



## Board of Trustees

2:15 PM

February 7, 2023

Nettie Stevens Science and Innovation Center, Room 304

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

For information about Westfield State's COVID-19 procedures, visit: [www.westfield.ma.edu/covid](http://www.westfield.ma.edu/covid)

### AGENDA

---

- |  |                                     |
|--|-------------------------------------|
| <b>1. Call to Order</b>                                      | Board Chair Dr. Robert Martin       |
| <b>2. General Announcements</b>                              | Board Chair Dr. Robert Martin       |
| <b>3. President's Report</b>                                 | Dr. Linda Thompson                  |
| <b>4. Student Trustee Report</b>                             | Trustee Chloe Sanfacon              |
| <b>5. WSU in Washington, DC</b>                              | Cameron Ganong and Sierra Palazzi   |
| <b>6. <u>Academic Affairs Committee</u></b>                  | Committee Chair Dr. Gloria Williams |
| a. Items for Information                                     |                                     |
| i. NECHE Visit Schedule                                      |                                     |
| <b>7. <u>Governance and Nomination Committee</u></b>         | Committee Chair Melissa Alvarado    |
| a. Items for Information                                     |                                     |
| b. Items for Action  |                                     |
| i. Motion – Bylaw Amendments                                 |                                     |
| <b>8. <u>Financial Affairs and Advancement Committee</u></b> | Committee Chair Ali Salehi          |
| a. Items for Information                                     |                                     |
| b. Items for Action  |                                     |
| i. Motion – Investment Advisor Contract                      |                                     |
| ii. Motion – FY24 Schedule of Annual Tuition & Fees          |                                     |
| iii. Motion – Consolidate Bank Accounts                      |                                     |
| iv. Motion – Travel Policy (0390)                            |                                     |

**9. Enrollment Management and Student Affairs Committee** Committee Chair William Reichelt

- a. Items for Information

**10. Audit Committee** Committee Chair Theresa Jasmin

- a. Items for Information
- b. Items for Action
  - i. Motion – FY23 Internal Audit Services
  - ii. Motion – Internal Audits

**11. Justice, Equity, Diversity, and Inclusion Committee** Committee Chair Madeline Landrau

- a. Items for Information

**Attachments:**

- a. WSU in Washington, DC Presentation

**Governance and Nomination Committee:**

- b. Motion – Bylaw Amendments
- c. Bylaw Amendments

**Financial Affairs and Advancement Committee:**

- d. Motion – Investment Advisor Contract
- e. Motion – FY24 Schedule of Annual Tuition and Fees
- f. FY24 Schedule of Annual Tuition and Fees (Recommendation)
- g. FY24 Schedule of Annual Tuition and Fees (New Campus Fees)
- h. FY24 Schedule of Annual Tuition and Fees (Comparison)
- i. FY24 Schedule of Annual Tuition and Fees (CGCE Comparison)
- j. FY24 Schedule of Annual Tuition and Fees (SGA Slides)
- k. Motion – Consolidate Bank Accounts
- l. Motion – Travel Policy (0390)
- m. Travel Policy (Track Changes)
- n. Travel Policy (Clean)

**Audit Committee:**

- o. Motion – FY23 Internal Audit Services
- p. Motion – Internal Audits
- q. Internal Audits (Potential Audits)
- r. Internal Audits (Previous Internal Audits)



Westfield

STATE UNIVERSITY

---

CAREER CENTER



The Washington Center

Learn More

# Intern in D.C.

while earning academic credit

“WSU in Washington D.C.”

- ✓ Westfield State University has strong ties with The Washington Center (TWC), dating back to the 1970s. The strong, decades-long partnership has empowered over 550+ Westfield students to successfully transition from college to the workplace by providing them access to experiential learning, professional development and networking opportunities.

# TWC's Academic Internship Program is comprised of three core components:

- ✓ Internship: TWC partners with hundreds of internship sites and works with students one-on-one to land the internship that's right for them.
- ✓ Evening Course: One night each week, students take an academic course and gain access to faculty members who not only work as professors, but often as professionals in their field.
- ✓ Career Prep: TWC's career readiness programming is a mix of professional development workshops, career exploration sessions, networking events and one-on-one advising designed to help students make the most of the internship experience.

# Partnership Profile at a Glance

## High-Level Stats

- ✓ TWC Alumni: 550+
- ✓ Female to Male: 49% to 51%
- ✓ First-Generation Student: 37%
- ✓ Massachusetts Resident: 95%
- ✓ Average Scholarship Amount per Student since 2011: \$4,981.71
- ✓ Total Scholarships Awarded since 2011: \$1,063,083

## Student Diversity

- ✓ 1% Asian or Pacific Islander
- ✓ 3% Another race
- ✓ 6% Black or African American
- ✓ 5% Hispanic or Latino
- ✓ 24% Did not disclose
- ✓ 60% White, Non-Hispanic

# Top 5 Students' Disciplines/Majors

- ✓ Criminal Justice
- ✓ Political Science
- ✓ Communications
- ✓ Business
- ✓ History

## Where Students Have Interned

• American Public Transportation Association • Bramer Group • Bureau of Alcohol, Tobacco, Firearms and Explosives • Caregiver Action Network • Consumer Protection Branch (DOJ) • D.C. Bar Foundation • DC - Department of Forensic Science • International Rescue Committee • Lutheran Social Services of the National Capital Area (LSS/NCA) • Metropolitan Police Department (MPD) • Mil Mujeres Legal Services • National Legal Aid & Defender Association • Offender Aid and Restoration • Peace Corps • Restore America's Estuaries • RetireSafe • Same Day Process • Smithsonian Institution - Friends of the Smithsonian • Spirit House Project • Teracore • The Potomac Advocates • The White House Office of National Drug Control Policy • U.S. Equal Employment Opportunity Commission (EEOC) • United Nations Association of The National Capital Area • United States Marshals Service (DOJ) • Unstuck Labs • US Department of Homeland Security

# Sierra Palazzi – Intern – Fall 2022



# Cameron Ganong – Intern – Fall 2022





Thank you



**WESTFIELD STATE UNIVERSITY  
NEW ENGLAND COMMISSION ON HIGHER EDUCATION (NECHE)  
SITE VISIT  
MARCH 5-8, 2023**

**SITE VISIT TEAM MEMBERS**

- Dr. Nolan Atkins, Provost, Northern Vermont University
- Dr. Dominic Barraclough, Vice Provost for Academic Affairs, University of Southern Maine
- Dr. Miriam M. Chirico, Professor of English, Eastern Connecticut State University
- Mr. Marlin Wesley Collingwood, II, Vice President, Communications, Enrollment & Student Life, Plymouth State University
- Mr. Stephen John Nedder, Jr., Vice President for Administration and Finance, Rhode Island College
- Mr. Bill Poirer, Chief Information Officer, University of New Hampshire
- Dr. Jeannette E. Riley, Dean, College of Arts & Sciences, University of Rhode Island
- Dr. Zulma Toro, President, Central Connecticut State University

**SUNDAY, MARCH 5, 2023**

START	END	ACTIVITY	LOCATION
3:00pm		Check-In at Hotel	Hilton Garden Inn, Springfield, MA 800 Hall of Fame Ave, Springfield, MA 01105
3:00pm	5:00pm	Team Time	Hilton Garden Inn Conference Room- Hall of Fame East
5:00pm	5:30pm	Travel	Westfield State Shuttle Transfer
5:30pm	7:00pm	Welcome Dinner	Tekoa Country Club, 459 Russell Road, Westfield, MA
7:00pm	7:30pm	Travel	Westfield State Shuttle Transfer
7:30pm	TBA	Team Time	Hilton Garden Inn Conference Room- Hall of Fame East

**MONDAY, MARCH 6, 2023**

START	END	ACTIVITY
7:00am	7:50am	Breakfast, Hilton Garden Inn
7:50am	8:20am	Travel to Westfield State University via Shuttle
8:20am	8:30am	Check-in, Loughman Living Room – Site Team Location *Site team Laptop Technology Check – ensure Internet Access
8:30am	8:45am	Site Team Group Meeting Time
8:45am	9:00am	Escort to Meeting Locations

**MONDAY, MARCH 6, 2023 – SESSION 1**

9:00am-9:50am

	<b>MEETING #1</b>	<b>MEETING #2</b>	<b>MEETING #3</b>	<b>MEETING #4</b>	<b>MEETING #5</b>
<b>TOPIC</b>	Presidential Check-in	Student Outcomes Assessment	Governance Chairs	Enrollment and Student Demographics	Academic Department Chairs
<b>LOCATION</b>	Scanlon Banquet Hall A	Scanlon Banquet Hall A	University Hall Multipurpose	Scanlon Banquet Hall C	Owl's Nest, Ely
<b>SITE VISIT TEAM MEMBERS</b>	Zulma Toro, Site Team Chair	Dominic Barraclough	Nolan Atkins	Marlin Wesley Collingwood, II	Jeanette E. Riley Miriam M. Chirico
<b>NECHE STANDARD</b>		8	3	5	4
<b>WESTFIELD STATE ATTENDEES</b>	Linda Thompson, President	Megan Kennedy, Professor, Education Jennifer DiGrazia, Professor, English Lynn Shelley Brian Jennings, Dean, Assessment and Accreditation, Joseph Camilleri, Professor, Psychology	Dr. Edward Welsh (AUC) Dr. Jennifer Hixon (UCC) Dr. Eric Bressler (UCC) Dr. Janet Gebelt (APC) Dr. Princy Mennella (APC)	Dan Forster, Vice President, Enrollment Management and Student Affairs Michael Mazeika, Director, Admissions Jessica Tansey Director, Graduate Admission Monique Lopez Registrar Azanda Seymour, Executive Director, Center for Student Success and Engagement Nicole West, Director, Office of Retention and Engagement Sarah Lazare, Banacos Academic Center	Liem Nguyen, Accounting and Finance Mr. David Shapleigh, Art Dr. David Christensen, Biology Dr. Christopher Masi, Chemical and Physical Sciences Dr. Thomas Gardner, Communication Dr. Steven Boughosn, Computer and Information Science Dr. Daniel Price, Criminal Justice Dr. Hillary Sackett-Taylor, Economics; Program Area Chair, Honors Dr. Terri Griffin, Education Dr. Glen Brewster, English Dr. Timothy Parshall, Environmental Science Dr. Elizabeth Stassinis, Ethnic and Gender Studies Dr. Timothy Ledoux, Acting Chair, Geography, Planning, and Sustainability Dr. Jennifer Hixon, Health Sciences Dr. Nicholas Aieta, History Dr. Kimberly Sherman, Marketing and Management Dr. Jesse Johnson, Mathematics Dr. Andrew Bonacci, Music Dr. Marcia Scanlon, Nursing Dr. Hugh Jo, Political Science Dr. Robert Hayes, Psychology Dr. Rose Sullivan, Social Work Mr. James McNamara, Theater Arts Dr. Tian-Jia Dong, Sociology, Hispanic, and Liberal Studies Dr. Heidi Bohler, Acting Chair, Sports Medicine and Human Performance Dr. Alina Gross, Program Area Chair, Liberal Studies Mr. Oliver Zeff, Program Area Chair, Library
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>	Dr. Jessica Holden		Dr. Cindy Vanbeek		

**MONDAY, MARCH 6, 2023 – SESSION 2**

10:10am-11:00am

	<b>MEETING #1</b>
<b>TOPIC</b>	WESTFIELD STATE STAFF OPEN FORUM
<b>LOCATION</b>	UNIVERSITY HALL MULTIPURPOSE ROOM
<b>SITE VISIT TEAM MEMBERS</b>	Dr. Nolan Atkins, Provost, Northern Vermont University Dr. Dominic Barraclough, Vice Provost for Academic Affairs, University of Southern Maine Dr. Miriam M. Chirico, Professor of English, Eastern Connecticut State University Mr. Marlin Wesley Collingwood, II, Vice President, Communications, Enrollment & Student Life, Plymouth State University Mr. Stephen John Nedder, Jr., Vice President for Administration and Finance, Rhode Island College Mr. Bill Poirer, Chief Information Officer, University of New Hampshire Dr. Jeannette E. Riley, Dean, College of Arts & Sciences, University of Rhode Island Dr. Zulma Toro, President, Central Connecticut State University
<b>NECHE STANDARD</b>	
<b>WESTFIELD STATE ATTENDEES</b>	UNIT AND NUP STAFF ACROSS ALL DIVISIONS – NO SENIOR LEADERSHIP OR DEANS
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>	

**MONDAY, MARCH 6, 2023 – SESSION 3**

11:20am-12:10pm

	<b>MEETING #1</b>	<b>MEETING #2</b>	<b>MEETING #3</b>	<b>MEETING #4</b>	<b>MEETING #5</b>
<b>TOPIC</b>	President’s Cabinet	Full Time Faculty	Available as Needed	Institutional Research	Library
<b>LOCATION</b>	Scanlon Banquet Hall A	University Hall Multipurpose	TBA	Scanlon Boardroom	Ely Library Mezzanine
<b>SITE VISIT TEAM MEMBERS</b>	Nolan Atkins	Jeannette E. Riley Miriam M. Chirico	TBA	Bill Poirer Dominic Barraclough	Marlin Wesley Collingwood, II Stephen John Nedder, Jr.
<b>NECHE STANDARD</b>	3	4,6	TBA	2,8	5,7
<b>WESTFIELD STATE ATTENDEES</b>	Linda Thompson, President Juline Mills, Interim Provost and Vice President, Academic Affairs Stephen Taksar, Vice President, Administration and Finance Daniel Forster, Vice President, Enrollment Management and Student Affairs Timothy Rooke, Special Assistant to President for Community and Government Affairs Lisa McMahan, Vice President, institutional Advancement Michael Freeman, Special Assistant to the President on University Strategies and Chief of Staff LaRue Pierce, Vice President of Justice, Equity, Diversity, and Inclusion Maggie Balch, Dean of Students Richard Lenfest, Athletics Director	ALL FULL TIME FACULTY	TBA	Brian Jennings, Dean, Assessment and Accreditation  Raj Malholra, EDU Analytics Manager, Huron Consulting  Cornel Hurston  Chekesha Lockett  Monique Lopez, Registrar	Tom Raffensperger, Executive Director, Library Brian Hubbard, Associate Librarian Andrea Puglisi, Associate Librarian Oliver Zeff, Associate Librarian Andrea Boutin-Cooper, Librarian Rebecca Brody, Librarian Amber Monroe, Associate Librarian Lynn Reynolds, Administrative Assistant Karen Canary, Tech Services and Archives Beth Gamble, Tech Services Suzanne Tirano, Access Services Lori Carrier, Access Services
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>		Full Time Faculty			Library

**LUNCH- LOUGHMAN LIVING ROOM**

**MONDAY, MARCH 6, 2023 – SESSION 4**

1:50pm -2:40pm

	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
<b>TOPIC</b>	MSCA Leadership	University Mission Review	Financial Resources	Admission and Recruitment	Board of Trustees
<b>LOCATION</b>	Scanlon Boardroom	Scanlon Banquet Hall A	Scanlon Banquet Hall B	Scanlon Banquet Hall B	Scanlon Boardroom
<b>SITE VISIT TEAM MEMBERS</b>	Nolan Atkins Miriam M. Chirico		Steven John Nedder, Jr.	Marlin Wesley Collingwood, II	Zulma Toro, Site Team Chair
<b>NECHE STANDARD</b>	3,6	1	7	5	
<b>WESTFIELD STATE ATTENDEES</b>	Claudia Ciano-Boyce, Professor, Psychology; President, WSU Chapter of MSCA Christopher Masi, Professor, Chemical and Physical Science; MSCA Union Representative, Vice President Susanne Chuku, Professor, Economics; MSCA Union Representative, Treasurer Jennifer DiGrazia, Professor, English; MSCA Union Representative, Recording Secretary Christopher Gullen, Professor, Communication; MSCA Union Representative, Moderator Margot Hennessy, Professor, Ethnic and Gender Studies; MSCA Union Representative Director Sarah Heim, Professor, English; MSCA Union Representative Contingent Faculty Representative Gregg Neikirk, Professor, English; MSCA Union Representative, Grievance Officer	Juline Mills, (Interim) Provost and Vice President of Academic Affairs Rebecca Morris, Associate Dean, School of Business, Mathematics, Computing, and Sustainability Enrique Morales-Diaz, Assistant Provost, Academic Affairs	Lisa Freeman, Associate Vice President, Finance and Administration Steven Scibelli, Director, Accounting Operations Nicole Baginski, Director, Student Accounts/Bursar Mark St. Saveur, Director, Grants and Sponsored Programs Lisa McMahon, Vice President, Institutional Advancement	Dan Forster, Vice President, Enrollment Management and Student Affairs Jessica Tansey, Director, Graduate Enrollment Mike Mazeika, Director, Admission Leslie Rice, Executive Director, Marketing and Branding Alyssa Goodreau, Director, Marketing and Communication Dominique Chapman, Administrative Assistant, Enrollment Management and Student Affairs Kylie Hensley, Asst. Director, Graduate Admissions and Marketing	Trustee Robert Martin, Chair Trustee Gloria Williams, Chair, Academic Affairs Committee
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**MONDAY, MARCH 6, 2023 – SESSION 5**

3:00PM -3:50pm

	<b>MEETING #1</b>
<b>TOPIC</b>	Faculty Open Forum
<b>LOCATION</b>	University Hall Multipurpose Room
<b>SITE VISIT TEAM MEMBERS</b>	<p>Dr. Nolan Atkins, Provost, Northern Vermont University                  Dr. Dominic Barraclough, Vice Provost for Academic Affairs, University of Southern Maine                  Dr. Miriam M. Chirico, Professor of English, Eastern Connecticut State University                  Mr. Marlin Wesley Collingwood, II, Vice President, Communications, Enrollment &amp; Student Life, Plymouth State University                  Mr. Stephen John Nedder, Jr., Vice President for Administration and Finance, Rhode Island College                  Mr. Bill Poirer, Chief Information Officer, University of New Hampshire                  Dr. Jeannette E. Riley, Dean, College of Arts &amp; Sciences, University of Rhode Island                  Dr. Zulma Toro, President, Central Connecticut State University</p>
<b>NECHE STANDARD</b>	
<b>WESTFIELD STATE ATTENDEES</b>	ALL WSU Faculty
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>	

**MONDAY, MARCH 6, 2023 – SESSION 6**

4:10pm -5:00pm

	<b>MEETING #1</b>	<b>MEETING #2</b>	<b>MEETING #3</b>	<b>MEETING #4</b>	<b>MEETING #5</b>
<b>TOPIC</b>	Available as Needed	Academic Affairs Leadership	Academic Student Support Services	Finance	Board of Trustees
<b>LOCATION</b>	TBA	Scanlon Boardroom	Scanlon Banquet Hall A	Scanlon Banquet Hall B	Scanlon Banquet Hall C
<b>SITE VISIT TEAM MEMBERS</b>	TBA	Jeannette E. Riley Miriam M. Chirico	Martin Wesley Collingwood, II	Steven John Nedder, Jr.	Zulma Toro, Site Team Chair
<b>NECHE STANDARD</b>		4,6	5	7	
<b>WESTFIELD STATE ATTENDEES</b>	TBA	Enrique Morales-Diaz, Assistant Provost, Academic Affairs Brian Jennings, Dean of Assessment and Accreditation Gabriel Aquino, Associate Dean, School of Criminology, Social Justice, and Public Policy Rebecca Morris, Associate Dean, School of Business, Mathematics, Computing, and Sustainability Ziblim Abukari, Associate Dean, School of Health, Natural Sciences and Human Services Sabine Klein, Associate Dean, School of Education, Art, Communication, and Humanities Barbara Lucas, Assistant Director, Teacher Licensure, Assessment, and Accreditation	Azanda Seymour, Executive Director, Center of Student Success and Engagement Nicole West, Assistant Director, Academic Retention Robert Thornton, Director, Academic Advising and Transfer Transition Sarah Lazare, Director, Banacos Academic Center for Learning Disabilities Celeste Donovan, Director, TRIO La Toya Wilson, Director, Urban Education Monique Lopez, Registrar Barbara Lucas, Assistant Director, Teacher Licensure, Assessment, and Accreditation Justin Marques, School Certifying Official, Veteran and Military Services Marjorie Rodriguez, Assistant Director, Student Access and Support	Stephen Taksar, Vice President, Administration and Finance Maria Feuerstein, Assistant Vice President, Office of Strategic Financial and institutional Planning Lisa Freeman, Associate Vice President, Finance and Administration	Trustee Ali Salehi, Chair, Financial Affairs and Advancement Committee Trustee Theresa Jasmin, Chair, Audit Committee
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**MONDAY, MARCH 6, 2023 – SESSION 7**

5:20pm -6:10pm

	<b>MEETING #1</b>
<b>TOPIC</b>	Student Open Forum
<b>LOCATION</b>	University Hall Multipurpose
<b>SITE VISIT TEAM MEMBERS</b>	<p>Dr. Nolan Atkins, Provost, Northern Vermont University                  Dr. Dominic Barraclough, Vice Provost for Academic Affairs, University of Southern Maine                  Dr. Miriam M. Chirico, Professor of English, Eastern Connecticut State University                  Mr. Marlin Wesley Collingwood, II, Vice President, Communications, Enrollment &amp; Student Life, Plymouth State University                  Mr. Stephen John Nedder, Jr., Vice President for Administration and Finance, Rhode Island College                  Mr. Bill Poirer, Chief Information Officer, University of New Hampshire                  Ms. Susan Matterazzo, Executive Assistant to the President, Central Connecticut State University                  Dr. Jeannette E. Riley, Dean, College of Arts &amp; Sciences, University of Rhode Island                  Dr. Zulma Toro, President, Central Connecticut State University</p>
<b>NECHE STANDARD</b>	
<b>WESTFIELD STATE ATTENDEES</b>	All Students
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>	

**TUESDAY, MARCH 7, 2023 – SESSION 1**

9:00am -9:50am

	<b>MEETING #1</b>	<b>MEETING #2</b>	<b>MEETING #3</b>	<b>MEETING #4</b>	<b>MEETING #5</b>
<b>TOPIC</b>	Presidential Check-In	Adjunct Faculty	APA Leadership	Registrar's Office	Available as Needed
<b>LOCATION</b>	President's Boardroom	Owl's Nest, Ely	Scanlon Banquet Hall A	Scanlon Banquet Hall B	TBA
<b>SITE VISIT TEAM MEMBERS</b>	Zulma Toro, Site Team Chair	Jeanette E. Riley Miriam M. Chirico	Nolan Atkins	Martin Wesley Collingwood, II	TBA
<b>NECHE STANDARD</b>		4,6	3	5	TBA
<b>WESTFIELD STATE ATTENDEES</b>	Linda Thompson, President	ALL ADJUNCT FACULTY	Brian Cahillane, Director, Counseling Center, APA Union Representative President Junior Delgado, Director, Career Center, APA Union Representative, Vice President Jennifer Gould, Associate Director, Facilities and Budgets, APA Union Representative, Secretary Giselle Frechette, Associate Director, Career Center, APA Union Representative, Treasurer	Monique Lopez, University Registrar Chekeshia Lockett, Staff Associate Cornel Hurston, EDP Programmer Kylie Hensley, Asst. Director, Graduate Admissions and Marketing Vera Vlasenko, Associate Director, international Programs Jimena Collingwood, International Admissions Christa Cervone, Undergraduate Associate Registrar Mary Jo Bosley, Admin Assistant Jen Noess, Admin Assistant Celeste Washington, EDP programmer Megan Brennan, Transfer Articulation Coordinator Brittany Scott, Admin Assistant Jennifer Prokop, Admin Assistant Jennifer Haskins, Admin Assistant	TBA
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**TUESDAY, MARCH 7, 2023 – SESSION 2**

10:10am -11:00am

	<b>MEETING #1</b>	<b>MEETING #2</b>	<b>MEETING #3</b>	<b>MEETING #4</b>	<b>MEETING #5</b>
<b>TOPIC</b>	Facilities	Student Clubs and Organizations	Graduate Curriculum	Board of Trustees	Available as Needed
<b>LOCATION</b>	Owl's Nest, Ely	Scanlon Banquet Hall A	Scanlon Banquet Hall B	Scanlon Banquet Hall C	TBA
<b>SITE VISIT TEAM MEMBERS</b>	Steven John Nedder, Jr.	Marlin Wesley Collingwood, II	Jeannette E. Riley	Zulma Toro, Site Team Chair	TBA
<b>NECHE STANDARD</b>	7	5	4		TBA
<b>WESTFIELD STATE ATTENDEES</b>	Maureen Socha, Associate Vice President, Capital Planning and Facilities Antonio Santos, Director, Environmental Services William LaRue, Environmental Services Manager David Riggles, Director, Projects and Space Management Angelo Mazza, Building Maintenance Supervisor Beth Newell, AAI Lori Cellilli, Buyer Shawn Robbins, Director, Environmental Health and Safety Jennifer Gould, Budgets and Funds Jason Florek, Director, Facilities and Operations Jason Miller, Power Plant Engineer Louis Gamelli, Utility Plant Operator Kenneth Gamelli, Maintenance Foreman David Saltmarsh, Locksmith Matthew Dunavent, Tech Spec	Matthew Dellea, Director, Student Activities, Involvement, and Leadership Laura Cafaro, Coordinator, Student Involvement Maggie Balch, Dean of Students Shannon Green, Associate Dean of Students	Erin Moore, Advisor, Accounting (grad) Jorge Reyes, Advisor, Applied Behavior Analysis (grad) David Shapleigh, Post-Bacc Advisor, Art David Christensen, Advisor, Biology (post-bacc/grad) Joseph Camilleri, Advisor, Counseling- Forensic (grad) Robert Hayes, Advisor, Counseling-Mental Health (grad) Maria Letasz, Advisor, Counseling-School (grad) Christopher Kudlac, Advisor, Criminal Justice (grad) Miriam Tager, Advisor, Education, Early Childhood Juliet Lee, Advisor, Education, Elementary Tracy McLeod, Advisor, Education, Moderate Disabilities (all levels) Sandra Berkowitz, Advisor, Education, Reading Specialist (grad) Donald Jarvis, Advisor, Education, Vocational (grad) Glen Brewster, Advisor, English (grad/post-bacc) John Dempsey, Advisor, History (grad/post-bacc) Hugo Viera, Advisor, Language and Cultural Studies (grad cert) Chrissi Von Renesse, Advisor, Math (post-bacc/grad) Robert Rausch, Advisor, Movement Science (grad/post-bacc) Jennifer Hixon, Advisor, Physician Assistant Studies (grad) Charles DiStefano, Advisor, Public Administration Maria del Mar Farina de Parada, Advisor, Social Work (grad)	Chloe Sanfacon, Student Trustee Trustee George Gilmer	TBA
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**TUESDAY, MARCH 7, 2023 – SESSION 3**

11:20am -12:10pm

	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
<b>TOPIC</b>	Available as Needed	Athletics	SCORE Committee	AFSCME Leadership	Board of Trustees
<b>LOCATION</b>	TBA	Owl's Nest, Ely	Scanlon Banquet Hall B	Scanlon Boardroom	Scanlon Banquet Hall C
<b>SITE VISIT TEAM MEMBERS</b>	TBA	Marlin Wesley Collingwood, II	Jeannette E. Riley	Nolan Atkins	Zulma Toro, Site Team Chair
<b>NECHE STANDARD</b>	TBA	5	4	3	
<b>WESTFIELD STATE ATTENDEES</b>	TBA	Richard Lenfest, Director Myra Ahern, Associate Director, Fitness Center Kamal Makkiya, Assistant Director, Fitness Center Joe Hugh, Softball Coach Sean O'Brien, Mens and Womens track and Field Coach Kathleen Saltis, Equipment Room Manager Terry Hamel, Administrative Assistant Lauren Jimison, Assistant Athletic Trainer Nancy Bals, Associate Director, Business Manager David Caspole, Associate Director, External Affairs and Media Relations Marlee Berg-Haryasz, Asst Dir., Stu Ath Welfare, Recruit/Retention/Head M/W Cross Country Richard Sutter, Assistant Director Head Mens BSK and Golf Coach Todd Ditmer, Club Sports Coord and Head Womens Soccer Cheryl Lee Scecina, Head Athletic Trainer Peter Kowalski, Head Football Coach Robert Miele, Athletic Facilities Manager, Head Mens Ice Hockey Coach Katherine Sylvain, Assistant Athletic Trainer Nathan Bashaw, Head Baseball Coach and Assistant Sports Info Director Andrea Bertini, Assistant Athletic Director, Compliance, Head Women's Basketball Coach Tucker Bachand, Athletics Facility Manager, Strength and Conditioning Coach Michelle Storozuk, Administrative Assistant	Lynn Shelley, SCORE Co-Chair, Professor, Psychology Megan Kennedy, SCORE Co-Chair, Academic Affairs Shirley Acquah, Professor, Communication Heidi Bohler, Professor, Sports Medicine and Human Performance Corinne Ebbs, Library Emily Gibbings, Admissions Alina Gross, Professor, Geography, Planning, and Sustainability Brian Jennings, Dean of Assessment and Accreditation Kristie Knotts, Banacos Center Ruth Kurniawati, Professor, Computer and Information Science Brooke Orr, Professor, History Tim Parshall, Professor, Environmental Science Jamie Rivera, Professor, Nursing Catherine Savini, Reading and Writing Center, Writing Across the Curriculum, Professor, English Kimberly Sherman, Professor, Business and Management, Faculty Center Elizabeth Starr, Professor, English Nicole West, Assistant Director, Academic Retention Emily Fluet, Student Government Association Representative Christopher Lannan, Student Government Association Representative	Linda Hogan-Shea, Administrative Assistant, Psychology; Vice President and Unit I Steward Rosa Ramos-Cabral, Maintainer, Dining Commons; Unit I and II Steward for Dining	Trustee Hon. William C. Reichelt, Chair, Enrollment Management and Student Affairs Committee, Trustee Melissa Alvarado, Chair, Governance and Nomination
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**LUNCH- LOUGHMAN LIVING ROOM**

**TUESDAY, MARCH 7, 2023 – SESSION 4**

1:50pm -2:40pm

	<b>MEETING #1</b>	<b>MEETING #2</b>	<b>MEETING #3</b>	<b>MEETING #4</b>	<b>MEETING #5</b>
<b>TOPIC</b>	Faculty Affairs	Available as Needed	Non Academic Student Support Services	Information Technology	Board of Trustees
<b>LOCATION</b>	Scanlon Banquet Hall A	TBA	Scanlon Banquet Hall C	Owl's Nest, Ely	Scanlon Boardroom
<b>SITE VISIT TEAM MEMBERS</b>	Jeannette E. Riley Miriam M. Chirico	TBA	Marlin Wesley Collingwood, II	Stephen John Nedder, Jr.	Zulma Toro, Site Team Chair
<b>NECHE STANDARD</b>	4,6	TBA	5	7	
<b>WESTFIELD STATE ATTENDEES</b>	Susan Davignon, Director of Faculty Affairs Enrique Morales-Diaz, Assistant Provost Kathy Carlson, Assistant to the Assistant Provost Brian Jennings, Dean, Assessment and Accreditation	TBA	Simone Backstedt, Director, Financial Aid Junior Delgado, Director, Career Center Brian Cahillane, Director, Counseling Center Matthew Dellea, Director, Student Activities Involvement and Leadership John Zocco, Assistant Director, Residential Life Kelly Palm, Interim Director, Health Services Maggie Balch, Dean of Students Shannon Green, Associate Dean of Students	Alan Blair, Executive Director, Chief Information Officer, Chief Information Security Officer, Information Technology Eric Patrick, Associate Director, Systems Aaron Childs, Director, Infrastructure Services Lynn Zayac, Director, Center for Instructional Technology Joseph Axenroth, LMS Administrator Lisa Clark, Online Faculty Tech Support Christopher Hirtle, Director, AC Info Systems Mark St. Jean, Assistant Director, Coordinator, Video Production and TV Operations Nick Wojtowicz, Director, Technology Support Services Tom Raffensperger, Executive Director, WSU Library	Trustee Madeline Landrau, Chair, Investment Subcommittee of Financial Affairs and Advancement Trustee Chris Montemayor
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**TUESDAY, MARCH 7, 2023 – SESSION 5**

3:00pm -3:50pm

	<b>MEETING #1</b>	<b>MEETING #2</b>	<b>MEETING #3</b>	<b>MEETING #4</b>	<b>MEETING #5</b>
<b>TOPIC</b>	Strategic Planning	Honors, CURCA, Westfield Experience, International Programs	Human Resources	Web Presence	Available as Needed
<b>LOCATION</b>	Scanlon Banquet Hall A	Scanlon Banquet Hall B	Scanlon Banquet Hall C	Owl's Nest, Ely	TBA
<b>SITE VISIT TEAM MEMBERS</b>	Bill Poirer Zulma Toro	Martin Wesley Collingwood, II	Stephen John Nedder, Jr.	TBA- Awaiting Feedback	TBA
<b>NECHE STANDARD</b>	2	5	7	9	TBA
<b>WESTFIELD STATE ATTENDEES</b>	Mike Freeman Dick Lenfest Enrique Morales-Diaz Steve Taksar Dan Forster Diane Prusank LaRue Pierce	Hillary Sackett-Taylor, Director, Honors; Professor, Economics Gretchen Konrad, Administrative Assistant, Honors Lamis Jarvinen, Director, CURCA Brian Jennings, Dean, Assessment and Accreditation Vera Vlasenko, Associate Director, International Programs Jimena Collingwood, International Admissions Enrique Morales-Diaz, Vice Provost	Trish Bonica, Associate Vice President, Human Resources Brittany Rende, Title IX Coordinator Tina Bones, Benefits Manager Melissa Cody, Benefits Administrator Tracy Daborowski, Employment Manager Megan Woodruff, HR Coordinator Tina Langevin, Staff Assistant	Leslie Rice, Executive Director, Marketing and Branding Alyssa Goodreau, Director, Marketing and Communication James Caron, Website Admin Gregory Sanocki, Social Media Coordinator Andrea O'Brien, Graphic Design and Web Support Specialist	TBA
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**TUESDAY, MARCH 7, 2023 – SESSION 6**

4:10pm -5:00pm

	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
<b>TOPIC</b>	Student Government Leadership				
<b>LOCATION</b>	Scanlon Banquet Hall C				
<b>SITE VISIT TEAM MEMBERS</b>	Nolan Atkins Marlin Wesley Collingwood, II				
<b>NECHE STANDARD</b>	3,5				
<b>WESTFIELD STATE ATTENDEES</b>	Aaron Lessing, SGA Executive Council President Logan Terenzi, SGA Vice President of Student Life Emily Fluet, SGA Vice President of Academic Life Daniel Curruier, SGA Vice President of Finance Rodney Duteau, SGA Vice President of Student Equity Elizabeth Mercer, SGA Vice President for Publicity Chloe Sanfacon, SGA Student Trustee Adam Carpenter, SGA Executive Secretary				
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**TUESDAY, MARCH 7, 2023 – SESSION 7**

5:20pm -6:10pm

	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
<b>TOPIC</b>	JEDI				
<b>LOCATION</b>	Scanlon Banquet Hall C				
<b>SITE VISIT TEAM MEMBERS</b>	Nolan Atkins Marlin Wesley Collingwood, II				
<b>NECHE STANDARD</b>	3,5				
<b>WESTFIELD STATE ATTENDEES</b>	Dr.LaRue Pierce, Vice President, Division of Justice, Equity, Diversity, and Inclusion Enrique Morales-Diaz Andrew Hafner Miriam Tager Zahra Caldwell Azanda Seymour La-Toya Wilson				
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>					

**WEDNESDAY, MARCH 8, 2023 – SESSION 1**

8:20am -9:50am

	<b>MEETING #1</b>
<b>TOPIC</b>	Site Visit Team Time
<b>LOCATION</b>	Loughman Living Room
<b>SITE VISIT TEAM MEMBERS</b>	<p>Dr. Nolan Atkins, Provost, Northern Vermont University                  Dr. Dominic Barraclough, Vice Provost for Academic Affairs, University of Southern Maine                  Dr. Miriam M. Chirico, Professor of English, Eastern Connecticut State University                  Mr. Marlin Wesley Collingwood, II, Vice President, Communications, Enrollment &amp; Student Life, Plymouth State University                  Mr. Stephen John Nedder, Jr., Vice President for Administration and Finance, Rhode Island College                  Mr. Bill Poirer, Chief Information Officer, University of New Hampshire                  Dr. Jeannette E. Riley, Dean, College of Arts &amp; Sciences, University of Rhode Island                  Dr. Zulma Toro, President, Central Connecticut State University</p>
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>	

**WEDNESDAY, MARCH 8, 2023 – SESSION 2**

10:00am -11:00am

	<b>MEETING #1</b>
<b>TOPIC</b>	Meeting with the President and Provost
<b>LOCATION</b>	Scanlon 123
<b>SITE VISIT TEAM MEMBERS</b>	Zulma Toro, Site Team Chair
<b>NECHE STANDARD</b>	Exit Interview
<b>WESTFIELD STATE ATTENDEES</b>	Linda Thompson, President Juline Mills, Interim Provost and Vice President, Academic Affairs
<b>TRANSITION TO NEXT MEETING USHER/ESCORT</b>	

**WEDNESDAY, MARCH 8, 2023 – SESSION 3**

11:00am -12:00pm

	<b>MEETING #1</b>
<b>TOPIC</b>	Exit Interview
<b>LOCATION</b>	Loughman Living Room
<b>SITE VISIT TEAM MEMBERS</b>	<p>Dr. Nolan Atkins, Provost, Northern Vermont University                  Dr. Dominic Barraclough, Vice Provost for Academic Affairs, University of Southern Maine                  Dr. Miriam M. Chirico, Professor of English, Eastern Connecticut State University                  Mr. Marlin Wesley Collingwood, II, Vice President, Communications, Enrollment &amp; Student Life, Plymouth State University                  Mr. Stephen John Nedder, Jr., Vice President for Administration and Finance, Rhode Island College                  Mr. Bill Poirer, Chief Information Officer, University of New Hampshire                  Dr. Jeannette E. Riley, Dean, College of Arts &amp; Sciences, University of Rhode Island                  Dr. Zulma Toro, President, Central Connecticut State University</p>
<b>WESTFIELD STATE ATTENDEES</b>	<b>ADD</b>



## **Board of Trustees**

February 7, 2023

---

### **MOTION**

To amend the Westfield State University's Board of Trustees Bylaws as presented.

---

Robert A. Martin, Ph.D., Chair

---

Date

Yellow highlighted changes presented & discussed at 12/20/22 Governance & Nomination Committee meeting.

Teal highlighted changes being presented at 2/7/23 Governance & Nomination Committee meeting.

**WESTFIELD STATE UNIVERSITY  
BOARD OF TRUSTEES  
BYLAWS**

ARTICLE I.

*Board Authority and Responsibilities.*

*Section 1. Statutory Duties and Responsibilities.* The governance of Westfield State University is vested in the board of trustees. As such, but subject to the provisions of the General Laws and regulations of the Commonwealth, the board may do the following:

- A. Periodically review the University's mission and purposes.
- B. Appoint the president, who shall be the University's chief executive officer, and set appropriate terms of employment, including but not limited to compensation.
- C. Support the president and annually assess his or her performance based on such goals and other criteria as the board and DHE may prescribe from time to time after consultation with the president and to conduct a periodic comprehensive evaluation of the president, consistent with DHE policy
- D. Review and approve the University's table of organization with specific attention to newly created administrative positions such as vice president and dean. The President shall inform the board of all senior-level appointments at the rank of dean and above prior to hire. The board shall determine broad policy guiding the appointment of all faculty members and employees, on the recommendation of the president, and consistent with its other policies and with any applicable collective bargaining agreements. The president shall inform the board of any salary adjustments of non-unit personnel beyond cost-of-living adjustments prior to the granting of those adjustments.
- E. Review and approve proposed changes in the University's academic programs and other major enterprises consistent with the University's mission, plans, and financial resources.
- F. Approve the annual budget and fees, regularly monitor the University's financial condition, establish policy and approve guidelines affecting all institutional assets, including investments and the physical plant.

- G. Adopt bylaws, rules, and regulations for the governance of its members, officers, agents, and employees and require adherence to such rules.
- H. Review and **approve** changes to the University's major academic programs and services as needed for the successful conduct of its mission and purposes.
- I. Grant diplomas and confer degrees based upon the recommendation of the president and faculty.
- J. Grant honorary degrees.
- K. Approve the naming of University buildings, facilities and spaces according to applicable policies and procedures.
- L. Serve actively as advocates for the University in appropriate matters of public policy **and preserve institutional autonomy** in consultation with the president and with other responsible parties, as the board shall determine.
- M. Periodically assess its own performance in order to set an example for the University community and to seek ways to strengthen its effectiveness as a corporate body.
- N. Exercise such other authority as from time to time may be conferred upon the board in accordance and compliance with the applicable laws and regulations of the Commonwealth of Massachusetts.
- O. To ensure and promote the University's commitment to diversity, equity and inclusion in the University's student recruitment, hiring practices, curriculum, and co-curricular offerings.**
- P. To act on all recommendations, whether approved or not, of the board's standing and special committees.**

*Section 2. Trustee Duties and Responsibilities.* Recognizing the significance of serving on the board of trustees of Westfield State University, each trustee is expected to adhere to the following principles:

- A. To remember that no individual board member has legal standing or authority to act on behalf of the board or the University except only as and to the extent authorized by the board. Only the full board as a corporate body is vested with such authority.
- B. To devote time to learn how the University's missions and multiple purposes are met and to understand the University's uniqueness, strengths, and needs.

- C. To become familiar with and committed to, and to abide by, the board's responsibilities and policies, as set forth in these bylaws and in applicable provisions of law, including the provisions of chapter 15A of the General Laws of Massachusetts.
- D. To accept and defend academic freedom and the board's role in the practice of collaborative governance as fundamental characteristics of good University governance. Encourage the engagement of members of the University community in shared governance.
- E. To assist the board in its efforts to balance its responsibilities in serving its broad public trust with advocacy for the University's autonomy and needs to fulfill its mission and purposes.
- F. Encourage its members to contribute financially to the University's fundraising goals, participate in strategies to secure sources of support, and authorize University officers to accept gifts or bequests subject to board policy and the regulations of the Commonwealth.

## ARTICLE II.

### *Officers of the University*

*Section 1. President of the University.* Subject to governing provisions of law, the president of the University shall be appointed by the board subject to the approval of the BHE and shall serve at the board's pleasure. The president shall be the University's chief executive officer and the chief adviser to and executive agent of the board of trustees and shall, for those purposes, assume such responsibilities and exercise such authorities as the board shall from time to time confer on him or her. The president shall serve as an ex-officio, non-voting member of the board and of all its committees. The president shall endeavor to attend the meetings of board committees and shall bring any matter before the board or any of its committees as may be required by these bylaws or by any applicable policy or directive of the board or as he or she may deem appropriate. The president shall designate a member of the University's senior administration to serve as a liaison to each board committee.

*Section 2. Other Officers.* In consultation with the president, the board shall determine the number of vice presidents and the number of such other senior administrative officers necessary to efficiently and effectively manage and administer the University. All such vice presidents and senior administrative officers shall be hired by the president, be under the president's supervision and shall exercise such powers and duties as he or she may prescribe.

## ARTICLE III.

### *Officers of the Board*

*Section 1. Election.* At its regular meeting held in June of each year, the board shall elect a chair, vice chair and secretary, all of whom shall be voting trustees. The chair,

vice chair, and secretary shall have renewable one-year terms, but shall not serve more than three consecutive years.

*Section 2. Chair.* The chair of the board shall preside at all meetings of the board. He or she shall have the authority to perform the duties usually attached to the office, including establishing the time and place of all meetings and (but subject to the requirements of these bylaws) setting the agenda therefor [for all board meetings] and shall have such other authority and duties as are prescribed by these bylaws and from time to time by the board. The chair shall serve as an ex-officio, voting member of all board committees except the Audit Committee, but will not count toward establishing a committee's quorum. The chair shall count toward establishing a quorum of the full board.

*Section 3. Vice Chair.* The vice chair of the board shall have the authority to perform the duties of the chair of the board in the event of the chair's absence or incapacity. The vice chair may have such other authority and duties as are prescribed by these bylaws and from time to time by the board.

*Section 4. Secretary.* The secretary shall ensure that the board of trustees is acting in accordance with these bylaws, that bylaw amendments are promptly made as necessary, that the minutes of board and committee meetings are accurate, entered into the records of the University and promptly distributed to all trustees, that meetings are properly scheduled and noticed, and that board policy statements and other official records are properly maintained. The secretary shall perform such other duties as are prescribed from time to time by the board and may be assisted in all duties by a staff member designated by the president at the request of the secretary.

#### ARTICLE IV.

##### *Meetings of the Board of Trustees*

*Section 1. Board Meetings.* Meetings of the board of trustees shall be held on the campus or any other place that the board may from time to time designate. All meetings of the board and its standing and special committees or subcommittees shall be noticed and conducted in accordance with the relevant General Laws of Massachusetts, including the state's open meeting law.

*Section 2. Regular Meetings.* There shall be five regular meetings of the board of trustees each year; one such meeting shall be held in June. Each meeting shall be held at such time, date and place as the board shall prescribe. At such meetings any business relating to the University may be discussed and transacted.

*Section 3. Special Meetings.* The chair of the board shall have the power to assemble the board at any time in special meetings. He or she shall also assemble the board in such meetings upon the written request of at least four members of the board or the president. At a special meeting, the board shall deal with only the business that was stated in the call for and notice of the meeting.

*Section 4. Notice of Meetings.* Notice of the time, place, and date (and, in the case of a special meeting, the purpose) of each meeting shall be served either personally, by e-mail or by mail not less than seven (7) nor more than thirty (30) days before the meeting to each member of the board and to the president. If mailed, such notice shall be directed to the trustee at his or her address as it appears in the records of the University unless he or she shall have filed with the secretary a written request that notices be mailed to the address designated in such request; unless he or she requests otherwise, notice shall be directed to the president at the University. A notice of every meeting shall be posted in accordance with the requirements of the state's open meeting law.

*Section 5. Quorum.* A simple majority of the board as constituted voting members of the board then in office shall constitute a quorum for the transaction of board business. The trustees present at any meeting, if constituting less than a quorum, may adjourn any meeting until such quorum shall be present, but shall conduct no other business. All questions coming before the board of trustees shall be determined by a majority vote of those trustees voting on that issue. Voting by proxy is not permissible.

*Section 6. Pro Tempore Chairman.* If the chair and vice-chair are absent, the trustees present may elect a chair *pro tempore* to preside at the meeting.

*Section 7. Remote Participation.* In accordance with 940 CMR 29.10, the board may authorize remote participation in its meetings consistent with current regulation and statute.

*Section 8. Executive Sessions.* Executive sessions of the board and its committees shall be convened and conducted in conformity with the state's open meeting law. In addition to any person whose attendance may be permitted by law, the board and any of its committees may in any particular case or cases permit persons (including the president) who are not members of the board to attend all or any part of an executive session in order to give information or advice as deemed necessary or appropriate by the board or such committee. The topics and purposes of executive sessions shall be limited to those matters permitted by the state's open-meeting law.

*Section 9. Rules of Procedure.* Business before the board shall be conducted according to the latest edition of Robert's Rules of Order when not inconsistent with these bylaws or with any other rule or order of the board. The board should prescribe protocols governing the petitions of persons wishing to address the board and ensure their availability in a policy separate from these bylaws.

*Section 10. Other Participants.* The board may, at its sole discretion, invite other individuals to participate in meetings of the board or its committees.

## ARTICLE V. *Board Committees*

*Section 1. Standing Committees.* The board shall establish certain standing committees as it wishes. It shall minimally have (1) an Executive Committee, (2) an

Academic Affairs Committee, (3) a Financial Affairs and Advancement Committee, (4) an Audit Committee, (5) a Governance and Nomination Committee, (6) an Enrollment Management and Student Affairs Committee and (7) a Justice, Equity, Diversity, and Inclusion (JEDI) Committee. Each standing committee shall have a written description of its responsibilities.

*Section 2. Appointment of Committee Members.* The chair of the board of trustees, in consultation with the Executive Committee and president, shall appoint annually from among the voting members of the board the members and chairs of all committees, subject to the consent of the board of trustees. ~~The board chair shall serve as an ex officio member of all committees, except the Audit Committee~~ [moved to Art. III, Section 2]. Unless the board shall otherwise permit or require, a majority of the voting members of each committee shall constitute a quorum for the conduct of business. ~~The chair shall endeavor to insure some degree of carryover in committee memberships from year to year.~~

*Section 3. Notice of Meetings.* Notice of each committee meeting shall be given to the members of the committee in such fashion as the committee shall from time to time prescribe and otherwise in accordance with the requirements of Article IV, Section 4, of these bylaws and applicable provisions of law.

*Section 4. Executive Committee*

- A. *Membership.* The Executive Committee shall consist of the board chair, the most recent past board chair, the board vice chair, and the board secretary. The chair of the board shall chair this committee. The Executive Committee shall convene when called by the chair, by any two members of the committee or, by the president and any single member of the committee. In the event of a permanent or temporary vacancy of the board vice chair, secretary, or past board chair, the chair of the board of trustees, ~~with the consent of the Executive Committee and in consultation with the president,~~ shall appoint a replacement from among the other voting members of the board to fill that position until a replacement is elected to office or becomes available.
- B. *Responsibilities.*
- 1) ~~See Executive Committee Charter for a more detailed listing of responsibilities.~~ The Executive Committee shall exercise in emergencies all the authority of the board of trustees consistent with the policies of the board or with any action taken earlier by the board. The committee shall not preempt the board except in those emergency circumstances that do not permit the handling of a matter in the normally prescribed manner by the board and shall be required to secure the board's ratification of any actions taken at the board's next meeting. ~~The executive committee of the board, will meet, upon due notification of the chair and president to~~

~~transact business between regular board meetings and to act with the full power and authority of the board [duplicate of ability to call meeting referenced in *Membership* above].~~ The Executive Committee shall have the authority to determine, in its sole discretion, whether an emergency exists for the purposes of this paragraph, and in any such case shall make a record of its decision and the reasons. In the event of an emergency the Executive Committee may waive the meeting notice requirements of Article IV.

- 2) Unless the board shall otherwise direct, the Executive Committee shall act on behalf of the board and shall exercise all of its authorities during the period commencing upon the conclusion of the board's meeting in June of each year and ending upon the convening of the board's next regular meeting. The committee shall be required to secure at such meeting the board's ratification of any actions taken during such period.
- 3) A decision of the board to decline to ratify any act done by the Executive Committee under the authorities conferred on it by the preceding paragraphs shall have only prospective effect and shall not operate to impair or limit the effect of such act as and when taken and shall not operate to impair or limit the efficacy or effect of anything done or not done pursuant to or in reliance on such act prior to the date on which the board declines to ratify it.
- 4) The Executive Committee also shall have the responsibility to oversee the president's annual performance evaluation in accordance with the board's standing policies and procedures.
- 5) The Executive Committee shall provide general oversight of progress toward planning goals and other matters related to University long-range and facilities planning and otherwise advise the president and board chair.

*Section 5. Academic Affairs Committee*

- A. *Membership.* The Academic Affairs Committee shall consist of at least three voting trustees.
- B. *Responsibilities.* See Academic Affairs Committee Charter for a more detailed listing of responsibilities. The Academic Affairs Committee shall consider and recommend to the board policies and actions regarding the academic affairs of the University, including admission policies, new curricula (graduate and undergraduate), student records and research; and shall advise the president on matters relating to Academic Affairs of the University.

Section 6. *Financial Affairs and Advancement Committee*

- A. *Membership.* The Financial Affairs and Advancement Committee shall consist of at least three voting trustees (excluding the chair) and serve no more than three consecutive years.
- B. *Responsibilities.* See Financial Affairs and Advancement Committee Charter for a more detailed listing of responsibilities. The Financial Affairs and Advancement Committee shall consider and recommend to the board policies and actions regarding the formulation of the University's all funds budget, including but not limited to, operating and capital budgets and the establishment of student fees. The committee oversees the development and review of long-range financial and facility budget and facility plans as well as the University's capital budget and deferred maintenance. The committee shall also consider and recommend to the board policies and actions regarding capital planning, investments, development, and security of the campus. The committee shall provide oversight of University advancement and facilitate board and board member participation in advancement. Committee responsibilities shall minimally include overseeing University advancement plans, goals and projects, monitoring progress toward meeting those goals, and advising the president on matters related to University advancement; considering and recommending fundraising policies and procedures; establishing a Memorandum of Understanding with the Westfield State University Foundation, Inc.; establishing goals for board member participation in charitable giving; and participating in identifying, cultivating, and approaching major donors.

Section 7. *Audit Committee*

- A. *Membership.* The Audit Committee shall consist of at least three voting trustees; provided however, that no more than one committee member may also be a member of the *Financial Affairs and Advancement Committee*. In no case may a trustee serve on the committee for more than three consecutive years.
- B. *Responsibilities.* See Audit Committee Charter for a more detailed listing of responsibilities. The committee shall oversee the University's financial practices and standards of fiscal conduct. The committee shall oversee all external financial audits, ensure compliance with legal and regulatory requirements, and monitor internal controls and risk management systems. The committee shall have free and open communication among all segments of the University community and the authority to ask any employee of the University to appear before it within the mandate of the committee, as well as the authority to engage independent counsel and any other professional advisors as may be necessary to carry out its duties,

providing the board has approved the expenditure of funds for such engagements.

*Section 8. Governance and Nomination Committee*

- A. *Membership.* The Governance and Nomination Committee shall consist of at least three voting trustees. A trustee shall not serve on the committee for more than three consecutive years.
- B. *Responsibilities.* See Governance and Nomination Committee Charter for a more detailed listing of responsibilities. The committee shall work with the board chair and the president to help the board function effectively, efficiently, and with integrity. Its responsibilities shall minimally include nominating annually the board chair, vice chair, and secretary; working with the board chair and president to nominate potential new trustees to the Governor according to procedures separate from these bylaws; ensuring that a substantive orientation process is in place for all new board members; overseeing, or determining with the board chair and president, the timing and process of periodic board self-assessment; encouraging board members to participate periodically in in-service education opportunities; and ensuring that the board adheres to its rules of conduct, including conflict-of-interest and disclosure policies, and that it otherwise maintains the highest levels of integrity in everything it does. It shall also periodically review the adequacy of the board's bylaws. This committee shall first consider all recommendations for amendment of these bylaws.

*Section 9. Enrollment Management and Student Affairs Committee*

- A. *Membership.* The Enrollment Management and Student Affairs Committee shall consist of at least three voting trustees.
- B. *Responsibilities.* See Enrollment Management and Student Affairs Committee Charter for a more detailed listing of responsibilities. With regard to enrollment and retention management, the committee shall provide oversight to enrollment management strategies and plans, and monitor key metrics to help track progress toward the stated goals. With regard to student affairs, the committee shall consider and recommend to the board policies and actions regarding the student affairs of the University, including student life, intramural and varsity athletics, health services, housing, student activities, and student government.

*Section 10. Justice, Equity, Diversity, and Inclusion (JEDI) Committee*

- A. *Membership.* The Justice, Equity, Diversity, and Inclusion Committee shall consist of at least three voting trustees.

- B. *Responsibilities.* See the Justice, Diversity, Equity & Inclusion Committee Charter for a more detailed listing of responsibilities. The committee shall provide oversight to the University's strategic planning of activities, initiatives, and practices designed to enhance the campus climate and culture.

## ARTICLE VI.

### *Indemnification*

The board recognizes and acknowledges that the Commonwealth has undertaken to indemnify its members in the manner and to the extent set forth in chapter 15A, §22, of the General Laws, and that the Commonwealth has undertaken to indemnify the officers and employees of the University to the extent provided in General Law chapter 258, section 9. The board may secure a policy of directors' and officers' liability insurance in a manner consistent with law and in the best interests of the University.

## ARTICLE VII.

### *Conflict of Interest and Annual Disclosure*

All members of the board are state employees within the meaning of the state's ethics statute (chapter 268A of the General Laws). Violations of the statute may give rise to both civil and criminal penalties. Each member of the board is therefore expected to be familiar with the requirements of the ethics statute and to comply with them.

All trustees are advised to disclose to the board any actual or potential conflict of interest at the earliest practicable time and to take such other action in that regard as the law may require. Further, each trustee is advised to absent himself or herself from discussions of and to abstain from voting on any matters under consideration by the board of trustees or its committees if to do otherwise would constitute an actual or potential conflict of interest. The minutes of such meeting shall, as appropriate, reflect that a disclosure was made and that the trustee having an actual or potential conflict of interest absented himself or herself from discussions of and abstained from voting on the affected matter.

## ARTICLE VIII.

### *Board Membership and Trustee Terms*

The board is composed of 11 members who are appointed by the governor of the Commonwealth of Massachusetts including an elected student trustee and elected alumni trustee. With the exception of the student trustee, each member is appointed for a five-year term, with the possibility of one additional term of five years including the elected alumni trustee. Each member of the board is required to take an oath to discharge faithfully, impartially, honestly, and to the best of his or her abilities the duties of a trustee.

The term of office for the elected student member shall be for one year. The student member shall be eligible for reelection for as long as that student remains a full-time an

eligible undergraduate student in good standing. If at any time during the elected term of office the student trustee ceases to be a full-time undergraduate student in good standing, maintain the number of credit hours or grade point average determined for eligibility or fails to maintain satisfactory academic progress, that membership on the board shall be terminated and the office of the elected student member will be deemed vacant. A vacancy in the office of the elected student member prior to the expiration of a term shall be filled for the remainder of the term in the same manner as student elections to full terms.

The members of the board recognize and acknowledge that, by taking up their appointments as such, they have assumed an obligation, fiduciary in its nature, to conduct themselves, to exercise their authorities and to discharge their responsibilities for the benefit of the University and of those whom it serves and not for any other purpose. They also therefore recognize and acknowledge that it is both necessary and appropriate for all members of the board to be regular in their attendance at meetings of the board and at meetings of the committees on which they serve. Trustees may be removed if their attendance at board and standing committee members of which they are members is less than 50% of those meetings in an academic year. Trustees have a responsibility to assume an equitable share of the responsibilities that fall to members of the board individually, to inform themselves concerning the University's mission and purpose and to commit themselves to promoting the University's success in its efforts to provide an excellent and accessible education to its students. Because the board's effectiveness as the governing body of the University depends on the commitment its members make to these principles, the board as a whole recognizes and acknowledges that it is itself responsible both for monitoring the manner and extent to which its members adhere to them and for bringing its concerns to the attention of any member whenever it judges him or her to have failed to have adhered to them fully or appropriately.

## ARTICLE IX.

### *Amendments*

At any meeting of the board that has been duly called, noticed, and convened, these bylaws may be amended or repealed in whole or in part by the affirmative vote of at least two-thirds of the members of the board then in office. A draft of the proposed amendment shall be given to each member at least five days before a regular or special board meeting at which such vote is to be taken.

ADOPTED MARCH 25, 1981  
AMENDED NOVEMBER 8, 1983  
AMENDED JUNE 3, 1986  
AMENDED SEPTEMBER 2, 1986  
AMENDED MAY 7, 1990  
AMENDED FEBRUARY 3, adva1997  
AMENDED DECEMBER 3, 1998  
AMENDED DECEMBER 7, 2000  
AMENDED JUNE 12, 2002  
AMENDED APRIL 13, 2006  
AMENDED OCTOBER 6, 2008  
AMENDED FEBRUARY 9, 2012  
AMENDED JUNE 26, 2014

AMENDED OCTOBER 8, 2014  
AMENDED JUNE 25, 2015  
AMENDED FEBRUARY 15, 2018  
AMENDED DECEMBER 17, 2020  
AMENDED OCTOBER 12, 2022  
AMENDED DECEMBER 1, 2022  
AMENDED FEBRUARY 7, 2023



## Board of Trustees

February 7, 2023

---

### MOTION

To extend the current investment advisor contract with CI Eaton Private Wealth, formerly known as Eaton Vance WaterOak Advisors and Eaton Vance Investment Counsel, from July 1, 2023, through June 30, 2024.

The current contract with CI Eaton Private Wealth is for three years with the possibility of two, one-year extensions. This would be the second, one-year extension.

The University will develop a request for proposal (RFP) for investment advisor services which will go out to bid in fiscal year 2024 (FY24), based on the Investment Policy that is in place at the time of the bidding process.

---

Robert A. Martin, Ph.D., Chair

---

Date



## Board of Trustees

February 7, 2023

---

### MOTION

To approve the FY24 annual tuition and fee schedules, as presented.

---

Robert A. Martin, Ph. D., Chair

---

Date

**Westfield State University**  
Financial Affairs and Advancement Committee

**FY24 Schedule of Annual Tuition and Fees**

February 7, 2023

**Fee Recommendations**

**Overview**

The campus FY24 Planning Assumptions were presented to the Board of Trustees last October with the expectation that cost of attendance increases would fall within a range of 3.0% - 4.5%, Including CGCE, Dining and Res Life. The campus remains committed to keeping the overall cost of attendance as cost effective as possible, however, given the current rate of inflation at 6.5% as of December 2022, a fee increase is unavoidable. Inflation is still running at historically high levels despite the recent year over year decreases. Therefore, the campus recommendation for the undergraduate cost of attendance fee increase is 3.3% for commuting students and 3.5% for residential students. This approach is consistent with the “shared responsibility” strategy as assumed in the glide path model.

The campus is recommending similar fee increases for the College of Graduate and Continuing Education. A 4.0% fee increase for undergraduate and graduate students, with differential increases for the Physician’s Assistant program at 6.0% (this averages to a 3.0% increase per year for the two-year cohort) and the Masters in Social Work program at 4%. To maintain the pricing strategy from last year on the RN to BSN program, the University is recommending no increase in the RN to BSN program.

On January 9, 2023, the President’s Cabinet discussed and recommended approval of the fees presented today.

**Comparison of Tuition and Fees**

Tuition and mandatory fees at Westfield State are in line with all the other state universities. Westfield has maintained an average market position within the state university fee structure at \$11,500 vs the average of \$11,439. The overall rate of tuition and fee increases has been consistent over time and not out of line with the other public universities. When compared to UMASS, the price differential is \$4,705 or 41% higher than Westfield State’s tuition and fees. The current market position and overall pricing seems appropriate for Westfield State at this juncture. It is important to note that the posted tuition and fee rates are partially offset by financial aid, state waivers, institutional grants and other state provided funding and that the net price most students pay is less than the “sticker price” on tuition and fees approved today.

**Residential Life Fees**

Residential Life is continuing its pricing strategy of using a flatter fee structure to increase upper class retention rates (reduce the gap of residential hall rates). This change is incentivizing

returning students to stay on campus in their junior and senior year and normalize the price for first year students. The University is in the third year of the repricing strategy which has been approved by both the MSCBA and BHE. The result is a year over year weighted average room rate of \$8,550 for FY24 or a 3% increase over FY23.

### **Dining Services Fees**

Dining Services has been significantly impacted by labor shortages and supply chain issues resulting in transportation, fulfillment, and reliability issues related to food and supplies. There have been significant increases in the food commodities, with a CPI of 10.4% as of December 2022. Therefore, an across-the-board increase of 5% for all meal plan rates is recommended. Dining services will continue to require all residential students to purchase a meal plan which offsets dining plan increases due to a higher level of meal plan participants.

### **Summary**

All budget planning models have assumed these increases and are within the FY24 planning parameters previously presented and discussed at prior Board of Trustee meetings this year. Vice President Taksar has also attended two SGA meetings, along with Residential Life and Dining Service staff to discuss the issues and the recommendations presented today. As previously noted, the President's Cabinet recommended, and the President approved, the fee changes proposed in this document. The price sensitivity of our students is of the utmost importance, however, the current challenging economic conditions have resulted in unavoidable increases but are also a part of the "shared responsibility" strategy.

**Westfield State University**  
Financial Affairs and Advancement Committee

**FY24 Schedule of Annual Tuition and Fees**

February 7, 2023

**New Campus Fees for FY24**

**Overview**

Fees charged to students fall into two major categories, mandatory fees and non-mandatory Fees (campus fees). In the University's Trust Fund Management Policy (0604), they are defined as:

Mandatory Fees – Required fees charged to students enrolled in credit coursework. This type of fee applies to a large proportion of students, with few exceptions. Examples include general fee, technology fee, capital improvement fee, student activity fee, CGCE tuition, educational service fee, and registration fee.

Non-Mandatory Fees or Campus Fees – Optional or one-time fees charged to students for a specific purpose or special program/course offering. This fee is not required of the majority of students each year. Examples of non-mandatory fees include non-credit courses, summer programs, testing fees, equipment fees, laboratory fees, transcript fee, late registration fee, late payment fee and parking fees. The President approves non-mandatory fees.

The campus is providing the list of new fees approved by the President for FY24.

**Process**

A formal process was developed in FY23 year to seek recommendations on proposed fee increases. Data was gathered, justifications developed, and all proposed fees were reviewed by the President's Cabinet and approved by the President. Details of new fees and amounts are summarized following this overview.

While the revenues generated from the new campus fees may remain in the general fund, the requesting departmental budgets will be increased accordingly based on the revenues generated and are expected to have a neutral impact to the budget.

**FY24 Approved Fees**

The President has approved one new non-mandatory academic program fee for FY24 follows:

The School of Business, Mathematics, Computing, and Sustainability (BMCS) has received approval for a program fee of \$200/course to cover the cost of food, beverage, and travel to allow students to participate in experiential learning related to beverage and food pairing courses. The courses will include Wine appreciation, Brewing Industry & Beer, and Mixology courses in the Marketing Program. This type of fee is common across universities with similar course offerings in our region.

**WESTFIELD STATE UNIVERSITY**  
**Schedule of Annual Tuition and Fees**  
**FY23 - FY24 Comparison**  
**FY24 Proposed - DRAFT**

	FY23 Approved	FY24 Recommended	\$ Change	% Change
<b>TUITION:</b>				
<b>√ Resident</b>	970	970	0	0.0%
Proximity	1,455	1,455	0	0.0%
Non-Resident & Foreign	7,050	7,050	0	0.0%
<b>MANDATORY FEES:</b>				
Student Activity	162	162	0	0.0%
General Fee	9,538	9,920	382	4.0%
Capital Improvement Fee	100	100	0	0.0%
Technology Fee	730	730	0	0.0%
<b>√ Total Mandatory Fees</b>	<b>10,530</b>	<b>10,912</b>	<b>382</b>	<b>3.6%</b>
<b>Total In-State Tuition/Fees</b>	<b>11,500</b>	<b>11,882</b>	<b>382</b>	<b>3.3%</b>
<b>ROOM RATES:</b>				
<b>√ Estimated and Adjusted Weighted Average Room Rate</b>	<b>8,300</b>	<b>8,550</b>	<b>250</b>	<b>3.0%</b>
<b>MEAL PLAN RATES:</b>				
<b>Unlimited Meal Plan</b>	<b>4,724</b>	<b>4,960</b>	<b>236</b>	<b>5.0%</b>
On the Go Dining Plan	1,546	1,624	78	5.0%
Blue 15	4,516	4,742	226	5.0%
Gold 10	4,306	4,522	216	5.0%
Hoot 5	2,576	2,704	128	5.0%
Commuter 5	2,576	2,704	128	5.0%
<b>Total Recommended Change in Mandatory Fees <sup>(2)</sup></b>	<b>24,524</b>	<b>25,392</b>	<b>868</b>	<b>3.5%</b>
<b>OTHER FEES:</b>				
Bad Check Fee	25	25	0	0.0%
ID Card Replacement Fee	40	40	0	0.0%
Late Payment Fee	100	100	0	0.0%
Late Registration Fee	25	25	0	0.0%
Nursing Fee <sup>(1)</sup>	1,794	1,794	0	0.0%
Parking	100	100	0	0.0%
Parking - CGCE	60	60	0	0.0%
Practical Exam, Equipment and Clinical Fee	240	240	0	0.0%
Reinstatement Fee	50	50	0	0.0%
Student Teaching (practicum) Fee	250	250	0	0.0%
Study Abroad Fee	50	50	0	0.0%
<b>WAIVABLE FEES:</b>				
Lifetime Owls (opt in fee)	75	75	0	0.0%
Student Health Insurance (see note below)	3,663	TBD		
Fitness Center	185	185	0	0.0%

√ Average student annual change in fees is calculated using the gray shaded areas.

√ Student Health Insurance Plan rate is to be determined once rates are made known by the state

**Note:**

1. The Nursing Fee includes coverage for clinical requirements by healthcare facilities and payment for Assessment Technology Institutes (ATI).
2. Actual cost of attendance is determined by financial aid and may vary from the weighted average estimated cost of attendance.

**WESTFIELD STATE UNIVERSITY**  
**Schedule of CGCE Annual Tuition and Fees**  
**FY23 - FY24 Comparison**  
**DRAFT 1.24.23**

<b>Graduate and Continuing Education</b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>\$</u></b> <b><u>Change</u></b>	<b><u>%</u></b> <b><u>Change</u></b>
<b>MANDATORY FEES:</b>					
Undergraduate (per credit)	330	340	354	14	4.0%
RN-to-BSN (per credit)	370	350	350	0	0.0%
Graduate - General (per credit)	372	383	398	15	4.0%
Graduate - Social Work (per credit)	475	500	520	20	4.0%
Physician's Assistant (per credit) Cohort Four (see note below regarding previous cohorts)	780	827	877	50	6.0%
<b>OTHER CGCE FEES:</b>					
Lab Fee	10	10	10	0	0.0%
Student Teaching (practicum) Fee	250	250	250	0	0.0%
Nursing Fee*	1,794	1,794	1,794	0	0.0%
RN-BSN Capstone Placement Fee**	150	150	150	0	0.0%
Physician's Assistant program Fee	1,000	1,000	1,000	0	0.0%
Psychology Practicum	100	100	100	0	0.0%
School Guidance Counseling Practicum Fee	250	250	250	0	0.0%
Prior Learning Portfolio Assessment Fee	150	150	150	0	0.0%
Late Registration Fee	50	50	50	0	0.0%
Late Payment Fee	100	100	100	0	0.0%
Returned Check Fee	25	25	25	0	0.0%
Late Withdrawal Fee	25	25	25	0	0.0%
Replacement ID Card	40	40	40	0	0.0%
Parking-CGCE	60	60	60	0	0.0%

**Note:**

The Physician's Assistant per credit increase is applicable to the FY24 cohort. The FY21 cohort will continue to pay \$736/credit/\$14,720 per trimester. FY22 cohort pays \$780/credit/\$15,600 per trimester. FY23 cohort continues to pay \$827/credit/\$16,540 per trimester. The FY24 cohort with the approved increase will be \$877/credit/\$17,540 per trimester.

\*The Nursing fee applies to full-time enrolled B.S.N Nursing students and rates are recommended by the Day School.

\*\*The RN-BSN Capstone Placement Fee applies to RN-BSN students completing a practicum placement in a hospital setting.

## 5 Year Tuition and Fee Comparison

Segment	Institution	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	1 Yr % Chg	Highest to Lowest
State Universities	Bridgewater State University	10,368	10,732	10,732	10,732	11,056	3%	6
State Universities	Fitchburg State University	10,354	10,504	10,654	10,654	10,920	2%	7
State Universities	Framingham State University	10,520	11,100	11,380	11,380	11,380	0%	5
State Universities	Massachusetts College of Art and Design	13,200	13,700	14,200	14,200	14,570	3%	1
State Universities	Massachusetts College of Liberal Arts	10,560	10,930	11,306	11,306	11,590	3%	3
State Universities	Massachusetts Maritime Academy	9,728	10,018	10,314	10,516	10,776	2%	9
State Universities	Salem State University	10,882	11,284	11,674	11,674	11,978	3%	2
State Universities	Worcester State University	10,162	10,162	10,586	10,586	10,786	2%	8
State Universities	Westfield State University	10,430	10,850	11,140	11,140	11,500	3%	4
Weighted Average	State Universities*	10,562	10,895	11,149	11,150	11,439	2%	
Weighted Average	University of Massachusetts*	15,151	15,629	15,699	15,703	16,205	3%	

- Tuition and Mandatory Fees only (excludes Res Life and Dining)
- Full Time In State Students
- Westfield is slightly higher than average of all State Universities

[westfield.ma.edu](http://westfield.ma.edu)



1

## 5 Year Westfield State Fee History

Westfield State - 5 Year Tuition/Fee History			
Year	Amount	\$ Change	% Change
FY2019	10,430	714	7.3%
FY2020	10,850	420	4.0%
FY2021	11,140	290	2.7%
FY2022	11,140	-	0.0%
FY2023	11,500	360	3.2%
<b>Average</b>	<b>11,012</b>	<b>357</b>	<b>3.5%</b>

[westfield.ma.edu](http://westfield.ma.edu)



2



## Board of Trustees

February 7, 2023

---

### MOTION

To close the University's certificate of deposit account at M&T Bank (formerly United Bank) at its maturity date of March 7, 2023, and to approve the transfer of \$2,100,395.21, plus interest, to the University's municipal money market account at Westfield Bank.

---

Robert A. Martin, Ph.D., Chair

---

Date



## **Board of Trustees**

February 7, 2023

---

### **MOTION**

To approve the changes and accept the newly revised Travel Policy (0390), as presented.

---

Robert A. Martin, Ph.D., Chair

---

Date

# Westfield State University

Policy concerning:

Section Administrative

number 0390

page 1 of 4

APPROVED: October 1999

REVIEWED ~~October 2017~~ February 2023

## TRAVEL

### PURPOSE

To define the Westfield State University guidelines to be undertaken when University related travel expenses are incurred. To provide guidance regarding reimbursable travel related expenses.

### POLICY

All travel by University employees and/or students is to be funded according to Commonwealth of Massachusetts (state) laws and regulations, University policies and procedures, and the applicable collective bargaining agreements. The traveler is responsible for ensuring adherence to applicable travel policies and procedures. All travel is contingent on available funds.

### GUIDELINES

1. All travel funds will be allocated by the Vice President for Administration & Finance to the appropriate department cost center under the approval of the area Vice President on an annual basis. Departmental travel expenses are limited to and shall not exceed the amount budgeted and allocated.
2. In determining the use of travel funds, departmental and administrative area supervisors and Vice Presidents shall consider the extent to which participating in the travel or activity requested will primarily benefit the University.
3. Reimbursements for travel related expenses must follow all University policies and procedures, state laws and regulations, and the applicable collective bargaining agreements regardless of the source of funds. Travel procedures and forms can be found on myWestfield > Documents > Administration and Finance > Travel Information.
4. Prior to any travel, funds must be pre-approved and encumbered on a Request to Travel Form using the travel procedures.
5. The University shall not reimburse any expenses for persons accompanying an employee on a trip (i.e. spouse, child, guest, pet, etc.).
6. Student travel is restricted to students registered with the University and must be approved in advance by the President or a Vice President. Such travel must contribute directly to the student's education or benefit the University. (See Student Travel Policy)

# Westfield State University

Policy concerning:

Section Administrative

number 0390

page 2 of 4

APPROVED: October 1999

REVIEWED ~~October 2017~~ February 2023

7. When combining University business with personal travel, the University will reimburse the business portion of a trip that is combined with personal travel. Documentation must be provided to support the business portion of the trip in addition to a detailed allocation of the expenses that are business related. The traveler should obtain a quote at the time of booking to document the incremental cost that is a personal expense and include it with the Request to Travel Form. Reimbursement will be at the lesser of actual paid or would have paid had the travel not been combined with personal travel.
8. The University may reimburse for expenses for non-personal travel before and after business activity, such as hotels and meals, at the discretion and approval of the Department Head Signature Authority and the Director, Procurement & Administrative Services.
9. In accordance with the Massachusetts Conflict of Interest Law (G.L. c.268A), employees are prohibited from earning personal frequent flier miles, hotel rewards, and other rewards or points during state or university funded travel.

## TRAVEL ARRANGEMENTS

All University travel shall be arranged through the Campus Travel Manager to include, but not limited to airfare, hotels, car rentals and conference registrations.

## NON-REIMBURSABLE EXPENSES

Expenses of a personal nature, unreasonable or excessive expenditures, and those not specifically related to the conduct of University business are not reimbursable. Types of expenses that will not be reimbursed include, but are not limited to:

1. Alcohol; \*
2. Excessive or extravagant costs (e.g. exclusive restaurants and hotels);
3. Personal entertainment;
4. Travel insurance;
5. Traffic, toll, or parking violations;
6. Insurance for a personally owned or rental car;
7. Articles stolen from a personal or rental car;
8. Briefcase and luggage purchases;

# Westfield State University

Policy concerning:

Section Administrative  
number 0390  
page 3 of 4

APPROVED: October 1999

REVIEWED ~~October 2017~~ February 2023

9. First class airline tickets;
10. Expenses incurred in connection with personal business or activities;
11. The University shall not reimburse any expenses for persons accompanying an employee on a trip (i.e. spouse, child, guest, pets, etc.);
12. Non-business related conference activities such as tours or tickets to local attractions;
13. Hotel amenities (i.e. phone calls, in room movies, room service, spa/fitness fees, etc.);
14. Charges caused by failure to cancel guaranteed reservations; and
15. Any unexplained expenses.

\* Alcohol is an allowable, reimbursable expense when traveling for business purposes for the benefit of the University, providing the expense is incurred in the recruitment of employees, donor cultivation, or other comparable activities. Only the President ~~and, Vice President for Institutional Advancement~~ staff, as authorized by the Vice President of Institutional Advancement, ~~and Major Gift Officers~~ are authorized permitted to purchase or seek reimbursement for alcohol. The preferred method of payment is with the procurement card (P-Card), but reimbursement of expenses incurred on a personal credit card is also allowable. Refer to the University Business Expense Policy (0300) and the Procurement Card and Use Policy (0560).

## PRESIDENT'S TRAVEL AND RELATED EXPENDITURES

The Board recognizes the duties of the President require that he/she travel. All official travel should be prudently planned so the best interests of the University are served at the most reasonable cost. This may include economy plus seats and direct routes to forgo unreasonable layovers that would not be an efficient use of time. When traveling, the President will be reimbursed for meals using the US General Services Administration (GSA) per diem rates for breakfast, lunch, and dinner based on geographic distance.

The following internal controls are in place:

1. The Board of Trustees, through the Chair or designee (Chair of Finance Committee), will review and approve all travel requests and related expenditures for the President prior to the approval of the Vice President of Administration and Finance.
2. The Presidents approved blanket in-state request to travel can be used for overnight accommodations, in-state, that includes the benefit to the University.

# Westfield State University

Policy concerning:

Section Administrative

number 0390

page 4 of 4

APPROVED: October 1999

REVIEWED ~~October 2017~~ February 2023

---

3. The President is directed to submit a report for Travel and Related Expenditures to the Chair of the Board or designee no less than once every semester.

## REPORTING

The Vice President of Administration & Finance will submit to the Chair of the Board of Trustees by July 31 (for the period from January 1 to June 30) and by January 31 (for the period from July 1 to December 31) of each year a matrix summary of the travel of the President, all Vice Presidents, and all direct reports to the President. This summary shall include the following information for each trip: the dates, duration, University purpose, location, and the cost of airfare, lodging and all other expenses and the total cost.

## TRAINING

The Finance Division will offer in person and virtual training programs in complying with all travel related policies. These training sessions will be offered at least once annually. Travelers should contact the Finance Division with any questions about travel and related policies.

## ENFORCEMENT

This policy applies uniformly to all University employees. The Vice President for Administration & Finance will be responsible for consistently enforcing all travel policies, P-Card policies, and any related policies. Failure to comply with all University policies and procedures may result in disciplinary action up to and including suspension and/or termination.

## EXCEPTIONS

Exceptions to this travel policy may be limited but nevertheless may be necessary in unanticipated or very unusual circumstances. All exceptions must be reasonable, both as to arrangements and amounts, and must be approved by the Department Head Signature Authority and the Director, Procurement & Administrative Services. Once the decision has been rendered it is considered final.

## REVIEW

This policy will be reviewed annually by the Vice President for Administration & Finance and the Finance & Capital Assets Committee of the Board of Trustees.

# Westfield State University

Policy concerning:

APPROVED: October 1999

Section Administrative

number 0390

page 1 of 4

REVIEWED February 2023

---

## TRAVEL

### PURPOSE

To define the Westfield State University guidelines to be undertaken when University related travel expenses are incurred. To provide guidance regarding reimbursable travel related expenses.

### POLICY

All travel by University employees and/or students is to be funded according to Commonwealth of Massachusetts (state) laws and regulations, University policies and procedures, and the applicable collective bargaining agreements. The traveler is responsible for ensuring adherence to applicable travel policies and procedures. All travel is contingent on available funds.

### GUIDELINES

1. All travel funds will be allocated by the Vice President for Administration & Finance to the appropriate department cost center under the approval of the area Vice President on an annual basis. Departmental travel expenses are limited to and shall not exceed the amount budgeted and allocated.
2. In determining the use of travel funds, departmental and administrative area supervisors and Vice Presidents shall consider the extent to which participating in the travel or activity requested will primarily benefit the University.
3. Reimbursements for travel related expenses must follow all University policies and procedures, state laws and regulations, and the applicable collective bargaining agreements regardless of the source of funds. Travel procedures and forms can be found on myWestfield > Documents > Administration and Finance > Travel Information.
4. Prior to any travel, funds must be pre-approved and encumbered on a Request to Travel Form using the travel procedures.
5. The University shall not reimburse any expenses for persons accompanying an employee on a trip (i.e. spouse, child, guest, pet, etc.).
6. Student travel is restricted to students registered with the University and must be approved in advance by the President or a Vice President. Such travel must contribute directly to the student's education or benefit the University. (See Student Travel Policy)

# Westfield State University

Policy concerning:

APPROVED: October 1999

<b>Section</b>	Administrative
<b>number</b>	0390
<b>page</b>	2 of 4
<b>REVIEWED</b>	February 2023

---

7. When combining University business with personal travel, the University will reimburse the business portion of a trip that is combined with personal travel. Documentation must be provided to support the business portion of the trip in addition to a detailed allocation of the expenses that are business related. The traveler should obtain a quote at the time of booking to document the incremental cost that is a personal expense and include it with the Request to Travel Form. Reimbursement will be at the lesser of actual paid or would have paid had the travel not been combined with personal travel.
8. The University may reimburse for expenses for non-personal travel before and after business activity, such as hotels and meals, at the discretion and approval of the Department Head Signature Authority and the Director, Procurement & Administrative Services.
9. In accordance with the Massachusetts Conflict of Interest Law (G.L. c.268A), employees are prohibited from earning personal frequent flier miles, hotel rewards, and other rewards or points during state or university funded travel.

## TRAVEL ARRANGEMENTS

All University travel shall be arranged through the Campus Travel Manager to include, but not limited to airfare, hotels, car rentals and conference registrations.

## NON-REIMBURSABLE EXPENSES

Expenses of a personal nature, unreasonable or excessive expenditures, and those not specifically related to the conduct of University business are not reimbursable. Types of expenses that will not be reimbursed include, but are not limited to:

1. Alcohol; \*
2. Excessive or extravagant costs (e.g. exclusive restaurants and hotels);
3. Personal entertainment;
4. Travel insurance;
5. Traffic, toll, or parking violations;
6. Insurance for a personally owned or rental car;
7. Articles stolen from a personal or rental car;
8. Briefcase and luggage purchases;

# Westfield State University

Policy concerning:

APPROVED: October 1999

<b>Section</b>	Administrative
<b>number</b>	0390
<b>page</b>	3 of 4
<b>REVIEWED</b>	February 2023

---

9. First class airline tickets;
10. Expenses incurred in connection with personal business or activities;
11. The University shall not reimburse any expenses for persons accompanying an employee on a trip (i.e. spouse, child, guest, pets, etc.);
12. Non-business related conference activities such as tours or tickets to local attractions;
13. Hotel amenities (i.e. phone calls, in room movies, room service, spa/fitness fees, etc.);
14. Charges caused by failure to cancel guaranteed reservations; and
15. Any unexplained expenses.

\* Alcohol is an allowable, reimbursable expense when traveling for business purposes for the benefit of the University, providing the expense is incurred in the recruitment of employees, donor cultivation, or other comparable activities. Only the President and Institutional Advancement staff, as authorized by the Vice President of Institutional Advancement, are permitted to purchase or seek reimbursement for alcohol. The preferred method of payment is with the procurement card (P- Card), but reimbursement of expenses incurred on a personal credit card is also allowable. Refer to the University Business Expense Policy (0300) and the Procurement Card and Use Policy (0560).

## **PRESIDENT'S TRAVEL AND RELATED EXPENDITURES**

The Board recognizes the duties of the President require that he/she travel. All official travel should be prudently planned so the best interests of the University are served at the most reasonable cost. This may include economy plus seats and direct routes to forgo unreasonable layovers that would not be an efficient use of time. When traveling, the President will be reimbursed for meals using the US General Services Administration (GSA) per diem rates for breakfast, lunch, and dinner based on geographic distance.

The following internal controls are in place:

1. The Board of Trustees, through the Chair or designee (Chair of Finance Committee), will review and approve all travel requests and related expenditures for the President prior to the approval of the Vice President of Administration and Finance.
2. The Presidents approved blanket in-state request to travel can be used for overnight accommodations, in-state, that includes the benefit to the University.

# Westfield State University

Policy concerning:

APPROVED: October 1999

<b>Section</b>	Administrative
<b>number</b>	0390
<b>page</b>	4 of 4
<b>REVIEWED</b>	February 2023

---

3. The President is directed to submit a report for Travel and Related Expenditures to the Chair of the Board or designee no less than once every semester.

## REPORTING

The Vice President of Administration & Finance will submit to the Chair of the Board of Trustees by July 31 (for the period from January 1 to June 30) and by January 31 (for the period from July 1 to December 31) of each year a matrix summary of the travel of the President, all Vice Presidents, and all direct reports to the President. This summary shall include the following information for each trip: the dates, duration, University purpose, location, and the cost of airfare, lodging and all other expenses and the total cost.

## TRAINING

The Finance Division will offer in person and virtual training programs in complying with all travel related policies. These training sessions will be offered at least once annually. Travelers should contact the Finance Division with any questions about travel and related policies.

## ENFORCEMENT

This policy applies uniformly to all University employees. The Vice President for Administration & Finance will be responsible for consistently enforcing all travel policies, P-Card policies, and any related policies. Failure to comply with all University policies and procedures may result in disciplinary action up to and including suspension and/or termination.

## EXCEPTIONS

Exceptions to this travel policy may be limited but nevertheless may be necessary in unanticipated or very unusual circumstances. All exceptions must be reasonable, both as to arrangements and amounts, and must be approved by the Department Head Signature Authority and the Director, Procurement & Administrative Services. Once the decision has been rendered it is considered final.

## REVIEW

This policy will be reviewed annually by the Vice President for Administration & Finance and the Finance & Capital Assets Committee of the Board of Trustees.



## **Board of Trustees**

February 7, 2023

---

### **MOTION**

To recommend that the University enter into an agreement with the Boston Consortium for internal audit services. The agreement should be for one year. All University procurement procedures and policies will be followed in executing said agreement.

---

Robert A. Martin, Ph.D., Chair

---

Date



## **Board of Trustees**

February 7, 2023

---

### **MOTION**

To conduct an internal audit on Bursar/Student Accounts with the agreed upon scope of work to be completed by June 30, 2023, and a final report issued to the Audit Committee within 45 days after completion of the audit.

---

Robert A. Martin, Ph.D., Chair

---

Date



**To:** Audit Committee, Westfield State University  
**From:** Samantha Spezeski, *Director of Internal Audit*  
**CC:** Stephen Taksar, *Vice President for Administration and Finance*  
**Date:** February 7, 2023  
**Subject:** Potential Internal Audit Projects

---

**Areas to Consider**

**Bursar/Student Accounts (250 hours)**

- Understand and document the process and controls of student accounts/bills
  - How are charges approved
  - Charge reversals and associated approvals
  - Billing accuracy
  - Interfaces with other departments, i.e., housing, dining, parking
- Controls around the payment and refund process
- Cash Handling
- Credit Balances
- IRS Requirements, 1098T Process and Calculation
- Policies and Procedures Outstanding Balances
- Confidentiality Policies

**Grants (250 Hours)**

Pre/Post Award Processes and Controls:

- |                                  |  |
|----------------------------------|--|
| • Proposals                      | • Record retention                           |
| • Reporting structure            | • Close out procedures                       |
| • Deadlines and timing           | • Problematic Principal Investigators (PI's) |
| • Budget creation                | • Payables/Receivables/Aging                 |
| • IDS rates                      | • Deliverables                               |
| • Award acceptance               | • Authorized signers                         |
| • Award setup                    | • Department staff responsibilities          |
| • Inter-Department communication | • Programmatic reporting                     |
| • Authorized signers             |  |

**Procurement Card (175 Hours)**

- Understand and document the process and controls of how procurement transactions are recorded and approved
- Review documented policies, procedures, training materials for procurement cardholders
- Data Mine the entire population and select samples based on higher risk transactions to review for compliance with policies
- Other specific institution controls for the process

**Anyone of the following three projects would have to be tailored for controls at the institution level**

**Accounts Payable**

**Procurement**

**Payroll**

**Objectives and Scope**

The objective of the audit is to analyze and to assess the effectiveness of controls over the Project that will be selected. Our audit techniques typically include, but are not limited to, interviews, data analysis, the review of documentation in support of transactions, and physical observations of processes and assets.

**Audit Results and Timeframes**

We will discuss findings with appropriate personnel during the course of the audit. We will make recommendations and work with the responsible personnel to identify corrective action(s) to be taken by management to address the issue(s). At the conclusion of our fieldwork, we will hold a structured exit conference to discuss aspects of the audit and our observations. We expect that a draft report would be issued shortly after the exit conference and you will have time to draft your responses for the final report to be distributed at the following Audit Committee meeting.

**Westfield State University**  
Audit Committee

**FY23 Internal Audit Services**  
January 18, 2023

**PREVIOUS INTERNAL AUDITS**

- Dining Services Audit (2018)
- Procurement Audit (2017)
- Travel Audit (2017)
- Key Control Audit (2017)
- Payroll Trust Fund Audit (FY16)
- Inventory and Equipment Audit (FY16)

FY15 Cash Receipts

1. Athletics Dept Cash Receipts Audit
2. Biology and Environmental Science Cash Receipts Audit
3. Campus Card Office Cash Receipts Audit
4. Campus Center Cash Receipts Audit
5. Career Center Cash Receipts Audit
6. Ely Library Cash Receipts Audit
7. English Theatre Program Cash Receipts Audit
8. Event Management Cash Receipts Audit
9. International Programs Cash Receipts Audit
10. Musical Theatre Cash Receipts Audit
11. Nursing Dept Cash Receipts Audit
12. Payroll Office Cash Receipts Audit
13. Public Safety Cash Receipts Audit
14. Registrar Cash Receipts Audit
15. SGA Cash Receipts Audit
16. Student Affairs Office Cash Receipts Audit