



Board of Trustees
Academic Affairs Committee

1:30 p.m.
February 1, 2023

Loughman Living Room, Scanlon

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

- | | |
|--|--------------------|
| 1. Call to Order | Trustee Williams |
| 2. Approval of Minutes | |
| a. December 19, 2022 | Trustee Williams |
| 3. Information Item | |
| a. Current Registered Student Enrollment report | Dr. Juline Mills |
| 4. Strategic Planning Discussion Items | |
| a. Campus Academic Master Plans (CAMP) Recap | Dr. Juline Mills |
| b. School CAMP Plans | |
| i. School of Health, Natural Sciences, and Human Services | Dr. Ziblim Abukari |
| ii. School of Criminology, Psychology, Social Justice, and Public Policy | Dr. Gabe Aquino |
| iii. School of Business, Mathematics, Computing, and Sustainability | Dr. Rebecca Morris |
| iv. School of Education, Art, Communication, and Humanities | Dr. Sabine Klein |

Attachment(s):

- a. Minutes 12-19-2022 (Draft)
- b. Registered student enrollment report
- c. Campus Academic Master Plans (CAMP) Recap presentation
- d. School of Health, Natural Sciences, and Human Services presentation
- e. School of Criminology, Psychology, Social Justice, and Public Policy presentation
- f. School of Business, Mathematics, Computing, and Sustainability presentation
- g. School of Education, Art, Communication, and Humanities presentation



BOARD OF TRUSTEES

Academic Affairs Committee

December 19, 2022

Minutes

Loughman Living Room, Scanlon Hall

And via Zoom in accordance with Massachusetts Gov. Charlie Baker's Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

A live stream of the meeting for public viewing also took place on YouTube.

MEMBERS PRESENT: Committee Chair Dr. Gloria Williams and Secretary William Reichelt

MEMBERS PARTICIPATING REMOTELY: Vice Chair Chloe Sanfacon

MEMBERS EXCUSED: Trustees Madeline Landrau and Lydia Martinez-Alvarez

TRUSTEE GUESTS PARTICIPATING REMOTELY: Theresa Jasmin, Dr. Robert Martin, Chris Montemayor, and Ali Salehi

Also present and participating were Westfield State University President Dr. Linda Thompson; Provost Dr. Juline Mills; Assistant Provost Dr. Enrique Morales-Diaz, Dean of Assessment and Accreditation Dr. Brian Jennings; Dr. Megan Kennedy (Education Dept.); Dr. Lynn Shelley (Psychology Dept.), Assoc. Dean of the School of Business, Mathematics, Computing, and Sustainability Dr. Rebecca Morris, Dr. Jesse Johnson (Mathematics Dept.), and Director of Faculty Affairs Susan Davignon.

The meeting was called to order at 1:30 PM by Committee Chair Williams. A roll call was taken of the committee members participating as listed above and it was announced that the meeting was being livestreamed.

MOTION made by Trustee Reichelt, seconded by Trustee Sanfacon, to approve the minutes of the October 12, 2022, meeting.

ROLL CALL VOTE passes motion unanimously with Trustees voting in the affirmative: Reichelt, Sanfacon, and Williams.

Campus Academic Master Plan. Dr. Morales-Diaz presented the status of the Campus Academic Master Plan (CAMP). The purpose of this Plan is to determine the academic direction of the institution by establishing a process for resource allocations and setting a path for the next five years. The Advisory Committee on Academic Planning collaborated with the departments, programs, and offices in the division of Academic Affairs and created a mission and vision for the division, together with guidelines for developing an Academic Master Plan. A potential timeline for the Plan was also shared.

- Programs drive finances, enrollment, facilities, etc. As they become prioritized in Academic Affairs, they will be brought to cabinet and the president.
- Collaborative decisions will be made of how the CAMP will feed into the IDEA framework and the next strategic plan. Chair Martin suggested being as collaborative as possible with other divisions at all stages of the process. It was stated that for some programs, departments need to flush out the specifics before giving the idea to Facilities and Finance.
- Facilities and Academic Affairs need to be in constant communication about planning cross disciplines, merging pedagogy, and programs for non-traditional learners for the next 10-30 years due to the cost of building renovations.
- New programs are being developed through collaboration with students and community partners. The committee will send a survey to a wider selection of students for feedback.
- To help pay for portions of the Plan, innovation funds will be requested for an investment and data analytic lab and new revenue-generating programs are being studied.

Special Committee on Reforming General Education (SCORE). Drs. Kennedy and Shelley presented an update on the SCORE, which has been working on the general education reform for nearly two years. The charge for the committee was shared as well as the explanation that general education is the common curriculum for all students, providing broad study in liberal arts. The current core curriculum was shared, which is a distributive model and does not teach students to learn integrative thinking across different types of classes. A new general education plan is being developed through NECHE guidelines and all decisions have been data-based and included student surveys and focus groups. The timeline of the process was shared. A new model was presented, which includes the important subject of student wellbeing. A Davis Educational Foundational Grant was received to assist with funding for faculty stipends. Transfer students will be very much part of the implementation. Presently, 230 courses are offered every semester. This model will be less expensive as it puts a hard stop at 40 credits. As courses start to come in, calculations will be made. Current core classes average 20 students. All classes will be reviewed for efficiency.

Motion – Mission Statement Review. Dr. Morris presented an update from the Mission Statement Advisory Committee, stating that most people responded positively to the survey but that overall percentages believe the mission/vision/values statements do not inform the decisions of Westfield State. Dr. Johnson shared the data analytics on the survey results. The committee’s recommendation is that the mission and vision statements be revised as part of the next Strategic Plan and offered recommendations for those revisions.

MOTION made by Trustee Reichelt, seconded by Trustee Sanfacon, to accept the Mission Statement Advisory Committee’s Mission/Vision/Value Statement Survey Results Report as presented at the October 12, 2022, Board of Trustees meeting and the Addendum to the Report dated December 19, 2022. The Board expects the mission statement to be revisited, along with the recommendations from the report, as part of the University’s next strategic planning process in the 2023 spring semester. There being no discussion, roll call vote – all approved.

ROLL CALL VOTE passes motion unanimously with Trustees voting in the affirmative: Reichelt, Sanfacon, and Williams

Motion – Faculty Emeritus/a. Provost Mills shared the justifications for all the faculty emeriti candidates.

MOTION made by Trustee Reichelt, seconded by Trustee Safacon, to approve the granting of Faculty Emeritus/a status, effective December 20, 2022, to the following individuals:

Dr. Sandra Berkowitz, Education
Mr. Nigel Dobereiner, Communication
Dr. Barbara Goff, Education
Dr. Frederick Harling, History
Dr. Michael Konig, History
Dr. Wilma Ortiz, Education
Dr. Elizabeth Preston, Communication
Dr. Elise Young, History

ROLL CALL VOTE passes motion unanimously with Trustees voting in the affirmative:
Reichelt, Sanfacon, and Williams

Motion – Honorary Degree. President Thompson shared the justification for presenting Mr. Steven Marcus as a candidate for an honorary degree.

MOTION made by Trustee Reichelt, seconded by Trustee Sanfacon, to approve the granting of an honorary degree to the individual listed below, subject to a final vetting before the degree is granted:

Mr. Steven P. Marcus, Doctor of Public Service

ROLL CALL VOTE passes motion unanimously with Trustees voting in the affirmative:
Reichelt, Sanfacon, and Williams

Board of Higher Education Program Approvals 10-year analysis 2012-2022. Provost Mills shared the summary of BHE approvals over the last 10 years.

NECHE site visit. The NECHE accreditation site visit will take place March 5-8, 2023.

There being no further business, **MOTION** made by Trustee Reichelt, seconded by Trustee Sanfacon, to adjourn.

ROLL CALL VOTE passes motion unanimously with Trustees voting in the affirmative:
Reichelt, Sanfacon, and Williams

Meeting adjourned at 3:33 PM.

Attachments presented at this meeting:

- a. Minutes, 10/12/22 (Draft)
- b. Campus Academic Master Plan presentation
- c. Special Committee on Reforming General Education SCORE presentation
- d. SCORE Progress Report
- e. Mission Statement Report presentation
- f. Mission Statement Addendum report
- g. Motion: Mission Statement Report
- h. Faculty/Librarian Emeritus(a) Status Policy (1220)
- i. Faculty Emeritus/a Justifications
- j. Motion: Faculty Emeritus/a Status
- k. Honorary Degree Justification

- I. Motion: Honorary Degree
- m. Academic Affairs 10-year Program Analysis

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees Academic Affairs Committee meeting held on December 19, 2022.

William Reichelt, Secretary

Date

DRAFT

Westfield
STATE UNIVERSITY
ACADEMIC AFFAIRS

Spring 2023 Enrollment Data for Registered and Paid Students as of 1/26/2023				
Undergraduate Day				
	Spring 2023	Fall 2022	Spring 2022 as of 2/9/22	Fall 2021 End of Semester
Continuing Seniors	869	776	1004	1055
Continuing Juniors	661	603	768	710
Continuing Sophomores	654	627	694	539
Continuing First Years	625	142	726	712
Returning/Reenrolling	33	45	31	99
Visiting/CCGS	5	6	6	0
Sub Total	2847	2199	3229	3115
New First Years	20	797	16	11
New Transfers	75	213	72	99
Sub Total	95	1010	88	110
Total	2942	3209	3317	3225
Undergraduate Continuing Education				
Continuing Seniors	225	201	258	257
Continuing Juniors	112	80	64	48
Continuing Sophomores	27	26	19	15
Continuing First Years	15	8	2	4
Continuing Second Bachelors	17	10	21	17
Undergraduates Certificates	3	3	0	0
Returning /Reenrolling	54	51	11	6
Subtotal	453	379	375	347
New First Years	2	6	3	6
New Transfers	44	96	45	96
New Second Bachelors	4	10	8	8
Quick Admits	181	270	195	273
Subtotal	231	382	251	383
Total	684	761	626	730
Graduate				
Graduate Certificate	4	3	5	6
First Time Graduate	85	225	34	226
Continuing Graduates	568	383	603	414
Quick Admits	56	50	53	64
New Post Baccalaureate	6	21	7	3
Total	719	682	702	713
University Enrollment as of 1/26/23 (includes Day, CE & Grad)	4345	4652	4645	4668

Westfield
STATE UNIVERSITY
ACADEMIC AFFAIRS

Awarded Degrees Fall 2021 and 2022		
Degrees Awarded in Fall Semsters	Dec. 2022 & Jan. in progress	Dec. 2021 & Jan 2022
Undergraduate	143	195
Graduate	74	52
Total	217	247
Withdrawals_ Undergradaute	Fall 2022 As of 1/27/23	Fall 2021
Medical Withdrawal	9	18
Voluntary Withdrawal	154	151
Administrative Withdrawal	64	123
Military Withdrawal	1	4
Total	228	296
Academic Standing_ Undergraduate	Fall 2022	Fall 2021
Probation	357	297
Dismissal	51	12
Suspension	4	0
Total Number of Actions	412	309
Approved Appeals	17	11



CAMPUS ACADEMIC MASTER PLAN (CAMP)

RECAP

Purpose of CAMP

- Guides the work of the Division of Academic Affairs
- Provides a **blueprint for prioritization and decision making around resource allocation**
- Determines **best use of current space and facilities** for current academic program expansion
- Determines the **growth capacity in space and facilities** for new academic programs
- Ensures **alignment of initiatives for student support and success**
- Ensures all aspects of the **division receive appropriate support**

CAMP STEPS

- **Academic Year 2021-2022**
 - Committee launched
 - Committee developed template for collecting academic and academic support ideas to improve program offerings and propose new programs, use of facilities, new approaches to instruction
 - Department Chairs and Deans engaged in innovation workshops
 - 250+ academic program, initiatives and opportunities identified

CAMP STEPS

- **Fall 2022**
 - Examined and collated the ideas
 - Determine feasibility
 - Condensed ideas to 125+
 - School Associate Deans further worked with academic departments to examine the ideas proposed for feasibility
 - Presented to the Board of Trustees

CAMP STEPS

- **Spring 2023**
 - **January-March**
 - SAMP Focus
 - Presentation and feedback of SAMPs from relevant stakeholders
 - **April**
 - Based on Feedback Complete plan and implementation timeline
 - **June**
 - Academic Support CAMP Presentation

CAMP STEPS

- **Summer 2023**
- Complete Plan
- Submit to Strategic Planning Committee and Facilities Master Planning Committee

Who are We?

MISSION OF THE DIVISION OF ACADEMIC AFFAIRS

*Academic Affairs aspires to support an **inclusive environment where the students, faculty, librarians, and staff relationship is the center of the educational experience.** The division fosters a **culture of learning and scholarship, values teaching pedagogies that are inclusive, and inspires life-long learning.** We strive to support the work of our faculty, librarians, and staff in their engagement with local and global communities, promote a just, equitable, and sustainable future.*

Where do We Want to Be?

VISION OF THE DIVISION OF ACADEMIC AFFAIRS

A regional flagship teaching-centered university serving approximately 6000 learners across our six main pillars and five themes

PILLARS

- Business
- Education
- Justice
- Health and Human Services
- Arts and Humanities
- Sustainability, Science and the Environment

THEMES

- Innovative Pedagogy and High-Impact Practices
- 21st Century Cutting Edge Facilities
- Student-Ready and Student-Centered
- Invest in our Faculty, Librarians, and Academic Staff
- External Community Engagement and Partnerships



QUESTIONS AND ANSWERS



Westfield
STATE UNIVERSITY
SCHOOL OF
**Health, Natural Sciences,
and Human Services**

Grow Enrollment and Optimize Student Experience



*School of Health, Natural
Sciences, and Human Services*

MISSION

To provide an inclusive academic and professional environment dedicated to **excellence in teaching, innovation, and scholarship** in the health professions and natural sciences



*School of Health, Natural
Sciences, and Human Services*

VISION

To be recognized for **transformative** undergraduate and graduate education, research, and scholarship in the fields of natural sciences, health, and human services.



*School of Health, Natural
Sciences, and Human Services*

VALUES

CORE VALUES

- ✓ Interdisciplinary Collaboration
- ✓ Professionalism
- ✓ Openness

OUR SCHOOL BY THE NUMBERS

794

Full-time and part-time undergraduate students

349

Graduate Students

18

Majors

4

Minors

4

Graduate degree programs

OUR SCHOOL BY THE NUMBERS

- Highest enrolled **undergraduate** majors

Health Science -157

Nursing -152

Biology - 109

- Largest graduate student enrollment

- Masters of Social Work program -268

School enrollment total =1,143

Optimizing the Student Experience

- Goal #1: Build an inclusive academic environment which is welcoming to all students
- Goal #2: Invest in facilities to enhance student experience and learning outcomes
- Goal #3: Improve existing resources and create new ones that will improve student experience and learning outcomes



Optimizing the Student Experience

FOCUS I

IMPROVE EXISTING FACILITIES

- Renovate the **Greenhouse**
- Expand the **Natural Science Museum** to enable community engagement
- **Update science lab** spaces
- Create additional simulation lab for Nursing

Timeframe: 2023 - 2024



Optimizing the Student Experience

FOCUS II

CREATE NEW FACILITIES

- Building a Community Health Simulation Lab (Easy Street)
- Create a Physician Assistant (PA) Patient Assessment Lab
- Create an Occupational Therapy Assistant Lab
- Create the Center of Excellence for Gerontology



Timeframe: 2023 - 2025



INNOVATION



ADVANCEMENT



ENGAGEMENT



Building a School Culture

- Goal #1: Foster a sense of openness, professional and ethical behavior, and Interdisciplinary collaboration
- Goal #2: Build a culture of Engagement in and outside the classroom
- Strategic Priorities:
 - To promote transparency, openness, and inclusion
 - Promote ethical behavior and professionalism among student, faculty, and staff
 - Create and foster interdisciplinary collaborations



ENGAGEMENT



DIVERSITY



Building a School Culture cont.

FOCUS III

- Safe spaces (student lounges) in each program to create a sense of community and belonging
- Increase participation in the National Association of Social Workers (NASW) conferences
- Increase participation in the Legislative Education and Advocacy Day (LEAD)
- Participation in the College Bowl at the New England Chapter of the American College of Sports Medicine (NEACSM)
- Massachusetts Chapter of PA Students' Challenge Bowl
- Environmental Science Short Term Course in Costa Rica
- Nursing Short Term Course in Puerto Rico

Timeframe: 2023 - 2026



Grow Enrollment

- Goal #1: Grow enrollment in the natural sciences and health professions
- Goal #2: Increase enrollment in the natural sciences and health professions through the creation of new programs
- Strategic Priorities:
 - Hold school recruitment events targeting accepted students and prospective applicants
 - Start new programs and strengthen existing program to attract new students



Grow Our Enrollment

FOCUS IV

- **New Programs Already Approved:**
 - MSc. Athletic Training (**expected 2023/24**)
 - Occupational Therapy Assistant (OTA) Program (**expected Fall 2023**)
 - Expand the MSW online program to all New England: include a Latinx Community Health Specialization (**expected Fall 2023**)
 - Westfield State University – Luoyang University Partnership (**expected Fall 2023**)



ENGAGEMENT



Grow Our Enrollment

FOCUS V

- **Proposed Programs:**
 - Bioinformatics Concentration
 - Paramedic Program Certificate
 - Interdisciplinary Healthcare Management and Administration
 - Master of Public Health (MPH)



ENGAGEMENT



Westfield
STATE UNIVERSITY
— SCHOOL OF —
**School of Health, Natural
Sciences, and Human Services**

The Path to Enrollment Growth



ENGAGEMENT



School Undergraduate Enrollment Growth Projection by Major

Program	Enrollment Capacity	Current Enrollment	Two Year Average	Annual Growth Rate	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Athletic Training		15	22	n/a	n/a	n/a	n/a	n/a	n/a
Athletic Training-Preliminary	120	22	15	n/a	n/a	n/a	n/a	n/a	n/a
Biology	200	100	103	10%	113	124	136	150	165
Chemistry	48	10	11	10%	12	13	15	16	18
Earth System Science		75	2	10%	2	2	3	3	3
Environmental Science	140	4	79	10%	86	95	104	115	126
General Science	64	145	5	10%	5	5	6	7	7
Health Sciences	800	125	135	20%	150	180	216	259	310
Movement Science	160*	141	130	10%	143	157	173	190	209
Nursing	136	25	137	10%	150	165	182	200	220
Social Work	40	65	31	10%	34	37	41	45	49
Social Work (Preliminary)	240	5	59	10%	65	134	148	162	179
Totals	1828	732	725		798	940	1034	1137	1251

Graduate Enrollment Projections

Graduate Program Growth Projections

Program	Two Year Average	Annual Growth Rate	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028
Physician Assistant	73	0	73	73	73	73	73
Master of Social Work	282	0	310	341	375	423	464



Thank you



Westfield

STATE UNIVERSITY

SCHOOL OF

**Criminology, Psychology,
Social Justice, and Public Policy**

Justice. Service. Engagement.



*School of Criminology, Psychology,
Social Justice, and Public Policy*

MISSION

The School of Criminology, Psychology, Social Justice, and Public Policy prepares students to become **leaders and innovators** in a **diverse workplace**. Our curriculum is devoted to promoting **equity, social, and political justice**.



*School of Criminology, Psychology,
Social Justice, and Public Policy*

VISION

Engage in the enactment of solutions to the challenges in our
communities



*School of Criminology, Psychology,
Social Justice, and Public Policy*

VALUES

We Value

Social Justice

Promote equity and assess opportunities by engaging in the challenges of identifying and removing obstacles that prevent individuals and communities from their full potential

Diversity

Embrace equity and inclusiveness of all persons and a commitment to understanding the strength in the differences in our communities.

Mental health

Understanding that individuals' mental health must be prioritized in order for a person to be successful

Civic and community engagement

Participate in our communities as servants and leaders



School of Criminology, Psychology, Social Justice, and Public Policy

- 5 DEPARTMENTS
 - Criminal Justice
 - Ethnic and Gender Studies
 - Political Science
 - Psychology
 - Sociology, Hispanic, Liberal, and Interdisciplinary Studies
- 1,412 Full-Time & Part-Time Undergraduates
- 249 Graduate Students
- 8 Majors with 14 Concentrations
- 12 Minors
- 10 Graduate Programs & 4 Graduate Certificates

Optimizing the Student Experience

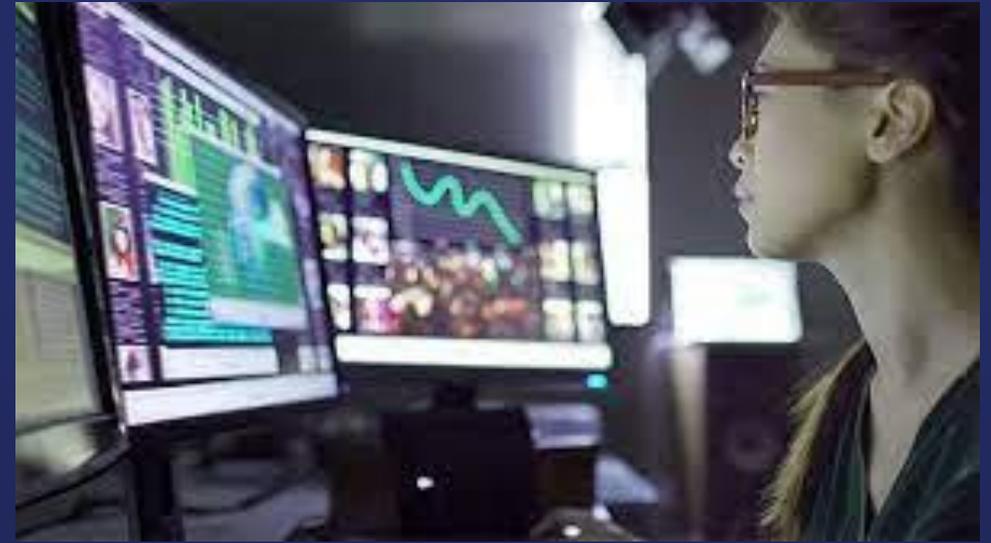
At the core of our school, we embrace social justice, diversity, and an environment that supports mental and emotional health that encourages critical thinking within a foundation built on a liberal arts education, in pursuit of service and engaging our communities with innovative approaches.



Optimizing the Student Experience

FOCUS I

- Criminal Data Analysis Lab
(**2023-2025**)




ADVANCEMENT


ENGAGEMENT


INNOVATION

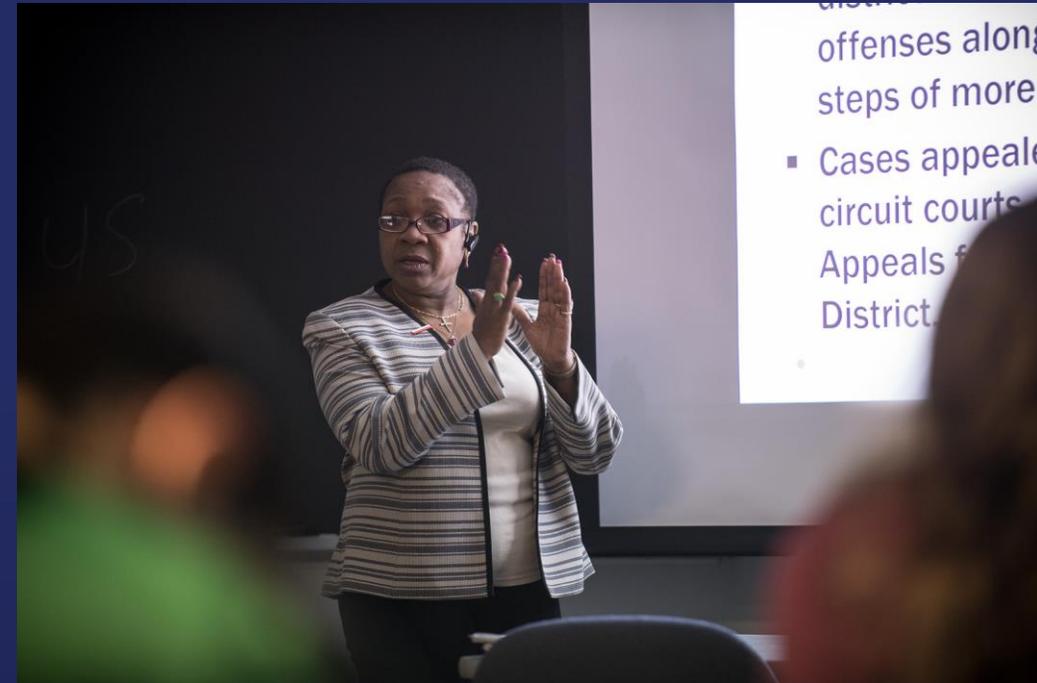

DIVERSITY



Optimizing the Student Experience

FOCUS II

- Launch the Annual Forensic, Mental Health, and Justice Conference (**Begin 2024**)



offenses along
steps of more
▪ Cases appealed
circuit courts
Appeals f
District



Optimizing the Student Experience

FOCUS III

- Develop Washington D.C. extension for MPA with the support of the President's Office (**2023-2025**)



Optimizing the Student Experience

FOCUS IV

- Institute for Black and Puerto Rican Studies (2023-2026)




ADVANCEMENT


ENGAGEMENT


INNOVATION


DIVERSITY



Optimizing the Student Experience

FOCUS V

- New Programs (**2023-2026**)
 - Interdisciplinary Studies B.A. & B.S. (2024)
 - MA Non-counseling Psychology
 - Concentration in Municipal Management (Political Science B.A. and Graduate Certificate)
 - Women/Sexualities and Policy (Graduate Certificate)
 - Policing and Mental Health (Graduate Certificate)



Expand School Resources



Expand School Resources

FOCUS VI

- Develop a School **advisory board** and mentorship programs to strengthen the relationship between departments, their alumni, and community organizations **(2023-2024)**
- Increase alumni outreach and engagement in collaboration with Institutional Advancement
- Expand donor base for all departments in the School



ADVANCEMENT



ENGAGEMENT



Achieve Dedicated Justice School Facilities

FOCUS VII (2026)

- Develop dedicated facilities for the school.



ADVANCEMENT

Enrich Our Culture



DIVERSITY



Enrich Our Culture

FOCUS VIII

- Develop academic events and opportunities for students and faculty that will engage local communities (Speakers, Panels, Workshops, etc.)
- Encourage the integration of clubs into academic programs with mentorship opportunities



DIVERSITY



Grow Our Enrollment

FOCUS IX

- Develop flexible and rigorous curriculums that include traditional, hybrid, and online opportunities to complete degrees.
- Clear strategies for part-time students (CE) to complete degrees as they balance life needs.
- Develop opportunities for transfer students from community colleges to become integrated into academic programs by facilitating engagement with faculty at the community colleges.



INNOVATION



DIVERSITY



Grow Our Enrollment

FOCUS IX

- Develop spaces for commuter students to study and find campus academic life.
- Provide academic programming to engage the students in contemporary events and issues.
- Increase opportunities for civic and community engagement.
- Expand and market the online degree programs at both the graduate and undergraduate levels.
- Develop study abroad opportunities with other programs.



INNOVATION



DIVERSITY



Path to Enrollment Growth



SCHOOL OF CRIMINOLOGY, PSYCHOLOGY, SOCIAL JUSTICE, AND PUBLIC POLICY

	Capacity by		Projected	2023-	2023-	2024-	2025-	2026-
	Major	Two Year	Annual	2024	2024 ²	2025	2026	2027
		Average	Growth					
			Rate					
Criminal Justice	700	435	10	478	526	578	636	700
Grad. Criminal Justice		65	15	75	82	90	99	109
Ethnic and Gender Studies	100	5	10	6	6	7	7	8
Exploratory		100	10	110	121	133	146	161
Liberal Studies, BA	200	42	10	46	51	56	61	68
Liberal Studies, BS		9	10	9	10	11	12	14
Political Science	80	40	15	46	51	56	61	67
Public Administration		55	15	63	70	77	84	93
Psychology	400	254	10	279	307	337	371	408
Grad. Applied Behavior								
Analysis		20	15	23	25	28	31	34
Grad. Counseling		83	15	95	105	115	127	140
Sociology	80	10	10	10	11	13	14	15
Spanish	80	4	10	4	5	5	6	6
		897		1022	1370	1507	1657	1823



Thank you





Westfield
STATE UNIVERSITY
SCHOOL OF
**Business, Mathematics,
and Computer Science**

MAKING OUR WORLD BETTER THROUGH SUSTAINABILITY



*School of Business, Mathematics,
Computing, and Sustainability*

MISSION

The School of Business, Mathematics, Computing, and Sustainability develops leaders and problem solvers with the analytical thinking skills and tools to address the most pressing global social, economic, and environmental problems.

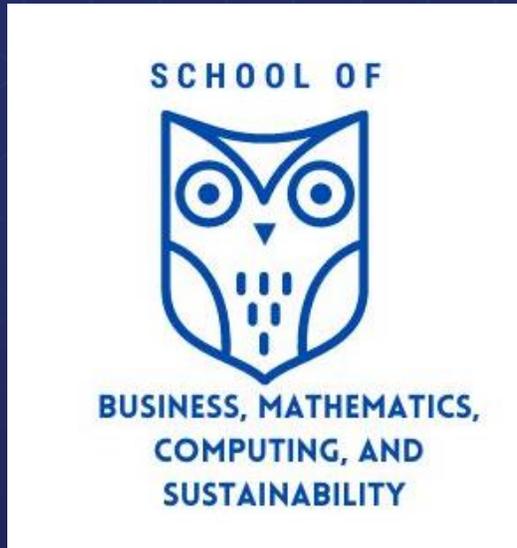


*School of Business, Mathematics,
Computing, and Sustainability*

VISION

To positively impact society by developing leaders and problem solvers that can create a better future in terms of quality of life, environment, and economic systems.

OUR SCHOOL BY THE NUMBERS



602	Full-time and part-time undergraduate students
15	Graduate Students
13	Majors
4	Double Majors
14	Degrees with 7 concentrations
10	Minors
3	Graduate degree programs

COMMON THREAD--SUSTAINABILITY

92% of students agree that sustainability is something all universities should actively incorporate and promote

40% report low or no coverage of sustainability concepts in their course curriculum

2020 Students, Sustainability and Education survey conducted by Students Organizing for Sustainability International





*School of Business, Mathematics,
Computing, and Sustainability*

VALUES

VALUES

- We value the **entrepreneurial spirit of our students, faculty and staff**
- We **take the initiative to solve problems and make positive changes in our communities**
- We **collaborate with industry and organizations to create a sustainable world that is liveable, viable and equitable.**



Strategic Objective

Optimizing the Student Experience

- **Current, relevant, vibrant and creative curriculum**
- **Grow high-impact practices**
- **Capitalize on our strengths**



Optimizing the Student Experience

FOCUS I

- ✓ Become AACSB Accredited
- ✓ Why Business Accreditation Matters?




ADVANCEMENT



Departments: All





SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION 	5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	17 PARTNERSHIPS FOR THE GOALS 	 SUSTAINABLE DEVELOPMENT GOALS

Optimizing the Student Experience

FOCUS II

✓ New Interdisciplinary Programs that capitalize on our existing strengths

✓ 8 new majors by Spring 2025

- Data Analytics (Spring 2023)
- Food Studies (Spring 2023)
- Real Estate Studies (Fall 2023)
- Tourism & Hospitality (fall 2023)
- Computer Information Systems (Fall 2024)
- Digital Marketing (Spring 2024)
- Gaming (Fall 2024)
- Sustainable Business (Fall 2024)

“Modern leadership needs integrative thinking. Integrative thinkers embrace complexity, tolerate uncertainty, and manage tension in searching for creative solutions to problems” — Roger Martin

Departments: All



Optimizing the Student Experience

FOCUS III

Launch **online MBA degree** that can be completed in 18-months (or less).

The degree will include **specializations to distinguish it from other regional MBA programs**. Possibilities include Data Analytics.



Departments: All



Strategic Objective

Invest in Resources that Enhance Student Learning

- **Current Major Projects:**
 - **Tekoa Tasting/Demonstration classroom**
 - **State-of-the-Art Investment and Data Analytics Lab**
- **Long-term Project:**
 - **NAMED BUSINESS SCHOOL**



Tekoa Room

- Tiered seating
- Elmo projector for demos & closeups
- Dual zone wine refrigerator
- Glassware
- Funds needed:
 - \$50,000 physical improvements and classroom furniture
 - \$15,000 refrigerator & glassware



Finance/Data Analytics Lab

- Bloomberg terminals
- Dual screen workstations
- Ticker crawl
- Replicate stock trading room conditions
- State-of-the-art software and datasets
- Funds needed
 - \$50,000 for workstations & physical improvements (one time cost)
 - \$40,000-125,000 for software (annually)



Strategic Objective

Invest in Resources that Enhance Student Learning

New Non-Degree Programs:

- Data Science Certificate
- LEED Certificate
- Bloomberg Certification
- Digital Marketing Certificate
- Data Analytics Certificate

Centers & Institutes:

- Center for Economic Education and Financial Literacy
- Entrepreneurship Center for Women & Minoritized Individuals



Path to Enrollment Growth



Strategic Objective

Grow Enrollments

- Identify **enrollment and retention goals for each major** and concentration that reflect each department's potential demand and capacity
- **Expand recruiting efforts** to reach adult learners, international students, and community partners
- **Develop branding materials for academic programs**




ENGAGEMENT




DIVERSITY

Projected Enrollment Growth

School of Business, Mathematics, Computing, and Sustainability UNDERGRADUATE PROGRAMS								
				5 YR Enrollment Projection @ Designated Growth Rate				
Majors	ENROLLMENT CAPACITY	Two Year Average S22 & S23	Annual Growth Rate	2023-2024	2023-2024	2024-2025	2025-2026	2026-2027
Accounting	19*	28	15%	32	37	43	49	56
Computer Info Systems	100	41	10%	45	49	54	59	65
Computer Science	79	58	15%	66	76	87	101	116
Economics	22*	26	10%	28	31	34	37	41
Finance	25*	48	10%	52	57	63	70	76
Management	126*	268	15%	336	386	444	511	587
Marketing	24*	74	15%	59	68	78	90	104
Mathematics	54	40	10%	50	54	60	66	72
Regional Planning	19	19	10%	20	22	24	26	29
TOTAL ENROLLMENT		602		688	781	887	1009	1147

* Capacity established for separate degrees were created

PROJECTED ENROLLMENT GROWTH

<p style="text-align: center;">School of Business, Mathematics, Computing, and Sustainability GRADUATE PROGRAMS</p>								
				5 YR Enrollment Projection @ Designated Growth Rate				
Majors	ENROLLMENT CAPACITY	Two Year Average S22 & S23	Annual Growth Rate	2023-2024	2023-2024	2024-2025	2025-2026	2026-2027
Master of Science in Accounting	50	22	10%	24	27	29	32	35
Master Of Education in Mathematics	20	8	10%	9	10	11	12	13
TOTAL ENROLLMENT	70	30		33	37	40	44	48



Thank you





Westfield

STATE UNIVERSITY

SCHOOL OF

**Education, Arts, Communication,
and Humanities**

Change the World through Storytelling



*School of Education, Arts,
Communication, and Humanities*

MISSION

The EACH School educates students for creative and ethical problem-solving, engaged citizenship, leadership, and powerful storytelling in service of a more just and equitable society.



*School of Education, Arts,
Communication, and Humanities*

VISION

Students collaborating to shape creative and ethical solutions
to local and global challenges with the support of engaged and
personalized faculty mentorship



*School of Education, Arts,
Communication, and Humanities*

VALUES

We Value

- **E**thical and engaged storytelling using a range of methods, media and tools
- **A**ctive critical thinking & creativity
- **C**ommunity built on mutual respect, inclusion, empathy, well-being & belonging
- **H**ealthy democratic practices, in our region, our nation, and the world



School of Education, Arts, Communication & Humanities

✓ 7 DEPARTMENTS

- Theatre
- Art
- Music
- Communication
- Education
- English
- History & Philosophy

✓ 838 FULL AND PART-TIME UNDERGRADUATE STUDENTS

✓ 141 GRADUATE STUDENTS

✓ 10 MAJORS

✓ 27 CONCENTRATIONS

✓ 17 MINORS

✓ 11 GRADUATE DEGREE PROGRAMS



Optimizing the Student Experience

The EACH School seeks to optimize the student experience through **powerful teaching and learning**, participation in **experiential** and **high-impact practices**, and by engaging students and faculty as **thought leaders** in the community.



Optimizing the Student Experience

FOCUS I

- ✓ Build Dower Phase II to provide critical performance, studio and exhibit spaces to the Dower Center for Performing and Fine Arts
- ✓ Support more powerful teaching and learning, and achieve a stronger student experience in the Arts (Year 2024/25)



Departments: Art, Music, Theatre Arts



ADVANCEMENT



STUDENTS



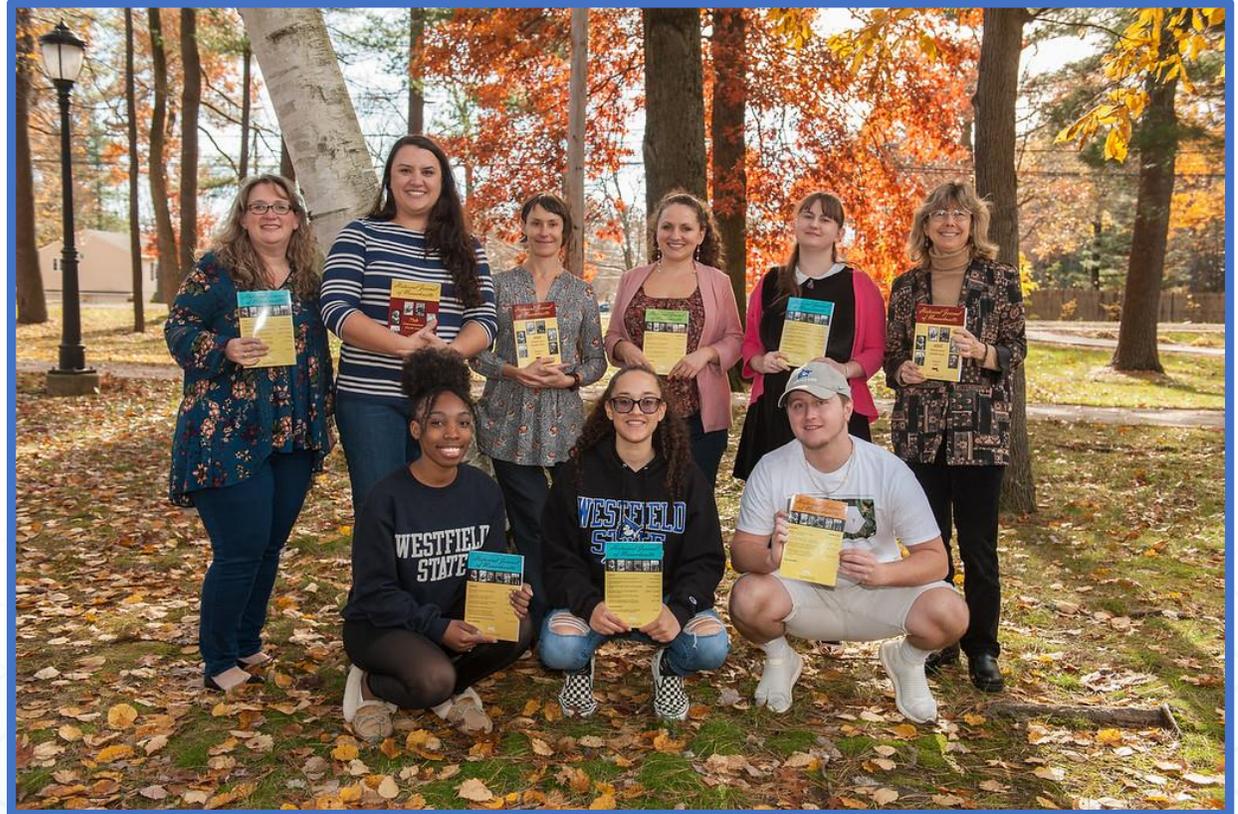
ENGAGEMENT

Strategic Plan Priority 1.2, 3.1& 4.1
Support Academic Programming,
Celebrate Accomplishment, Revenue Sources

Optimizing the Student Experience

FOCUS II

- ✓ Revive the **Institute for Massachusetts Studies** with an endowed fund to support events, conferences, and publishing (2022/2023)



Strategic Plan Priority 1.2 & 3.1
Support Academic Programming
Celebrate Accomplishments



Department: History and Philosophy

Optimizing the Student Experience

FOCUS IV

- ✓ Create a **Center for the Study of New Media** (Year 2023/24)



INNOVATION

STUDENTS

Strategic Plan Priority 1.2
Support Academic Programming

Department: Communication



Optimizing the Student Experience

FOCUS III

- ✓ Establish an **MTEL Center** on campus



Strategic Plan Priority 1.2 & 4.1
Support Academic Programming
Revenue Sources

Department: Education

Grow EACH Resources

- ✓ Establish the **annual EACH celebration and fundraising dinner**
- ✓ Develop an **advisory board** and mentorship programs to strengthen the relationship between departments, their alumni, and community organizations



Strategic Plan Priority 4
Expand Institutional Resources



ADVANCEMENT



ENGAGEMENT

Grow EACH Resources

- ✓ Center diversity and excellence in the recruitment and retention of faculty (2023/24)



Strategic Plan Priority 3.3
Inclusion

Enrich our Culture

- ✓ Engage students in an environment of equity, inclusion, and antiracism
- ✓ Celebrate a culture of scholarly excellence, interdisciplinary inquiry, reflection and civil debate
- ✓ Act with an ethic of care for the mental, emotional, and physical health of people in our campus community

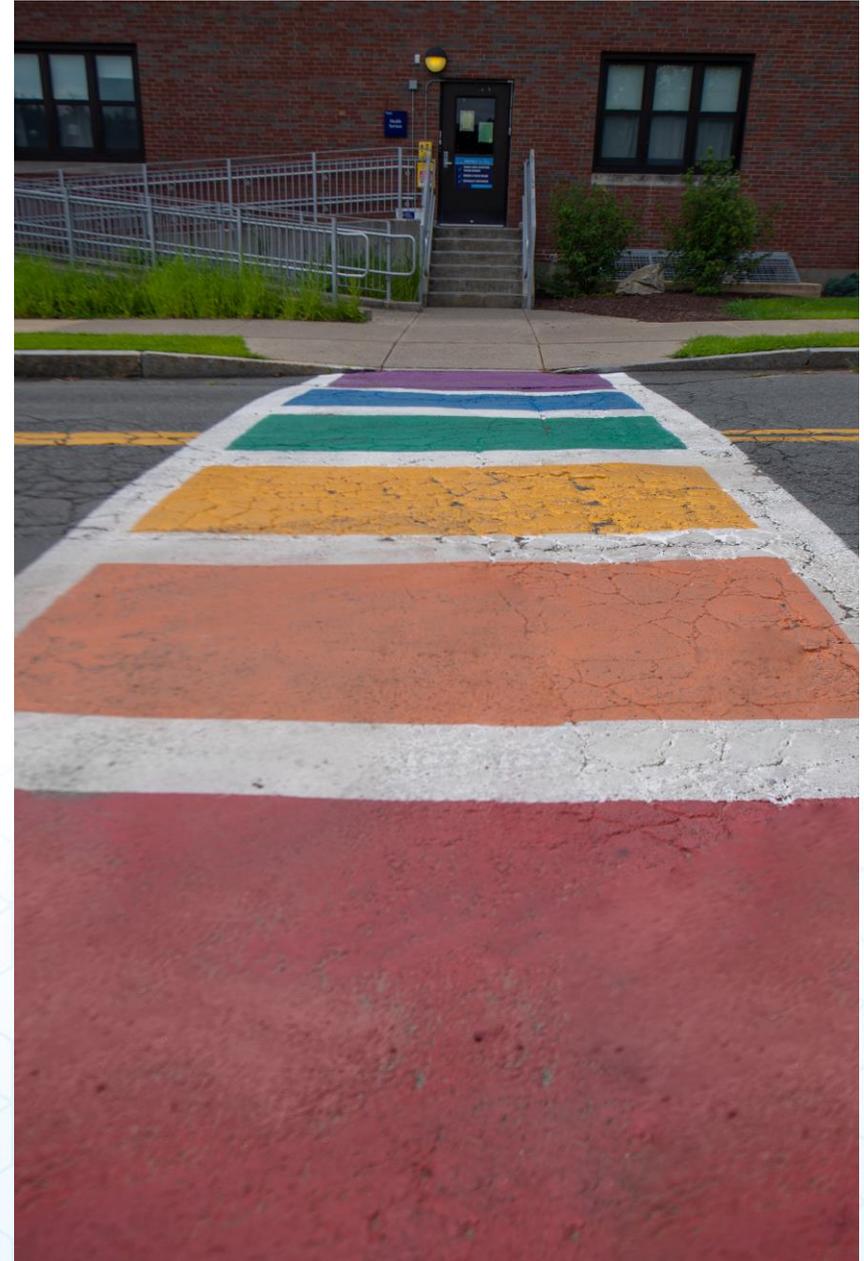


STUDENTS



ENGAGEMENT

Strategic Plan Priority 3.1 & 3.3
Institutional Pride, Inclusion



Grow Our Enrollment

- Launch new academic programs in:
 - BFA **Graphic Design** (Art)
 - BFA in **Interdisciplinary Arts** (Art, Music, Theatre Arts, Communication, English)
 - BSE in **Child, Family & Community Studies** (Education)
 - MA **History** (online)
 - Concentrations in **Museum Curation** (History), **Ceramics** (Art), and **Sound Recording** (Music)
 - Interdisciplinary Minor in **Human Rights** (Communication)
 - Certificates in **Social Marketing in a Digital World** (Communication), **Health Communication** (Communication), and **Writing** (English)
- Upmarket Recent Programs in **Music Therapy & Art Therapy Preparation**

Strategic Plan Priority 2.1 & 2.2
Campus work on recruitment,
strategic enrollment management

Grow Our Enrollment

- ✓ Develop Articulation agreements with regional community colleges
- ✓ Establish and expand relationships with regional high schools to create seamless pathways and promote study in needed fields (Grow Reach to Teach)



Strategic Plan Priority 2.1 & 2.2
Campus work on recruitment, strategic enrollment
management

Westfield

STATE UNIVERSITY

SCHOOL OF

**School of Education, Arts,
Communication, and Humanities**

The Path to Enrollment Growth



Enrollment Growth Projection – Undergraduate Full Time Headcount

SCHOOL OF EDUCATION, ARTS, COMMUNICATION, AND HUMANITIES -UG Full-Time & Part-Time									
MAJORS	Capacity	Current Enrollment	Two-Year Average	Projected Growth Rate	2023-2024	2023-20242	2024-2025	2025-2026	2026-2027
Art	160	69	66	20%	79	95	114	137	160
Communication	160	114	124	15%	143	160	160	160	160
Early Childhood Education	120	91	94	10%	103	113	120	120	120
Elementary Education	200	156	160	10%	176	194	200	200	200
Special Education	100	36	41	20%	49	59	71	85	100
English	200	65	63	20%	76	91	109	131	157
History	130	79	79	10%	88	97	107	118	130
Music	80	43	40	15%	46	53	61	71	80
Music Therapy	48	12	8	20%	14	17	20	24	29
Theatre Arts	50	12	14	20%	15	18	22	26	31
EACH Total	1248	677	703		789	802	984	1072	1167

Enrollment Growth Projection – Graduate Programs

SCHOOL OF EDUCATION, ARTS, COMMUNICATION, AND HUMANITIES -Graduate Enrollment									
MAJORS	Graduate	Projected Growth Rate	2023-2024	2023-2024 ²	2024-2025	2025-2026	2026-2027		
Art	3	20%	4	5	6	7	8		
Early Childhood Education	22	10%	24	26	29	32	35		
Elementary Education	29	10%	32	35	39	43	47		
English	20	10%	22	24	26	29	32		
History	31	15%	36	41	47	54	62		
Music	1	20%	2	3	4	5	6		
Reading Education	22	10%	24	26	29	32	33		
Vocational Education	13	10%	14	15	17	19	21		
Total	141		158	175	197	221	244		



Thank you

