- Minimizing silos and making us able to expand as needed.
- Deans having access to the president through the president's council to understand the layers of the institution.
- Providing a cushion in finances, with the entire structure saving \$3.9 million.
- Helping to create an enrollment strategy to recruit more students, separating enrollment and recruitment marketing from University general marketing.
- Continuing to merge academics and financials together for financial planning and budgeting.
- Combining services to reduce expenses and provide better services to all.
- **Trustee responses, questions, and answers followed:**
 - This is a work in progress with much thought given to it. Different units collaborating is a good thing which will need buy-in from people. Although it makes sense for administrative and academic technology to be combined, when previously combined, academics thought they were getting shorted on resources. The Office of JEDI is a good idea. It makes sense for marketing and branding to be together, which could also go under Advancement or Enrollment since they are external facing. There is a significant reservation on Recommendations #7 and #8 as the University would be well advised to have a pause on those to allow the new president to have input on the structure and who reports to them. The president's council is supported. A strong provost removes the president to some extent from people and operations, with more people reporting to the provost instead of the president, which can be prevented with the work of the president's council.
 - Provost Mills commented that a new president can see we have started the work to make the University financially stable, which will attract them.
 - President Saigo stated he has worked for similar structures. The institution has been in trouble since 2017 and has lost a ton of money at \$20,000 per student. When interviewed, he was asked to help regain trust. He asked the trustees to think back to the previous year to understand how far we have come. We have had to let many part-time people go. When looking at the whole package, opportunities were provided all across campus to give input at town halls and in surveys. We cannot pick and choose which recommendations we want. We have been able to regain trust and now suggest change. He will ask UEAAC 2.0 to include recommendations and suggestions to avoid furloughs and layoffs and save as many jobs as possible. We could not find a more comprehensive, supportive, data-driven instrument within the academy of state universities and comparable institutions in this region than this study has presented. Trust. Respect. Change. The problem has not gone away. If you start picking it apart, it could all fall apart. Please allow us to move forward.
 - In looking at the organizational chart, it was recommended not to distance the Office of JEDI that far from Human Resources as they should work together since there will be overlaps in service. Trustee Sullivan left the meeting at 2:17 PM.
 - There is a need to be equally conscious of opposing views to the recommendations to make sure thoughtful, educated and solid decisions are made. All decisions made will set up a roadmap for the new president, so we need to make sure they could live within those confines.
 - The point of this work is to remember the nucleus – the students – and we need to send a message of inclusivity. How are we going to brand ourselves so that all populations will be attracted to us? Recommendations 5 and 6 named only Latinx students by name. It is important to know how many students of color in different categories are currently enrolled. The Office of JEDI is very important. Dr. Lewis's recommendations are four years old and nothing is being done with them.
 - Make sure we don't get too focused on one segment of the report to exclude the others.

- There are some good recommendations, but do not like the all or nothing option. If we had to prioritize some, which ones are recommended?
 - Provost Mills stated the committee would need to go back and review and hold an affirmative vote of two-thirds. They are requesting an across-the-board change. Many of the recommendations are intertwined. If only one was chosen, we would be back at furloughs and layoffs. Not overburdening a new president would make sense for them to work with us, creating legacy and stewardship under the Board’s leadership.
- What is the cost for incorporating the technology recommendation?
 - Provost Mills stated the funds saved will be used to reinvest in bring technology forward. If done later, we would be back to the same spot. An inventory is needed of what we have.
- If we change all of technology and have to incorporate the cost, how do we relate that to the savings? We could spend \$15 million over the course of time. We could save \$6 million and lose it in technology since there is no price tag given.
 - The \$15 million at the end of recommendation 4 was an assessment to look at a security analyst. If security is breached, it would cost \$15 million to recover.
 - Mr. Taksar stated strategic direction is needed for technology so we do not continue to invest in areas that may not be the top priorities. A technology plan is needed to benchmark metrics.
- Dr. Gloria Lopez, Vice President for Student Affairs, stated the new president may want more direct lines and asked how this issue would be mitigated.
 - Provost Mills stated that a structure needs to be created where leadership will work with each other to deal with crisis and communication. The president, vice presidents and deans should feel comfortable talking with each other, creating free flowing communication from the bottom up and top down.
- A response was given to the question surrounding branding to include all students and it was stated that the HSI designation was aligned with existing plans to bring in more students and funds. Trustee Williams stated using the term multicultural designation would be better.

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

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

Trustee Alvarado	Yes	Trustee Salehi	Yes
Trustee Boudreau	Yes	Trustee Sullivan	Left meeting
Trustee Martin	Yes	Trustee Williams	Yes
Trustee Neves	Yes	Trustee Queenin	Yes

Motion passed unanimously.

Meeting adjourned at 3:02 PM.

Attachments presented at this meeting:

- a. None

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 January 28, 2021.

Lydia Martinez-Alvarez, Secretary

Date



BOARD OF TRUSTEES

Minutes

January 29, 2021

Meeting held virtually 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.

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MEMBERS PARTICIPATING REMOTELY: Chair Kevin Queenin and Trustees Melissa Alvarado, Paul Boudreau, Dr. Robert Martin, Thalita Neves, and Ali Salehi

MEMBERS EXCUSED: Vice Chair Edward Sullivan, Secretary Lydia Martinez-Alvarez, and Trustees Madeline Landrau, Robert Magovern, and Dr. Gloria Williams

Dr. Roy Saigo, Interim President of Westfield State University (WSU), was also participating remotely.

The meeting was called to order at 10:00 AM by Chair Queenin, who said the meeting was being recorded for the benefit of Trustees who could not attend and a roll call identified the members participating remotely as listed above.

Chair Queenin thanked the University Efficiency Analysis Advisory Committee (UEAAC) and stated he hoped the study session would provide better understanding for Trustees and the entire campus and encouraged the Trustees to ask questions as they discussed the initial recommendations being presented. As a board, they continue to applaud the efforts of the committee.

President Saigo stated we need to plan for fall and work to assist in reducing the standing deficit to save jobs for everyone.

IMPROVED RESOURCE ALLOCATION AND MANAGEMENT

Recommendation 17: Resource Allocation and Financial Planning

- Recommendation 17.1 centralizes and realigns current resources to create a robust coordinated budget and financial planning office to manage cost approaches better and align to workforce planning.
 - Realign people into a centralized budget office to enhance the ability to analyze incoming data and improve the quality and integrity of financial planning, aligning budgeting to expenses in more detail. Increase transparency by training a core group to become knowledgeable in the University budget to assist other groups. Do a targeted zero-based budgeting approach. Improve analytical tracking with the adjunct budget and how APRs are funded. Each area requires a manually analytical process so there is a need for

- consolidation. Reorganizing the budget office will move people from other departments requiring no additional resources.
- Implement the Questica budget software package purchased a year ago but was pushed aside due to COVID-19. This will provide the ability to integrate budget and planning software in operations. Currently, the budget is being managed using Excel spreadsheets and a general ledger, with limited reporting capabilities. Using this software would create a data-informed environment and allow departments to see in real time their expenses and budgets.
 - It was questioned whether institutional research will be connected to this office. Committee: This is the first time the University has linked academic and financial information. The analysis will be enhanced going forward and comparisons with peers performed, but the more in sync institutional research and the budget office are, the better the response to data needs and reporting.
 - The realistic implementation timeline for the new software would affect the recommendations and measurements and is directly related to resources available and decisions on the structure of this office. Currently there is a plan for a slow, tiered rollout with integration and mapping phased in over a couple of years due to limited number of staff. Questica will help elevate knowledge of the budget on campus. Reporting from the program can begin on July 1. When the software was purchased in 2020, implementation was planned for ten people to be trained as heavy users before COVID-19 hit, which has put a lot of strain on personnel, and the project was paused. More people are now needed to continue the training.

Recommendation 19: Create an Efficient and Cost-Focused Purchasing Structure

- Invest in more automated processes and use the current ERP system (Banner) more effectively with adequate training to understanding the software and hopefully eliminate more paper.
- Streamline and evaluate current procedures and policies, making sure we have proper internal controls but not making it overly burdensome for campus to buy office supplies. The state comptroller's office is implementing electronic signatures for approvals.
- Overhaul the travel program, currently connected to the Bridgewater State travel operation. Many other universities are now using Boston Consortium to receive better travel rates.
- Improve and support the bidding process on campus, which has very strict regulations. We need more than 2-3 certified individuals to meet compliance in the rules and regulations. It is now being done in piecemeal across campus and there needs to be a dedicated position.
- It was questioned whether there is anyone on campus who oversees construction. Committee: It should be a full-time position but it is not, and other staff are doing it right now. It was questioned whether this position could be filled by an individual that also worked with another institution to incorporate the purchasing power with other institutions. Committee: The Massachusetts Higher Ed Consortium gives access to the purchasing power of 100 other businesses and public and private institutions.
- The bandwidth to pause and make changes across campus is tight but we need to centralize resources, disaggregate processes, and realign the budget to activities for an understanding of what it costs for each program.

Recommendation 18: Eliminate Facilities & Operations Cost Center Divide for Employee Payroll

- Payroll currently has two separate sections with some staff from residential housing trust fund and the remainder from the University cost center.
- It is being proposed to eliminate the different cost centers and centralize payroll, keeping track of hours spent on each area and bill back Residential Life for their portion of staff. The MSCBA is in support of discussing further and other institutions have, or are looking into, doing it. This

would give the University more flexibility to react to emergencies, staff callouts, and vacations. Payroll can support this now with additional staff training.

- This will help to cost out prices to charge others accurately for use of the University for conferences and space. Sightline reports will now show absolute data on who is working where and can assign costs to appropriate areas.

Recommendation 20: Complete a New Campus-Wide Master Plan

- It is important to have a strategic way to move forward in light of recommendations. A master plan is a purposeful way to exercise moves, plan, forecast deferred maintenance, and define academic space utilization. It needs to be created with realistic expectations and goals.
- Include an analysis of buildings and their infrastructure: mechanical, electrical, fire and plumbing plans, having architects and engineers doing inspections.
- Do a deep dive into utilization of classrooms to determine if they are being used for the highest and best use of space, utilizing them most effectively and forecasting class sizes.
- Form a committee similar to UEAAC, including all campus constituents to have a stake in creating the master plan to make it successful. The last master plan was done in 2011 and was key in getting funding for the Parenzo renovations. A plan would reduce the cost of moving departments and people unnecessarily. When looking at the schools, we need to better align existing vacancies.
- Key areas to include are a long-term solution for Mod Hall, projecting how many beds needed on campus, orientation and adjacencies of schools and programs, and prioritizing capital needs.
- We are now applying for a new house doctor (designers and engineers) for an electrical and fire plan.
- Academic priorities and program delivery form the core of the master plan. It is critical to understand how programs will be delivered so that facilities will know how to be effective for structures to meet academic delivery.
- It is hoped to use existing capital funds to partially fund the master plan this year and then use funding from existing sources. The 2011 master has been completed and will be reviewed and used as part of the updated master plan process. In the 2011 plan, there was only a high look with supporting documents at the mechanical and plumbing so a deep dive now is critical. The master plan looks at every infrastructure issue and prioritizes building needs in an efficient manner.
- It was questioned how a master plan could be implemented during the COVID-19 pandemic without the understanding of what the University will look like after the pandemic ends. Committee: There needs to be many more flexible spaces, all of which would help with a master plan. The campus inspection, then implementation, is a multi-year project. The process will combine strategies with facilities on what to plan for.
- It was questioned since everything in the report is connected, when changes happen in one area (i.e. development of a new program) how will it affect the master plan? Committee: It will give direction since the master plan will be so closely related to the strategic and academic plans. A campus master plan would lay out the campus to support students, faculty and staff so productivity is not reduced.

EVALUATE STUDENT LIFE AND CAMPUS LIFE UNITS. The committee ran out of time in looking at all operations across campus. Recommendations 15 and 16 will be studied in UEAAC 2.0 to find what could be improved upon.

Recommendation 15: Assess and Improve Health Services

- The two possible options presented are what other campuses are doing. Health Services could be improved by adding resources or other ways to support them to provide what students

- need.
- Health Services is not accessible to evening students or on weekends or holidays. It is hoped to come back with a recommendation provided that will expand health services for the summer and maybe open to community members as well.
 - Suggestions are things to review further, such as outsourcing the space as a revenue generator and increasing accessibility to students.
 - It was reminded that college health services are not only about care, but outreach and understanding students, being part of the microcosm in the campus community, which provides extreme value. Additional resources can help bolster our services and accessibility. Staffing listed in the report has one additional staff member than our actual staffing. If Health Services are expanded to the community, faculty and staff, it will change the feel of what they do and will no longer be primarily focused on the students. The committee was encouraged to involve members of Health Services in the discussions of future needs.
 - Student Trustee Neves stated that it would be more beneficial to have health services at all hours.
 - There is a grid on page 133 of the report that shows the implementation schedule. For Health Services, a comprehensive assessment needs to be performed by a larger group of people.

Recommendation 16: Evaluate Structure, Efficiency, and Opportunities for Athletics, Dining, and Housing and Residential Life. This recommendation was not discussed.

GENERATING NEW REVENUE STREAMS FOR LONG-TERM SUCCESS

Recommendation 21: Explore Revenue-Generating Opportunities. This recommendation needs to be explored further, but some ideas were discussed.

- Consider selective differential pricing for higher-cost programs (i.e. higher lab, studio, art, or supply fees) or align revenues with costs for specific programs.
- Enhance revenue by academic programs, such as dual degrees versus a double major, and pricing for majors, degrees, and certificates.
- Align summer conferences with dining services expertise once COVID restrictions are over and facility costs repriced. This foundation and groundwork could subsidize costs for students and generate revenue for campus.
- Opportunities need to be studied and connected to strategy. More fully fund some academic programs and needs relative to the actual cost of programs.
- The amount of students applying for federal loans has significantly decreased. It was questioned that if costs are increased to recoup expenses of particular programs, would they still be comparable with sister schools? Committee: We compare pricewise with other state universities in tuition and fees. Some others already charge lab and course fees for those students enrolled in particular courses. The advantage of including the fees in cost of attendance is that students would qualify for more financial aid instead of paying for fees out of pocket. Any increased fees would not be substantial and fairly marginal relative to the cost of attendance.
- It was requested of all to really think about the fact that having competent, skilled, professional staff promotes student learning and development, helps to leverage what the campus has to offer, and is critical in maintaining the welfare of students on campus during breaks. Consider the risk of replacing professional staff with graduate level students in Residential Life. It could increase the level of risk around the health and safety of students. Committee: the recommendation for now is to study Residential Life and housing further by looking into different ideas.
- Dr. Juline Mills, chair of UEAAC, stated that the focus of the committee has been on reducing

the short-term deficit and Phase II will consist of collecting data and creating recommendations to reduce the long-term deficit while keeping the community whole. Mistakes in the report will be corrected and everyone can express their opinions and move the community forward. The committee looked at how to put the students at the center of operations and how as leaders we serve the institution. Cultural and operational challenges have become evident while putting students and academics at the heart of operations, which need support to survive. The recommendations are across the entire institution. We have 233 more employees than we should have. Can we create a solution that will help keep employees by restructuring the institution to move forward? We need 4,900 students to keep ourselves whole. How do we best maintain those students? We have not done enough in maintaining facilities and there is a lot of deferred maintenance to do. These items have been addressed in the best interest of the University. We are an academic institution and this discourse is good to understand what does and does not work. Remember where we started with the deficit. We need to figure out how to reduce the deficit in FY22 and move forward.

Chair Queenin thanked the committee, Trustees, and the community participating remotely and asked all to give feedback to UEAAC directly.

There being no further business, **MOTION** made by Trustee Salehi, seconded by Trustee Martin, to adjourn.

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

Trustee Alvarado	Yes	Trustee Neves	Yes
Trustee Boudreau	Yes	Trustee Salehi	Yes
Trustee Martin	Yes	Trustee Queenin	Yes

Motion passed unanimously.

Meeting adjourned at 11:55 AM.

Attachments presented at this meeting:

- a. None

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 January 29, 2021.

Lydia Martinez-Alvarez, Secretary

Date



BOARD OF TRUSTEES

Minutes

September 15, 2021

Meeting held virtually 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 also took place on YouTube.

MEMBERS PARTICIPATING REMOTELY: Chair Dr. Robert Martin, Vice Chair Ali Salehi, Secretary Lydia Martinez-Alvarez (joined the meeting at 2:24 PM), and Trustees Melissa Alvarado, Paul Boudreau, Theresa Jasmin, Madeline Landrau, Kevin Queenin, William Reichelt (joined the meeting at 2:04 PM), Chloe Sanfacon, and Dr. Gloria Williams

Dr. Linda Thompson, President of Westfield State University, as well as cabinet members Dr. Juline Mills, Provost and Vice President for Academic Affairs, Dr. Gloria Lopez, Vice President for Student Affairs, Mr. Stephen Taksar, Vice President for Administration and Finance, Dr. Erica Broman, Vice President for Institutional Advancement, Mr. Dan Forster, Vice President for Enrollment Management, Ms. Tricia Oliver, Chief of Staff, Mr. Timothy Rooke, Special Assistant to the President for Community and Governmental Affairs, and Ms. Lisa McMahan, Interim Vice President for Institutional Advancement (Designate), were also participating remotely.

The meeting was called to order at 2:00 PM by Chair Martin, and it was announced the meeting was being live streamed. A roll call identified the Board and cabinet members participating remotely as listed above, with the exception of Trustees Reichelt and Martinez-Alvarez at this time.

General Announcements. Chair Martin expressed appreciation to the Board for their University support and willingness to work with faculty and staff to make it better. Great news came out this week on the *U.S. News and World Report* rankings for the University. There was a great turnout at the employee appreciation Fiesta Friday hosted by the Board. [Trustee Reichelt joined the meeting at 2:04 PM.] It is important to know which direction the institution is moving and he is looking forward to hearing the president's goals now so they can be measured in the spring.

- Committee Assignments for 2021-2022. All Trustees assented to the draft committee assignments provided with the meeting material. While each Trustee is assigned to 3-4 committees, attendance and participation in any or all committees is encouraged. Voting is restricted to members officially appointed.

President's Report. President Thompson provided the following updates:

- She continues her listening tour, meeting with individuals and groups on and off campus to foster partnerships to help the University community flourish and thrive in the future.
- The class of 2025 moved in on August 26 with a total enrollment of 1,005 students. Returning students moved in on August 29.

- Fall registration includes 804 new first year, 202 new transfers, 112 returning, and 2,385 continuing students for a total day student population of 3,503.
- Continuing education undergraduate registration includes 8 new second degrees, 1 transfer, 7 new first time, first years, 107 new transfers, 7 returning, 357 continuing, and 269 quick admits for a total of 756.
- Graduate registration includes 235 first time graduate, 3 new post baccalaureate, 414 continuing, 7 graduate certificates, and 18 quick admits for a total of 677.
- There are 1,854 students in housing, 73 higher than the projection of 1,781.
- The many activities on campus during Welcome to the Nest, Welcome Week, and Opening Day/Week have been well attended. Appreciation was expressed to the Board of Trustees for sponsoring Fiesta Friday in appreciation of the dedicated faculty and staff.
- The president has met with student leaders, individual faculty and staff, and academic departments, and is continuing to meet with all the faculty departments this semester. Externally, her priority is to connect with community and business leaders and elected officials in Western Massachusetts.
- She acknowledged the dedication of the faculty, librarians, and staff to create solutions to work together to serve students and focus on their success in a global pandemic. We are providing a highly engaging and meaningful on-campus experience for them.
- Total students vaccinated is 87.75 percent, and 97.42 percent of residential students are vaccinated. A small portion of students were granted medical or religious exemptions.
- Memoranda of Agreement (MOA) documents were finalized at the state level with all three unions regarding masks and vaccines. Exempt or partially vaccinated individuals are required to participate in weekly asymptomatic testing.

Strategic Goals and Priorities for FY22. President Thompson stated that for the first year of her presidency, it is critical to lay groundwork in a highly collaborative manner to achieve buy-in while recognizing the importance of shared governance. Attaining the next phase of growth will require community engagement and developing close relationships with internal and external constituents. In many of her conversations she has heard a reaffirmation of the institution’s mission and commitment to offering accessible, quality undergraduate and graduate programs and a focus on student engagement and success. The University is primed to develop a systematic path to achieving its vision “to be the premier public comprehensive institution in the Northeast region through its commitment to student engagement and success.”

The goal for this year is to lay the appropriate foundation to focus on innovative education, collaborative partnerships, and translational research. The theme “Building a Bridge to the Future: Restoring Our Health” will be a guide to engage the campus to envision a collective path and direction focused on physical, mental, fiscal, structural, and cultural health. [Trustee Martinez-Alvarez joined the meeting at 2:24 PM.] This theme aligns with the current Strategic Plan. The president’s and cabinet’s supporting goals are laid out in the material and PowerPoint presentation shared with the Board that will support the University’s strategic priorities:

Presidential Goal 1: The Student Experience – Access to a fully integrated and exceptional student experience. President Thompson shared her strategic priorities to achieve this, and Provost Mills shared the Strategic Plan priorities supporting the student experience, what is currently being done to address those priorities, and the status of those initiatives.

Presidential Goal 2: Enrollment – Prepare to recruit, welcome, and support students in an increasingly competitive environment. President Thompson shared her strategic priorities to achieve this, and Vice President Forster shared the Strategic Plan priorities supporting enrollment, what is currently being done to address those priorities, and the status of those initiatives.

Presidential Goal 3: Culture – Consistently live our institutional values. President Thompson shared her strategic priorities to achieve this, and Vice President Lopez shared the Strategic Plan priorities supporting culture, what is currently being done to address those priorities, and the status of those initiatives.

Presidential Goal 4: Resources – Expand the Institutional Resources. President Thompson shared her strategic priorities to achieve this, and Vice Presidents Taksar and Broman shared the Strategic Plan priorities supporting expanding institutional resources and what is currently being done to address those priorities and the status of those initiatives.

Chair Martin expressed appreciation for connecting the goals to the Strategic Plan and suggested inviting the campus community to help implement them. It is expected that Board committees will work with the president and cabinet to establish metrics for these goals to track whether they are being accomplished. Comments and questions from Trustees included the following:

- The action items to follow and trace through the year are very measurable. This ties together a focused effort by the campus community, cabinet, and the University Efficiency Analysis Advisory Committee (UEAAC) in terms of their roles, responsibilities, and expectations by the president for the entire campus community.
- Very comprehensive, well thought-out process. Having an office of strategic finance and strategic planning is a good idea. Combining the goals to an academic master plan is a large part of the process.
- Confident that these ambitious goals can be met because of the quality of people at the University doing this work.
- Do we receive information from guidance counselors on what students are looking for in new programs/degrees we may not offer? Vice President Forster stated feedback is received from high school guidance staff to improve the process, connect with students more effectively, and the difficulty students are having in the process. We have all the majors the students want with the exception of engineering. President Thompson and business faculty are meeting with business leaders to learn what students need to get into the workforce. Provost Mills added that the Campus Academic Master Plan takes the departments through that process to assess what programs need concentrations added to it. “The future of work” looks at what we offer and how to be nimble to adapt to the changing work force.
- It is essential to find the core of the four pillars to realize which are most critical to success.
- It is important to the success of the plan to receive valuable input from students on the student experience, enrollment, and culture. The students are looking for follow through and measurable outcomes. All committees and advisory boards need a student appointed to them. President Thompson stated she has met with the Student Government Association (SGA) and added members of the student body to the President’s Council. The president will continually engage with as many students as possible through the SGA and clubs.
- It needs to be advertised that we are a high-impact, values-based public institution.
- How do we get programs that are interesting and necessary for prospective students? We need to be mindful of society and community and analyze trends in business and different types of positions available in health sciences. Students are graduating from high school with limited skills and are not aware of all the career possibilities that may be available in today’s workplace.

Chair Martin stated that the Board needs to help the president keep these strategies and goals at the forefront and requested committee chairs to work with the staff liaisons to decide how and when to bring priorities back for progress reports, refinement, and updates on how the rest of the University is involved in the implementation.

Format of Future Board and Committee Meetings. Chair Martin combined feedback from the June 29 Board meeting and the president's schedule and scheduled five regular all-day meetings in October, December, February, April, and June. In alternate months, two-hour meetings will focus on key strategic issues and priorities to allow in-depth discussion. It is expected that full-day meetings will be in person (and Zoom if needed) and meetings in alternate months will be on Zoom. [Trustee Landrau left the meeting at 3:30 PM.]

Restructuring of Academic Affairs. Chair Martin requested that when additional UEAAC recommendations come forward with significant changes in structure or personnel, they be vetted by the appropriate people (legal, BHE, etc.) and presented to the Board before being implemented. President Thompson said that she will vet internally any UEAAC recommendations and provide Trustees with information for any changes proposed. The proposal being discussed today has her full support. The alignments in business and health sciences will allow us to move forward and be nimbler to create necessary programs the workforce needs in this region.

Provost Mills stated that creating an adjustable structure allows growth in enrollment, more faculty innovation, and success for students while caring for employees and maintaining our accreditation. There is still a budget deficit to balance and become stable. Benefits of the proposal include:

- Working with President Thompson to optimize growth.
- Being ready for the NECHE accreditation site visit to show how we have addressed issues that have occurred. The faculty survey proposed a smaller, balanced structure that can be changed.
- Supporting students in more effective ways instead of the separation of student support between day and College of Graduate and Continuing Education (CGCE) students.
- FY22 budget savings of \$2 million, with \$749,000 directly appropriated to the Academic Affairs restructuring. That target has not yet been met, with currently \$481,000 of the \$749,000 that has been identified. The difference is due to two targeted positions still being filled because vacant positions have not yet been identified to move them to. UEAAC was created to try to close the budget gap while retaining staff, and remains committed to closing the gap during the fiscal year. An update on the restructure will be given at the October meeting and continue through the spring.

As requested at the August 25 meeting, Trustee Sanfacon gave the students' perspective on the recommendation. There has been a short timeline to get feedback from students so most opinions are from the SGA executive council advocating on behalf of all students. Concerns of students are:

- Lack of communication with students. Since this will affect student services and departments, any structural changes should be made to help students, ideally with their input.
- Such large changes should go through governance to get all the input needed. Students have often felt blindsided by the University, and the level of transparency the University operates with is something that can be controlled.
- The University is currently operating without a college structure since college dean contracts have expired with no rehire process initiated. Students have raised the concern that delaying the rehire process and operating in this limbo without student input makes it look like the Board is being pushed to approve this recommendation with the consequences of a "No" vote being a failing academic structure.
- Some of the recommended changes are being implemented before the Board votes. The College of Graduate and Continuing Education and Day School are being combined in this recommendation and some of the CGCE faculty have begun to be moved around. The CGCE students do not know that their point-of-contact faculty have changed positions and some faculty do not have position descriptions yet.
- From the perspective of a Trustee and as a student, she would like to see a full financial breakdown of the proposed cost savings in a way students will understand.

- The reason for restructuring Academic Affairs is understood, but the methods used in creating and presenting the recommendation have been disappointing to students.

Trustee Queenin stated that he fully supports the recommended structure, but there is confusion around the process. The Board is in a difficult position because the implementation has started without the approval. Students would like more input and the UEAAC meetings should be open to the community since transparency has been discussed for several years. Activity has been happening behind the scenes and he questioned whether the recommendation has been vetted by cabinet. This recommendation is the first of more than 20 and a more defined process needs to be established going forward. Because Trustees have specific fiduciary duties, specific measurement tools need to be defined.

Provost Mills answered the questions and comments as follows:

- The merger of the Day School and CGCE is a separate recommendation (No. 2).
- Most of the recommendation regarding restructuring within academic affairs itself will not require Board approval. It has been impact bargained with the unions.
- There was a student representative on UEAAC who was unable to continue. A replacement was requested from the SGA but not received. The committee visited the SGA in the spring, and students have been placed on all subgroups and advisory committees to provide feedback to other students. Students are procured through SGA, Urban Ed, and specialty programs.
- There are no department changes; that process has to go through AUC. Structural changes to organize academic affairs to better evaluate faculty can be done on the administrative side to better serve faculty and librarians.
- Some faculty members like the college structure, but the needs of the majority have to be met.
- The college structure is ineffective. Students need 5-7 signatures to process a single form. There needs to be a balance between the budget deficit and building a structure to serve students, faculty, and staff to help innovation and growth.
- The new structure has been vetted by faculty. In 2017, the college structure was created and then communicated to and integrated with students.
- The college structure was expensed and built when enrollments were declining. Numbers are checked consistently to prevent furloughs and retrenchments. While the numbers are being refined, we need to keep going.
- There have been no structural changes before receiving Board approval. There have been divisional changes as needed, which vice presidents are allowed to do.
- Mr. Taksar stated enrollments are down 30 percent compared to the peak several years ago. We cannot afford to operate in the same way and need to change until we get back in balance.

Trustee Salehi expressed the need to be more proactive to ensure the student body, which is the institution's biggest asset, feels they are included in the process. He is disappointed that the validation is off by 36 percent. He fully supports the lead of Chair Martin, Provost Mills, and President Thompson in their knowledge of the college structure. He hopes the process is vetted and validated before the next recommendation comes to the Board and stated there needs to be a measurement of the progress and quarterly reports on the savings made. The University took a huge leap in promising budget cuts instead of reducing the deficit by other means, so we need to do everything possible to stick to that promise and be as transparent as possible.

Chair Martin stated that while this conversation feels bumpy, it is helpful in putting us in a better position to consider future recommendations. He believes that it is not the role of the Board to determine or second guess the structure; that is the job of the president, faculty, and staff. Having a structure without colleges is unworkable as the provost becomes a paper pusher. The proposed structure creates a more balanced

number of students and faculty to presumably be better served better by the leadership of a dean or associate dean who will advocate in budgeting, faculty lines, and be a quality control officer. The Board is also responsible in making sure the people of the institution are doing their work to the best of their ability. Trustee Sanfacon's comments underscore how important and hard it is to make sure proposals are fully vetted. UEAAC worked particularly hard to try to do that by sharing information and holding town halls. Going forward, everyone has the obligation to make sure that all voices have been heard.

Provost Mills stated that enrollment is critical. In moving from a college to school structure, there will be reduced salaries, but more focused job descriptions to increase enrollment. If enrollment is not increasing in the spring, program area chairs will be consulted. The budget needs to be aligned with enrollment in how to best support students and faculty. Last year most resources were frozen, which affects quality. The current college structure costs \$1.5 million and keeping it another year will increase the deficit. There are qualified, talented individuals already working here to service these positions so there is no need to create new lines to increase the deficit.

Discussion between the Trustees continued:

- The proposal and financial validation is a team effort, which underscores the validity of it. It is important that the faculty and staff have taken ownership in trying to help resolve the budget issue.
- UEAAC was given the mandate that there would be no retrenchment, layoffs, or furloughs, which clearly established the parameters. Being down so many students and trying to balance a budget is challenging without the consideration of any layoffs.
- From an institutional perspective, it makes sense that those instructions were given so that people could operate without the fear of losing their job. Looking at alternatives are appropriate reasonable institutional strategies for dealing with a deficit. Institutional buy-in will make it successful.
- The first reaction for a business facing a deficit is to cut back. Given the UEAAC charge to work to find an alternate solution, changing course in the middle of the process would be unwise. We need to give the UEAAC process a chance.
- Faculty are clear with what is happening but there may need to be a conduit for the students on committees to communicate with their classmates, maybe a question and answer session.
- The Board needs to define specifically what it needs for the next proposal.
- Provost Mills stated there have been VSIP and VRIP programs and some of the vacant positions were not backfilled. Different strategies have been made to get to where we needed to be. We cannot furlough to the future as faculty and staff are needed to grow enrollments. This was strategic to give some time to grow enrollments. We made a commitment to make changes and we need to get to that.
- The Board will develop an ad hoc committee to create criteria to establish parameters for what would assist the Board in reviewing future recommendations. Trustee Queenin will chair the group with the assistance of Trustees Salehi, Jasmin, and Reichelt.

MOTION made by Trustee Martin, seconded by Trustee Martinez-Alvarez, to approve the restructuring of Academic Affairs as presented this date and to authorize the President to make appointments necessary to implement the restructuring [amended to add: with the request that progress be reported back to the Board on a quarterly basis.]

Discussion: It was requested to add a quarterly progress report on the measurement against the savings, which would assure the Board that administration is paying attention to data and gives the opportunity on a quarterly basis to see if it is working. It is the Board's oversight duty to keep accountability. If the data shows it is not working, changes will be

made. This will be added to the agenda for the December Board meeting. Provost Mills stated progress reports are needed for the planning standard for the accreditation and sets the stage for how other recommendations are brought forward.

There being no further discussion, **ROLL CALL VOTE** taken on the amended Motion:

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	Yes	Trustee Martin	Yes
Trustee Queenin	Yes		

Motion passed unanimously.

Keeping the Campus Safe Policy. Ms. Donna DeCaro-Conley, Interim Associate Vice President for Human Resources, stated there is no longer a need for a Safe Return to Campus policy so it was changed to Keeping the Campus Safe policy. It incorporates the Keeping the Campus Safe Guide, mask and vaccine processes for unions and NUPS, and incorporates bargained MOUs.

MOTION made by Trustee Martin, seconded by Trustee Salehi, to approve changes to the Safe Return to the Campus Policy (2210), renamed Keeping the Campus Safe Policy (2210), 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	Yes	Trustee Martin	Yes
Trustee Queenin	Yes		

Motion passed unanimously.

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

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

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

Motion passed unanimously.

Meeting adjourned at 4:57 PM.

Attachments presented at this meeting:

- a. Draft Committee Assignments for 2021-2022
- b. Presidential Vision and FY22 Presidential Strategic Goals
- c. Draft Schedule for 2021-2022 Board of Trustees meetings
- d. Motion – Restructuring of Academic Affairs

- e. UEAAC Final Report – Recommendation 1: Academic Affairs and School Structure
- f. Academic Affairs Restructure Plan – Financial Validation
- g. UEAAC Recommendation 1 PowerPoint presented at Aug. 25, 2021, Meeting
- h. Motion – Keeping the Campus Safe Policy (2210)
- i. Safe Return to the Campus, now known as Keeping the Campus Safe Policy (2210) Tracked Changes
- j. Keeping the Campus Safe Policy (2210) Final

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 September 15, 2021.

Lydia Martinez-Alvarez, Secretary

Date



BOARD OF TRUSTEES

Minutes
October 13, 2021
Minutes

Owl's Nest (Room 018), Ely Campus 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 Paul Boudreau, Theresa Jasmin, Madeline Landrau, Kevin Queenin, William Reichelt, Chloe Sanfacon, and Dr. Gloria Williams

MEMBERS EXCUSED: Trustee Melissa Alvarado

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

The meeting was called to order at 2:01 PM by Chair Martin who extended an invitation to members of the University community to join the Board at their committee meetings where discussions are full and informative. He reminded Trustees of their obligation to complete the DHE mandated training, Title IX, and Information Security training. He also encouraged Trustees to attend the DHE sponsored virtual trustee conference on October 27 where the DHE Equity Agenda will be discussed.

A roll call was taken of the Board members participating as listed above and it was announced that the meeting was being livestreamed and captured as recorded.

The September 15 minutes will be approved at the November meeting. **MOTION** made by Trustee Reichelt, seconded by Trustee Salehi, to approve the minutes of the June 29, 2021 meeting. There being no discussion, **Motion passed unanimously.**

MOTION made by Trustee Salehi, seconded by Trustee Martinez-Alvarez, to approve the minutes of the August 25, 2021 meeting. There being no discussion, **Motion passed unanimously.**

President's Report. Dr. Linda Thompson stated she completed her 100th day on Friday. She has met with over 50 business and community leaders and six sitting presidents of universities and community colleges as part of her listening tour and is excited about the reception she has received from the community. She is working more closely with business and the community to support growth in their industries. Health care leaders are interested in expanding their work and we have been offered the opportunity to do a clinic at Noble Hospital to provide more community outreach and assist in managing health and engagement to reduce complications from chronic disease. She has been working with Western New England University to create a relationship and explore linking our nursing program with their pharmacy school. She is working on a pathway to the University from Springfield, Holyoke and Berkshire Community Colleges to meet the BHE recommendations to expand relationships with high schools and community colleges. She met with the Student Government

Association (SGA) and their executive council and held a town hall with student leadership. She met with the Black Student Union to assure them we have a zero tolerance for any type of racism and civility issues. A town hall was held with all faculty and staff and she is offering weekly open office hours. A consultant has been secured to assist with best practices to focus on enrollment strategies. She has been engaged with a company to assist with external grants to help expand resources. She will be connecting with alumni, students, and friends of campus at homecoming. The University will be hosting the Westfield mayoral debate in coordination with *The Republican* on October 20 in Scanlon Hall. She intends to develop more strategic partnerships to grow enrollment and do more with public school systems in this region. President Thompson stated the SGA and Black Student Union met to debrief and met with Father Warren Savage following two racial incidents on campus. Students were positive with the immediate response to the incidents. Student leaders on campus are concerned with diversity, inclusion, and equity. Father Savage has taken some students under his wing to help teach them some skills. The plan is to act quickly, investigate, and rally around students with support.

Student Trustee Report. Trustee Chloe Sanfacon stated mid-terms are coming and registration for spring classes takes place from October 21 to 29. There was an academic advising day at Scanlon Hall yesterday, which went well. Housing selection will take place at the end of November. Finals begin on the date of the December Board meeting. Students are concerned with racial incidents and online bullying on campus, including the use of Yik Yak, a cell phone app which allows anonymous postings within a three-mile radius. The SGA executive board sent a no tolerance memo to students to combat bullying when they see it. They are also investigating diversity training for students. Initiatives for this semester include advocating for gender inclusive bathrooms in all buildings and changing the Banner system to include preferred names instead of legal names. The SGA and certain clubs are researching how to invest in using green energy on campus and will bring a proposal to the University. Chair Martin thanked President Thompson and Trustee Sanfacon for mentioning the bias and bullying incidents on campus and stated that those types of actions are antithetical to everything that an academic institution should be. He is glad the SGA is responding to them and connecting with the president, cabinet and other student groups. He spoke on behalf of the entire Board in articulating their full, complete, and wholehearted support for activities which say no to those kinds of incidents, whether they come from students, staff, or faculty.

Fall 2021/COVID-19 Update. This report will be sent to Trustees after the meeting due to a pressing issue that needed to be addressed today.

University Efficiency Analysis Advisory Committee (UEAAC) Update. Dr. Juline Mills, Provost and Vice President for Academic Affairs, shared an update on the UEAAC recommendations and stated that a charge for UEAAC 3.0 is being developed. A process is being created for the restructure of Academic Affairs and the 16 nominations for associate deans, which is being discussed with department chairs. Recommendations 3A and 3B were completed in the spring. Recommendation 4 has been completed and an IT advisory committee approved by UEAAC needs to be established. For recommendation 5, a search will start in November for a Chief Diversity Officer. Recommendation 17 to create an Office of Strategic Finance and Institutional Planning has been completed and a Director of Institutional Planning and Financial Analyst will be hired. The consultant's work has been completed on the Human Resources realignment and revisions to the organizational chart. Recommendations 7, 8, 9, and 13 connect to managing a structure related to enrollments, with 1,500 to 1,600 first time, first year students as a goal. UEAAC 3.0 is focused this year in tandem with the goals of the institution and how to help with enrollment, retention, brand image, and revenue (Recommendations 10, 11, 12, and 21).

Chair Martin stated that a process for the Board's role in reviewing and measuring UEAAC recommendations had been drafted and that Trustees should review the provided document and share feedback with the Board's assistant. Provost Mills, Vice President Taksar, and President Thompson have had an opportunity for

input. At an upcoming meeting, it will be discussed and the process finalized for the Board's receipt and review of UEAAC recommendations and the creation of standard measurement processes to follow through implementation. It will also provide the campus community with an understanding of the Board's role and approach in reviewing the recommendations. After a discussion between Provost Mills, Vice President Taksar, President Thompson and Trustee representatives, UEAAC leadership will solicit feedback from members of the campus community. It was suggested that a dashboard could provide a condensed, accurate summary of the recommendations by providing validation and the scale of what is affected so that the Board could do its due diligence while allowing the campus to operate efficiently. [Trustee Reichelt left the meeting at 2:49 and returned at 2:51 PM.] Managing 21 recommendations is difficult and this semester will focus on only four recommendations to execute and implement faster (Recommendations 10, 11, 12, and 21).

Student Recognition. Mr. Richard Lenfest, Director of Athletics, recognized outstanding student athletes Amy O'Sullivan in cross country, a senior math and economic major, and Delaney Parker in soccer, a freshman athletic training major. He also shared that our athletes collaborated with Special Olympics and coordinated and ran a flag football game for them. He stressed the importance of students giving back, in addition to being successful in athletics and the classroom.

Advancement and Enrollment Management Committee. Committee Chair Lydia Martinez-Alvarez stated that at the committee meeting they received an update on fall enrollments and new engagement efforts with over 300 students and families attending information sessions. A Community Advisory Board is being renewed and updated to provide input on what the community would like to see at the University and provide new ideas on how to help WSU to be a leader in the state. The *Take a Seat* campaign has sold 31 of 400 seats and has received a \$100,000 grant toward the \$200,000 campaign. It was suggested to create a competition in the campaign between the Board of Trustees and Foundation Board. An update of activities in the Advancement office was shared, including the Distinguished Alumni Award on Saturday being presented to Hon. Bud Williams. Appreciation was expressed for Dr. Erica Broman's work as Vice President for Institutional Advancement and Lisa McMahon was welcomed in that role as Interim Vice President.

Academic and Student Affairs Committee. Committee Chair Dr. Gloria Williams stated that at the committee meeting they received updates from Academic Affairs on tutoring, early access initiatives, and retaining students. Academic Affairs restructuring and the Campus Academic Master Plan (CAMP) with defined goals were shared. Accessibility and support for immigrant students was discussed. A chart showing how the UEAAC recommendations, Strategic Plan, and CAMP complement each other will be brought to the December meeting. Student Affairs gave a presentation of how the division is providing social activities and support to students.

Finance and Capital Assets Committee. Committee Chair Ali Salehi stated that at the committee meeting they discussed the FY22 budget, which, through cost savings, reduced the provisional budget deficit of \$3.1 million to \$2.8 million. Enrollment is declining, but is still within target. CGCE is on target. The University is facing challenges with product delivery issues, energy costs, and labor needs. There was a one-time savings from the MSCBA partially refunding outstanding bonds. Dining Services and Residential Life revenues have increased but we still need to look at every possible option to enhance revenues. Required reporting of the president and senior administration travel expenses (zero for last year) and inventory reporting tracking at 97% of fixed assets was reviewed.

MOTION made by Trustee Salehi, seconded by Trustee Reichelt, to approve the FY22 Operating Budget as presented and to authorize the President to make budget adjustments to these funds.

Discussion: Vice President Taksar stated a budget was being presented with a structural deficit of \$2.8 million and additional work is needed to identify temporary and permanent savings.

There being no further discussion, **Motion passed unanimously.**

Audit Committee. Committee Chair Paul Boudreau stated that at the committee meeting it was shared that the financial aid compliance audit finding from the previous year was resolved and no further action needed. The state audit report was presented with the new internal procedures that have been implemented and the state has closed the matter. Representatives from O'Connor and Drew presented the FY21 audit report with no material weaknesses. It was reviewed and fully vetted with the committee. The internal audit/risk compliance officer position has not been filled due to financial challenges and finding applicants. It is hoped to be filled at a later date. We are currently relying on the auditors, who review everything we do, to report to the committee anything they find that is irregular.

MOTION made by Trustee Reichelt, seconded by Trustee Salehi, to accept the annual report for fiscal year ending June 30, 2021, as prepared by the university's Administration and Finance Division and to authorize the submission of this report to the State Comptroller's Office, the Massachusetts Department of Higher Education, and the State Auditor's Office, as required by the Massachusetts Department of Higher Education. This annual report includes the Westfield State University FY21 Financial Statements, audited by O'Connor & Drew, P.C. There being no discussion, **Motion passed unanimously.**

Chair Martin stated that the Governance and Nomination Committee did not meet today, but at the June 29 meeting the committee reviewed a Board self-assessment, constituting the first phase of reviewing how it operates. The next phase is to solicit feedback on Board function from the wider community. The committee will also work with the NECHE steering committee to focus on the role of the Board in institutional governance. Trustees Jasmin and Salehi are serving as liaisons to other NECHE committees. The committee will also be reviewing the Trustee Bylaws to establish whether our operational procedures are consistent with other institutions in terms of how we operate and the purview of what the Board is and should undertake. The upcoming discussion about creating an operational document for the Board to review and measure UEAAC will help define what the Board is responsible for. The Board is committed to transparency in that process so will be inviting feedback from members of the campus community.

The next meeting will be November 30 from 7:00 to 9:00 PM on Zoom. In the bi-monthly two-hour meetings, the focus of a singular topic will not be operational with an anticipation of outcome, but more strategic and forward looking. If the Board has ideas for particular topics, for example enrollment, program development, or NECHE, let Chair Martin or Jean Beal know and it will be discussed with President Thompson. It was suggested to have the SGA come to a meeting to discuss issues with the Board.

There being no further business, **MOTION** made by Trustee Reichelt, and seconded by Trustee Landrau, to adjourn. There being no discussion, **Motion passed unanimously.**

Meeting adjourned at 3:30 PM.

Attachments presented at this meeting:

- a. Draft Minutes of June 29, 2021
- b. Draft Minutes of August 25, 2021
- c. UEAAC Recommendation Update
- d. Proposed Measurement Processes for UEACC Recommendations

Finance and Capital Assets Committee:

- e. Motion – FY22 Operating Budget
- f. FY22 Operating Budget (Narrative)
- g. FY22 Operating Budget (Final Budget)
- h. FY22 Operating Budget (Capital Projects)
- i. FY22 Operating Budget (Vehicle Lease, Purchase Program)
- j. FY22 Operating Budget (CGCE Narrative)
- k. FY22 Operating Budget (CGCE Narrative) Non-Credit

Audit Committee:

- l. Motion – FY21 Audit Report
- m. FY21 Audit Report (Required Communication)
- n. FY21 Audit Report (Draft)

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 October 13, 2021.

Lydia Martinez-Alvarez, Secretary

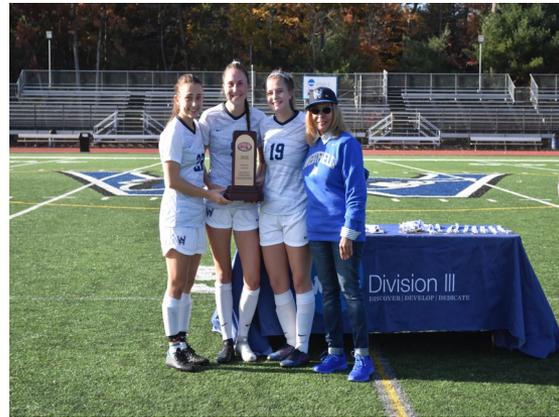
Date

Westfield

STATE UNIVERSITY

President's Report

Dr. Linda Thompson



**Board of Trustees Meeting
November 30, 2021**

President's Report

Presidential Goal 1: The Student Experience

Access to a fully integrated and exceptional student experience.

Progress Points:

- Assessing Student Affairs infrastructure to optimize student engagement and success*
- Developing a fund to honor the legacy of Horace Mann*
- Enhance presidential connection to student-athletes with AD reporting to president*
- Winning Fall 2021 Athletics Season*
- Regular meetings with student leaders/groups*
- Community Involvement in the arts—Concerts at WOW, Marisol, Seussical the Musical,*
- Student mentor & intern roles throughout STEM Week*



President's Report

Presidential Goal 2: Enrollment

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

Progress Points:

- School structure formalized, associate deans being named*
- Academic Affairs restructuring, close to completion, thorough analysis of all job descriptions to ensure efficiency in operation*
- Increase interaction with area K-12 students—October 2021 STEM Week & March 2022 Regional Science Fair*
- HSI Initiative—Latinx Education Advisory Committee Convened on November 22, 2021*
- Minority Advisory Committee development in progress (expected launch January 2022)*



President's Report

Presidential Goal 3: **Culture** *Consistently live our institutional values.*

Progress Points:

- Extension of 100 Days of Listening on and off campus*
- President's Council established, met twice*
- Paving the way for Chief Diversity Officer; researching campus climate survey options*
- World Kindness Day & Bias Education Support Team (BEST)*
- Planning for a Day of Hope & Healing and other restorative justice measures*



President's Report

Presidential Goal 4: Resources *Expand the Institutional Resources.*

Progress Points:

- Budget Planning to enlist new President's Council and implement campus wide budget hearing process*
- Fundraising to focus on Early Access; Friends of the Arts; Health Sciences & STEM*
- Working to secure external grant support to seek federal grant opportunities*
- Technology progress; student billing software, Campus App, new Technology Advisory Committee*

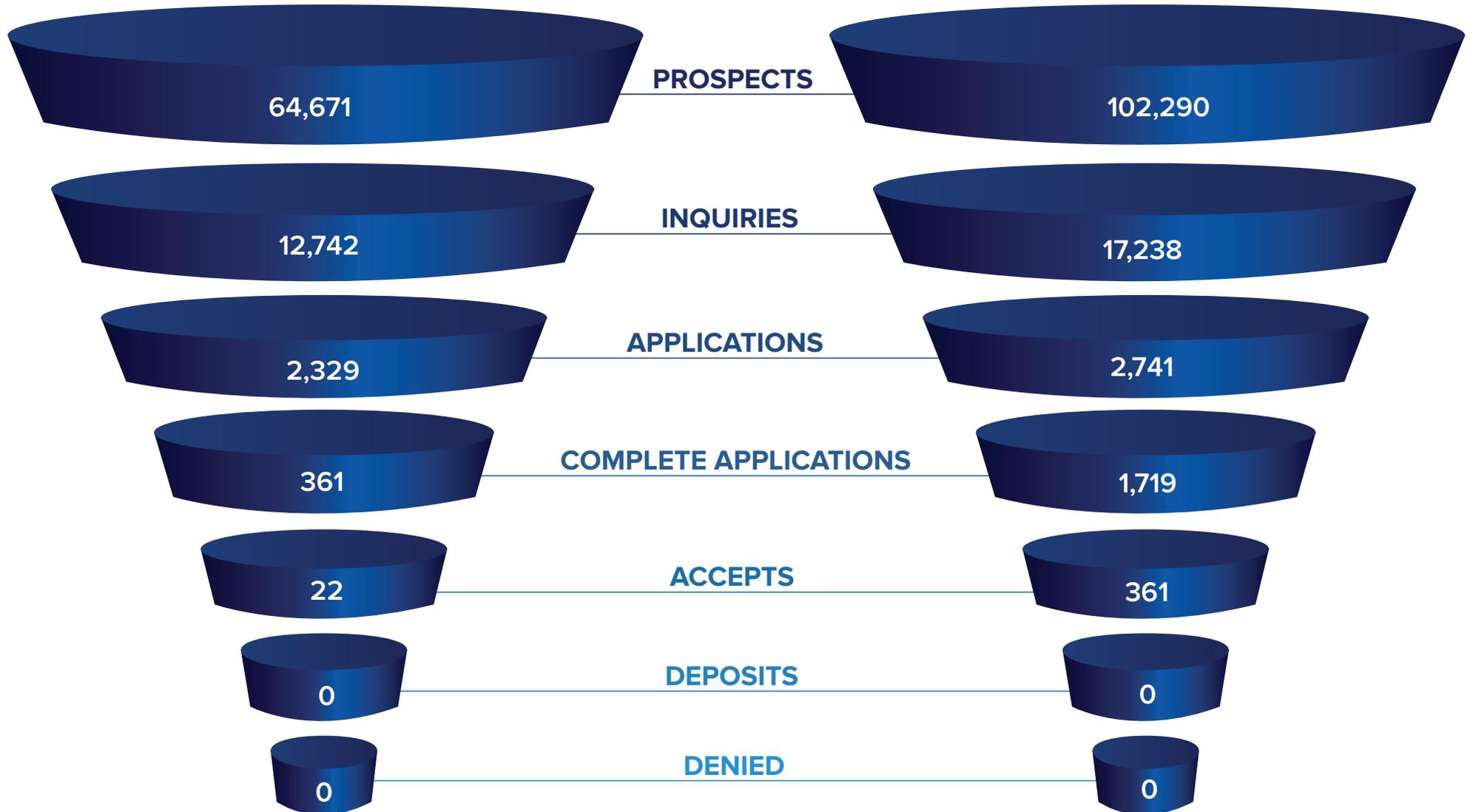


ADMISSION FUNNEL REPORT — FIRST-YEARS

11/23/2021

FALL 2019

FALL 2022

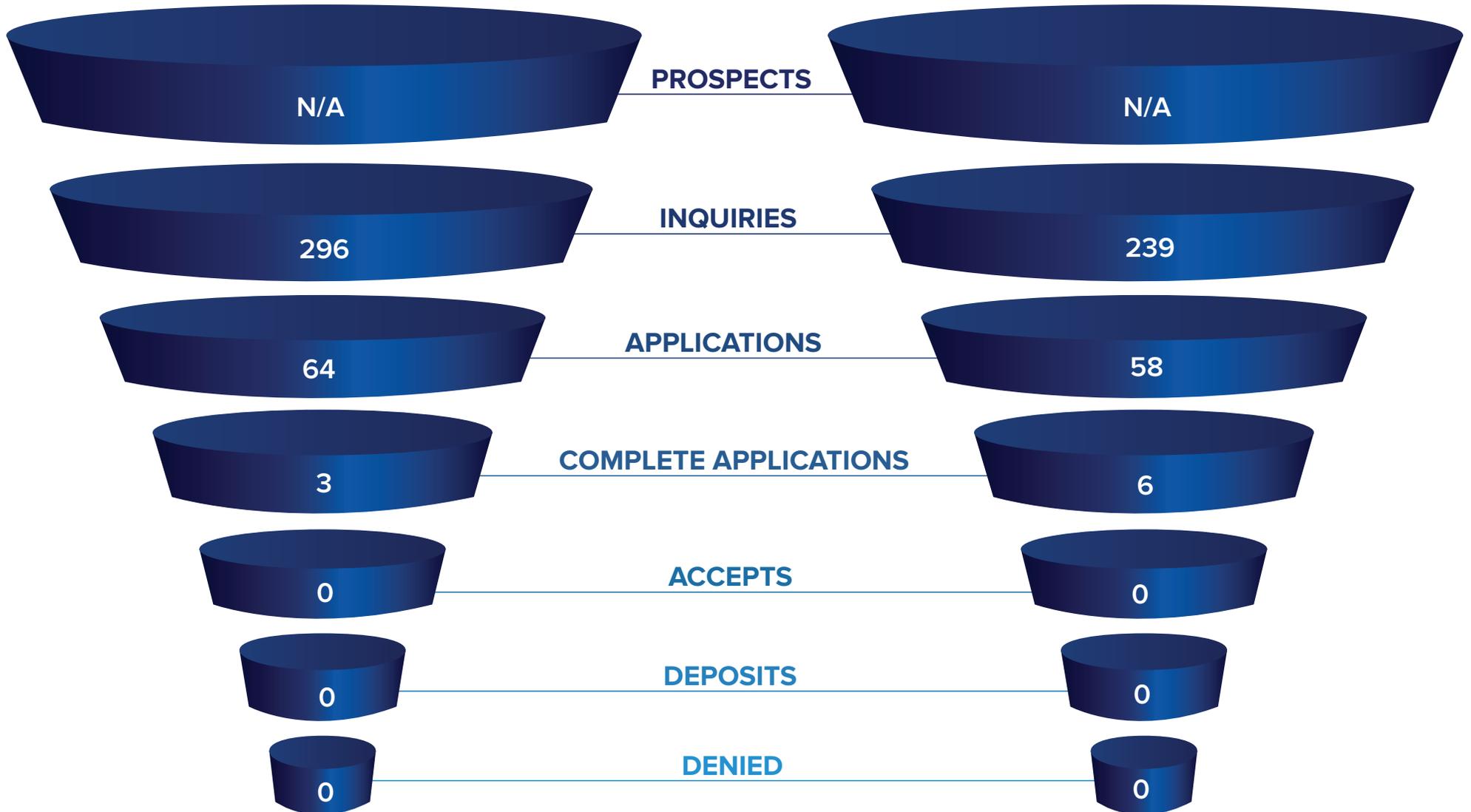


ADMISSION FUNNEL REPORT — TRANSFERS

11/23/2021

FALL 2019

FALL 2022





Board of Trustees

November 30, 2021

MOTION

To approve new budgets for the Wilson Hall Sprinkler Project at \$2,505,500 and Horace Mann AC Replacement Project at \$623,412 as presented and discussed today

Robert A. Martin, Ph.D., Chair

Date

FACILITIES AND CAPITAL PLANNING

Memorandum

TO: Stephen Taksar, Vice President, Administration and Finance

FROM: Maureen Socha, Executive Director, Facilities and Capital Planning

DATE: November 22, 2021

RE: Wilson Hall: Sprinkler Project Budget

The bid results for the Wilson Hall sprinkler project are in. In June, the University estimated this project would be approximately \$2.4M over the course of two fiscal years (FY22 & FY23). The total construction cost (TCC) from the bid results range from \$2.7M - \$4.3M. When you include other associated project costs, we estimate the new total project cost (TPC) to be \$3.4M, leaving us with almost a \$1M shortfall.

The escalation can be explained by the increase cost of materials, current state of the labor market as well as the proposed project schedule. The schedule has been developed in a way to minimize disruption to classes and take advantage of student breaks as to avoid loud and disruptive noises as much as possible.

To fund the deficit, I recommend:

1. Delaying the Wilson Roof Project to FY24 (TCC \$732,340)
 - a. DCAMM Budget: \$501,940 (FY22 & FY23)
 - b. WSU Budget: \$230,400 (FY22 & FY23)
2. Delaying the Trades Roof Replacement Project to FY24 (TCC \$100,000)
 - a. DCAMM Budget: \$67,800 (FY22)
 - b. WSU Budget: \$32,200 (FY22)
3. Moving forward in FY23 with House Doctor studies of both the projects above (\$70,000)
 - a. Funded entirely by DCAMM, no split necessary.
4. Reallocating the funds budgeted for the Steam Tunnel Roof as DCAMM is now completing that project with the renovation of Parenzo Hall (TCC \$150k)
 - a. DCAMM Budget: \$101,700
 - b. WSU Budget: \$48,300
5. Adjusted budget for the Wilson Sprinkler TPC is now \$3,413,574 for FY22 & FY23
 - a. DCAMM Budget: \$2,314,403
 - b. WSU Budget: \$1,099,171

Please see the attached spreadsheet for further clarification

Thank you for your consideration.

Wilson Sprinkler Project - Total Project Cost as of 1/22/2021

Apparent Low Bid for Construction	\$	2,794,645
20% Construction contingency	\$	558,929
Owners Project Manager = 20hrs/ week for 25 weeks @\$120/hr. (6/30/21-1/1/20	\$	60,000
	\$	3,413,574
Sprinkler Project Approved Budget		
Construction Budget	\$	2,440,500
OPM Budget	\$	65,000
	\$	2,505,500
	Variance	\$ (908,074)

Budgeted projects to put on hold to fund the Variance from the Wilson Roof Project

Wilson Roof Replacement - Delay Project until 2024	\$	732,340
Add Wilson Roof study to list in FY23	\$	(50,000)
Trades Roof Replacement- Delay Project until 2024	\$	100,000
Add Trades roof study to the FY23 list	\$	(20,000)
Steam Tunnel Roof - DCAMM is completing this project with Parenzo	\$	150,000
	\$	912,340.00

Wilson Sprinkler Project

Summary of the Sprinkler Project Need:

Wilson Hall was dedicated in the mid 1970's as a laboratory and academic building, and is largely still used as originally designed. Since the original building was designed and constructed prior to the implementation of Massachusetts building codes, the design was governed by "School House Code" which required designing with fire-rated corridor walls and utilizing the "compartmentalization" of spaces as a means to control the spread of smoke and fire in an emergency. Over the years, in subsequent renovations, some fire-rated corridor doors were removed and/or replaced with doors featuring louvered panels to allow for better ventilation of rooms, thereby interrupting the compartmentalization fire rating concept and violating state code mandates.

Further, in 2017, the new Stevens Science Center was built, abutting the west side of Wilson Hall. The Stevens Building and Wilson Hall are separated by firewall construction and are considered separate buildings for the purposes of the current state building code. However, the construction of the new science building resulted in the triggering of limited renovations within Wilson Hall, constituting partial *change of use* of the building. Specifically, large areas of the second, third and fourth floors, originally classrooms, were renovated into office spaces. It appears that this *change of use* was not considered as part of the renovation work, and was not addressed at the time. Building codes in place should have led to the investigation of two options in moving forward; either the newly renovated office spaces should feature fire sprinklers as well as separation from the existing surrounding uses, or the entire building should be outfitted with an automatic fire sprinkler system. Neither of these options were implemented.

The situations outlined above represent code violations to the Authority Having Jurisdiction, i.e. the State Building Inspector's Office. The University has been made aware by the AHJ that any further renovation work in Wilson must be suspended until these violations are addressed.

Summary of Work:

House Doctor Architects Kuhn Riddle Inc. performed a DCAMM study of the Wilson building and concluded that the most efficient approach to ameliorating the current code violations would be to either install an automatic sprinkler system throughout the entire building, or install separate automatic sprinkler systems solely in areas that were renovated to office space in 2017. While the latter approach represents a lower first-time cost, implementing it would have the effect of burdening any future renovations with additional costs in order to comply with current life safety codes, in addition to requiring that costly remedial work be performed on existing ventilation systems.

Given the University's continuing investment in Wilson Hall as an integral part of its educational mission, and the need for academic buildings to be able to adapt to changes in instruction, technology, student support needs, staffing requirements, etc., the most cost efficient solution over time is to install an automatic sprinkler system throughout the building.

	Deferred Maintenance	Funding Source				Total	Comment
		Campus	DCAMM	MSCBA	Dining Funded from Use of Reserves		
Physical Plant Projects							
1. Deferred Maintenance	Y	1,053,262	2,217,738	546,428		3,817,428	
2. Infrastructure Repairs/Maintenance		150,000				150,000	
3. MEP/F Master Plan		200,000				200,000	
4. Arc flash study phase 2	Y	50,000				50,000	
5. Critical repair contingency		177,340				177,340	
6. Ultra violet light system for Woodward HVAC	Y	5,700				5,700	
Sub-total		1,636,302	2,217,738	546,428	-	4,400,468	
Information Technology							
1. Wireless controller replacement	Y	158,000				158,000	
2. Access point replacement		114,000				114,000	
3. Wilson IDF switch upgrade	Y	100,000				100,000	
4. Paperless billing and online payment system		78,000				78,000	
5. Campus Labs	Y	75,000				75,000	
6. Classroom technology		70,000				70,000	
7. Faculty/staff computers		70,000				70,000	
8. NetApp Drive Replacement	Y	70,000				70,000	
9. Recruit upgrade	Y	25,000				25,000	
Sub-total		760,000	-	-	-	760,000	
Other Projects							
1. Miscellaneous moves for UEAAC		125,000				125,000	
2. Common area upgrades/office furniture	Y	20,000				20,000	
3. Fitness center upgrades	Y	26,500				26,500	
4. Woodward Center Court two net system	Y	7,198				7,198	
Sub-total		178,698	-	-	-	178,698	
Total		2,575,000	2,217,738	546,428	-	5,339,166	
Projects Funded via Rollover							
1. Rollover Facility Projects		184,968				184,968	
2. Rollover for DCAMM Projects	Y	326,923				326,923	Multiple Deferred Maintenance Projects
3. Rollover for IT Projects		8,977				8,977	
4. Rollover for Dining Services					445,117	445,117	DC Floor & Stabilization Project
Sub-total		520,868	-	-	445,117	965,984	
Grand Total		3,095,868	2,217,738	546,428	445,117	6,305,150	

Notes:

- 1) MSCBA Projects of \$0.5M may change as final decisions are made
- 2) The estimates noted above are construction estimates not project cost estimates. Once studies have been completed and bids received, total project costs will be determined

Item	Project	Estimated Construction Cost / Match	Description
1	Wilson Fire Systems	644,000	Installation of fire sprinklers and upgrade of the Mass Notification System
2	Dining Common floor & stabilization project	445,117	Repair, stabilize and replace tile in the Kitchen and basement
3	MEP/F Master Plan	200,000	Mechanical, Electrical, Plumbing and Fire system complete evaluation with prioritization by need. This is the first of 3 steps needed to complete an Universtiy Master Plan
4	Critical Repair Contingency	177,340	
5	HM Air conditioning replacement	145,085	The current condensing units are obsolete and needed to be replaced.
6	Dower Boiler -Potential Delay in getting Boiler	91,000	Replacement of the Dower Boilers
7	PP DA System	80,500	Replace the Deaerator in the Power plant due to age
8	Wilson Roof	64,400	Replace the Roof on Wilson. This is a FY22 and FY23 project due to the total project cost. Current Roof Warranty expired in 2014
9	Steam Tunnel Roof	64,400	Replace the Steam Tunnel Roof. Current roof leaks are deteriorating the steam line infrustrcture
10	Arc Flash Study Phase 2	50,000	Mandated by law, this is phase 2 of the Arc flash study and repair work
11	PP Condensate Rec. Tank	48,300	Replace the Power Plan Condensate Reciever tank due to age
12	DC Floor Repair	47,125	Structural issue caused by dishwasher leak, retiling, waterproofing
13	Owners Project Manager (OPM) & Project Contingencies	45,402	Contract with a OPM to manage Capital Projects; these funds will also add contingencies to the construction estimates to creat a Total Project Cost (TPC)
14	Parenzo Project	43,943	Office moves to and from Parenzo and dumpsters
15	Trades Roof	32,200	Replace the roof on the trades building. Current roof warranty expired in 2004.
16	Ely Hall Storage	32,200	Ely Hot water storage tank needs to be replaced as the current tanks are leaking and can not be repaired
17	Pool Crack Repair	29,125	Pool crack repair mechanical room
18	Ely Hall Circ Pumps	25,760	Ely circulating pumps need to be replaced due to age. A failure would result in a total freeze up of the building
19	HMC Sewer Ejector Pump	16,100	Horace Mann sewer ejection pump needs to be replaced
20	Dower Roof Project	9,588	Due to product unavailability in roof product the project completion is delayed into August.
21	Ultra violet light system for Woodward HVAC	5,700	Necessary for Covid-19 safety protocol
22	HM Roof replacement	5,000	Due to product unavailability in roof product the project completion is delayed into July.

Total **2,302,284**

Note:

1. Funding may be from multiple sources; DCAMM, rollover funding from prior year, FY21 Campus Capital Budget
2. Amounts represented above are estimates



Westfield State University
Board of Trustees
Financial Strategy Discussion
November 30, 2021

Dr. Linda Thompson, President
Steve Taksar, Vice President, Administration & Finance

Goals for Today

- ▶ Provide baseline data and context
- ▶ Clarify approaches and strategies
- ▶ Reach consensus on a direction
- ▶ Clarify expectations and next steps



Discussion Questions

1. How can the university leverage reserves or one time funding to support long-term stability?
2. What combination of “levers” makes the most sense to utilize?
3. At what point does the financial plan require re-evaluation?
4. When are more serious measures required to have a balanced budget?
5. If enrollment does not increase, what next?

Context and Trends

- ▶ Enrollment/Retention has declined by 30% since 2017
- ▶ Residential occupancy is 77%; breakeven is 94%
- ▶ Significant debt for Residence Life buildings (\$113M)
- ▶ Impact of the pandemic - financial and operational
- ▶ Increased competition/shrinking demographics
- ▶ Expenses are rising (i.e., compensation, utilities, etc.)
- ▶ HEERF funds provided temporary relief
- ▶ State appropriation has been increasing
- ▶ Campus climate is unsettled

Preliminary Scenarios

(\$ in millions)

	FY23 Scenarios - PRELIMINARY DRAFT			
	(\$ in millions)			
	FY22 Budget	Worst Case	Middle Case	Best Case
<u>Proforma</u>				
Revenues	112.2	102.6	108.4	113.5
Expenses	114.0	114.9	115.6	116.3
Reserves (funded)	1.8	1.8	1.8	1.8
Net	-	(10.5)	(5.4)	(1.0)
<u>Key Changes and Assumptions</u>				
HEERF Revenue	3.7	(3.7)	(3.7)	(3.7)
Tuition and Fees		(3.6)	(0.1)	3.0
Residential Life Net		(4.3)	(2.9)	(1.6)
Total		(11.6)	(6.7)	(2.3)
Enrollment		2,900	3,215	3,500
% Change from FY22		-10%	0%	9%

Multi-Year Financial Strategies

1. Fully balance budget now (requires significant cost reductions, may be premature).
2. Use reserves to balance budget (reduces cash reserves, not sustainable).
3. Combination of using reserves and cost reductions (balanced approach, allows time to grow enrollment).

Multi-Year Strategy to Balance Resources 3 Year Glide Path Approach

	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>
Category	7/1/22-6/30/23	7/1/23-6/30/24	7/1/24-6/30/25
Cost Reductions	Moderate	Moderate	Low
Use of Reserves	Moderate	Low	None
Enrollment Growth	Low	Moderate	High

Discussion Questions

1. How can the university leverage reserves or one time funding to support long-term stability?
2. What combination of “levers” makes the most sense to utilize?
3. At what point does the financial plan require re-evaluation?
4. When are more serious measures required to have a balanced budget?
5. If enrollment does not increase, what next?

Wrap Up

- ▶ Open issues?
- ▶ Consensus?
- ▶ Next steps

