



Board of Trustees

October 19, 2022

4:30 PM

Via Zoom

In accordance with Governor 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

- | | |
|---|-------------------------------|
| 1. Call to Order | Board Chair Dr. Robert Martin |
| 2. General Announcements | Board Chair Dr. Robert Martin |
| 3. President's Remarks | Dr. Linda Thompson |
| 4. Items for Discussion and Action | |
| a. Motion – Combining Enrollment Management and Student Affairs | |

Attachments:

- a. Motion – Combining Enrollment Management and Student Affairs
- b. New Model of Enrollment Management and Student Affairs
- c. Current University Organizational Charts as of October 14, 2022



Board of Trustees

October 19, 2022

MOTION

To combine the divisions of Enrollment Management and Student Affairs into a single division. A review of the integration will be conducted annually and presented to the Board of Trustees at its June Board meeting.

Robert A. Martin, Ph.D., Chair

October 19, 2022
Date



New Model of Enrollment Management and Student Affairs

October 19, 2022

The proposal to combine the areas of enrollment management and student affairs at Westfield State University into one division is supported by the Westfield State Student Government Association, the student trustee, and by student affairs consultant, Dr. Gail DiSabatino after focus groups and town hall presentations in 2021-2022. More recently, on October 12, 2022, President Linda Thompson presented her desire to merge enrollment management and student affairs to the Board of Trustees.

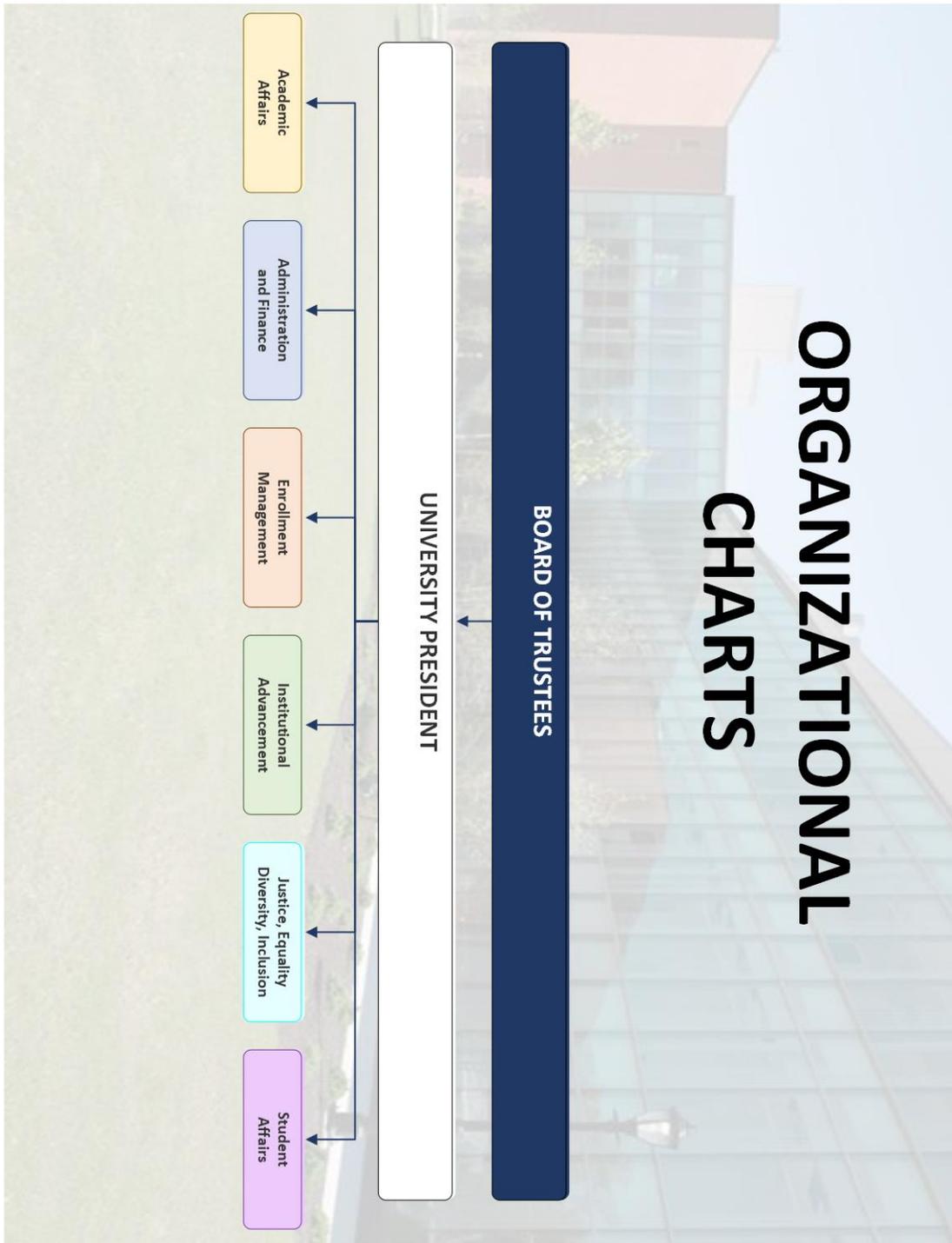
The landscape of higher education shifted dramatically with the development of George Kuh's student success movement; public concern for college affordability, and AAC&U's high impact programs. Massachusetts Colleges and Universities like Westfield struggle to attract, enroll, retain and graduate students in a rapidly declining demographic market. As families emerge from the Covid-19 Pandemic crisis colleges and universities must develop strategies, programs and services that meet the social, emotional and sometimes psychological needs of students who are considering a college education in a post-pandemic college environment. This new enrollment challenge is also set against a backdrop of increased social justice, diversity and inclusion movements across the country. Demographic data suggests the future of college and university enrollments is in attracting and retaining increasing numbers of black and brown students, and adult learners. The issues of diversity, care, and completion influence organizational trends such as combining of enrollment management and student affairs.

Historically, higher education has defined enrollment management as simply recruitment or a collection of independent offices, such as admissions, financial aid, and the registrar. Today, a new perspective on enrollment management is necessary, one that defines enrollment management as the management of all aspects of the student life cycle from the first point of contact to graduation and beyond. The "old model" in which one office recruits students and hands them off once classes begin is no longer operational. The holistic needs of students and families cannot be segmented. Increased collaboration across traditional enrollment and student affairs offices is required to establish a seamless experience and consistent messaging for students. Moreover, students and families expect such collaboration.

Enrollment management and student affairs units can coordinate seamless services and use key data to prepare for, provide, and enhance student services. These units will more easily understand the connections from the beginning to the end of the student experience. As students arrive on campuses with greater needs and individualized expectations, administrators must be more cognizant of the available services. "Colleges facing enrollment problems and fighting for the best students have incentive to give their students better services and a better experience. Doing a better job of meeting their needs can pay off with high retention and graduation rates," writes Lee Gardner in "What a University Can Learn from Wegmans" (*The Chronicle of Higher Education*, July 24, 2016). Many colleges and universities moved to a merged enrollment management and student affairs structure with success over the last 10 years.

OVERVIEW

Organizational Charts





BOARD OF TRUSTEES
Dr. Robert Martin, Chair

Jean Beal
Assistant to the
Board of Trustees

COMMITTEES

| | | | | | | |
|---|--|---|--|---|--|---|
| ACADEMIC AND STUDENT AFFAIRS Gloria Williams, Ed.D Chair | ADVANCEMENT AND ENROLLMENT MANAGEMENT Lydia Martinez-Alvarez, M.A., Chair | AUDIT Theresa Jasmn, MBA Chair | EXECUTIVE Dr. Robert Martin Chair | FINANCE AND CAPITAL ASSETS All Salehi, M.S., Chair | GOVERNANCE AND NOMINATION Melissa Alvarado, MBA '99 Chair | INVESTMENT SUBCOMMITTEE OF FINANCE AND CAPITAL ASSETS Maddeline Landrau, M.A., Chair |
| Chloe Sarifaccon Student Trustee Vice Chair | Hon. William C. Reichelt, '09 Vice Chair | Hon. William C. Reichelt, '09 Vice Chair | All Salehi, M.S., Vice Chair | Paul Boudreau, Esq. Vice Chair | All Salehi, M.S., Vice Chair | Paul Boudreau, Esq. Vice Chair |
| Hon. William C. Reichelt, '09 Secretary | Melissa Alvarado, MBA '99 Secretary | Gloria Williams, Ed.D Secretary | Gloria Williams, Ed.D Secretary | Chris Montemayor, MPA, Alumni Trustee Secretary | Hon. William C. Reichelt, '09 Secretary | Theresa Jasmn, MBA Secretary |
| Maddeline Landrau, M.A. | Paul Boudreau, Esq. | Lydia Martinez-Alvarez, M.A. | Theresa Jasmn, MBA | Theresa Jasmn, MBA | Chris Montemayor, MPA Alumni Trustee | All Salehi, M.S. |
| Lydia Martinez-Alvarez, M.A. | Chloe Sarifaccon Student Trustee | | | Maddeline Landrau, M.A. | Chloe Sarifaccon Student Trustee | |

CABINET LIASONS

| | | | | | | |
|-------------------------|------------------------|----------------------|-----------------------------|----------------------|--|----------------------|
| Dean Maggie Balch | VP Lisa McMahon | VP Stephen Takcar | President Linda Thompson | VP Stephen Takcar | Special Assistant to the President Timothy Rooke | VP Stephen Takcar |
| Provost Juline Mills | VP Daniell Forstner | | | | Chief of Staff Michael Freeman | |



OFFICE OF THE PRESIDENT

Dr. Linda Thompson, President, Westfield State University

Michelle LeDoux
Assistant to the
President

Michael Freeman, Ph.D
Chief of Staff and Special Assistant to the
President on University Strategies

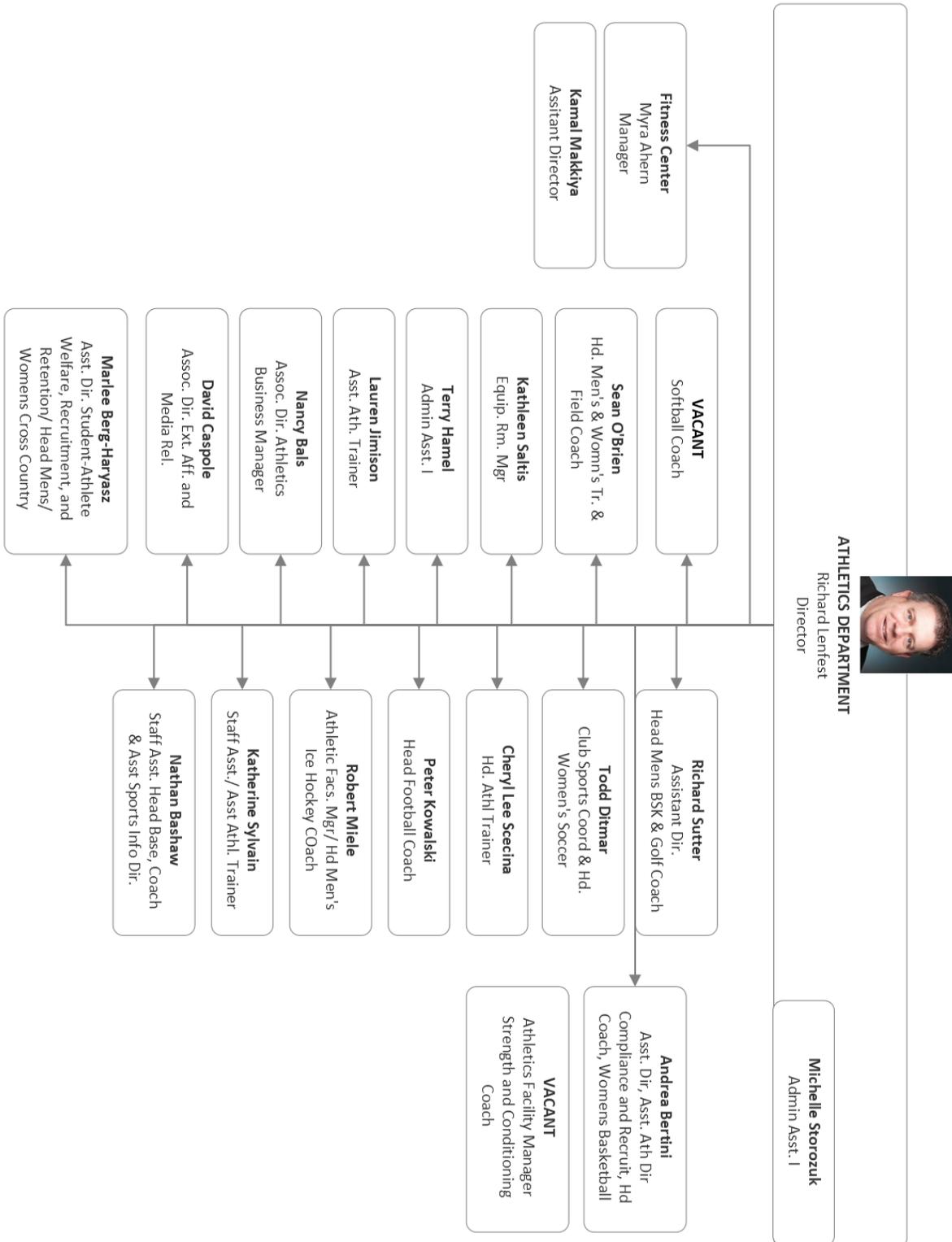
Timothy Rooke
Special Assistant to the President for
Communication and Government
Affairs

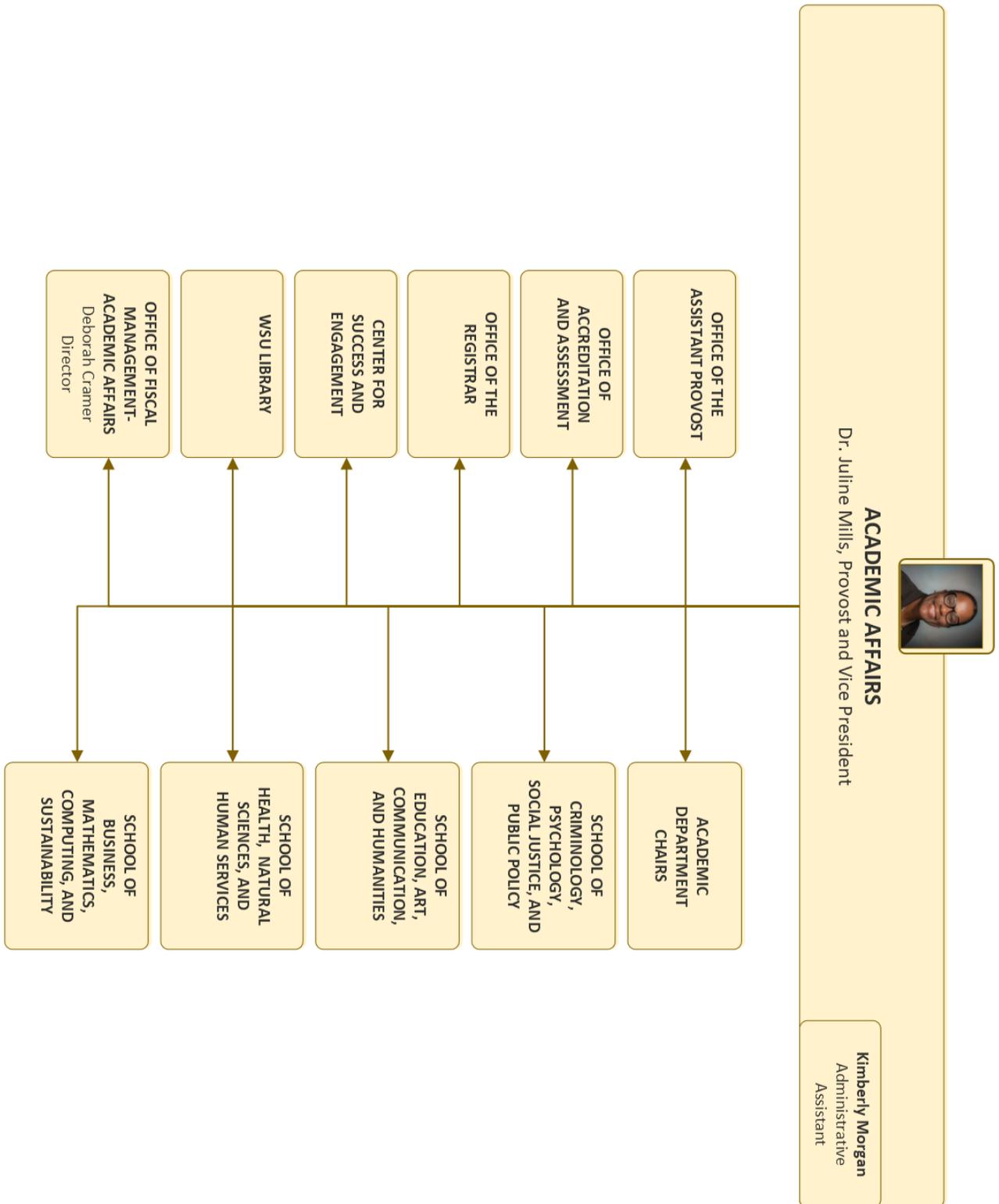
Robert Genest
Interim Director of Communications

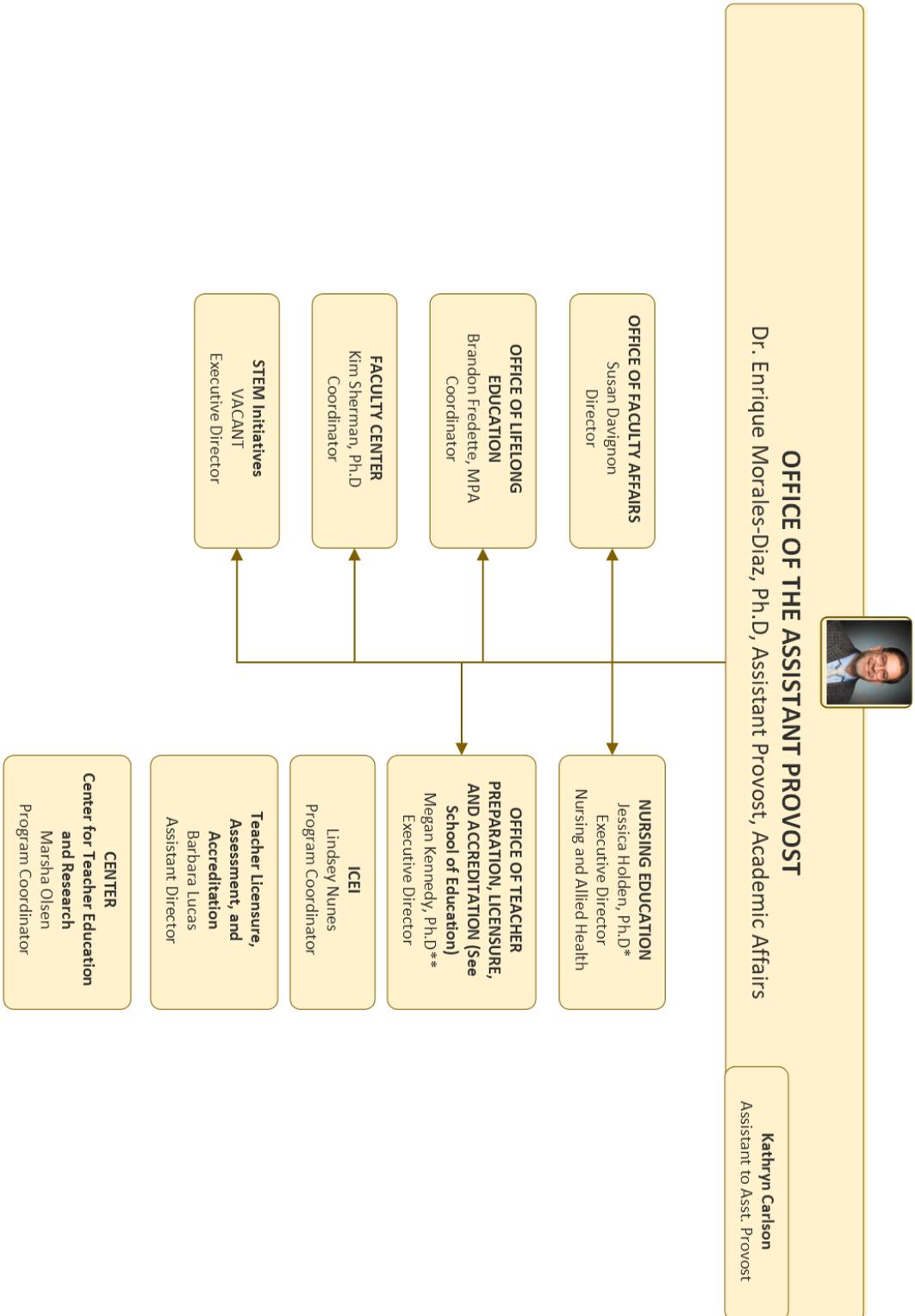
**ATHLETICS
DEPARTMENT**

Laurie Szymanowski
Assistant to the Chief of Staff

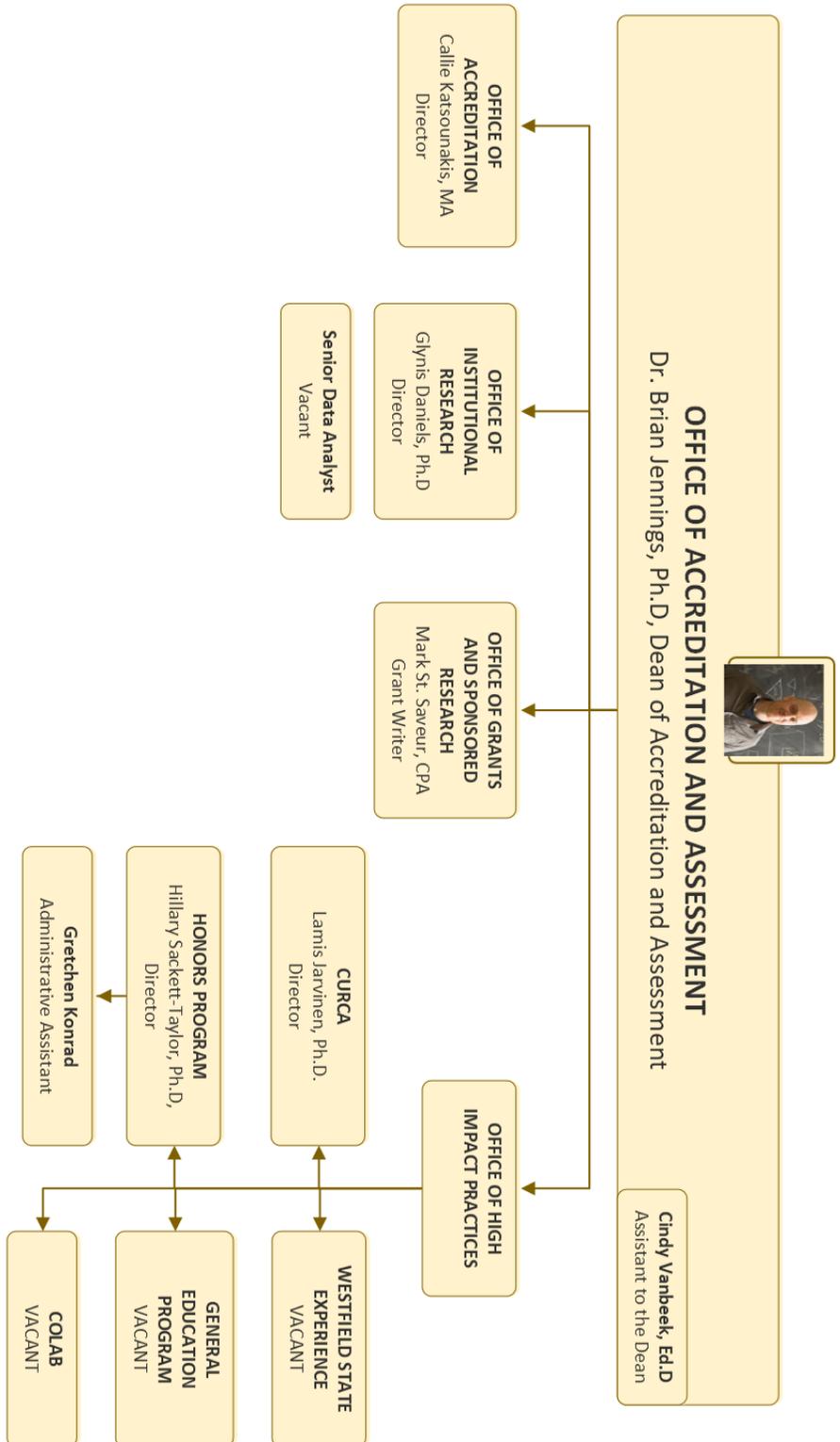
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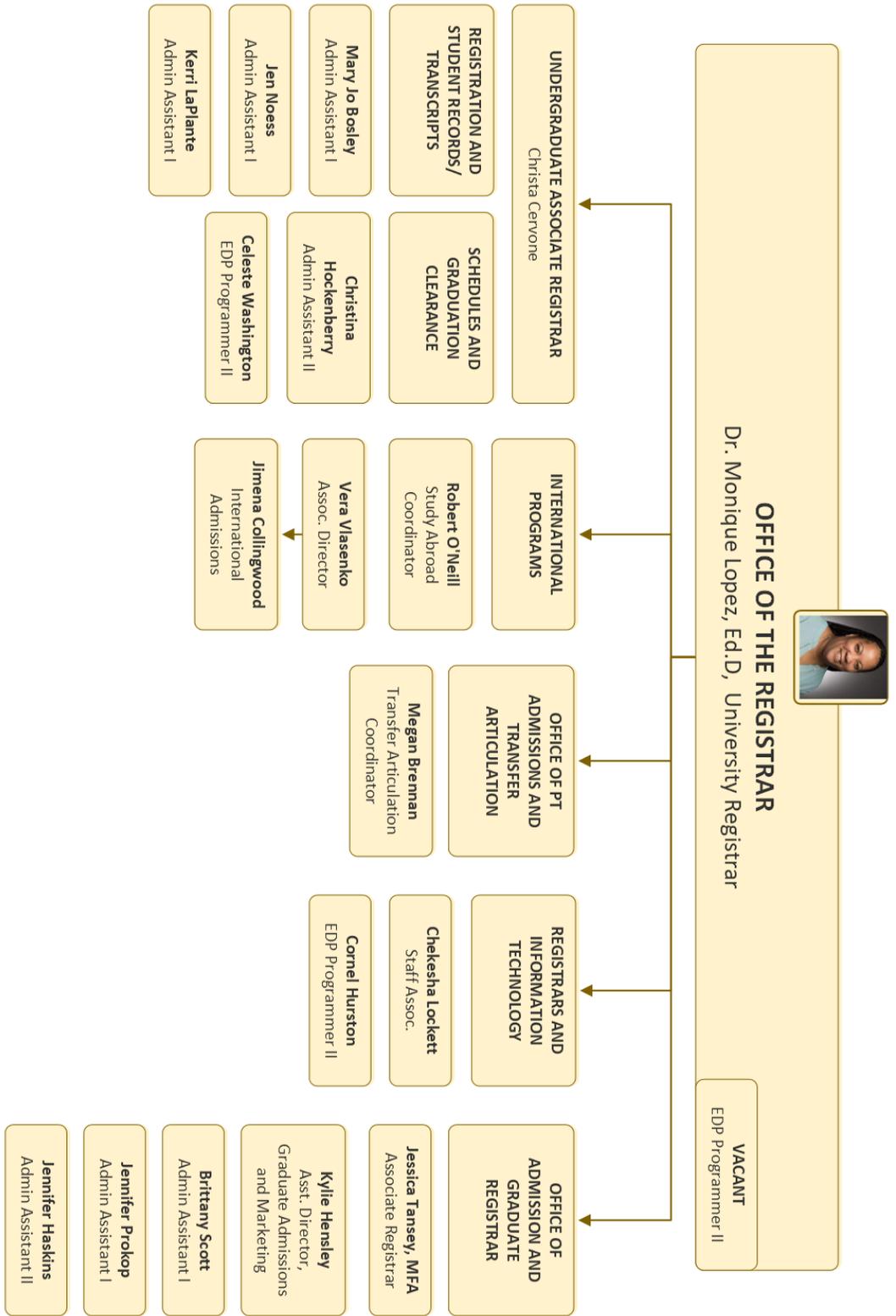


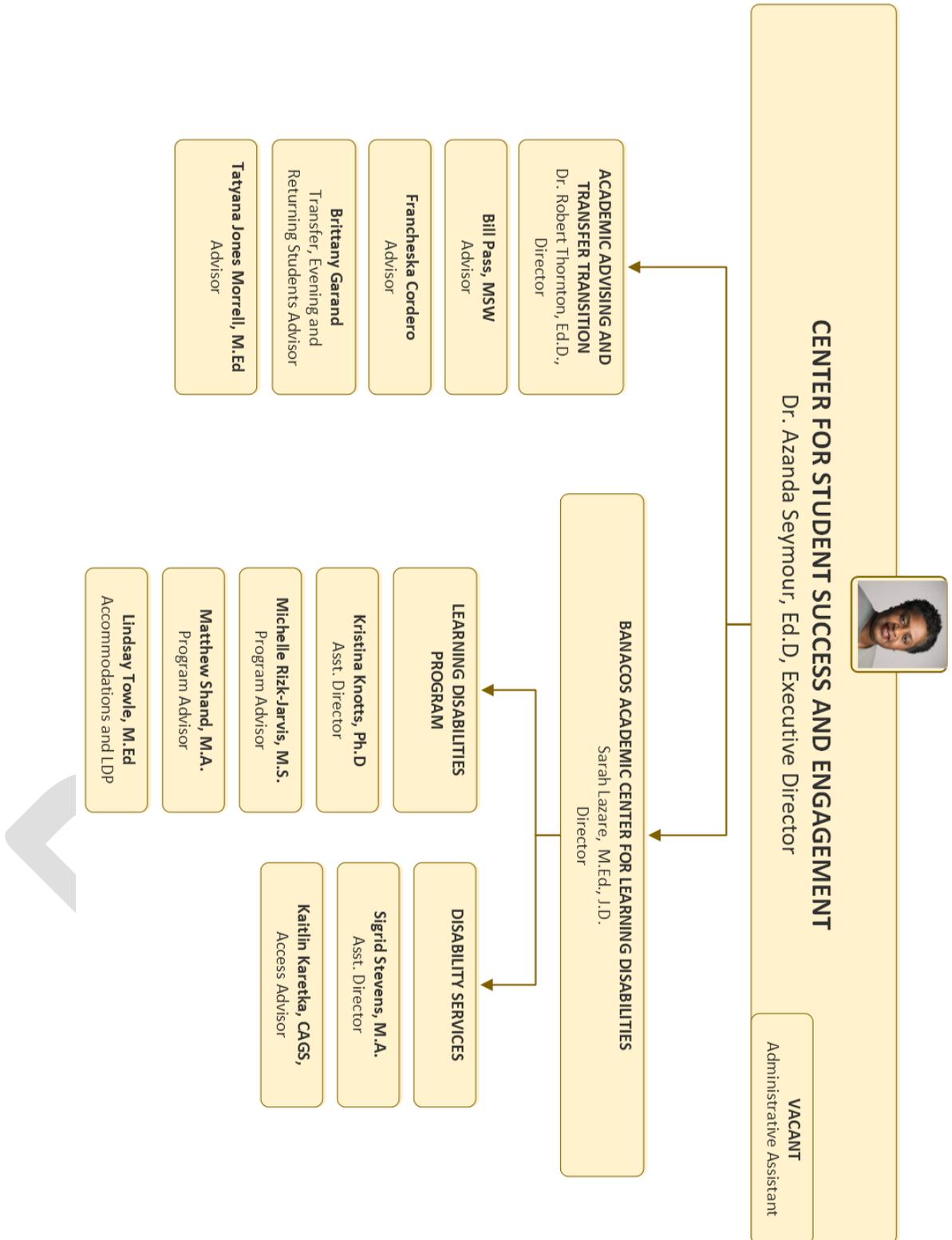


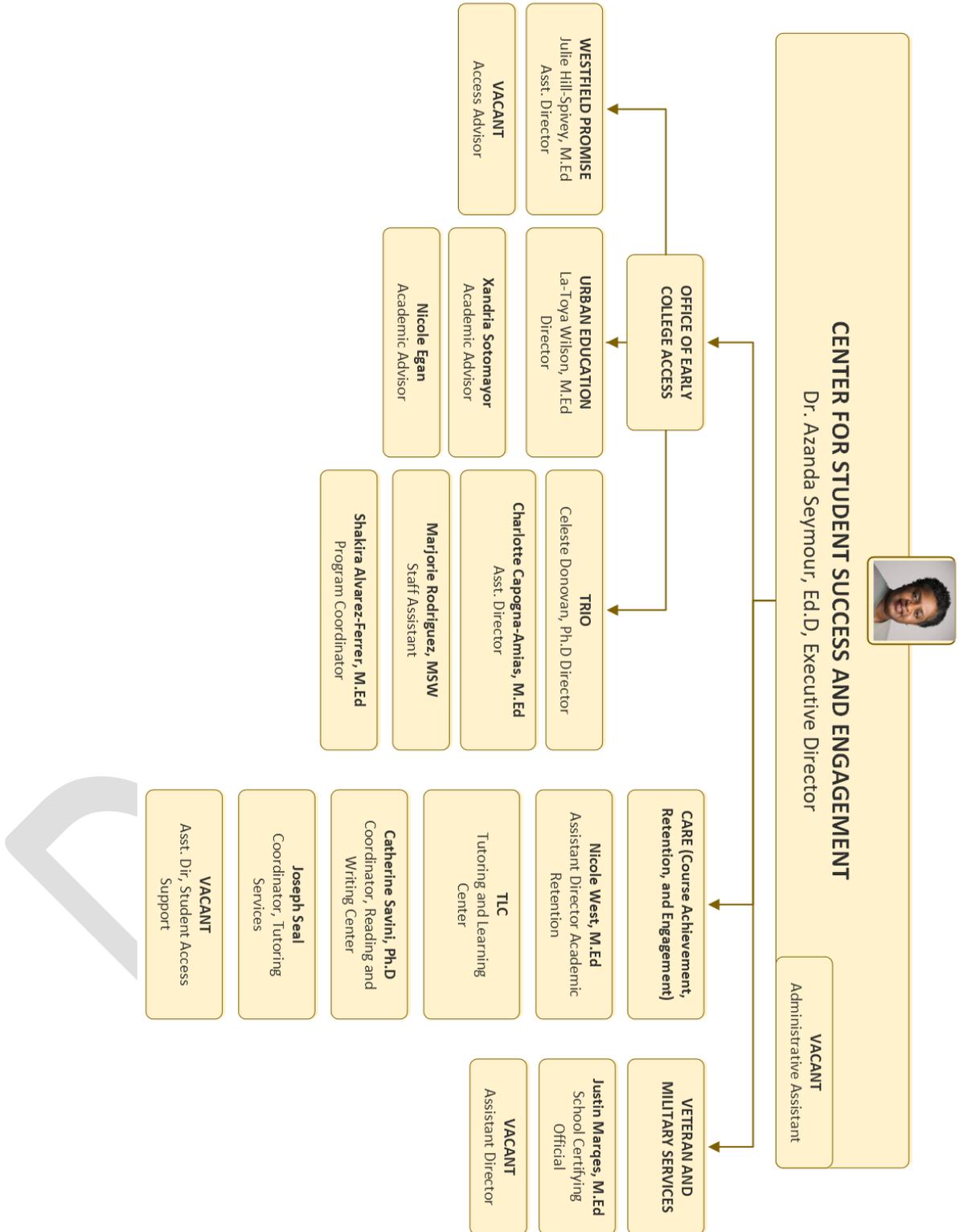


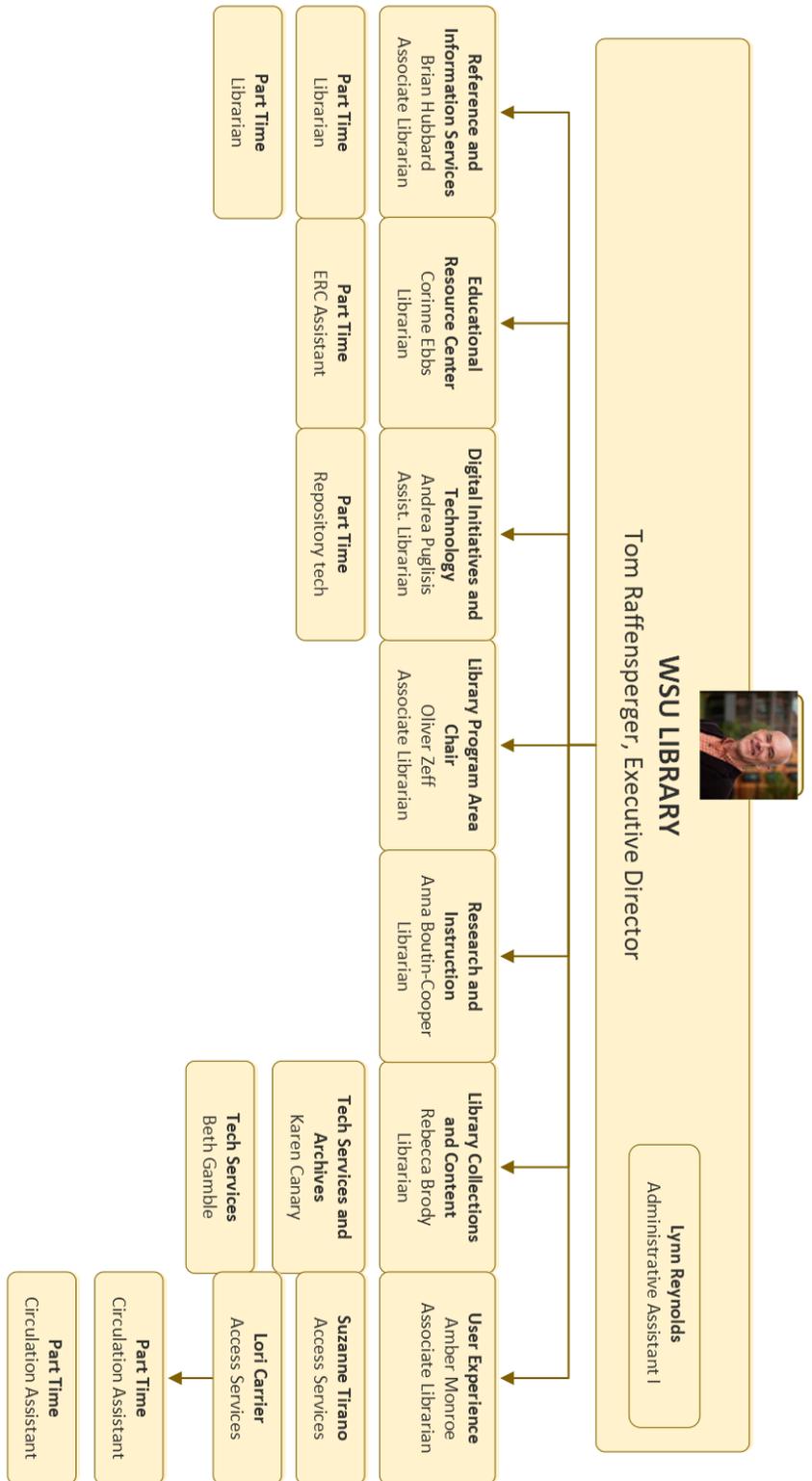
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**Also reports to Dean of School of Education, Art, Communication, and the Humanities

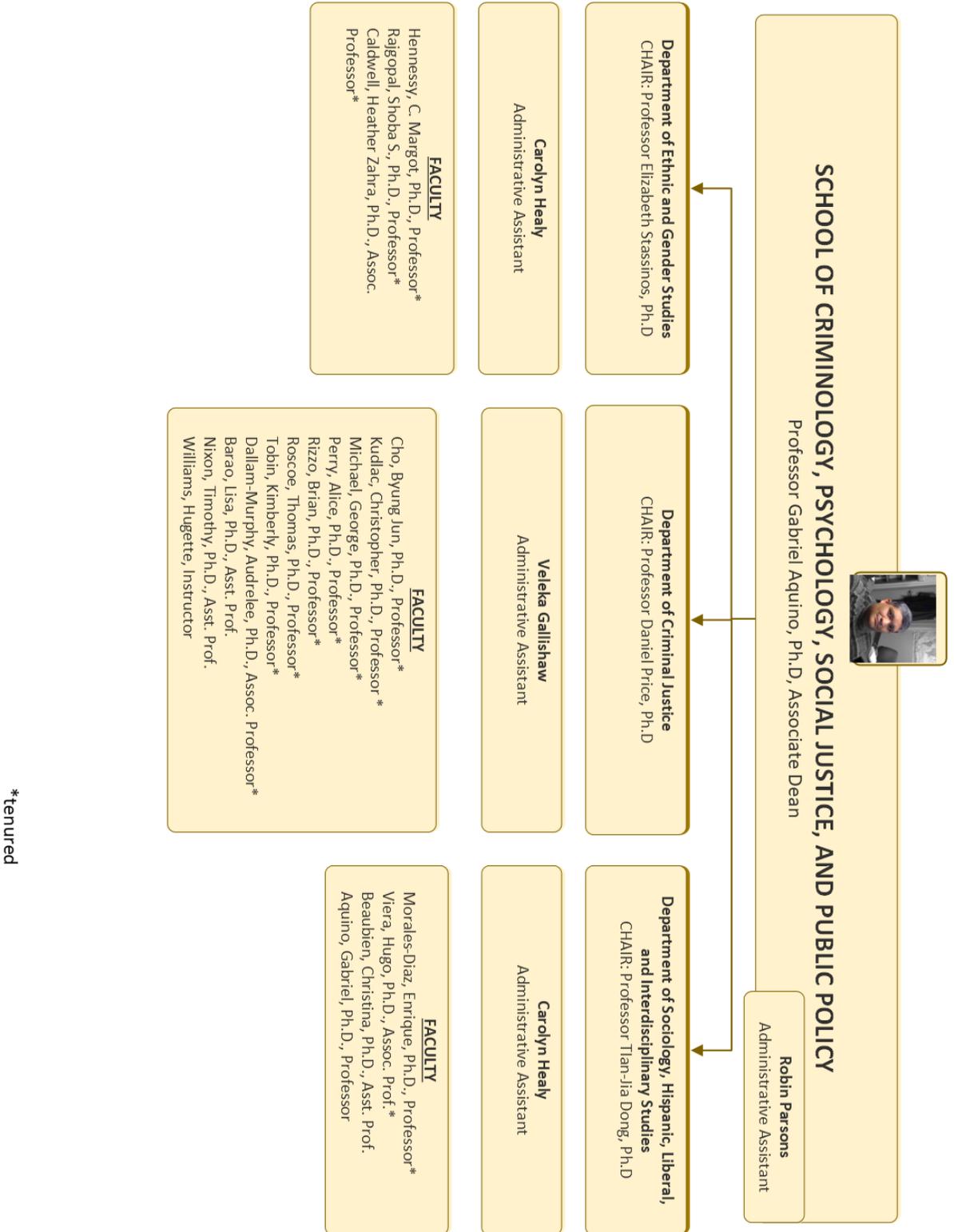


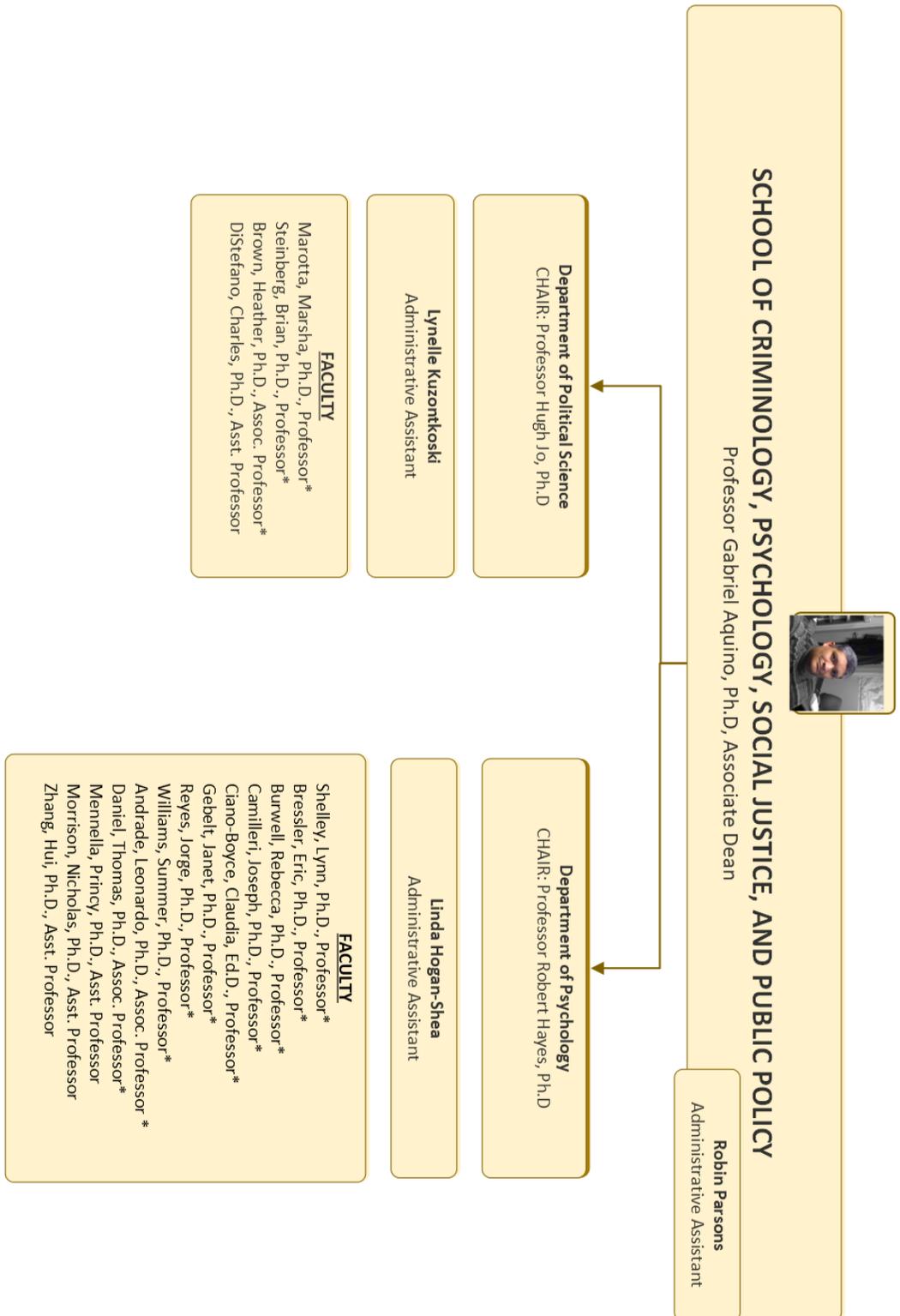




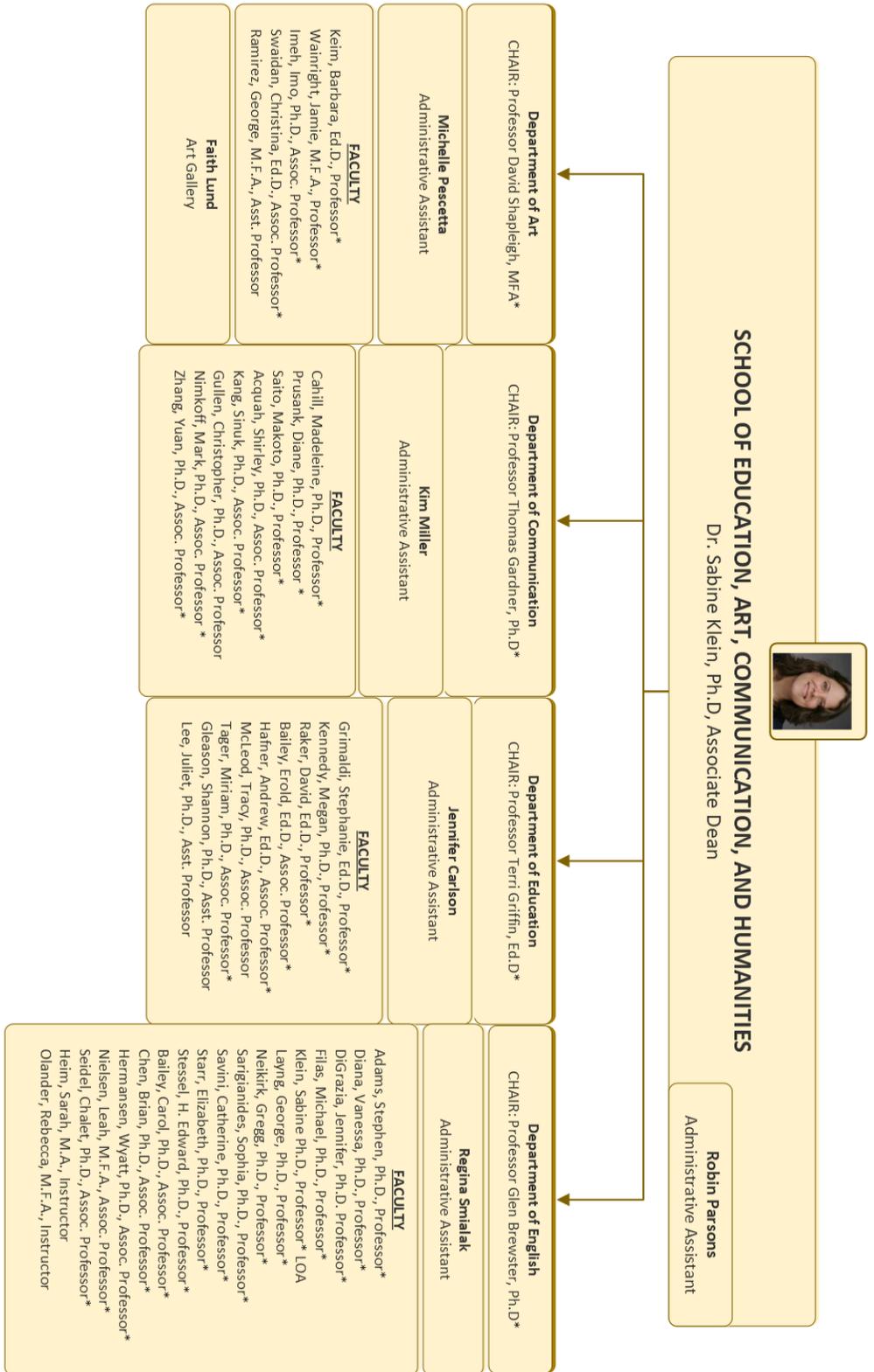


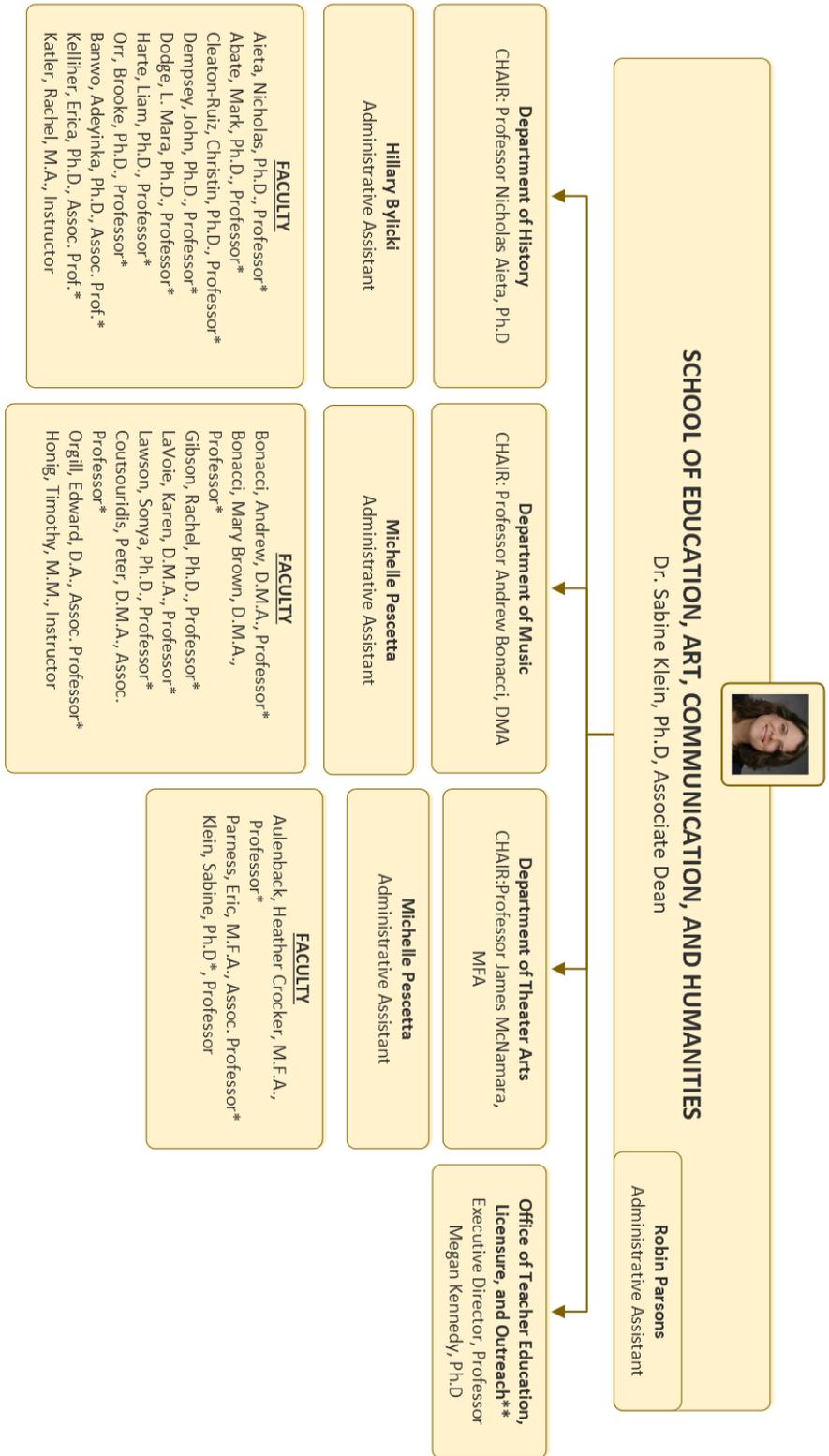






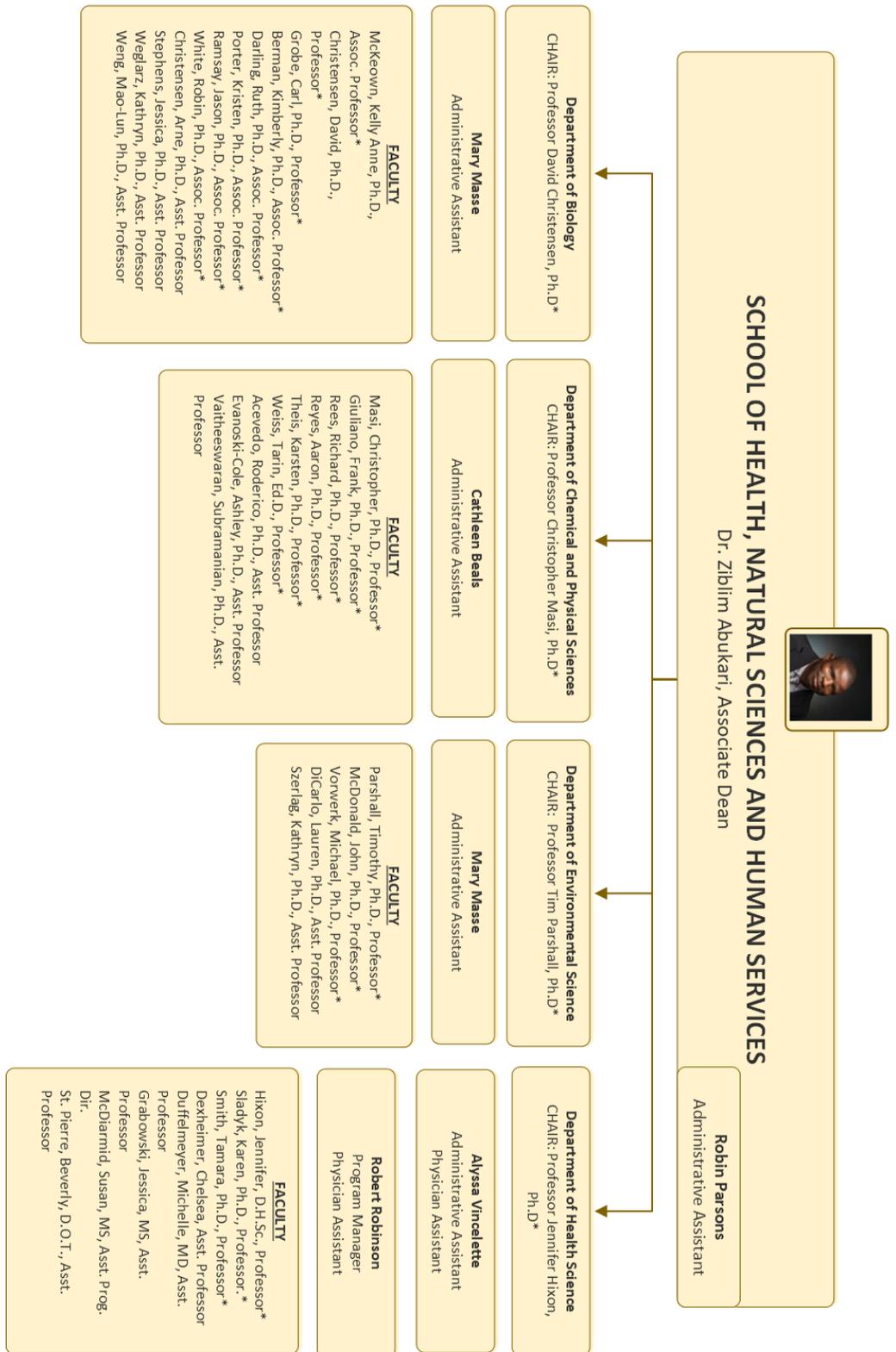
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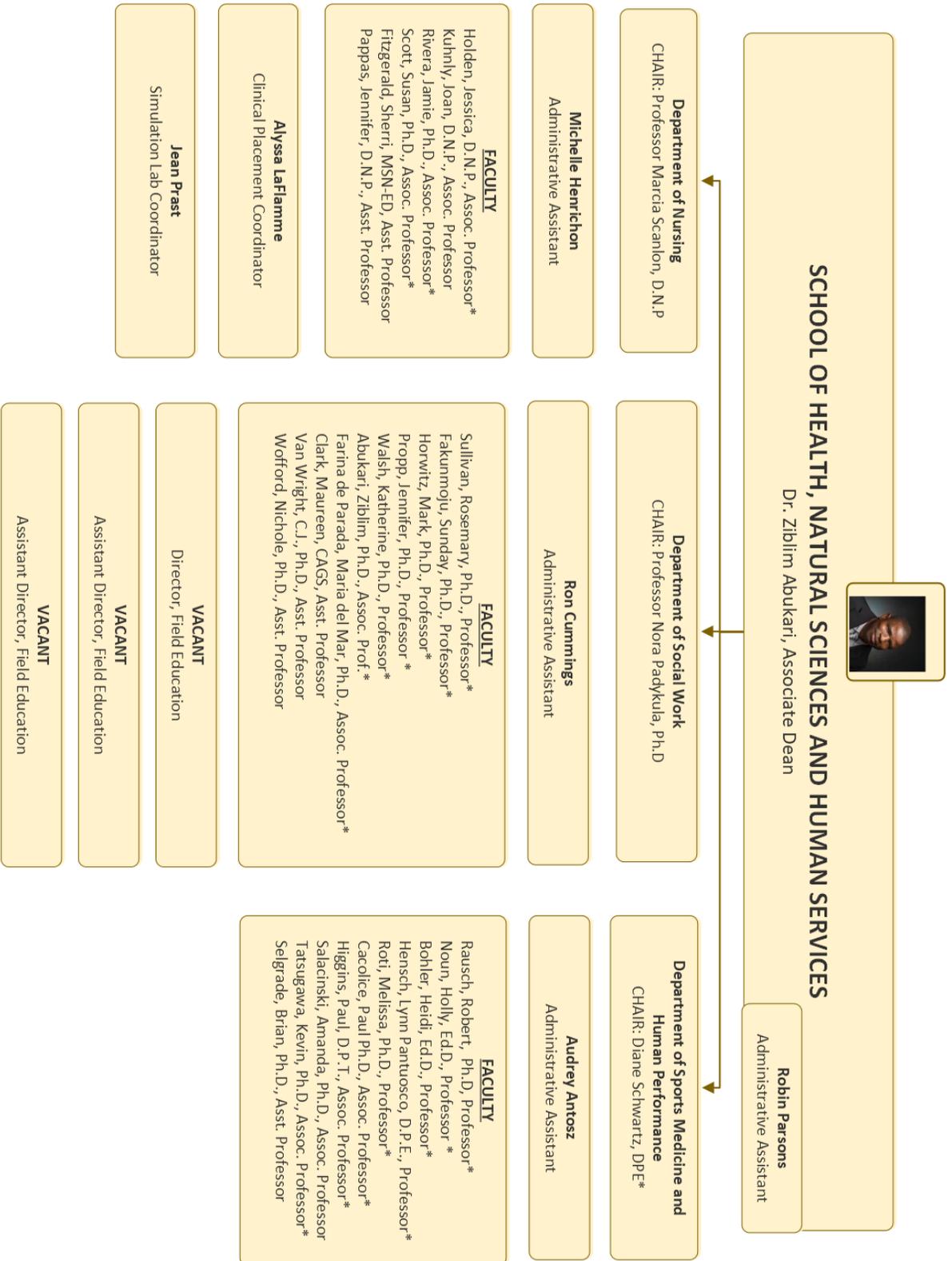




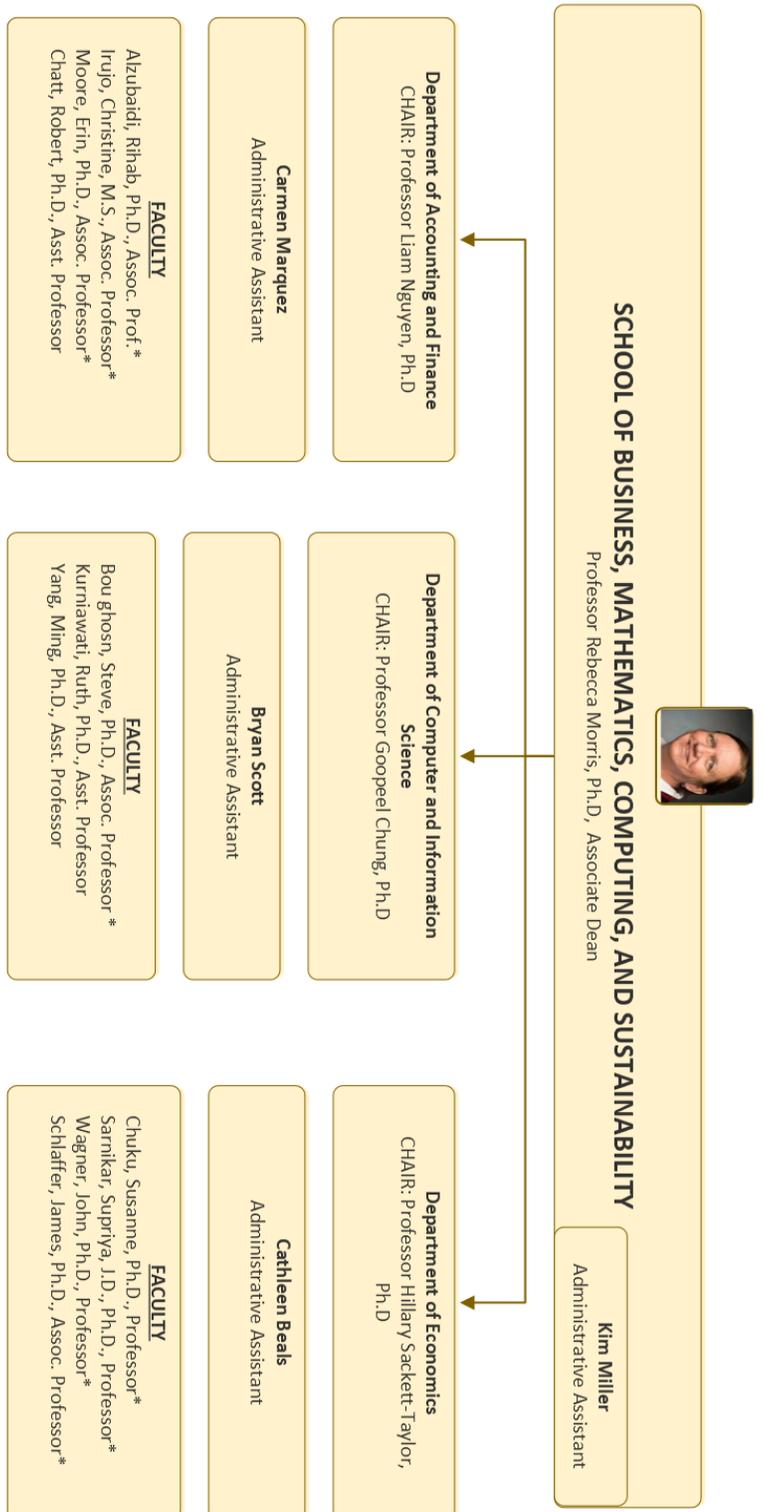
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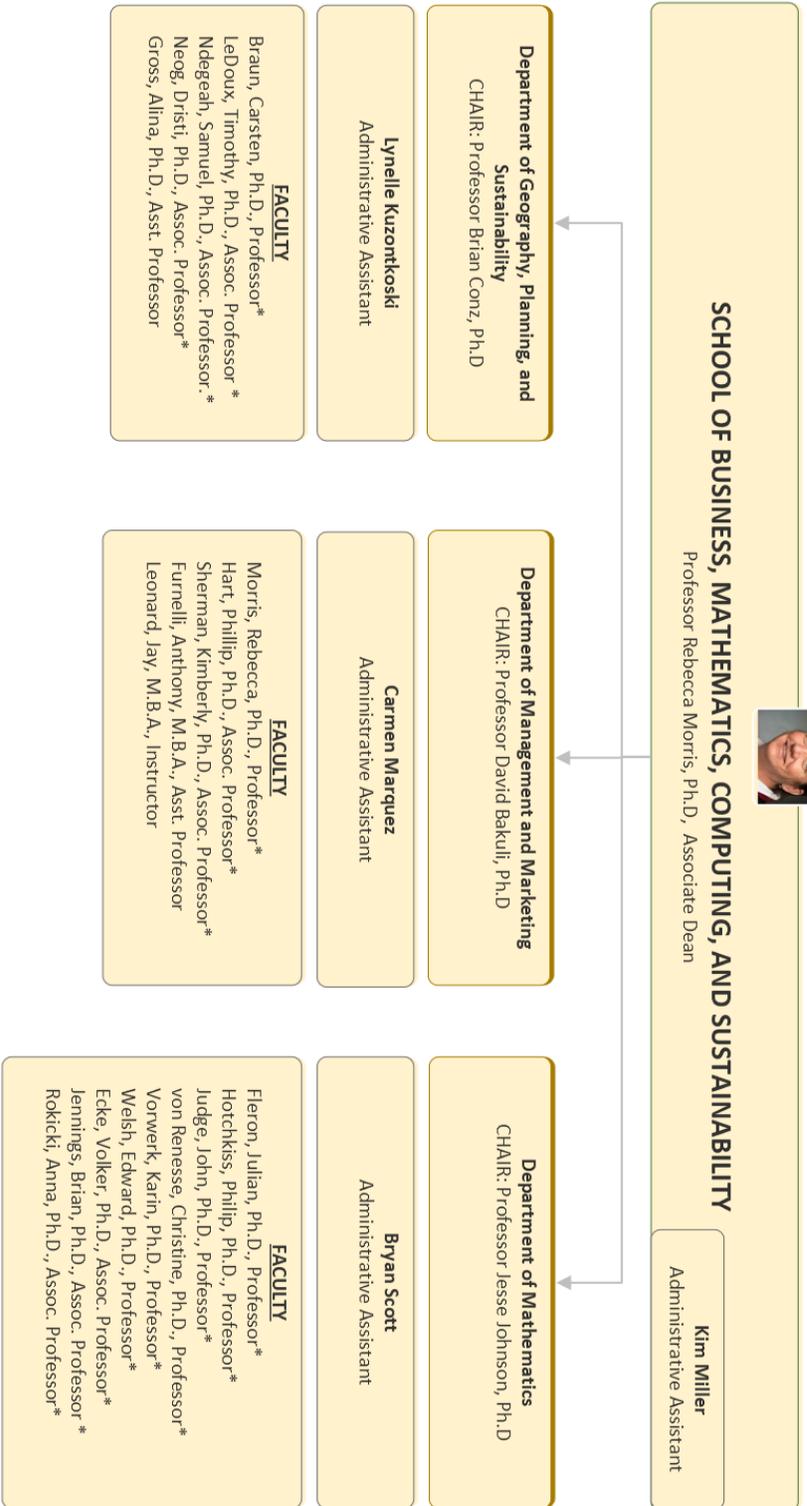




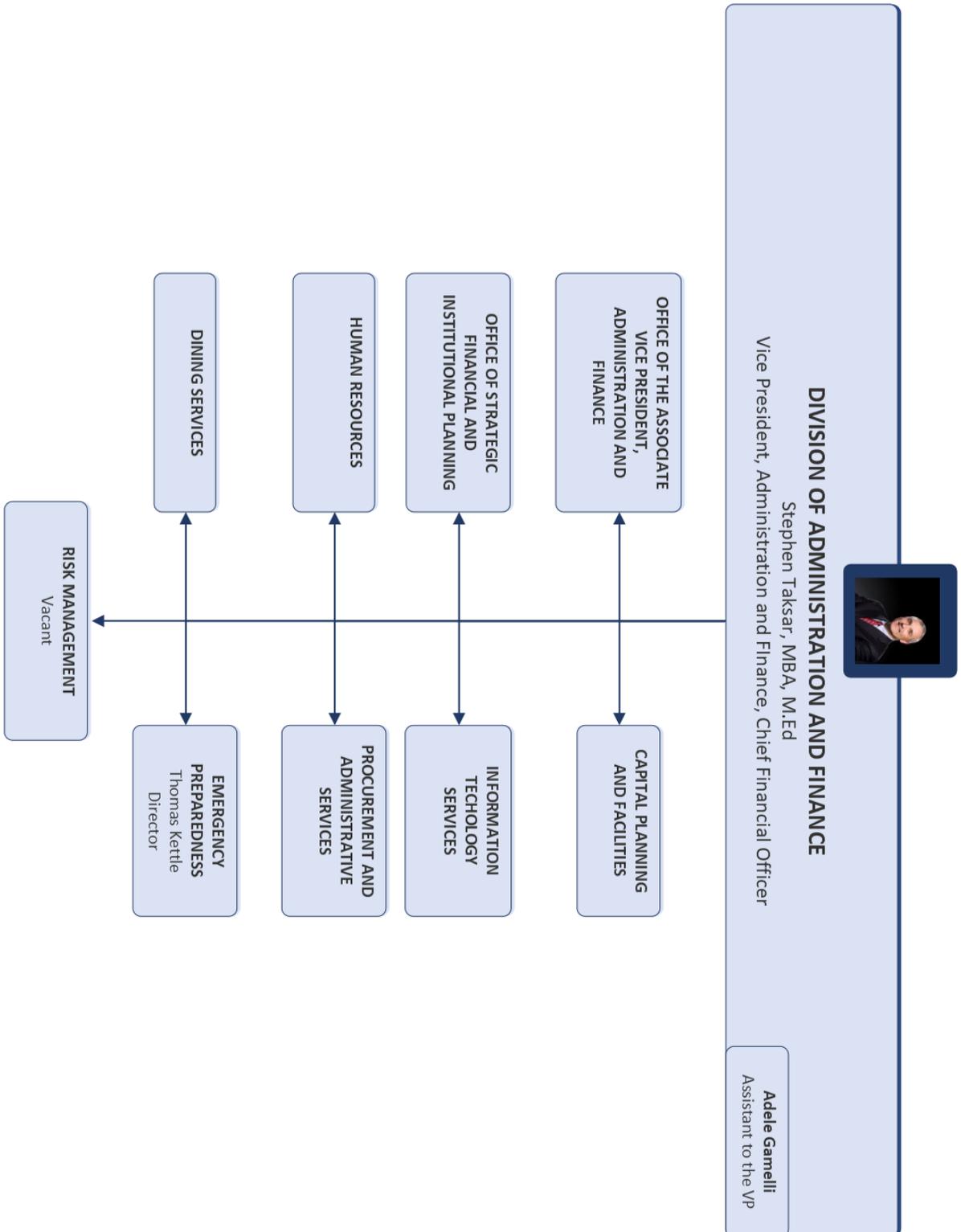
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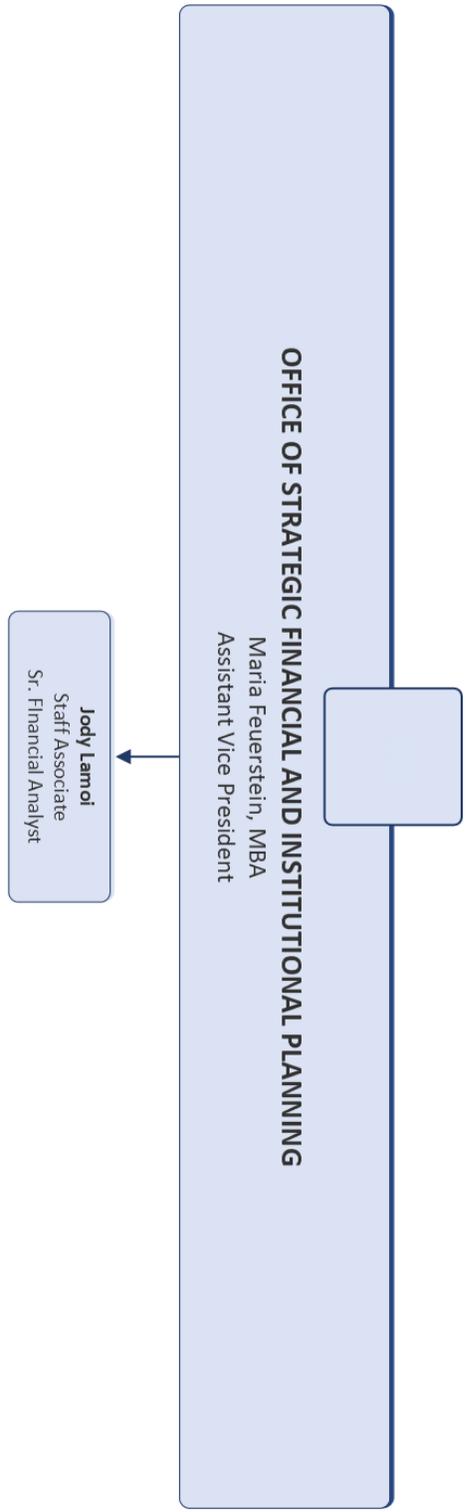
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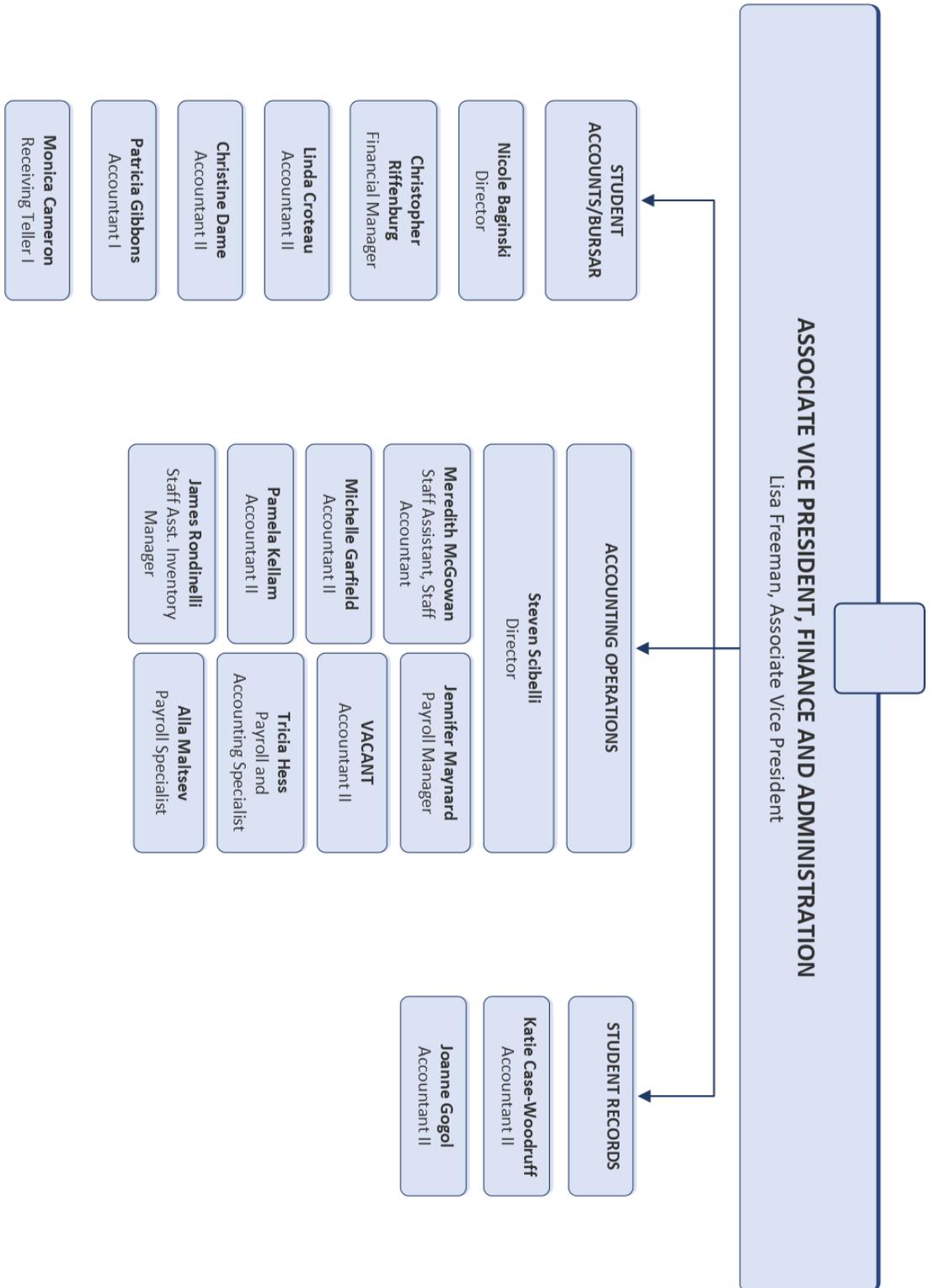


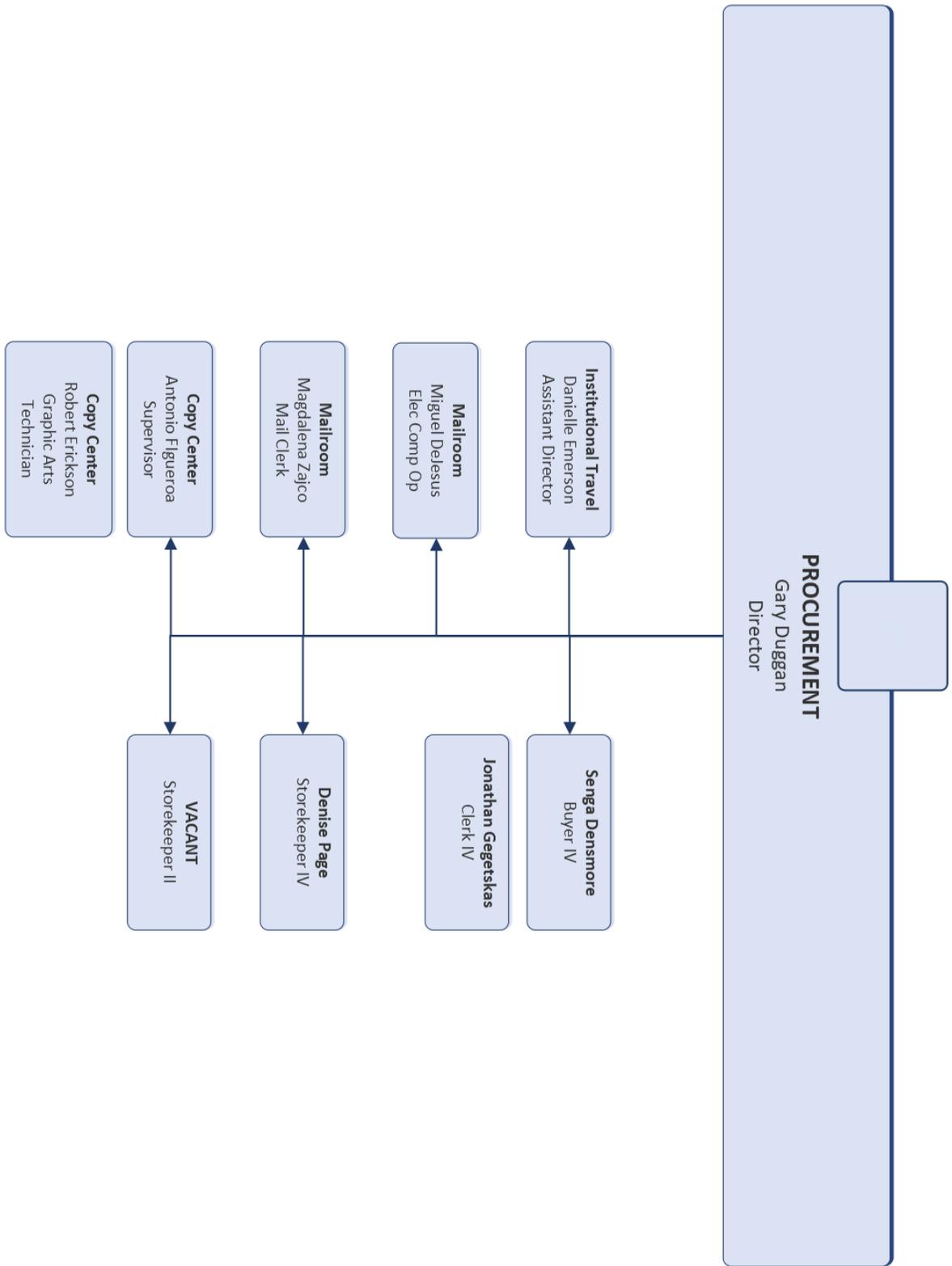
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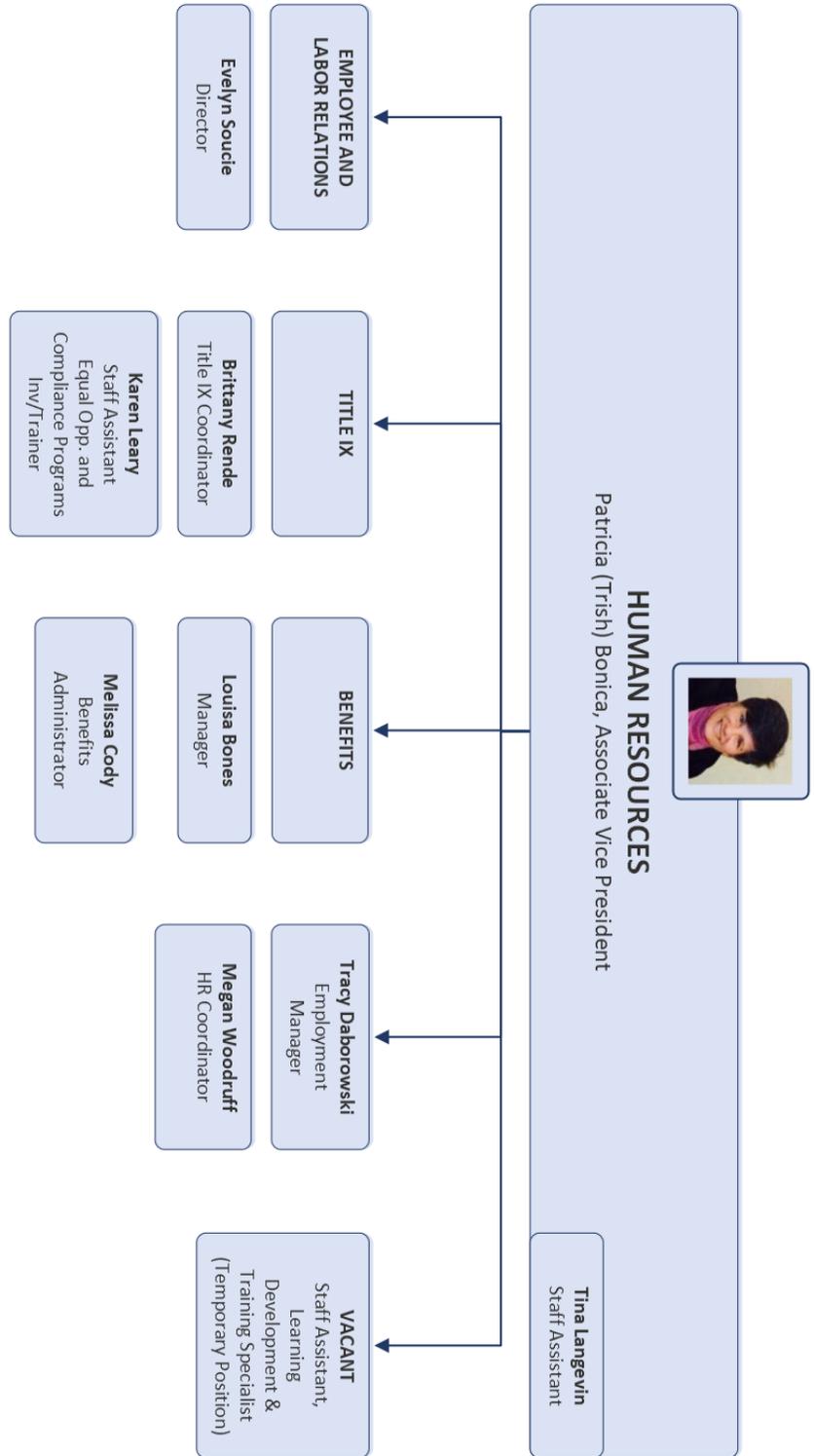


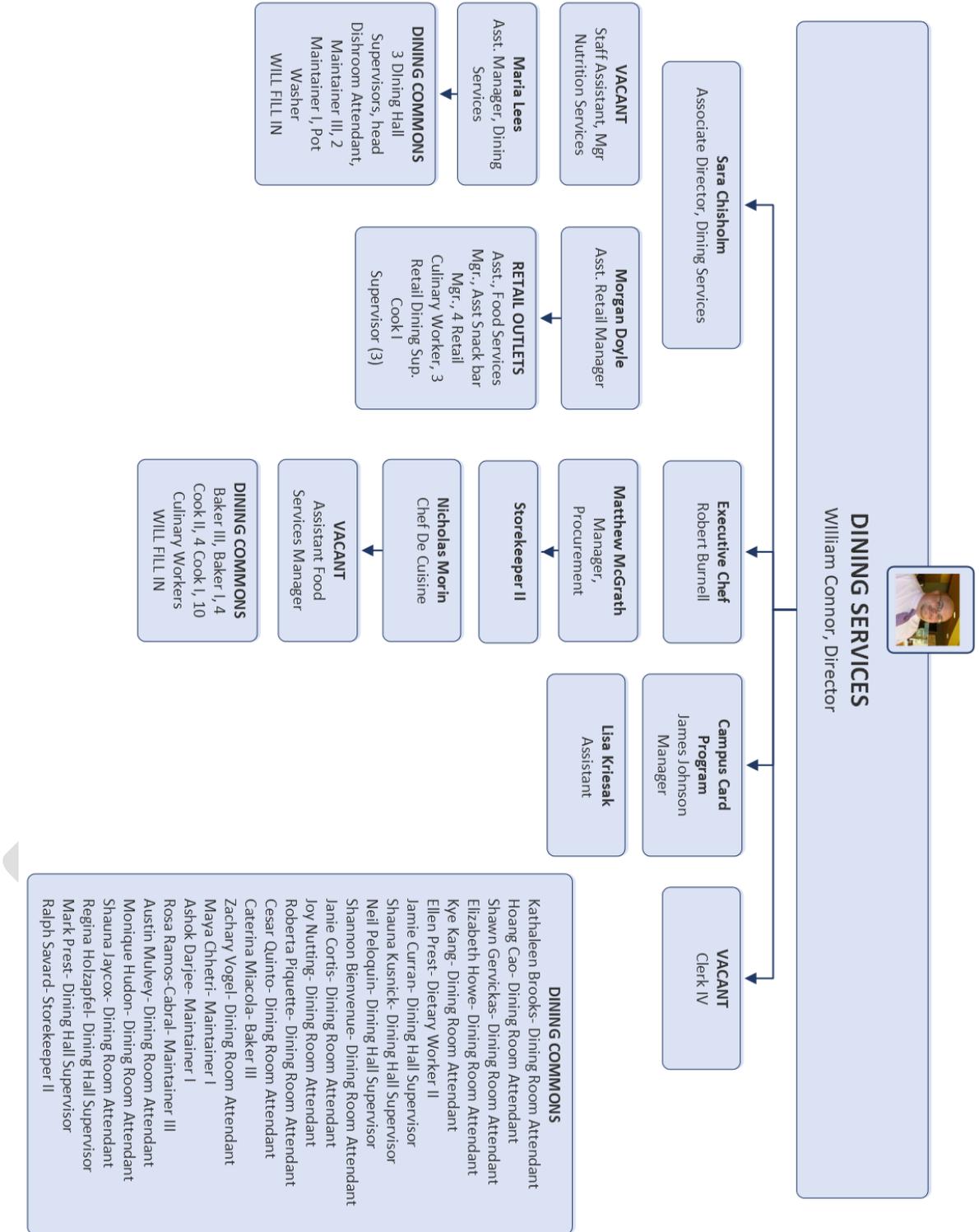
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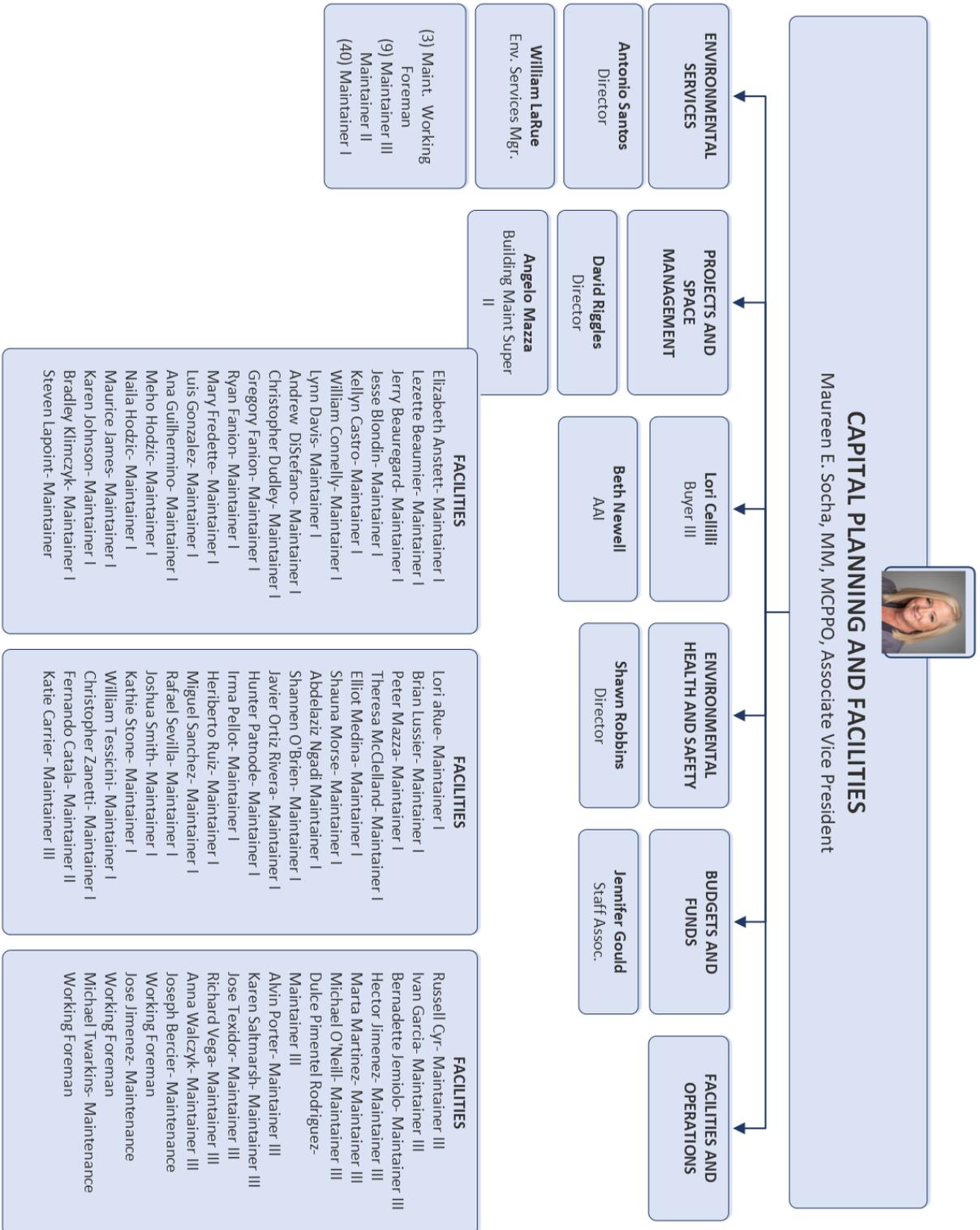


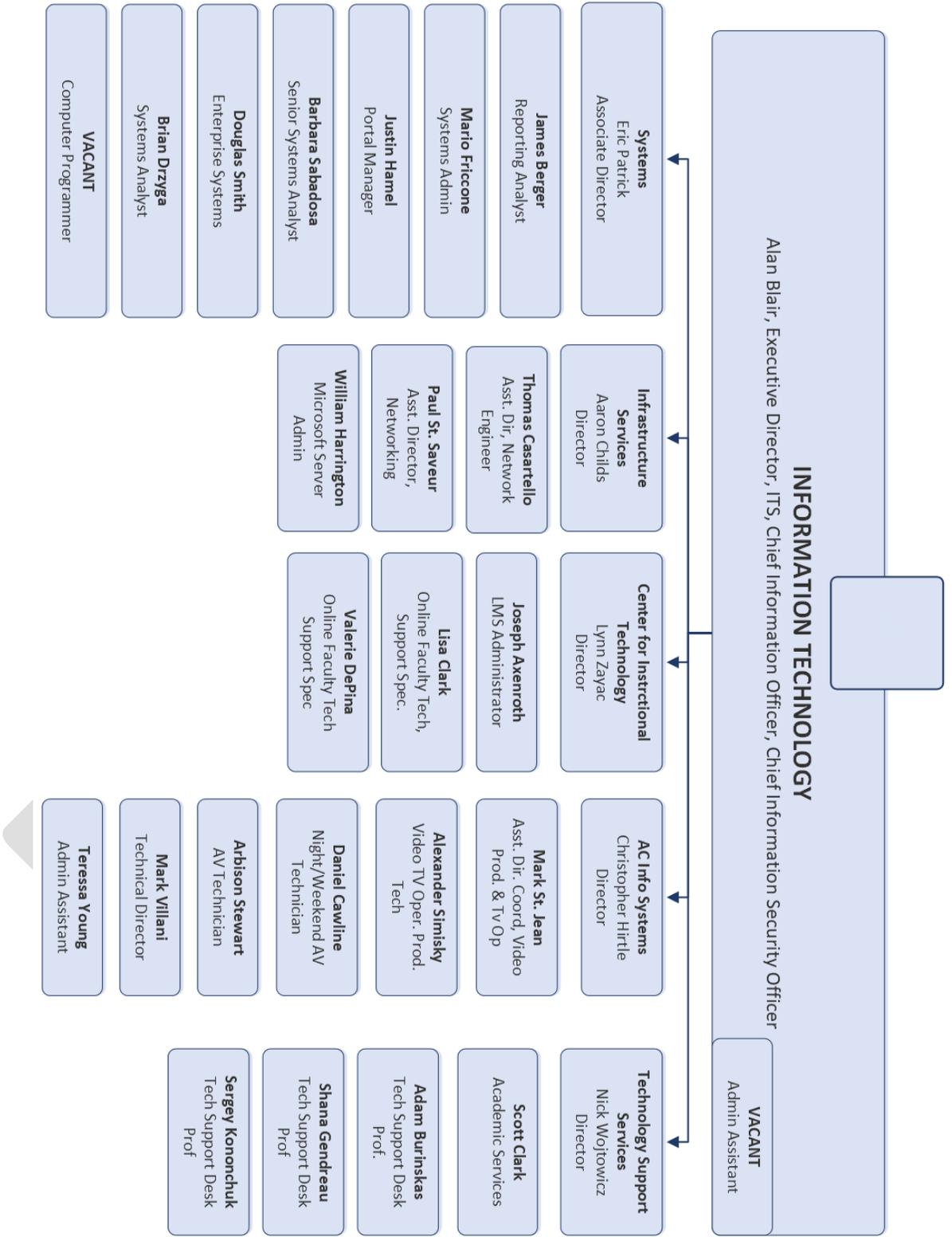




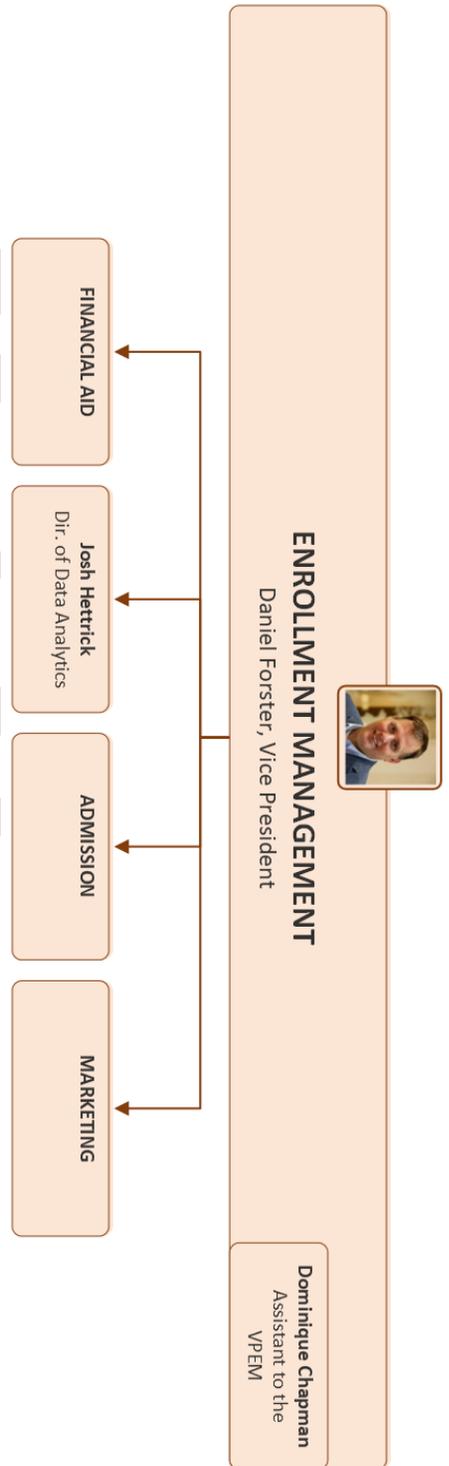




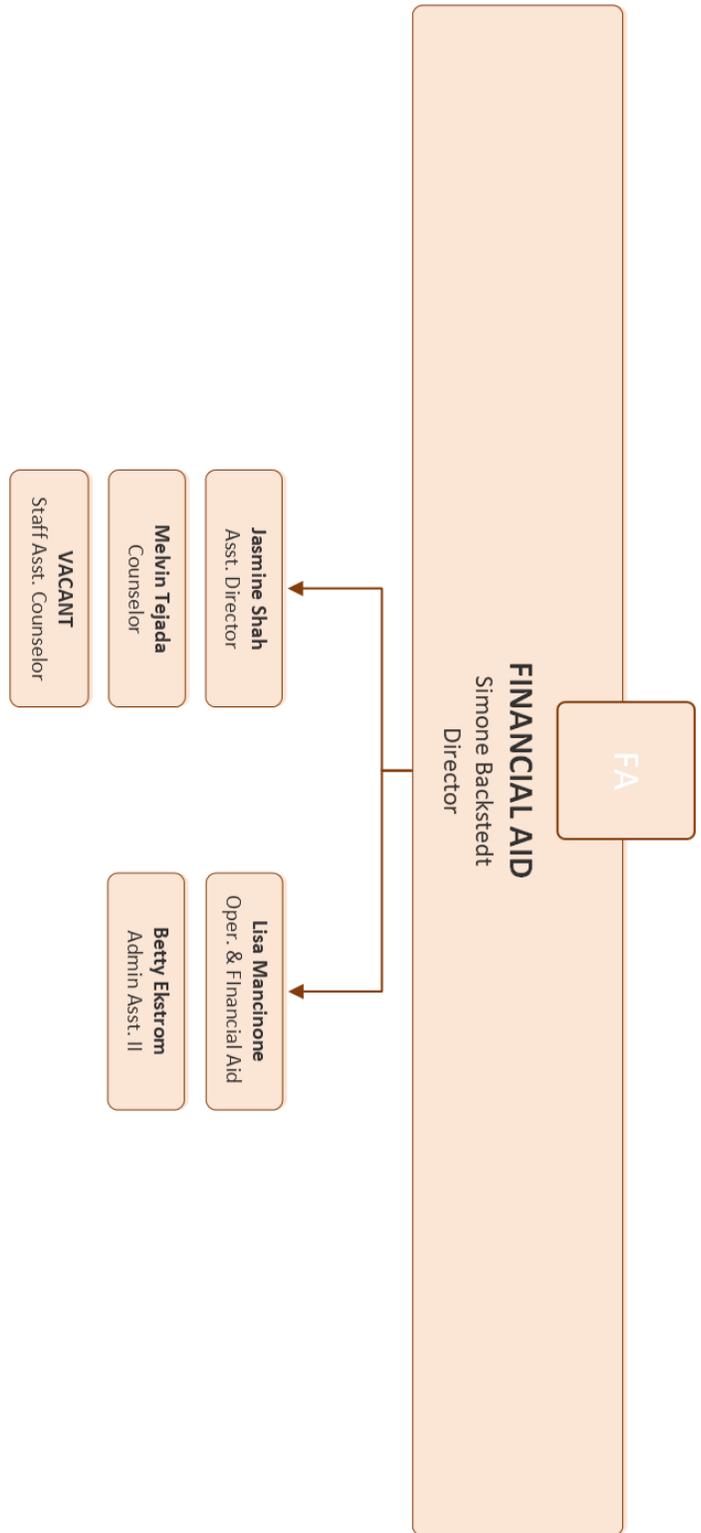


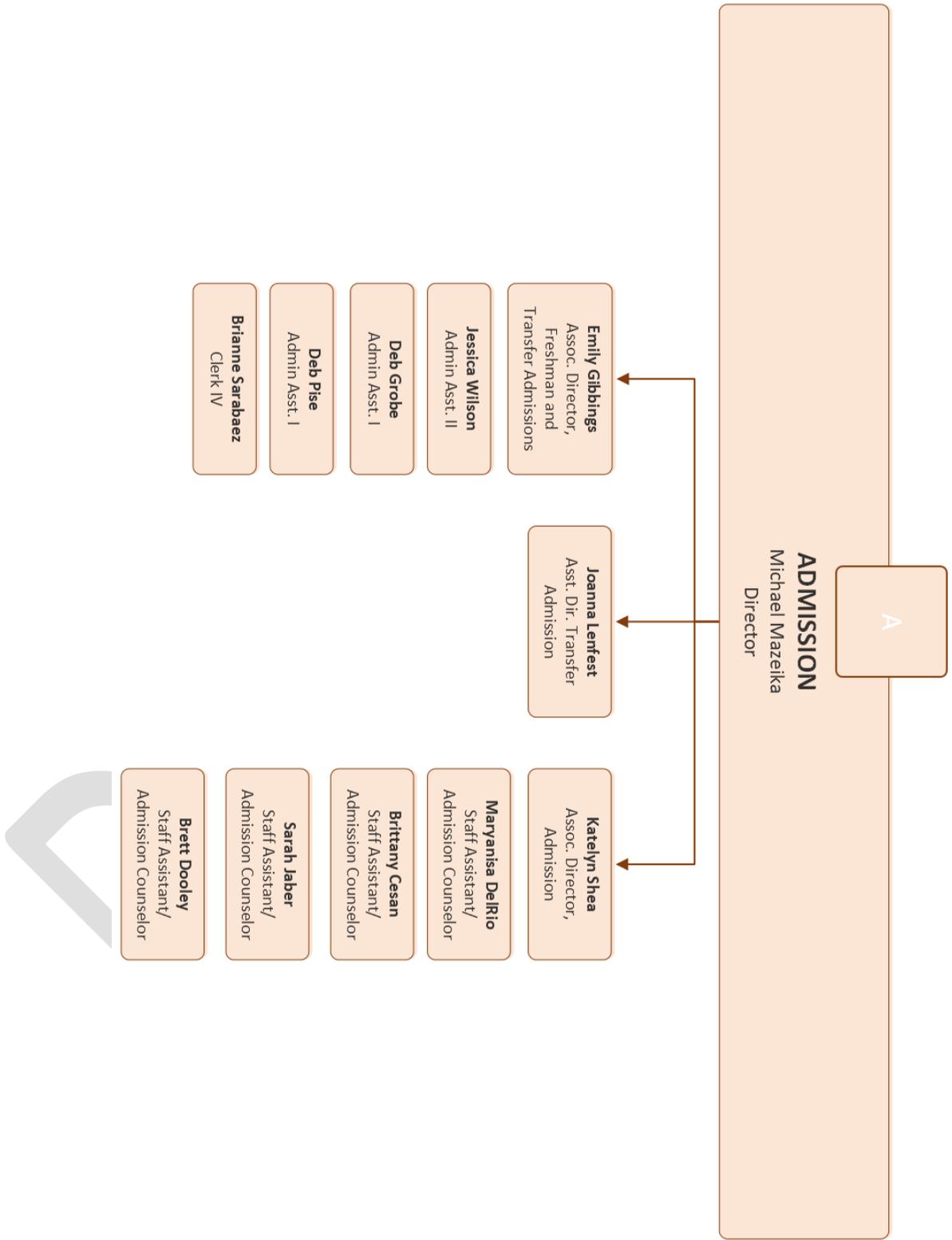


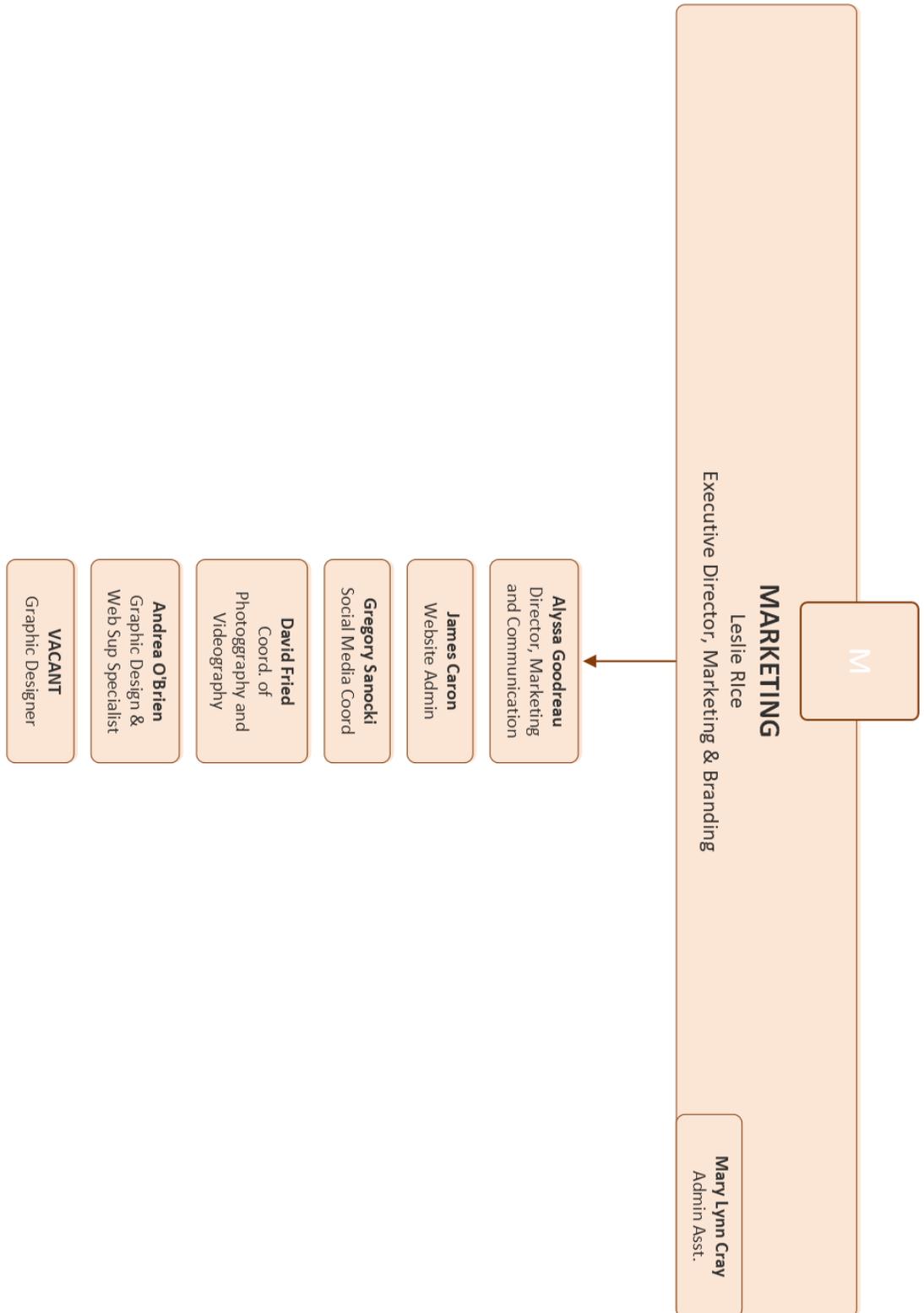
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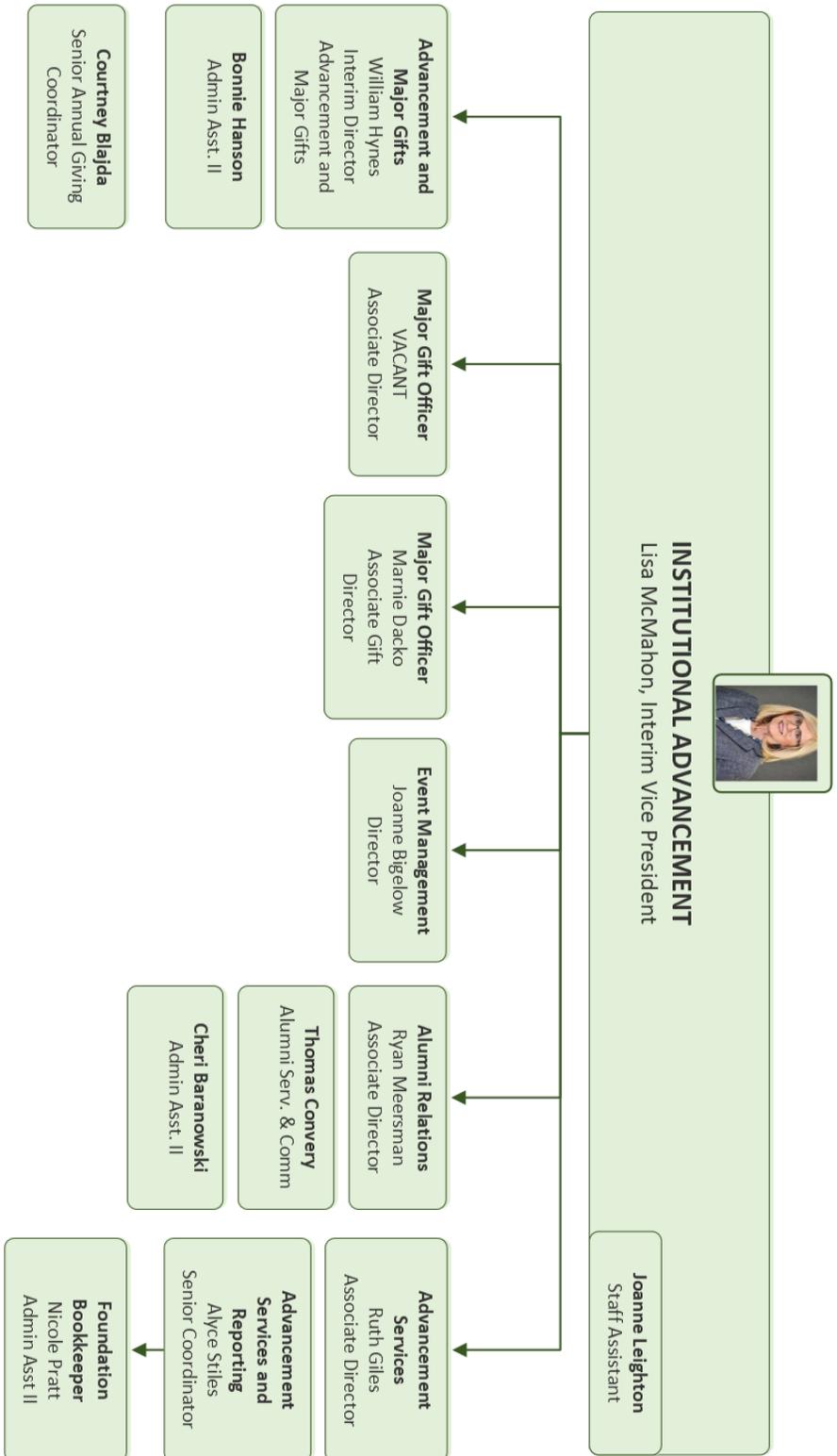


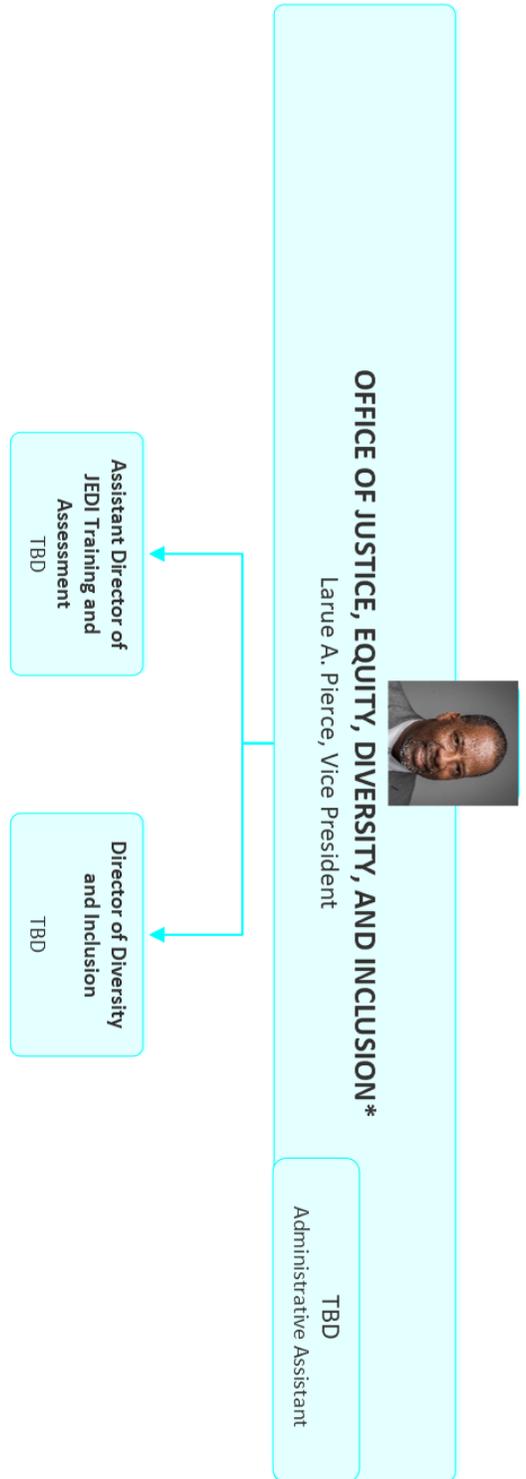
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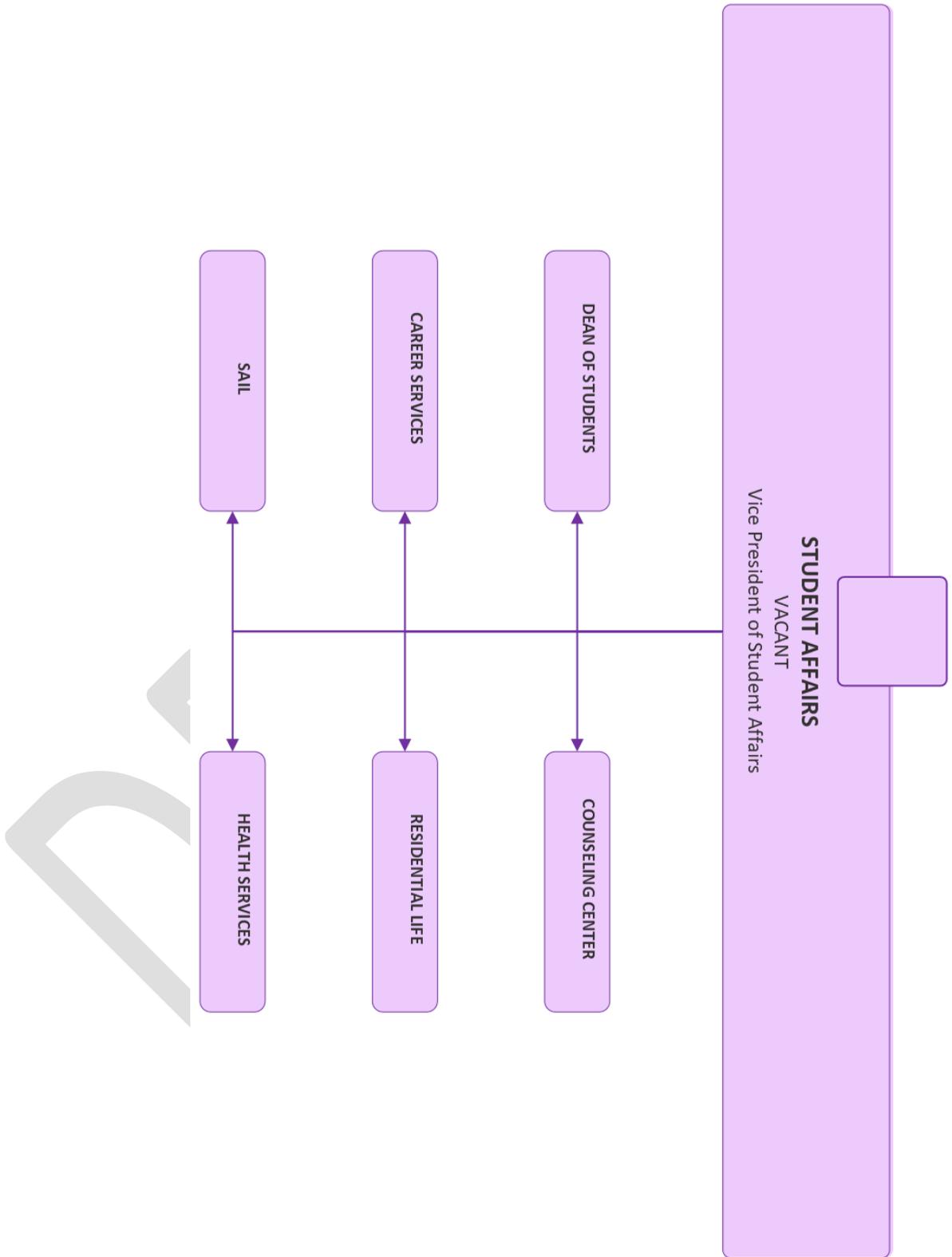


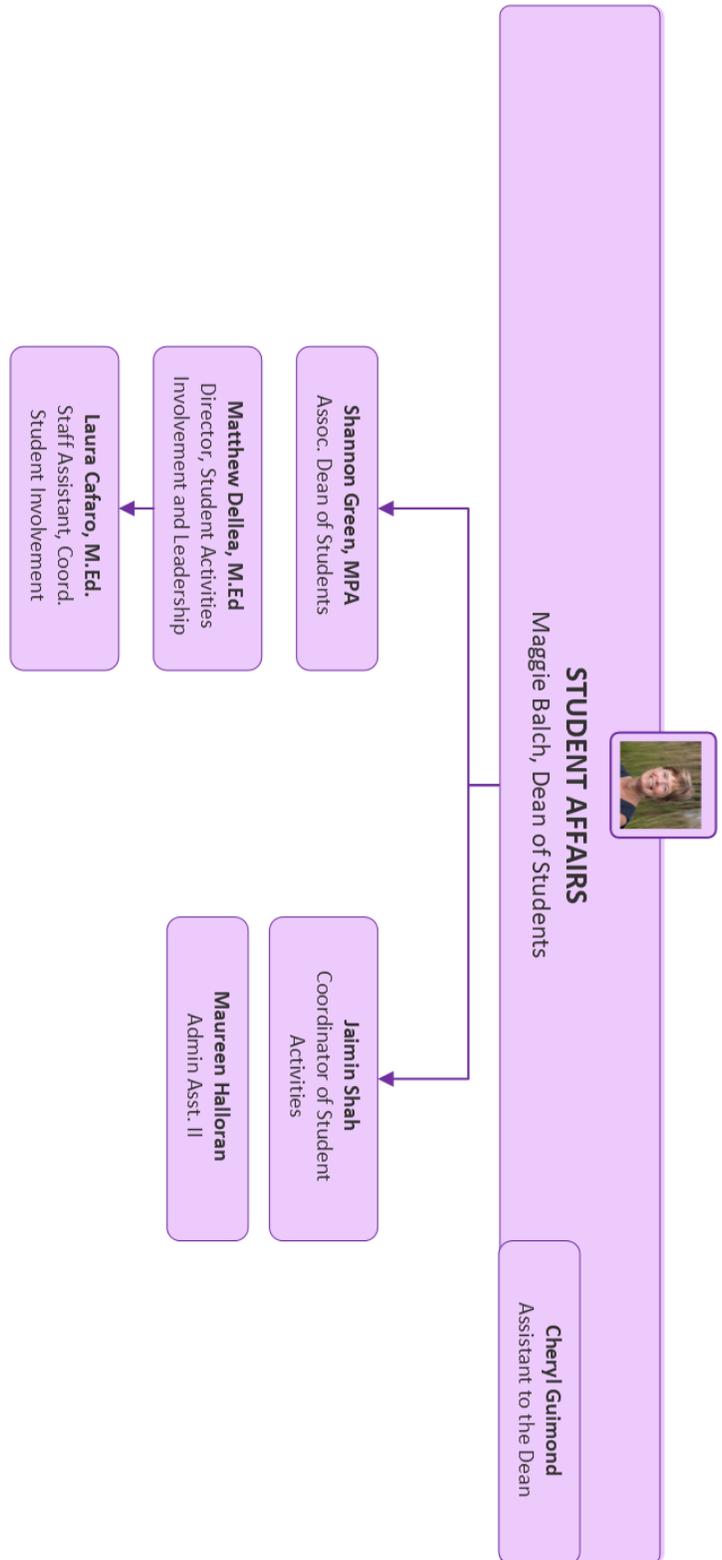




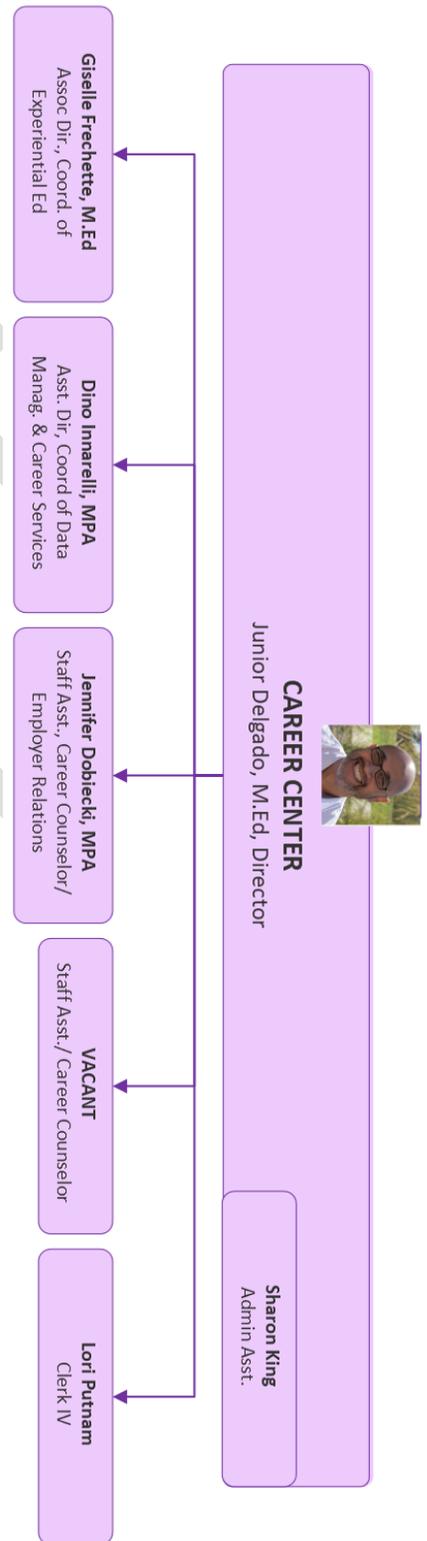


*Note: This division was established July 1, 2022





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