



Board of Trustees

February 23, 2023

11:00 AM

Horace Mann Center, Garden Level Conference Room A

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

AGENDA

1. Call to Order

Board Chair Dr. Robert Martin

2. Items for Discussion

- | | |
|----------------------------------|-------------------------------------|
| a. Overview of Accreditation | Dr. Juline Mills/Dr. Brian Jennings |
| b. Standards Indicator Document | Dr. Juline Mills/Dr. Brian Jennings |
| c. Self-Study Summary Sheet | Dr. Juline Mills/Dr. Brian Jennings |
| d. Tour of Virtual Workroom | Tom Raffensperger |
| e. Update on site visit schedule | Dr. Juline Mills/Dr. Brian Jennings |

Attachments:

- a. Overview of Accreditation Presentation
- b. Standards Indicator Document
- c. Self Study Summary Sheet
- d. Site Visit Schedule



**New England Commission of Higher Education (NECHE)
BOARD OF TRUSTEES
MEETING**

**Self-Study & Site-Visit Workshop
February 22, 2023**



OVERVIEW

- What is Accreditation?
- A Big Picture Perspective on the NECHE Standards
- Overview of the Standards
- Structure of the Self-Study and Highlights
- Self-Study Summary Document
- Standards Indicator Document
- Tour of the Virtual Workroom
- Updated Schedule

What is Accreditation?

- Accreditation is a status that provides assurance that an institution meets clearly stated **Standards for Accreditation** and that there are reasonable grounds to believe the institution will continue to meet those standards in the future.
- Every ten years (with a five-year interim report) Westfield State University undergoes reaffirmation of accreditation with the New England Commission of Higher Education (NECHE). NECHE is the successor to the NEASC CIHE

Dual Purposes of Accreditation



Accrediting Associations Assure Institutional or Program Quality to:

- Prospective Students and Employees
- Prospective Employers of the Institutions' Graduates
- Other Colleges and Universities
- Federal Government –
- Federal and State Financial Aid
- Funding Agencies

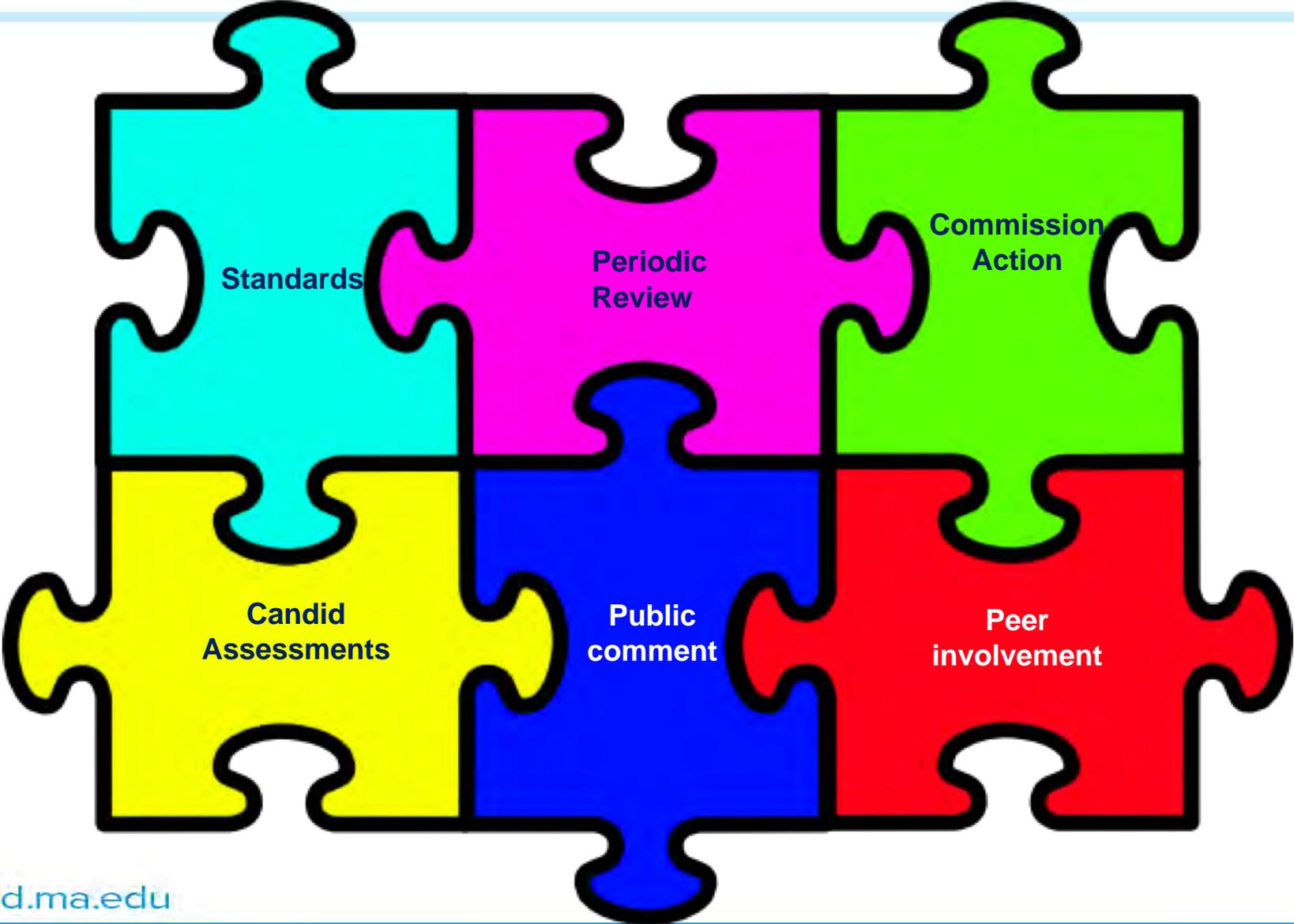
What Accreditors Balance?

- Compliance
- Needs of the public
- Federal regulations
- Safeguarding quality
- Consistency of Standards



- Improvement
- Needs of institutions
- Institution-centered approach
- Supporting innovation
- Diversity of institutional missions

Pieces of the Accreditation Puzzle



The Standards: A Big Picture

Each of the Standards articulates a dimension of institutional quality. In applying the Standards, the Commission assesses and makes a determination about the effectiveness of the institution as a whole. The institution that meets the Standards:

- has clearly defined purposes appropriate to an institution of higher learning;
- has assembled and organized those resources necessary to achieve its purposes;
- is achieving its purposes;
- has the ability to continue to achieve its purposes.

Themes: Roles and Purposes, Structures, Processes and Policies, Resources, Planning, Assessment, Transparency and Availability of Information, Integration

The Standards: The Big Picture

- Standard 1: Mission and Purposes (5 individual standards)
- Standard 2: Planning and Evaluation (8 individual standards)
- Standard 3: Organization and Governance (19 individual standards)
- Standard 4: The Academic Program (49 individual standards)
- Standard 5: Students (20 individual standards)
- Standard 6: Teaching, Learning, and Scholarship (20 individual standards)
- Standard 7: Institutional Resources (26 individual standards)
- Standard 8: Educational Effectiveness (10 individual standards)
- Standard 9: Integrity, Transparency, and Public Disclosure (25 individual standards)

Note: 161 total individual standards

The NECHE Standards (in their totality) are a detailed articulation of how an institution of higher education should operate.

The Standards: How They Work



The Mission is the Elephant

STANDARD ONE: MISSION AND PURPOSES

The institution's mission and purposes are appropriate to higher education, consistent with its charter or other operating authority, and implemented in a manner that complies with the Standards of the New England Commission of Higher Education. The institution's mission gives direction to its activities and provides a basis for the assessment and enhancement of the institution's effectiveness.

- 1.1 The mission of the institution defines its distinctive character, addresses the needs of society, identifies the students the institution seeks to serve, and reflects both the institution's traditions and its vision for the future. The institution's mission provides the basis upon which the institution identifies its priorities, plans its future, and evaluates its endeavors; it provides a basis for the evaluation of the institution against the Commission's Standards. (Role)
- 1.2 The institution's mission statement is formally adopted by the governing board and appears in appropriate printed and digital institutional publications. (Process for Adoption, Transparency and Info Availability)
- 1.3 The institution's purposes are concrete and realistic and further define its educational and other dimensions, including scholarship, research, and public service. Consistent with its mission, the institution endeavors to enhance the communities it serves. (Purpose and Role, Integration)

The Mission is the Elephant

STANDARD ONE: MISSION AND PURPOSES

- 1.4 The mission and purposes of the institution are accepted and widely understood by its governing board, administration, faculty, staff, students, and sponsoring entity (if any). They provide direction to the curricula and other activities and form the basis on which expectations for student learning are developed. Specific objectives, reflective of the institution's overall mission and purposes, are developed by the institution's individual units. (Transparency and Info Availability, Role, Processes)
- 1.5 The institution periodically evaluates the content and pertinence of its mission and purposes, ensuring they are current and provide overall direction in planning, evaluation, and resource allocation. (Assessment, Integration, Planning, Resources)

Standard 1: Summary of Findings

- The University's mission provides a framework for our priorities, activities, and future goals.
- Over the last two years the University has evaluated the effectiveness of the mission and its messaging. Through a [survey of key stakeholders](#), it was determined that most agree with the mission statement's description of Westfield State.
- The Mission is not visible enough to the community and some of the language and definitions requiring further clarification.
- Westfield State plans to improve the visibility and communication of the Mission, regularly revise it to better define the students we serve and ensure that institutional decisions and unit plans support the Mission.

Standard 2: Planning and Evaluation

The institution undertakes planning and evaluation to accomplish and improve the achievement of its mission and purposes. It identifies its planning and evaluation priorities and pursues them effectively. The institution demonstrates its success in strategic, academic, financial, and other resource planning and the evaluation of its educational effectiveness.

- 8 Individual Standards
- 2 Thematic Areas: Planning and Evaluation
- Example of Integration of Standards:
 - 2.2 Institutional research is sufficient to support planning and evaluation. The institution systematically collects and uses data necessary to support its planning efforts and to enhance institutional effectiveness. (See also 8.6, 8.7).
- Significant overlap with areas of special emphasis from 2017 mid-cycle review

Standard 2: Summary of Findings

- Westfield State's 2019-2024 Strategic Plan is the framework for planning at the institution.
- The [University Efficiency Analysis Advisory Committee \(UEAAC\) plan](#) was implemented to financially navigate the pandemic and other concurrent financial pressures. The work of UEAAC was aligned (and cross-walked) with the strategic plan in order to ensure the effort worked in conjunction with the larger planning framework of the university.
- Westfield State continually engages in the systematic evaluation of our academic programs through [external review processes for accredited and nonaccredited programs](#).
- In addition to the Strategic Plan, divisions and unit within the institution have plans created in alignment with the University's priorities and goals, for example, the [2022–2024 Strategic Priorities Plan for the Division of Justice, Equity, Diversity & Inclusion \(JEDI\)](#), the [Strategic Plans of the four Schools](#), the [Library Strategic Plan](#), and the [Campus Master Plan \(facilities\)](#).

Standard 2: Summary of Findings

- The Westfield State [COVID response planning](#) was also comprehensive and effective, largely due to the ability of faculty, librarians, and staff to adapt quickly to meet student needs.
- The new strategic plan must include closer alignment of planning at different organizational levels.
- In the 2021-2022 academic year, the institution created a permanent Office of Assessment and Accreditation to advance our work in this area in a systematic way.
- Westfield State looks forward to the creation of the 2025 - 2030 Strategic Plan
- Westfield State has made a commitment in its projections to establish a formal process for each Division to create multi-year programmatic and strategic plans.

Standard 3: Organization and Governance

The institution has a system of governance that facilitates the accomplishment of its mission and purposes and supports institutional effectiveness and integrity. Through its organizational design and governance structure, the institution creates and sustains an environment that encourages teaching, learning, service, scholarship, and where appropriate, research and creative activity. It demonstrates administrative capacity by assuring provision of support adequate for the appropriate functioning of each organizational component. The institution has sufficient autonomy and control of its programs and operations consistent with its mission to be held directly accountable for meeting the Commission's *Standards for Accreditation*.

- 19 individual standards
- 2 thematic areas: **Governing Board** and Internal Governance

Governing Board

Governing Board

- 3.3 The governing board is the legally constituted body ultimately responsible for the institution's quality and integrity. Where the institution's ownership or affiliation structure or other circumstances or requirements may involve more than one legally constituted body with authority, the institution demonstrates that the governing body with direct responsibility for the institution's quality and integrity has sufficient autonomy and control to be held accountable for meeting the Commission's Standards and to ensure that it can act in the institution's best interest and that the legally constituted bodies with authority have an aligned understanding of their respective roles.
- 3.4 The board assures representation of the public interest in its composition and reflects the areas of competence needed to fulfill its responsibilities. Two-thirds or more of the board members, including the chair, are free of any personal or immediate familial financial interest in the institution, including as employee, stockholder or shareholder, corporate director, or contractor.

Governing Board

Governing Board

- 3.5 Members of the governing board understand, accept, and fulfill their responsibilities as fiduciaries to act honestly and in good faith in the best interest of the institution toward the achievement of its educational purposes in a manner free from conflicts of interest.
- 3.6 In multi-campus systems organized under a single governing board, the division of responsibility and authority between the system office and the institution is clear. Where system and campus boards share governance responsibilities or dimensions of authority, system policies and procedures are clearly defined and equitably administered relative to the mission of the institution.

Governing Board (continued)

- 3.7 The board has a clear understanding of the institution's distinctive mission and exercises the authority to ensure the realization of institutional mission and purposes. The board approves and reviews institutional policies; monitors the institution's fiscal condition; and approves major new initiatives, assuring that they are compatible with institutional mission and capacity. These policies are developed in consultation with appropriate constituencies. The board assures that the institution periodically reviews its success in fulfilling its mission and serving its students. The Board is effective in helping the institution make strategic decisions and confront unforeseen circumstances. It regularly reviews the institution's systems of enterprise risk management, external audits, regulatory compliance, internal controls, and contingency management. The board assures appropriate attention is given to succession planning for institutional leadership and, where applicable, the composition of the board itself.
- 3.8 The board systematically develops, ensures, and enhances its own effectiveness through orientation, professional development, effective self-assessment, and regular evaluation including an external perspective. The board addresses its goals for diversity within its membership. Its role and functions are effectively carried out through appropriate committees and meetings.

Governing Board (continued)

- 3.9 Utilizing the institutional governance structure, the board establishes and maintains appropriate and productive channels of communication among its members and with the institutional community.
- 3.10 The board appoints and periodically reviews the performance of the chief executive officer whose full-time or major responsibility is to the institution.
- 3.11 The board delegates to the chief executive officer and, as appropriate, to others the requisite authority and autonomy to manage the institution compatible with the board's intentions and the institution's mission. In exercising its fiduciary responsibility, the governing board assures that senior officers identify, assess, and manage risks and ensure regulatory compliance.

Standard 3: Summary of Findings

- Westfield State operates under Massachusetts General Law, and as such follows the requirements for the organization and leadership of state universities.
- Westfield State ensures efficiency in organization and governance through periodic assessment and review, along with an internal assessment of our bylaws, and the [Board of Trustees](#) committee structure.
- Faculty participation in decision-making is set forth in the [BHE/MSCA Agreement](#).
- Student participation in the decision-making process is set forth by the *BHE/MSCA Agreement*.

Standard 3: Summary of Findings

- While administrative turnover has presented challenges in continuity, the University has continued to adapt and to meet ongoing challenges as evidenced by a successful pandemic response, the changes brought by the [UEACC](#) committee, and the progress of the [SCORE](#) committee.
- Westfield State has undergone several reorganizations over the past several years to best meet the needs of the University and its students, as well as provide financial efficiencies ([see UEAAC report](#)).
- The Board of Trustees will complete its review of the bylaws and its updates to the committee structure, which is currently in progress, by the end of this fiscal year.

Standard 4: The Academic Program

The institution's academic programs are consistent with and serve to fulfill its mission and purposes. The institution works systematically and effectively to plan, provide, oversee, evaluate, improve, and assure the academic quality and integrity of its academic programs and the credits and degrees awarded. The institution sets a standard of student achievement appropriate to the degree or certificate awarded and develops the systematic means to understand how and what students are learning and to use the evidence obtained to improve the academic program.

- 49 individual standards
- 7 thematic areas: Assuring Academic Quality, Undergraduate Degree Programs, General Education, The Major or Concentration, Graduate Degree Programs, Transfer Credit, Integrity in the Award of Academic Credit

Standard 4: Summary of Findings

- Westfield State offers 99 undergraduate academic majors, representing collegiate level programs and professional degrees as described in the [Catalog](#). Also offered are Graduate, online completion, accelerated programs, and licensure programs.
- Faculty continually work to develop new degree program opportunities adding [68 majors, 15 new concentrations, and 7 graduate degrees since our last comprehensive evaluation](#).
- Academic programs are enhanced through opportunities such as The Center for Undergraduate Research and Creative Activity (CURCA), internships, capstones, field practicums, and clinicals.
- A key indicator of our students' success is our rate of employment after graduation where 85% of students engage in further education or employment in areas directly related to their major.

Standard 4: Summary of Findings

- Since our last comprehensive self-study, Westfield State has established a [Temporary Common Core](#) while we engage in the rigorous development of a new General Education program, led by the Special Committee on Reforming General Education ([SCORE](#)).
- The Curriculum Audit, Review and Assessment (CARA) project provides focused lens with a catalog review/audit, assessing course transfer credit, researching options for variable course credit, and developing online degree pathways.
- The University will have to continue to prioritize closing the achievement gap, implement the new general education curriculum, and continue to build a culture of assessment with feedback loop to improve outcomes.

Standard 5: Students

Consistent with its mission, the institution sets and achieves realistic goals to enroll students who are broadly representative of the population the institution wishes to serve. The institution addresses its own goals for the achievement of diversity, equity, and inclusion among its students and provides a safe environment that fosters the intellectual and personal development of its students. It endeavors to ensure the success of its students, offering the resources and services that provide them the opportunity to achieve the goals of their educational program as specified in institutional publications. The institution's interactions with students and prospective students are characterized by integrity and equity.

- 20 individual standards
- 2 thematic areas: Admissions, Student Services and Co-Curricular Experiences

Standard 5: Summary of Findings

- As a student-ready institution, Westfield State works diligently to ensure that the holistic student experience is a positive and productive one. We take pride in our academic programs, our commitment to student service, and our conscientious efforts to ensure each student has their very best chance to attain academic excellence.
- Students are included in advisory and decision-making processes across the University.
- In fall 2022, Westfield State enrolled 3,482 full-time undergraduates, and 753 part-time undergraduate students. Westfield State enrolled 746 graduate students in fall 2022. Over 47% of undergraduate students live in the residence halls. In October 2022, the Division of Enrollment Management and the Division of Student Affairs were merged with the aim to provide a better experience for students from recruitment, admissions, to graduation.

Standard 5: Summary of Findings

- The creation of our Center for Student Success and Engagement (CSSE) is evidence of our commitment to student success and closing the achievement gap. Under the CSSE, student needs and concerns are addressed in a multi-angular approach by eight different offices, each of which specializes in different aspects of student support, in true alignment with the University's Strategic Goals.
- The University will also be implementing the [strategic priorities from our Justice, Equity, Diversity, and Inclusion division](#) as they relate to the student experience. In tandem, a comprehensive wellness strategy is being developed to address the overall health and well-being of our students.

Standard 6: Teaching, Learning, and Scholarship

The institution supports teaching and learning through a well-qualified faculty and academic staff, who, in structures and processes appropriate to the institution, collectively ensure the quality of instruction and support for student learning. Scholarship, research, and creative activities receive support appropriate to the institution's mission. The institution's faculty has primary responsibility for advancing the institution's academic purposes through teaching, learning, and scholarship.

- 20 individual standards
- Thematic areas: Faculty and Academic Staff, Teaching and Learning

Standard 6: Summary of Findings

- Westfield State faculty are the heart of our institution, and they are tireless, passionate advocates of both student achievement and program excellence.
- Westfield State follows the criteria of the [BHE/MSCA Agreement](#) in defining faculty categories, roles, rights, and responsibilities.
- In 2021, the University had a faculty-to-student ratio of 16.6 to 1 ([Common Dataset](#)).
- Each Academic Department makes its own curricular decisions before submitting to the governance process, and departments have collective, robust practices in place to ensure regular review.
- Westfield State offers many opportunities for faculty and librarians to reflect on and improve their teaching practices through professional development support and internal grant-funded projects and programs.
- Westfield State faculty and librarians engage in significant scholarship including the publication of numerous scholarly journal articles, books, and conference presentations, creative works, performances, and productions.

Standard 7: Institutional Resources

The institution has sufficient human, financial, information, physical, and technological resources and capacity to support its mission. Through periodic evaluation, the institution demonstrates that its resources are sufficient to sustain the quality of its educational program and to support institutional improvement now and in the foreseeable future. The institution demonstrates, through verifiable internal and external evidence, its financial capacity to graduate its entering class. The institution administers its resources in an ethical manner and assures effective systems of enterprise risk management, regulatory compliance, internal controls, and contingency management.

- 26 individual standards
- 3 thematic areas: Human Resources; Financial Resources; Information, Physical, and Technological Resources

Standard 7: Summary of Findings

- As of November 2021, Westfield State employed 639 benefited, full and part-time employees and 865 contracted employees. The majority of benefited employees are full-time and permanent.
- Financial resources are allocated during the budgeting process to align with the University's mission and goals.
- Following the impact of the pandemic and related challenges to financial planning, the university for the past few years has prepared a provisional budget in June with a final budget proposed in October.
- As a state university, approximately 30% of annual revenues are provided by the state in the form of an annual appropriation.
- Westfield State's annual budget includes a provision for operating, capital, and contingency funds to fund emergencies or unanticipated expenses.
- The University also has adequate cash reserves available for emergencies, special projects, and unplanned campus needs.

Standard 7: Summary of Findings

- The University shows a revised structural deficit in the FY 2022 budget of \$2,883,584.
- Library resources and Information Technology systems and services are continually reviewed for efficiency and effectiveness. Electronic information resource access has been expanded despite only modest contractual increases, due to careful annual review of usage, resource overlap, consortial purchasing opportunities, and licensing models.
- While the University's student population is becoming more diverse, faculty, librarians, and staff diversity has not seen a significant change from 2017 to 2021, despite efforts to recruit more diverse employees. In an effort to promote and continue to increase diversity within the ranks of our faculty and staff, our new JEDI division, in its 2022-2024 Strategic prioritizes, outlines a goal to “collaboratively develop a university-wide, multi-year recruitment and retention plan for staff, faculty, and administrators from traditionally underrepresented groups based on documented best practices.”
- Financial stability has been impaired due to declines in enrollment. Further robust financial planning has been impaired due to a lack of enrollment planning.

Standard 8: Educational Effectiveness

The institution demonstrates its effectiveness by ensuring satisfactory levels of student achievement on mission-appropriate student outcomes. Based on verifiable information, the institution understands what its students have gained as a result of their education and has useful evidence about the success of its recent graduates. This information is used for planning and improvement, resource allocation, and to inform the public about the institution. Student achievement is at a level appropriate for the degree awarded.

- 10 individual standards
- No separated thematic areas: Major Theme -

What do students learn and how do you know they learn it?

Standard 8: Summary of Findings

- Westfield State ensures educational effectiveness across multiple student bodies, including but not limited to traditional full-time undergraduates, part-time undergraduates, online students, and graduate students by making data-driven decisions to aid student retention and graduation.
- Since the 2017-2018 academic year, the number of students leaving Westfield State by dismissals, suspensions and administrative withdrawals have decreased from a high of 15% to 9% in 2021-2022.
- Our retention rate has increased to 75% (up by 2%) despite the pandemic, the highest among the Massachusetts State Public institutions ([IPEDS reports](#)).

Standard 8: Summary of Findings

- While our 6-year first-time graduation rate is down slightly, Westfield State continues to lead as well with the highest graduation rate of 61% ([IPEDS reports](#)).
- 85% of recent graduates are reported employed or in graduate school in a field related to their degree.
- With the current core revision in progress, and the establishment of the new Office of Assessment and Accreditation, Westfield State looks forward to a comprehensive assessment process, and are currently implementing software to assist us in this work.
- Retention efforts, specifically those focused on reducing the achievement gap, will continue to be a priority in this area.

Standard 9: Integrity, Transparency, and Public Disclosure

The institution subscribes to and advocates high ethical standards in the management of its affairs and in its dealings with students, prospective students, faculty, staff, its governing board, external agencies and organizations, and the general public. Through its policies and practices, the institution endeavors to exemplify the values it articulates in its mission and related statements. In presenting the institution to students, prospective students, and other members of the public, the institutional website provides information, including information about student success, that is complete, accurate, timely, readily accessible, clear, and sufficient for intended audiences to make informed decisions about the institution.

- 25 individual standards
- 3 thematic areas: Integrity, Transparency, Public Disclosure

Standard 9: Summary of Findings

- Following Massachusetts law, the university's financial status and governance processes are transparent and open. Trustee meetings are open and online, and minutes, documentation, and agendas are published online.
- [Official policies](#), appeals processes, major procedures, and institutional data are published on our website and in the Catalog, and updated regularly.
- The [University catalogs](#), both undergraduate and graduate, are regularly and periodically updated and include all important information, guidelines, and policies for academics as well as the [Student Handbook](#).
- The University's website has lost some navigability and search effectiveness through the complex process of updating, but this is being steadily addressed. Westfield State will be creating a cross-campus digital content team to cohesively organized, neatly stored, and provide improved information accessibility.



Checklist of Self-Study Components

The Commission offers the following Checklist of Self-Study Components as a guide of materials to include in self-study reports prepared in advance of comprehensive evaluations.

- _____ 1. **Cover Page**
- _____ 2. **Table of Contents**
- _____ 3. **Institutional Characteristics Form**
- _____ 4. **Table of NECHE Actions, Items of Special Attention, or Concerns.** Outline NECHE concerns since Fifth Year Report. Include: 1) date of NECHE letter; 2) detailed actions, items of special attention, or concerns; 3) NECHE Standard(s) cited for each matter; 4) Self-Study page number where each matter is addressed.
- _____ 5. **Introduction** (brief summary of self-study process, participants, goals)
- _____ 6. **Institutional Overview** (brief institutional history, context in which the institution operates today, changes since last evaluation, summary of principal self-study findings)
- _____ 7. **Narrative** response to the *Standards for Accreditation* (one chapter per standard; maximum 100 single-spaced pages, paginated sequentially) **plus the relevant “Data First” forms bound in each chapter**
- _____ 8. **Appendix**
 - Affirmation of Compliance with federal requirements of Title IV (signed by CEO)
 - E-Series forms on Student Achievement and Success
 - Most recent audited financial statements
 - Auditor’s management letter containing specific recommendations to the institution on its financial controls and practices.
 - List of supporting documents available in the workroom or provided electronically

Highlight: Areas of Emphasis (2017 Interim NEASC Report)

- Implementing the strategic plan;
- Assessing the common core program;
- Narrowing the student success "achievement gap;"
- Developing and implementing plans to address deferred maintenance

Highlight: Institution Overview

- An “IDEA” for our Future
- The Self-Study Process
- Institutional History
- Leadership Transitions since 2012
- The 21st President of WSU
- Accolades
- Major Changes since 2012

The Self-Study Narrative

- About 100 pages; a chapter for each Standard
- Include areas of emphasis clearly
- 3 dimensions of quality: input, process, [outcome](#)
- Analytic framework:
 - **Description:** what are we doing?
 - **Appraisal:** how well are we doing?
 - **Projection:** what commitments do we make?

Appendix

- Affirmation of Compliance w/ Title IV
- E-Series Forms
- Most Recent Audited Financial Statements
- List of Supporting Documents

Study Documents – The “Owl Notes”

- Self-Study Summary Document
- Standards Indicator Document
- Updated Schedule

Touring the Virtual Workroom

lib.westfield.ma.edu/neche23

Westfield STATE UNIVERSITY

NECHE23 Accreditation

Ely Library Home / LibGuides / NECHE / NECHE23 / Visiting Team

NECHE23: Visiting Team

Search this Guide Search

- Visiting Team
- Self-Study Process
- Institutional Overview
- Areas of Special Emphasis
- Standard One
- Standard Two
- Standard Three
- Standard Four
- Standard Five
- Standard Six
- Standard Seven
- Standard Eight
- Standard Nine
- Appendices
- Data First Forms
- E-Series Forms
- Prior NEASC/NECHE Reports

Welcome

The entire Westfield State University community welcomes you to our beautiful campus. We hope you have a productive and enjoyable visit. We appreciate you contributing your valuable time and extensive expertise to helping us make Westfield State the best it can be for our students and the Commonwealth. If you need anything, please do not hesitate to contact us using the information provided.

Need Help?

- Your base of operations is in the Loughman Living Room in Scanlon Hall.
- Technology support: Call 413-572-5237 (Media Services) they are just upstairs from your workroom
- Assistance with scheduling and rooms: Callie Katsounakis, Director of Accreditation and Special Projects. You will be given Ms. Katsounakis' cell number
- Campus map (pdf file)

Navigation Guide

The tabs above will take you to information for each standard, including the NECHE standard, a link to the self-study, and resource documents for that standard. Following the standards are the Areas of Special Emphasis which also include extracts of those sections of the full report. The report appendices, Digital Workroom documents, and information on our people and process are also presented.

Ask a Librarian

QUESTIONS AND ANSWERS

NECHE SELF-STUDY SUMMARY

NOTE: This summary of the NECHE Self-Study is provided for Westfield State internal stakeholders to use as a quick reference guide to the self-study. This review is not intended to be comprehensive and does not replace reading and/or studying the self-study. This document is not to be used in place of the Self-Study.

Areas of Special Emphasis. These are issues that the accreditation body asked the University to focus on for this accreditation cycle.

- **Planning and Evaluation**, specifically to report on success in developing and implementing the [2019–2024 strategic plan](#). Include multi-year enrollment, financial forecasting, and enhanced capital planning.
Where we stand:
 - Westfield State successfully completed the development of its 2019-2024 Strategic Plan, and has provided quantitative assessment on the progress made on meeting the priorities under each strategic goal.
 - One of the four major elements in the University's strategic plan is *Enrollment*, including strategic enrollment priorities and initiatives. This is supplemented by annual enrollment plans. [Enrollment planning](#) has been challenging, creating difficulty in adhering to a multi-year plan matching enrollment to finances.
 - An "[All Funds Multi-Year Financial Model FY20 – FY24](#)" was created in 2019 by the Finance and Capital Assets Committee. Additional capital planning is done in conjunction with DCAMM (the state Department of Capital Asset Management and Maintenance) and the MSCBA (Massachusetts State College Building Authority).
 - In addition to the new Strategic Plan, the University needs formal multi-year enrollment forecasting.

- **The Academic Program**, specifically to report on progress in assessing the common core program. Establish a plan to review a subset of learning outcomes from the core each year.
Where we stand:
 - The [Special Committee on Reforming General Education \(SCORE\)](#) is well along in its work on the development of a new general education program.
 - Included in this process are steps to define clear and measurable learning outcomes and the development of a general education infrastructure to support ongoing assessment of student learning and the appropriate updates to curriculum that result from assessment.

- **Students and Educational Effectiveness**, specifically to report on progress in narrowing the student achievement gap.
Where we stand:
 - Graduation rates for Hispanic students have steadily increased from a low of 43% for the 2005 cohort to 56% in recent years.
 - The graduation rate for Black or African-American students has been less stable over the last decade (2005-2014), ranging from a low of 43% with the 2007 cohort and a high of 60% for the 2009 cohort. Graduation rates for Black or African-American students average approximately 50% over the last 10 years. There is still work to be done in this area.
 - The institution has demonstrated its commitment to reducing the achievement gap through the creation of the CARE Center, the Center for Student Success and Engagement (CSSE), an increase in participation Urban Education, comprehensive advising, and was a contributing factor to the establishment of the Division of Justice, Equity, Diversity, Inclusion (J.E.D.I.)
 - In alignment with the Strategic Plan, Westfield State increased financial aid, scholarships, and other resources to retain students.
 - Success is evident in data showing robust rates of retention (for example, [IPEDS reporting](#) shows a retention rate increase from 73% in 2021 to 75% in 2022) and good academic standing, an increase in part-time minority student enrollment, and retention improvements.

- **Institutional Resources**, specifically to report on progress addressing deferred maintenance.
 - **Where we stand:**
 - Westfield State continues to address its deferred maintenance. The institution remains vigilant in seeking additional funding through DCAMM, external grants, and in allocating more internal funding in order to make more progress in reducing the backlog.
 - Currently underway is a Facilities Condition Assessment (FCA) in which all state campus facilities will be reviewed.
 - The campus is also in the process of hiring capital project managers to oversee and expedite the completion of capital projects on campus.
 - The [2018 Sightlines report](#) was used as the basis to develop a 5-year capital planning list upon the authorization by DCAMM of a \$9.4 million dollar spending package which began in Fiscal Year 2019. This spending plan infuses over \$6.5 million (67.8%) of state bond funding to capital projects/deferred maintenance with a university commitment to contribute just over \$3 million (32.2%). This is a substantive commitment to address deferred maintenance.

Standard 1: Mission and Purposes.

- The University's mission provides a framework for our priorities, activities, and future goals.
- Over the last two years the University has evaluated the effectiveness of the mission and its messaging. Through a [survey of key stakeholders](#), it was determined that most agree with the mission statement's description of Westfield State.
- The Mission is not visible enough to the community and some of the language and definitions requiring further clarification.
- Westfield State plans to improve the visibility and communication of the Mission, regularly revise it to better define the students we serve and ensure that institutional decisions and unit plans support the Mission.

Standard 2: Planning and Evaluation.

- Westfield State's 2019-2024 Strategic Plan is the framework for planning at the institution.
- The [University Efficiency Analysis Advisory Committee \(UEAAC\) plan](#) was implemented to financially navigate the pandemic and other concurrent financial pressures. The work of UEAAC was aligned (and crosswalked) with the strategic plan in order to ensure the effort worked in conjunction with the larger planning framework of the university.
- Westfield State continually engages in the systematic evaluation of our academic programs through [external review processes for accredited and nonaccredited programs](#).
- In addition to the Strategic Plan, divisions and unit within the institution have plans created in alignment with the University's priorities and goals, for example, the [2022–2024 Strategic Priorities Plan for the Division of Justice, Equity, Diversity & Inclusion \(JEDI\)](#), the [Strategic Plans of the four Schools](#), the [Library Strategic Plan](#), and the [Campus Master Plan](#) (facilities).
- The Westfield State [COVID response planning](#) was also comprehensive and effective, largely due to the ability of faculty, librarians, and staff to adapt quickly to meet student needs.
- The new strategic plan must include closer alignment of planning at different organizational levels.
- In the 2021-2022 academic year, the institution created a permanent Office of Assessment and Accreditation to advance our work in this area in a systematic way.
- Westfield State looks forward to the creation of the 2025 - 2030 Strategic Plan
- Westfield State has made a commitment in its projections to establish a formal process for each Division to create multi-year programmatic and strategic plans.

Standard 3: Organization and Governance.

- Westfield State operates under Massachusetts General Law, and as such follows the requirements for the organization and leadership of state universities.
- Westfield State ensures efficiency in organization and governance through periodic assessment and review, along with an internal assessment of our bylaws, and the [Board of Trustees](#) committee structure.
- Faculty participation in decision-making is set forth in the [BHE/MSCA Agreement](#).
- Student participation in the decision-making process is set forth by the [BHE/MSCA Agreement](#).
- While administrative turnover has presented challenges in continuity, the University has continued to adapt and to meet ongoing challenges as evidenced by a successful pandemic response, the changes brought by the [UEACC](#) committee, and the progress of the [SCORE](#) committee.

- Westfield State has undergone several reorganizations over the past several years to best meet the needs of the University and its students, as well as provide financial efficiencies ([see UEAAC report](#)).
- The Board of Trustees will complete its review of the bylaws and its updates to the committee structure, which is currently in progress, by the end of this fiscal year.

Standard 4: The Academic Program.

- Westfield State offers 99 undergraduate academic majors, representing collegiate level programs and professional degrees as described in the [Catalog](#). Also offered are Graduate, online completion, accelerated programs, and licensure programs.
- Faculty continually work to develop new degree program opportunities adding [68 majors, 15 new concentrations, and 7 graduate degrees since our last comprehensive evaluation](#).
- Academic programs are enhanced through opportunities such as The Center for Undergraduate Research and Creative Activity (CURCA), internships, capstones, field practicums, and clinicals.
- A key indicator of our students' success is our rate of employment after graduation where 85% of students engage in further education or employment in areas directly related to their major.
- Since our last comprehensive self-study, Westfield State has established a [Temporary Common Core](#) while we engage in the rigorous development of a new General Education program, led by the Special Committee on Reforming General Education ([SCORE](#)).
- The Curriculum Audit, Review and Assessment (CARA) project provides focused lens with a catalog review/audit, assessing course transfer credit, researching options for variable course credit, and developing online degree pathways.
- The University will have to continue to prioritize closing the achievement gap, implement the new general education curriculum, and continue to build a culture of assessment with feedback loop to improve outcomes.

Standard 5: Students.

- As a student-ready institution, Westfield State works diligently to ensure that the holistic student experience is a positive and productive one. We take pride in our academic programs, our commitment to student service, and our conscientious efforts to ensure each student has their very best chance to attain academic excellence.
- Students are included in advisory and decision-making processes across the University.
- In fall 2022, Westfield State enrolled 3,482 full-time undergraduates, and 753 part-time undergraduate students. Westfield State enrolled 746 graduate students in fall 2022. Over 47% of undergraduate students live in the residence halls. In October 2022, the Division of Enrollment Management and the Division of Student Affairs were merged with the aim to provide a better experience for students from recruitment, admissions, to graduation.
- The creation of our Center for Student Success and Engagement (CSSE) is evidence of our commitment to student success and closing the achievement gap. Under the CSSE, student needs and concerns are addressed in a multi-angular approach by eight different offices, each of which specializes in different aspects of student support, in true alignment with the University's Strategic Goals.
- The University will also be implementing the [strategic priorities from our Justice, Equity, Diversity, and Inclusion division](#) as they relate to the student experience. In tandem, a comprehensive wellness strategy is being developed to address the overall health and well-being of our students.

Standard 6: Teaching, Learning, and Scholarship.

- Westfield State faculty are the heart of our institution, and they are tireless, passionate advocates of both student achievement and program excellence.
- Westfield State follows the criteria of the [BHE/MSCA Agreement](#) in defining faculty categories, roles, rights, and responsibilities.
- In 2021, the University had a faculty-to-student ratio of 16.6 to 1 ([Common Dataset](#)).
- Each Academic Department makes its own curricular decisions before submitting to the governance process, and departments have collective, robust practices in place to ensure regular review.
- Westfield State offers many opportunities for faculty and librarians to reflect on and improve their teaching practices through professional development support and internal grant-funded projects and programs.

- Westfield State faculty and librarians engage in significant scholarship including the publication of numerous scholarly journal articles, books, and conference presentations, creative works, performances, and productions.
- Westfield State faculty and librarians engage in significant service to the institution and the community with more than 1,800 ongoing unique community relationships which provide opportunities for student development.

Standard 7: Institutional Resources.

- As of November 2021, Westfield State employed 639 benefited, full and part-time employees and 865 contracted employees. The majority of benefited employees are full-time and permanent.
- Financial resources are allocated during the budgeting process to align with the University's mission and goals.
- Following the impact of the pandemic and related challenges to financial planning, the university for the past few years has prepared a provisional budget in June with a final budget proposed in October.
- As a state university, approximately 30% of annual revenues are provided by the state in the form of an annual appropriation.
- Westfield State's annual budget includes a provision for operating, capital, and contingency funds to fund emergencies or unanticipated expenses.
- The University also has adequate cash reserves available for emergencies, special projects, and unplanned campus needs.
- The University shows a revised structural deficit in the FY 2022 budget of \$2,883,584.
- Library resources and Information Technology systems and services are continually reviewed for efficiency and effectiveness. Electronic information resource access has been expanded despite only modest contractual increases, due to careful annual review of usage, resource overlap, consortial purchasing opportunities, and licensing models.
- While the University's student population is becoming more diverse, faculty, librarians, and staff diversity has not seen a significant change from 2017 to 2021, despite efforts to recruit more diverse employees. In an effort to promote and continue to increase diversity within the ranks of our faculty and staff, our new JEDI division, in its 2022-2024 Strategic prioritizes, outlines a goal to "collaboratively develop a university-wide, multi-year recruitment and retention plan for staff, faculty, and administrators from traditionally underrepresented groups based on documented best practices."
- Financial stability has been impaired due to declines in enrollment. Further robust financial planning has been impaired due to a lack of enrollment planning.

Standard 8: Educational Effectiveness.

- Westfield State ensures educational effectiveness across multiple student bodies, including but not limited to traditional full-time undergraduates, part-time undergraduates, online students, and graduate students by making data-driven decisions to aid student retention and graduation.
- Since the 2017-2018 academic year, the number of students leaving Westfield State by dismissals, suspensions and administrative withdrawals have decreased from a high of 15% to 9% in 2021-2022.
- Our retention rate has increased to 75% (up by 2%) despite the pandemic, the highest among the Massachusetts State Public institutions ([IPEDS reports](#)).
- While our 6-year first-time graduation rate is down slightly, Westfield State continues to lead as well with the highest graduation rate of 61% ([IPEDS reports](#)).
- 85% of recent graduates are reported employed or in graduate school in a field related to their degree.
- With the current core revision in progress, and the establishment of the new Office of Assessment and Accreditation, Westfield State looks forward to a comprehensive assessment process, and are currently implementing software to assist us in this work.
- Retention efforts, specifically those focused on reducing the achievement gap, will continue to be a priority in this area.
-

Standard 9: Integrity, Transparency, and Public Disclosure.

- Following Massachusetts law, the university's financial status and governance processes are transparent and open. Trustee meetings are open and online, and minutes, documentation, and agendas are published online.

- [Official policies](#), appeals processes, major procedures, and institutional data are published on our website and in the Catalog, and updated regularly.
- The [University catalogs](#), both undergraduate and graduate, are regularly and periodically updated and include all important information, guidelines, and policies for academics as well as the [Student Handbook](#).
- The University's website has lost some navigability and search effectiveness through the complex process of updating, but this is being steadily addressed. Westfield State will be creating a cross-campus digital content team to cohesively organized, neatly stored, and provide improved information accessibility.



**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 Poirier, 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

			CINDY ESCORT ATKINS TO UHALL		JESS ESCORT RILEY AND CHIRICO TO ELY
	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
TOPIC	Presidential Check-in	Student Outcomes Assessment	Governance Chairs	Enrollment and Student Demographics	Academic Department Chairs
LOCATION	Scanlon Banquet Hall A	Scanlon Banquet Hall B	University Hall Multipurpose	Scanlon Banquet Hall C	Owl's Nest, Ely
SITE VISIT TEAM MEMBERS	Dr. Zulma Toro, Site Team Chair	Dr. Dominic Barraclough	Dr. Nolan Atkins	Mr. Marlin Wesley Collingwood, II	Dr. Jeanette E. Riley Dr. Miriam M. Chirico
NECHE STANDARD		8	3	5	4, 6
WESTFIELD STATE ATTENDEES	Dr. Linda Thompson, President	Dr. Megan Kennedy, Executive Director of Educator Preparation, Accreditation and Outreach Dr. Jennifer DiGrazia, Professor, English Dr. Lynn Shelley Dr. Brian Jennings, Dean, Assessment and Accreditation, Dr. Joseph Camilleri, Professor, Psychology	Dr. Edward Welsh (AUC) Dr. Jennifer Hixon (UCC) Dr. Eric Bressler (UCC) Dr. Janet Gebelt (APC) Dr. Princy Mennella (APC) Dr. Charles DiStefano (GEC)	Mr. Dan Forster, Vice President, Enrollment Management and Student Affairs Mr. Michael Mazeika, Director, Admissions Ms. Jessica Tansey Director, Graduate Admission Dr. Monique Lopez Registrar Dr. Azanda Seymour, Executive Director, Center for Student Success and Engagement Ms. Nicole West, Director, Office of Retention and Engagement Dr. Sarah Lazare, Director, Banacos Academic Center	Dr. 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 Stassinios, 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
TRANSITION TO NEXT MEETING USHER/ESCORT	KERRI LAPLANTE will bring to UHALL	KERRI LAPLANTE will bring to UHALL		KERRI LAPLANTE will bring to UHALL	CALLIE KATSOUNAKIS will bring to UHALL

MONDAY, MARCH 6, 2023 – SESSION 2

10:10am-11:00am

	MEETING #1
TOPIC	WESTFIELD STATE STAFF OPEN FORUM
LOCATION	UNIVERSITY HALL MULTIPURPOSE ROOM
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 Poirier, 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
NECHE STANDARD	
WESTFIELD STATE ATTENDEES	UNIT AND NUP STAFF ACROSS ALL DIVISIONS – NO SENIOR LEADERSHIP OR DEANS
TRANSITION TO NEXT MEETING USHER/ESCORT	TOM RAFFENSPERGER WILL ESCORT COLLINGWOOD AND NEDDER TO LIBRARY CALLIE KATSOUNAKIS WILL ESCORT OTHERS BACK TO SCANLON

MONDAY, MARCH 6, 2023 – SESSION 3

11:20am-12:10pm

	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
TOPIC	President's Cabinet	Meeting with Trustees Martin, Williams, & Gilmer	Meeting with Provost		Library
LOCATION	Scanlon Banquet Hall A	Scanlon Banquet Hall C	Scanlon Banquet Hall B		Ely Library Mezzanine
SITE VISIT TEAM MEMBERS	Dr. Nolan Atkins	Dr. Zulma Toro, Site Team Chair	Dr. Jeannette E. Riley		Mr. Marlin Wesley Collingwood, II Mr. Stephen John Nedder, Jr.
NECHE STANDARD	3		4		5,7
WESTFIELD STATE ATTENDEES	Mr. Stephen Taksar, Vice President, Administration and Finance Mr. Daniel Forster, Vice President, Enrollment Management and Student Affairs Mr. Timothy Rooke, Special Assistant to President for Community and Government Affairs Ms. Lisa McMahon, Vice President, institutional Advancement Dr. Michael Freeman, Special Assistant to the President on University Strategies and Chief of Staff Dr. LaRue Pierce, Vice President of Justice, Equity, Diversity, and Inclusion Ms. Maggie Balch, Dean of Students Mr. Richard Lenfest, Athletics Director	Trustee Dr. Robert Martin, Chair Trustee Gloria Williams, Chair, Academic Affairs Committee Trustee George Gilmer	Dr. Juline Mills, Interim Provost and Vice President of Academic Affairs		Mr. Tom Raffensperger, Executive Director, Library Mr. Brian Hubbard, Associate Librarian Ms. Andrea Puglisi, Associate Librarian Mr. Oliver Zeff, Associate Librarian Ms. Andrea Boutin-Cooper, Librarian Ms. Rebecca Brody, Librarian Ms. Amber Monroe, Associate Librarian Ms. Lynn Reynolds, Administrative Assistant Ms. Karen Canary, Tech Services and Archives Ms. Beth Gamble, Tech Services Ms. Suzanne Tiranno, Access Services Ms. Lori Carrier, Access Services
TRANSITION TO NEXT MEETING USHER/ESCORT					TOM R to bring Collingwood, Nedder back to Scanlon for Lunch

LUNCH- SCANLON BOARDROOM 12:10pm-1:50pm

MONDAY, MARCH 6, 2023 – SESSION 4

1:50pm -2:40pm

	MEETING #1	MEETING #2	MEETING #3	CALLIE BRINGS COLLINGWOOD TO ELY	MEETING #5
TOPIC	MSCA Leadership	Institutional Research	Financial Resources	Admission and Recruitment Leadership	University Mission Review
LOCATION	Scanlon Banquet Hall A	Scanlon Boardroom	Scanlon Banquet Hall B	Owl's Nest, Ely	Scanlon Banquet Hall C
SITE VISIT TEAM MEMBERS	Dr. Nolan Atkins Dr. Miriam M. Chirico	Mr. Bill Poirier Dr. Dominic Barraclough	Mr. Steven John Nedder, Jr.	Mr. Marlin Wesley Collingwood, II	Dr. Zulma Toro
NECHE STANDARD	3,6	2,8	7	5	1
WESTFIELD STATE ATTENDEES	Dr. Claudia Ciano-Boyce, Professor, Psychology; President, WSU Chapter of MSCA Dr. Christopher Masi, Professor, Chemical and Physical Science; MSCA Union Representative, Vice President Dr. Susanne Chuku, Professor, Economics; MSCA Union Representative, Treasurer Dr. Jennifer DiGrazia, Professor, English; MSCA Union Representative, Recording Secretary Dr. Christopher Gullen, Professor, Communication; MSCA Union Representative, Moderator Dr. Margot Hennessy, Professor, Ethnic and Gender Studies; MSCA Union Representative Director Dr. Sarah Heim, Professor, English; MSCA Union Representative Contingent Faculty Representative Dr. Gregg Neikirk, Professor, English; MSCA Union Representative, Grievance Officer	Dr. Brian Jennings, Dean, Assessment and Accreditation Mr. Raj Malholra, EDU Analytics Manager, Huron Consulting Mr. Cornel Hurston Ms. Chekesha Lockett Dr. Monique Lopez, Registrar	Mr. Stephen Taksar, Vice President, Administration and Finance Ms. Lisa Freeman, Associate Vice President, Finance and Administration Mr. Mark St. Saveur, Director, Grants and Sponsored Programs Ms. Lisa McMahon, Vice President, Institutional Advancement Ms. Maria Feuerstein, Assistant Vice President, Office of Strategic Financial and Institutional Planning Mr. John Zocco, Assistant Director, Residential Life Mr. William Connor, Director, Dining Services	Mr. Dan Forster, Vice President, Enrollment Management and Student Affairs Ms. Jessica Tansey, Director, Graduate Enrollment Mr. Mike Mazeika, Director, Admission Ms. Leslie Rice, Executive Director, Marketing and Branding Ms. Alyssa Goodreau, Director, Marketing and Communication Ms. Dominique Chapman, Administrative Assistant, Enrollment Management and Student Affairs Ms. Kylie Hensley, Asst. Director, Graduate Admissions and Marketing	Dr. Juline Mills, Interim Provost and Vice President of Academic Affairs Dr. Rebecca Morris, Associate Dean, School of Business, Mathematics, Computing, and Sustainability Dr. Enrique Morales-Diaz, Assistant Provost, Academic Affairs
TRANSITION TO NEXT MEETING USHER/ESCORT	CINDY TO BRING TO UHALL	CINDY TO BRING TO UHALL	CINDY TO BRING TO UHALL	CALLIE TO BRING COLLINGWOOD TO UHALL	CINDY TO BRING TO UHALL

MONDAY, MARCH 6, 2023 – SESSION 5

3:00PM -3:50pm

	MEETING #1
TOPIC	FACULTY OPEN FORUM
LOCATION	University Hall Multipurpose Room
SITE VISIT TEAM MEMBERS	<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 & Student Life, Plymouth State University Mr. Stephen John Nedder, Jr., Vice President for Administration and Finance, Rhode Island College Mr. Bill Poirier, 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</p>
NECHE STANDARD	
WESTFIELD STATE ATTENDEES	ALL WSU Faculty
TRANSITION TO NEXT MEETING USHER/ESCORT	CALLIE TO BRING ALL BACK TO SCANLON

MONDAY, MARCH 6, 2023 – SESSION 6
 4:10pm -5:00pm

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

MONDAY, MARCH 6, 2023 – SESSION 7

5:20pm -6:10pm

	MEETING #1
TOPIC	Student Open Forum
LOCATION	University Hall Multipurpose
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 Poirier, 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 & Sciences, University of Rhode Island Dr. Zulma Toro, President, Central Connecticut State University
NECHE STANDARD	
WESTFIELD STATE ATTENDEES	All Students
TRANSITION TO NEXT MEETING USHER/ESCORT	KIM MORGAN TO ESCORT ALL TO TEKOA FOR DINNER

6:10PM- DINNER IN TEKOA ROOM, DINING COMMONS**CALLIE TO GATHER ALL IN SCANLON FOR SHUTTLE****7:30PM-MEET IN FRONT OF SCANLON TO TRAVEL BACK TO HILTON GARDEN INN VIA SHUTTLE**

TUESDAY, MARCH 7, 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

TUESDAY, MARCH 7, 2023 – SESSION 1

9:00am -9:50am

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

TUESDAY, MARCH 7, 2023 – SESSION 2

10:10am -11:00am

	JESS ESCORT NEDDER TO OWLS NEST				
	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
TOPIC	Facilities	Student Clubs and Organizations	Graduate Programs and Coordinators	Available as Needed	Available as Needed
LOCATION	Owl's Nest, Ely	University Hall Multipurpose	Scanlon Banquet Hall B	TBA	TBA
SITE VISIT TEAM MEMBERS	Mr. Steven John Nedder, Jr.	Mr. Marlin Wesley Collingwood, II	Dr. Jeannette E. Riley	TBA	TBA
NECHE STANDARD	7	5	4	TBA	TBA
WESTFIELD STATE ATTENDEES	Ms. Maureen Socha, Associate Vice President, Capital Planning and Facilities Mr. Antonio Santos, Director, Environmental Services Mr. Josh Hettrick, Associate Director, Space Management Mr. Tom Therrien, Director, Capital Projects Mr. Shawn Robbins, Director, Environmental Health and Safety Ms. Jennifer Gould, Budgets and Funds Mr. Jason Florek, Director, Facilities and Operations	Matthew Dellea, Director, Student Activities, Involvement, and Leadership (SAIL) Laura Cafaro, Coordinator, SAIL Matt Dellea, Director SAIL Nicholas Smith, Student Programmer, SAIL Angelique Rodriguz, Student Programmer, SAIL Dionn Casanova, Student Programmer- Diversity Initiatives, SAIL Jankaleishka (Jankie) Burgos Cruz, Student Programmer- Diversity Initiatives, SAIL Lorenze Beltran, Student Programmer, SAIL Rodney Duteau, Student Programmer, SAIL Aiden Betit, Student Programmer, SAIL Sydney Maiden, Resident Hall Director	Dr. Erin Moore, Advisor, Accounting (grad) Dr. Jorge Reyes, Advisor, Applied Behavior Analysis (grad) Dr. David Shapleigh, Post-Bacc Advisor, Art Dr. David Christensen, Advisor, Biology (post-bacc/grad) Dr. Joseph Camilleri, Advisor, Counseling- Forensic (grad) Dr. Robert Hayes, Advisor, Counseling-Mental Health (grad) Dr. Maria Letasz, Advisor, Counseling-School (grad) Dr. Christopher Kudlac, Advisor, Criminal Justice (grad) Dr. Miriam Tager, Advisor, Education, Early Childhood Dr. Tracy McLeod, Advisor, Education, Moderate Disabilities (all levels) Dr. Sandra Berkowitz, Advisor, Education, Reading Specialist (grad) Dr. Donald Jarvis, Advisor, Education, Vocational (grad) Dr. Glen Brewster, Advisor, English (grad/post-bacc) John Dempsey, Advisor, History (grad/post-bacc) Hugo Viera, Advisor, Language and Cultural Studies (grad cert) Dr. Chrissi Von Renesse, Advisor, Math (post-bacc/grad) Dr. Robert Rausch, Advisor, Movement Science (grad/post-bacc) Dr. Jennifer Hixon, Advisor, Physician Assistant Studies (grad) Dr. Charles DiStefano, Advisor, Public Administration Dr. Maria del Mar Farina de Parada, Advisor, Social Work (grad)	TBA	TBA
TRANSITION TO NEXT MEETING USHER/ESCORT	CALLIE ESCORT NEDDER BACK TO SCANLON LLR	CINDY ESCORT COLLINGWOOD TO OWLS NEST			

TUESDAY, MARCH 7, 2023 – SESSION 3

11:20am -12:10pm

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

LUNCH- SCANLON BOARDROOM 111- 12:10PM -1:50PM

TUESDAY, MARCH 7, 2023 – SESSION 4

1:50pm -2:40pm

	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
TOPIC	Faculty Affairs	Available as Needed	Non-Academic Student Support Services	Information Technology	Meeting with Trustees Landrau and Montemayor
LOCATION	Scanlon Banquet Hall A	TBA	Scanlon Banquet Hall B	Owl's Nest, Ely	Scanlon Banquet Hall C
SITE VISIT TEAM MEMBERS	Dr. Jeannette E. Riley Dr. Miriam M. Chirico	TBA	Mr. Marlin Wesley Collingwood, II	Mr. Stephen John Nedder, Jr.	Dr. Zulma Toro, Site Team Chair
NECHE STANDARD	4,6	TBA	5	7	
WESTFIELD STATE ATTENDEES	Ms. Susan Davignon, Director of Faculty Affairs Mr. Enrique Morales-Diaz, Assistant Provost Ms. Kathy Carlson, Assistant to the Assistant Provost Mr. Brian Jennings, Dean, Assessment and Accreditation	TBA	Ms. Simone Backstedt, Director, Financial Aid Mr. Junior Delgado, Director, Career Center Mr. Brian Cahillane, Director, Counseling Center Mr. Matthew Dellea, Director, Student Activities Involvement and Leadership Mr. John Zocco, Assistant Director, Residential Life Ms. Kelly Palm, Interim Director, Health Services Ms. Maggie Balch, Dean of Students Ms. Shannon Green, Associate Dean of Students	Alan Blair, Executive Director, Chief Information Officer, Chief Information Security Officer, Information Technology Tom Raffensperger, Executive Director, WSU Library	Trustee Madeline Landrau, Chair, Investment Subcommittee of Financial Affairs and Advancement Trustee Chris Montemayor
TRANSITION TO NEXT MEETING USHER/ESCORT				JESS HOLDEN TO ESCORT NEDDER TO SCANLON	

TUESDAY, MARCH 7, 2023 – SESSION 5

3:00pm -3:50pm

	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
TOPIC	Strategic Planning	Honors, CURCA, Westfield Experience, International Programs	Human Resources		
LOCATION	Scanlon Banquet Hall A	Scanlon Banquet Hall B	Scanlon Banquet Hall C		
SITE VISIT TEAM MEMBERS	Mr. Bill Poirier Dr. Zulma Toro, Site Team Chair	Mr. Marlin Wesley Collingwood, II	Mr. Stephen John Nedder, Jr.		
NECHE STANDARD	2	5	7		
WESTFIELD STATE ATTENDEES	Dr. Michael Freeman Mr. Richard Lenfest Dr. Enrique Morales-Diaz Mr. Steve Taksar Mr. Dan Forster Dr. Diane Prusank Dr. LaRue Pierce	Dr. Hillary Sackett-Taylor, Director, Honors; Professor, Economics Ms. Gretchen Konrad, Administrative Assistant, Honors Dr. Lamis Jarvinen, Director, CURCA Dr. Brian Jennings, Dean, Assessment and Accreditation Ms. Vera Vlasenko, Associate Director, International Programs Ms. Jimena Collingwood, International Admissions	Ms. Trish Bonica, Associate Vice President, Human Resources Ms. Brittany Rende, Title IX Coordinator Ms. Tina Bones, Benefits Manager Ms. Melissa Cody, Benefits Administrator Ms. Tracy Daborowski, Employment Manager Ms. Megan Woodruff, HR Coordinator Ms. Tina Langevin, Staff Assistant		
TRANSITION TO NEXT MEETING USHER/ESCORT					

TUESDAY, MARCH 7, 2023 – SESSION 6

4:10pm -5:00pm

	MEETING #1	MEETING #2	CALLIE TO ESCORT RILEY AND CHIRICO TO UHALL MEETING #3	MEETING #4	MEETING #5
TOPIC	Student Government Leadership	Presidential Check-In	Full Time Faculty	Web Presence	
LOCATION	Scanlon Banquet Hall C	Scanlon Boardroom	University Hall Multipurpose	Scanlon Banquet Hall A	
SITE VISIT TEAM MEMBERS	Dr. Nolan Atkins Mr. Marlin Wesley Collingwood, II	Dr. Zulma Toro	Dr. Jeannette E. Riley Dr. Miriam M. Chirico	Mr. Bill Poirier	
NECHE STANDARD	3,5		4,6	9	
WESTFIELD STATE ATTENDEES	Mr. Aaron Lessing, SGA Executive Council President Mr. Logan Terenzi, SGA Vice President of Student Life Ms. Emily Fluet, SGA Vice President of Academic Life Mr. Daniel Curruier, SGA Vice President of Finance Mr. Rodney Duteau, SGA Vice President of Student Equity Ms. Elizabeth Mercer, SGA Vice President for Publicity Ms. Chloe Sanfacon, SGA Student Trustee Mr. Adam Carpenter, SGA Executive Secretary	Dr. Linda Thompson, President	ALL FULL TIME FACULTY	Ms. Leslie Rice, Executive Director, Marketing and Branding Ms. Alyssa Goodreau, Director, Marketing and Communication Mr. James Caron, Website Admin Mr. Gregory Sanocki, Social Media Coordinator Ms. Andrea O'Brien, Graphic Design and Web Support Specialist	
TRANSITION TO NEXT MEETING USHER/ESCORT					

TUESDAY, MARCH 7, 2023 – SESSION 7

5:20pm -6:10pm

	MEETING #1	MEETING #2	MEETING #3	MEETING #4	MEETING #5
TOPIC	JEDI	Meeting with Trustees Salehi, Jasmin, and Sanfacon			
LOCATION	Scanlon Banquet Hall C	Scanlon Boardroom			
SITE VISIT TEAM MEMBERS	Dr. Nolan Atkins Mr. Marlin Wesley Collingwood, IL	Dr. Zulma Toro, Site Team Chair			
NECHE STANDARD	3,5				
WESTFIELD STATE ATTENDEES	Dr.LaRue Pierce, Vice President, Division of Justice, Equity, Diversity, and Inclusion Dr. Enrique Morales-Diaz, Vice Provost Dr. Andrew Hafner, Professor, Education Dr. Miriam Tager, Professor, Education Dr. Heather Caldwell, Professor, Ethnic and Gender Studies Dr. Azanda Seymour, Executive Director, Student Success and Engagement Ms. La-Toya Wilson, Urban Education	Trustee Ali Salehi, Chair, Financial Affairs and Advancement Committee Trustee Theresa Jasmin, Chair, Audit Committee Trustee Chloe Sanfacon, Student Trustee			
TRANSITION TO NEXT MEETING USHER/ESCORT	KIM MORGAN TO ESCORT ALL TO DINNER				

6:10PM- DINNER IN TEKOA ROOM

CALLIE TO GATHER ALL IN SCANLON FOR SHUTTLE

7:30PM-MEET IN FRONT OF SCANLON TO TRAVEL BACK TO HILTON GARDEN INN VIA SHUTTLE

WEDNESDAY, MARCH 8, 2023

7:00AM-7:45AM BREAKFAST, HILTON GARDEN INN

**7:45AM- LEAVE HOTEL- VISITING TEAM WILL DRIVE OWN CARS TO CAMPUS
PARK IN FRONT OF SCANLON HALL IN DESIGNATED SPOTS**

WEDNESDAY, MARCH 8, 2023 – SESSION 1

8:20am -9:50am

	MEETING #1
TOPIC	Site Visit Team Time
LOCATION	Loughman Living Room
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 Poirier, 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
TRANSITION TO NEXT MEETING USHER/ESCORT	CALLIE WILL ESCORT ALL

WEDNESDAY, MARCH 8, 2023 – SESSION 2

10:00am -11:00am

	MEETING #1
TOPIC	Meeting with the President and Provost
LOCATION	Scanlon Boardroom 111
SITE VISIT TEAM MEMBERS	Dr. Zulma Toro, Site Team Chair
NECHE STANDARD	
WESTFIELD STATE ATTENDEES	Dr. Linda Thompson, President Dr. Juline Mills, Interim Provost and Vice President, Academic Affairs
TRANSITION TO NEXT MEETING USHER/ESCORT	

WEDNESDAY, MARCH 8, 2023 – SESSION 3

11:00am -12:00pm

	MEETING #1
TOPIC	Exit Interview
LOCATION	Scanlon Banquet Hall A
SITE VISIT TEAM MEMBERS	<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 & Student Life, Plymouth State University Mr. Stephen John Nedder, Jr., Vice President for Administration and Finance, Rhode Island College Mr. Bill Poirier, 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</p>
WESTFIELD STATE ATTENDEES	<p>Dr. Linda Thompson, President Dr. Juline Mills, Interim Provost and Vice President, Academic Affairs Trustee Dr. Robert Martin, Chair Mr. Stephen Taksar, Vice President, Administration and Finance Mr. Daniel Forster, Vice President, Enrollment Management and Student Affairs Mr. Timothy Rooke, Special Assistant to President for Community and Government Affairs Ms. Lisa McMahon, Vice President, Institutional Advancement Dr. Michael Freeman, Special Assistant to the President on University Strategies and Chief of Staff Dr. LaRue Pierce, Vice President of Justice, Equity, Diversity, and Inclusion Ms. Maggie Balch, Dean of Students Mr. Richard Lenfest, Athletics Director</p>

12:00PM- BOX LUNCH WILL BE SERVED IN WORKROOM TO EAT OR TAKE ALONG