



## Board of Trustees

December 13, 2023

2:45 to 4:45 PM

Conference Room 107, Parenzo Hall

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

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| <b>1. Call to Order</b>   | Board Chair Ali Salehi   |
| <b>2. Approval of Minutes</b><br>a. Draft Minutes of October 11, 2023   | Board Chair Ali Salehi   |
| <b>3. General Announcements</b>   | Board Chair Ali Salehi   |
| <b>4. President's Report</b>  | Dr. Linda Thompson   |
| <b>5. Student Trustee Report</b>  | Trustee Daniel Currier   |
| <b>6. General Education Reform Presentation</b>   | Beverly Army-Williams, Dr. Lynn Shelley, and Dr. Megan Kennedy |
| <b>7. <u>Enrollment Management and Student Affairs Committee</u></b><br>a. Items for Information  | Committee Chair William Reichelt                               |
| <b>8. <u>Academic Affairs Committee</u></b><br>a. Items for Information<br>b. Items for Action<br>i. Motion – Faculty Emeriti                             | Committee Chair Dr. Robert Martin                              |
| <b>9. <u>Advancement, Marketing, and External Relations Committee</u></b><br>a. Items for Information<br>b. Items for Action<br>i. Motion – Staff Emeriti | Committee Chair Dr. Gloria Williams                            |

**10. Justice, Equity, Diversity, and Inclusion Committee**

Committee Chair Chris Montemayor

- a. Items for Information
- b. Items for Action
  - i. Motion – Preferred/Chosen Name Policy (Student)

**11. Financial Affairs Committee**

Committee Chair George Gilmer

- a. Items for Information
- b. Items for Action
  - i. Motion – Chosen Name Policy/Employees (New)
  - ii. Motion – Keeping the Campus Safe Policy (2210)
  - iii. Motion – Reallocation of Capital Project Funds

**12. Audit Committee**

Committee Chair Theresa Jasmin

- a. Items for Information

**13. Other Business**

- a. Items for Information/Discussion
  - i. Board Crisis Management and Communication
  - ii. Board Committee Structure

Board Chair Ali Salehi  
Trustee Melissa Alvarado  
Trustee Melissa Alvarado

**Attachments:**

- a. Draft Minutes of October 11, 2023
- b. President’s Presentation
- c. Student Trustee Presentation
- d. General Education Reform Presentation
- e. SCORE Model

**Academic Affairs Committee:**

- f. Motion – Faculty Emeriti and supporting document

**Advancement, Marketing, and External Relations Committee:**

- g. Motion – Staff Emeriti and supporting documents

**Justice, Equity, Diversity, and Inclusion Committee:**

- h. Motion – Preferred/Chosen Name Policy (Student) and supporting document

**Financial Affairs Committee:**

- i. Motion – Chosen Name Policy/Employees (New) and supporting documents
- j. Motion – Keeping the Campus Safe Policy (2210) and supporting documents
- k. Motion – Reallocation of Capital Project Funds and supporting documents

**Full Board:**

- l. Resources on Board Crisis Management and Committee Structure



## BOARD OF TRUSTEES

October 11, 2023

### Minutes

President's Boardroom, Horace Mann Center

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

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**MEMBERS PRESENT:** Chair Ali Salehi, Secretary Dr. Gloria Williams, and Trustees Daniel Currier, George Gilmer, Theresa Jasmin, Madeline Landrau, Dr. Robert Martin, Chris Montemayor, and William Reichelt

**MEMBERS PARTICIPATING REMOTELY:** Vice Chair Melissa Alvarado

**MEMBERS EXCUSED:** Trustee Paul Boudreau

Also present and participating were Westfield State University President Dr. Linda Thompson, cabinet members Dr. David Caruso, Dr. Michael Freeman, Dr. Kevin Hearn, Richard Lenfest, Jr., Lisa McMahon, Dr. LaRue Pierce, Timothy Rooke, and Stephen Taksar, and Executive Director of Research and Innovation Dr. Lamis Jarvinen.

Chair Salehi called the meeting to order at 4:37 PM. A roll call was taken of the Trustees participating as listed above and it was announced that the meeting was being livestreamed and recorded.

**MOTION** made by Trustee Williams, seconded by Trustee Currier, to approve the minutes of the September 8, 2023, and the September 19, 2023, meetings.

There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Currier, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi.

Chair Salehi welcomed those in attendance and watching via livestream. He stated that as chair, he will collaborate with the Board in an open and transparent manner and work closely with President Thompson to move forward the agenda set by the Board. The Strategic Planning Visioning Session showed the Board is in sync with their ideas. There will be continued work on the multi-year financial plan and collaboration with President Thompson to develop key performance indicators (KPIs) and benchmarks to evaluate University and leadership performance. Expectations include the response and follow up on the NECHE report including achievement gaps, equity, data analysis/data-based decision making, targeted use of reserves, and measured investments.

President's Report. President Thompson reported the next steps in the Strategic Planning process are surveys and appointing the committee, working collaboratively to develop a vision for the future. Strategic investments will be made in enrollment stabilization and growth and economic health of the University. A success in guiding the future of the institution was the NECHE reaffirmation of accreditation and many of the early recommendations have been put into motion. Faculty and staff have been working to secure grants

to reinforce and develop programming required to prepare our students for their future and she shared information on many of those grants. Student success stories were highlighted.

Student Trustee Report. Trustee Currier presented the student trustee report as follows:

- The student voice needs to be heard in the potential placement of displaced persons on campus.
- Student engagement in activities has increased and the reestablished Commuter Council has a new lounge and Director of Commuter Programming.
- SGA initiatives include proposing a common hour for student engagement, and Phase I of implementing the preferred/chosen name change is underway.
- The gender-neutral bathroom expansion project has been delegated to the SGA Vice President of Student Equity, and this year Trustee Currier will focus on student employment process centralization.

Parenzo Innovation Hub Presentation. Dr. Jarvinen presented information on the Parenzo Hall innovation hub, explaining the strategic partnership with MakerHealth and the work being done to secure grants and other community and corporate partnerships. Faculty are presenting ideas for using Parenzo space innovatively, some of which include:

- A virtual and augmented reality innovation lab to boost the marketability of our graduates; and
- Developing a WSU Steam Education Professional Development Center for continuing and professional education. STEAM stands for science, technology, engineering, arts, and mathematics.

Governance and Nomination Committee. Committee Chair Melissa Alvarado updated the Board on discussions held in the committee meeting.

Enrollment Management and Student Affairs Committee. Committee Chair William Reichelt updated the Board on discussions held in the committee meeting.

Advancement, Marketing, and External Relations Committee. Committee Chair Dr. Gloria Williams updated the Board on discussions held in the committee meeting.

Academic Affairs Committee. Committee Chair Dr. Robert Martin updated the Board on discussions held in the committee meeting and presented the following motion. The collective bargaining agreement gives the authority grant sabbaticals to the Board but there has been no record of it being delegated to the president. The Board is requesting an annual report of how many sabbaticals were applied for the previous year, how many were awarded, what the cost was, and the outcome for the benefit of the institution.

**MOTION** made by Trustee Martin, seconded by Trustee Jasmin, to designate to the President the authority to determine whether to grant sabbatical leaves in accordance with the MSCA Day Collective Bargaining Agreement, with the request that the Board receive an annual report at their December or February meeting with a summary of the sabbaticals granted the previous academic year.

There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Currier, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi.

Financial Affairs and Advancement Committee. Committee Chair George Gilmer updated the Board on discussions held in the committee meeting and presented the following motions approved by the committee. The motion to approve the revisions to the Anti-Bullying Policy (1340) was tabled until after legal review.



**MOTION** made by Trustee Landrau, seconded by Trustee Currier, to approve and adopt the Westfield State University Board of Trustees Investment Subcommittee of the Financial Affairs Committee Charter, as presented.

There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Currier, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi.

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**MOTION** made by Trustee Jasmin, seconded by Trustee Landrau, to approve the transfer of \$800,000 from the University's investment accounts with CI Eaton Private Wealth, to the University's operating account at Berkshire Bank, consistent with the University's Investment Policy (0430), FY24 operating budget, and verified with the financial analysis presented at the Investment Subcommittee meeting on July 28, 2023, which is included in today's material. The Investment Subcommittee supports this allocation which will provide funds for innovation initiatives.

And, to approve the FY24 Operating Budget as presented and to authorize the President to make budget adjustments to these funds.

There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Currier, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi.

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**MOTION** made by Trustee Landrau, seconded by Trustee Currier, to allocate \$2,000,000 from cash reserves to fund the strategic investments as described in the summary presented. Further, the university will provide an update on the status of these investments at the December meeting along with related metrics and potential return on investment. This allocation is above and beyond the final FY24 October budget presented today.  
Discussion: The Board requested an interim report before December.

There being no further discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Currier, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi.

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**MOTION** made by Trustee Landrau, seconded by Trustee Currier, to approve revisions to the Westfield State University, Board of Trustees, Financial Affairs Committee Charter, as presented.

There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Currier, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi.

Audit Committee. Committee Chair Theresa Jasmin updated the Board on discussions held in the committee meeting and presented the following motion approved by the committee.

**MOTION** made by Trustee Landrau, seconded by Trustee Gilmer, to accept the annual report for fiscal year ending June 30, 2023, as prepared by the university's Administration and Finance Division and to authorize the submission of this report to the State

Comptroller's Office, the Massachusetts Department of Higher Education, and the State Auditor's Office, as required by the Massachusetts Department of Higher Education. This annual report includes the Westfield State University FY23 Financial Statements, audited by WithumSmith and Brown, P.C.

Discussion: Trustee Currier stated he had a conflict of interest because he was an intern at WithumSmith and Brown, P.C. The state ethics department advised he should abstain from voting on the audit. He had no involvement with the audit of the University or Foundation.

There being no further discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi. Trustee Currier abstained from voting.

Justice, Equity, Diversity, and Inclusion Committee. Committee Chair Chris Montemayor updated the Board on discussions held in the committee meeting and presented the following motion approved by the committee.

**MOTION** made by Trustee Landrau, seconded by Trustee Currier, to approve the University Justice, Equity, Diversity, and Inclusion statement as presented to the Board of Trustees, acknowledging its significance in advancing our institution's commitment to Justice, Equity, Diversity, and Inclusion.

There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Currier, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi.

Chair Salehi presented the motion for minor edits to policies.

**MOTION** made by Trustee Currier, and seconded by Trustee Gilmer, to approve the minor edits made to the following policies, as presented:

Electronic Mail (Email) Policy (0550)

Information Security Policy (0580)

Data Classification Policy (0630)

Remote Access Policy (0620)

There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Currier, Gilmer, Jasmin, Landrau, Martin, Montemayor, Reichelt, Williams, and Salehi.

Chair Salehi facilitated the following items for discussion, stating that most are a follow-up to the recent Board training on governance from the Association of Governing Boards (AGB).

Board Self Evaluation. The Board needs to evaluate itself and create key performance indicators (KPIs) to determine how effective it is as it takes care of the University.

Board Crisis Management. The University has a crisis management plan, but the Board needs to determine how it would work and what channels would be used in an emergency.

Committee Structure. The number of Board committees and their reporting to the full Board was discussed. One option from the AGB training was to change the structure of the committees to align with the strategic priorities instead of the University's administrative structure. The Board should not be involved with the

detailed operations of the University and needs to determine the right questions to ask. Cabinet could provide one- to two-page summaries.

Efficiency of Meeting Time and Utilization. The Board should think about whether every committee needs to provide an update of its meeting discussion at the full Board meeting. The public could attend or view the committee meetings for details of their work and discussions.

Consent Agendas to Approve Routine Motions. A consent motion was suggested to approve all motions at once to reduce time at the meetings. This would need to be vetted through legal counsel.

Key Performance Indicators (KPIs). It was requested that each committee provide these for measurement in June.

Trustee Alvarado will research what AGB has available for resources and training in crisis management and committee structures and bring it to the next Governance and Nomination Committee meeting.

There being no further business, **MOTION** made and seconded to adjourn.

Meeting adjourned at 6:30 PM.

Attachments presented at this meeting:

- a. Draft Minutes of September 8, 2023
- b. Draft Minutes of September 19, 2023
- c. President's Presentation
- d. Student Trustee Presentation
- e. Parenzo Innovation Hub Presentation

**Academic Affairs Committee:**

- f. Motion – Designate Authority to President to Grant Sabbaticals

**Financial Affairs Committee:**

- g. Motion – Investment Subcommittee Charter and supporting document(s)
- h. Motion – FY24 Operating Budget and supporting document(s)
- i. Motion – Strategic Investments and supporting document(s)
- j. Motion – Financial Affairs Committee Charter and supporting document(s)
- k. Motion – Anti-Bullying Policy (1340) and supporting document(s)

**Audit Committee:**

- l. Motion – FY23 Audit Report and supporting document(s)

**Justice, Equity, Diversity, and Inclusion Committee:**

- m. Motion – University JEDI Statement and supporting documents

**Full Board:**

- n. Motion – Approval of Minor Edits made to Policies
- o. Electronic Mail (Email) Policy (0550) with tracked changes
- p. Information Security Policy (0580) with tracked changes
- q. Data Classification Policy (0630) with tracked changes
- r. Remote Access Policy (0620) with tracked changes

**Secretary's Certificate**

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees meeting held on October 11, 2023.

\_\_\_\_\_  
Dr. Gloria Williams, Secretary

\_\_\_\_\_  
Date

# Presidential Message: Board of Trustees

*December 2023*

*Dr. Linda Thompson, President*



Westfield State University was built and currently sits on unceded traditional ancestral territory of the Nipmuc, Pocumtuc, Agawam, and the Woronoco peoples.







# STRATEGIC PLANNING: 2025-2030

- ✓ Visioning Sessions
- ✓ Strategic Planning Committee
- ✓ Upcoming: Goals and Objectives

**SME** | STRATEGY  
MANAGEMENT CONSULTING











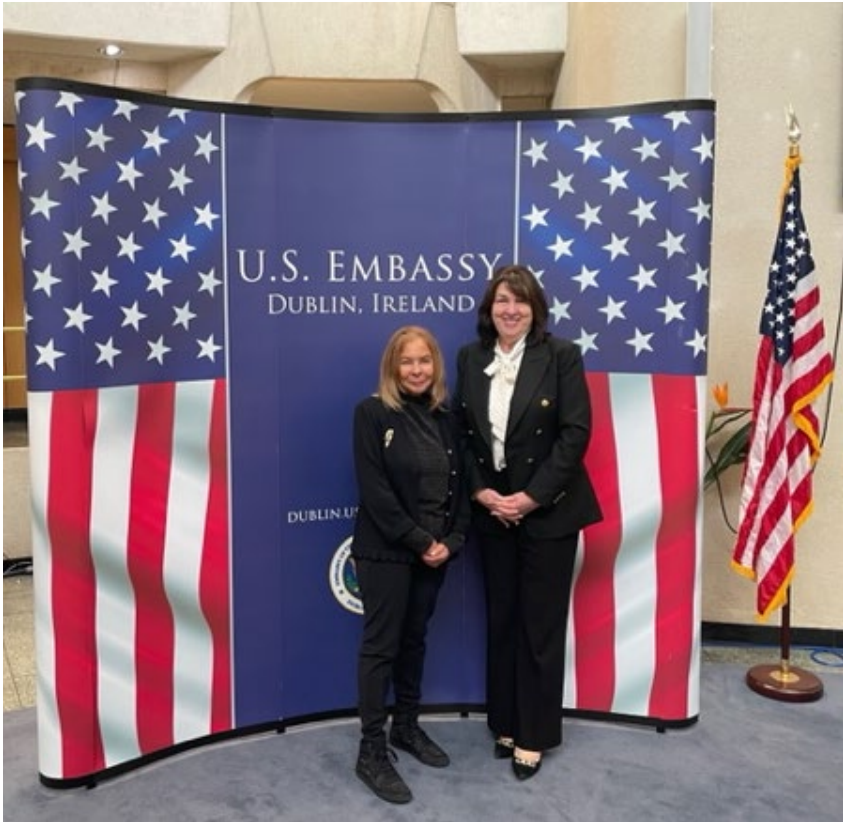




# STRATEGIC INVESTMENTS

- Enrollment Stabilization and Growth
- Campus Culture
- Economic Health





*President Thompson with US Ambassador to Ireland Claire Cronin*



*President Thompson with President of Ireland Michael D. Higgins*





*President Thompson with Sinn Fein President Mary Lou McDonald and her Deputy Chief in Staff*







*President Thompson with Nicola Skelly, Executive Director, Washington Ireland Program*



*President Thompson with US Consul General in Belfast James Applegate and Queens University Pro-Vice-Chancellor for Global Engagement and Professor of French Literacy and Visual Cultures Dr. Margaret Topping*



*President Thompson with Phillip McGowan, Associate Dean of Internationalism at Queens University (center)*





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*Thank you*

Westfield  
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# Student Trustee Report

December 13, 2023

Trustee Daniel Currier '25



# A Successful Fall Semester (1 of 2)

- Open House
  - Intentional Display of Student Life
- Enhanced Commuter Engagement
  - Active Commuter Council
  - Commuter Appreciation Day



# A Successful Fall Semester (2 of 2)

- Athletics Achievements (MASCAC)
  - 1st Men's & Women's XC
  - 1st Women's Soccer
- Supporting Our Community
  - Turkey Trot & Turkey Drive
  - Community Haunted House
  - Giving Tuesday (Common Goods Highlight)



# SGA Issues & Initiatives (1 of 2)

- South Lot Car Break-ins
  - Concerns from Students
  - Robust Response by Public Safety
- Common Hour Policy
  - Continued Development
  - Feedback from Stakeholders
  - Submission to Governance: Spring 2024



# SGA Issues & Initiatives (2 of 2)

- Preferred/Chosen Name Change
  - Changes Being Processed
  - Continued Work on 3rd Party Integrations
- Outreach to Students
  - Open Forum Held
  - Livestream of Meetings





# Student Trustee Projects

- Student Employment Centralization
  - Testing Underway
  - Full Launch Spring 2024
- Athletics Marketing & Engagement
  - Centralized Marketing for Intramural Activities
  - Expansion of Campus Recreation Opportunities



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WESTFIELD STATE UNIVERSITY  
**GENERAL EDUCATION**

# **Special Committee on Reforming General Education**

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# **SCORE**

# SCORE

Formally adopted through campus governance Feb. 5, 2021

Reports to All University Committee and the University Curriculum Committee

## Makeup:

12 Faculty and Librarians

5 Presidential Appointees

2 Students

### Academic Departments

Dr. Shirley Acquah, Associate Professor of Communication

Dr. Heidi Bohler, Professor of Sports Medicine and Human Performance

Dr. Alina Gross, Program Area Chair Liberal Studies, Associate Professor Geography, Planning and Sustainability

Dr. Sonya Lawson, Professor of Psychology

Dr. P. ...

### Student Representatives

Christopher Lannan, Student Government

### Academic Affairs

Beverly Army Williams, Executive Director of General Education and High Level Practices

... Director of Educator ... each. SCORE Co-

### and Engagement

... Director of the Banacos ...

Nicole West, Director, Course Achievement, Retention & Engagement Center

Dr. Catherine Savini, Reading and Writing Center and Writing Across the Curriculum Coordinator, Professor of English

### Enrollment Management

Emily Gibbings, Associate Director of Admissions

### Library

Corinne Ebbs, Librarian, Head Education Resource Center

Past Members: Enrique Morales-Diaz, Tom Raffensperger, Andy Bonacci, Christopher Masi, Cameron Kelleher (Spring 2021); Margot Hennessy, (Spring 2021-Fall 2021); Jennifer Hanselman, Susanne Chuku, Lyric Lamagdelaine (Spring 2021-Fall 2022); Ruth Kurniawati (Fall 2022-Spring 2023); Emily Fluet (spring 2022-Spring 2023); Brian Jennings (Spring 21-Spring 23)

Full Committee Meets 75 min twice a week + Subcommittee Meetings since Spring 2021

# General Education

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Contemporary general education fosters integrative & lifelong learning approaches that model clear connections between disciplines and areas of content for students



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## Gen Ed Statement

Designed for a general audience, concisely conveys rationale, mission and goals of gen ed at WSU

## Broad Learning Goals

Long term, broad & achievable goals students are expected to have achieved upon completion of gen ed.

## The Model

An organizational table that depicts areas of courses students will take for ge ed

## Column & Area Descriptions

Curricular goals of areas described in broad terms.

## Specific Learning Outcomes

Measurable descriptions of what students know or can do upon completion of courses in each area.

## Practice Standards

Guiding Standards on the implementation of High Impact Practices in gen ed

## Assessment Plan

A description of assessment methods including sources of data and intervals at which data will be reviewed



WESTFIELD STATE UNIVERSITY  
**GENERAL EDUCATION**



2028  
*Class of*

Fall 2024 Implementation

Westfield  
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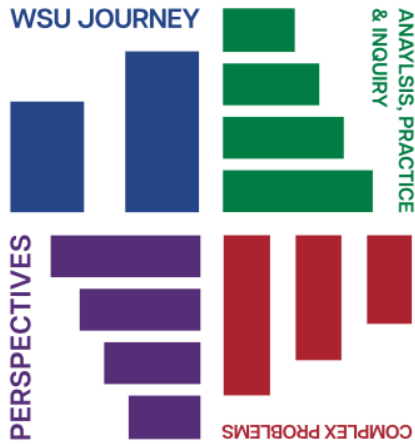
# General Education Statement

## Westfield State University (endorsed Spring 2022)

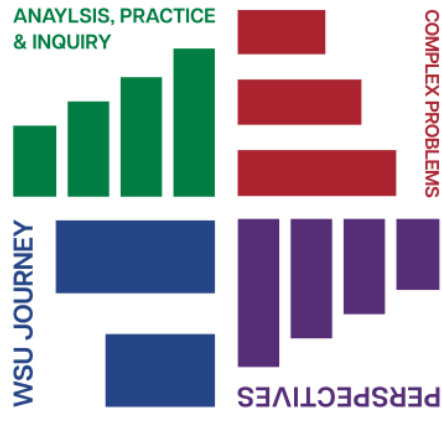


*General education at Westfield State University places curiosity, excitement, and a commitment to social justice and cultural understanding at the heart of our curriculum. In the classroom and across communities, students draw on diverse areas of knowledge to integrate ideas, identify and pursue meaningful questions, tackle complex problems from the local to the global, think critically and creatively, communicate and collaborate effectively, and promote well-being for all of our community members. Students develop the self-awareness and confidence necessary to engage meaningfully with and care for others; to navigate their personal, professional, and civic lives; and to build a more just and kind world.*

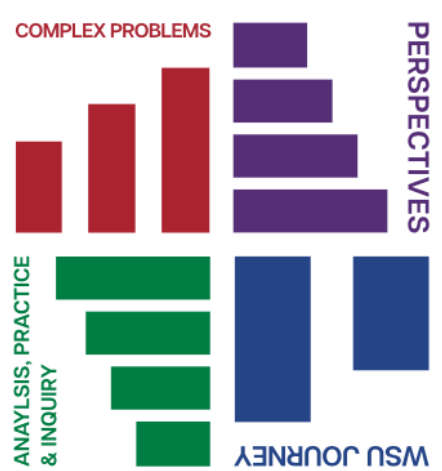
# Broad Learning Goals (endorsed Spring 2022)



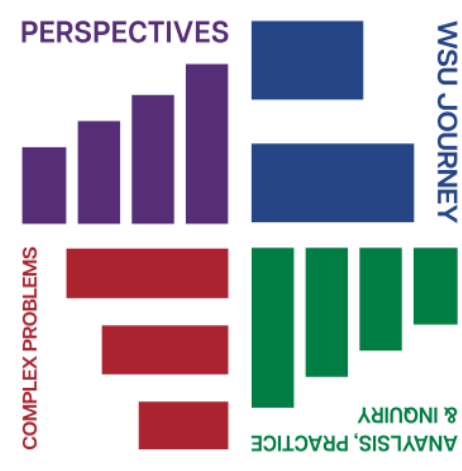
Westfield State Journey



Analysis, Practice, and Inquiry



Exploring Complex Issues



justice, work for positive change, and care for others and the planet

Perspectives



# The Model



Photo: Judy Lynn Malloch/Audubon Photography Awards

+ University Requirements

Westf  
Jou

First Year  
Academic  
(3 Credits)

Wellbeing  
For the H  
(3 credits: 1  
classes)

Integrativ  
Experien  
determined l

## WSU JOURNEY

FY Journey: Academic Inquiry

Wellbeing: Caring for the Holistic Self

## PERSPECTIVES

Social Groups & Culture

Power & Perspectives

Individuals in Context

Civic Learning

Rhetoric & Inquiry

Creative Arts Practice

Inquiry into the Natural World

Inquiry into Patterns, Data & Reasoning

Complex Problems anchored in Mathematics, Computing & Natural Sciences

Complex Problems anchored in Social & Health Sciences

Complex Problems anchored in Arts & Humanities

## COMPLEX PROBLEMS

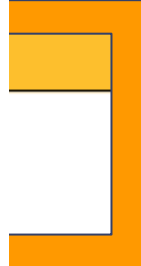
## ANALYSIS, PRACTICE & INQUIRY

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# High-Impact Practices

HIPs are **active learning practices** that promote deep learning by promoting student engagement. Research shows these practices are beneficial to all students, but are especially beneficial to historically underserved student populations.



Association of American  
Colleges & Universities

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First Year Seminar/ Experience	Undergraduate Research
Writing Intensive	Internships/ Service Learning
Diversity/ Global Learning	Capstone Courses/ Projects
Collaborative Projects	Learning Communities
ePortfolios	

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# Generate Excitement:

General education will promote recruitment, retention and include classes students are excited about taking and faculty are excited to teach.



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Visual Thinking with Diagrams

Discover Westfield: Your College Town

Mapping Outside the Lines

Games without Frontiers

Living Your Best Life

Look What You Made Me Learn: Swiftology

Stand Up and Sketch

The Art of Eating

How to Sound Like an OWL

Life Writing IRL

Sci Fi in the Mind's Eye: Cognition and Culture

# Every Course in Curriculum Must be Redesigned and Go thru Governance

Spring  
'23

Davis Education  
Foundation Grant earned  
which allows SCORE to  
compensate faculty for  
course development



Summer  
'23

First Year Journey  
Construction Crew

General Construction  
Crews



Fall '23 -  
Spring '24

Professional  
Development

Ongoing Construction  
Crews



# Teaching in and Teaching Out

Plan: put through governance  
1st the courses in both old  
core and new program

During transition Transfer  
students will come in with  
their cohort year (not same as  
first year)

Executive Director of General  
Education will facilitate



Photo by Ken Lassman,  
<https://www.flickr.com/photos/94154765@N03/24652485613>



Every Decision  
was made with  
Students in mind  
first.

No Decision was  
made lightly

All components  
vetted during  
campus  
engagement



# Thanks!

Contact SCORE

[GenEdReform@westfield.ma.edu](mailto:GenEdReform@westfield.ma.edu)

View our materials at:

<https://lib.westfield.ma.edu/SCORE>

SCORE



Reforming WSU's General Education

Westfield  
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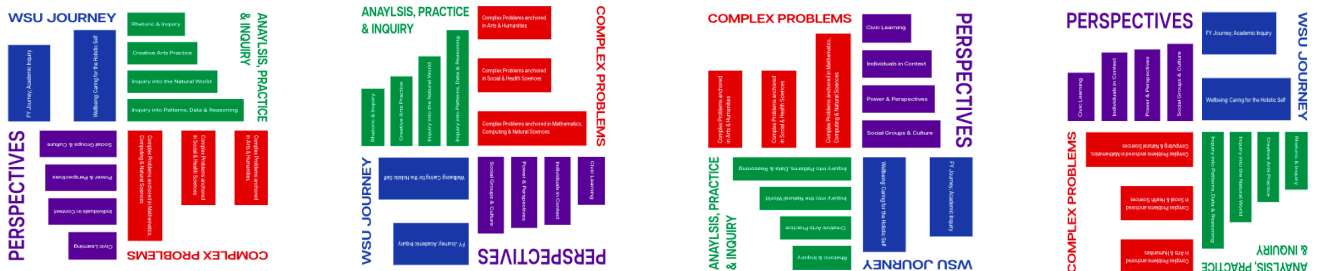
# Westfield STATE UNIVERSITY



## WESTFIELD STATE UNIVERSITY GENERAL EDUCATION

### General Education Statement

General education at Westfield State University places curiosity, excitement, and a commitment to social justice and cultural understanding at the heart of our curriculum. In the classroom and across communities, students draw on diverse areas of knowledge to integrate ideas, identify and pursue meaningful questions, tackle complex problems from the local to the global, think critically and creatively, communicate and collaborate effectively, and promote well-being for all of our community members. Students develop the self-awareness and confidence necessary to engage meaningfully with and care for others; to navigate their personal, professional, and civic lives; and to build a more just and kind world.



## Broad Learning Goals (BLGs)

- WSU students grow as self-aware, creative, curious, and confident individuals who are invested in the well-being of themselves and others.
- WSU students use the tools of multiple fields of study, critically evaluate sources of information, and apply logical reasoning, critical thinking, and appropriate methodology to draw conclusions and communicate effectively.
- WSU students identify and pursue meaningful questions where there is no single correct answer, and it is necessary to consider diverse areas of knowledge and ways of knowing in order to integrate knowledge and tackle complex problems.
- WSU students develop cultural curiosity and humility alongside interpersonal skills to effectively collaborate and communicate within and across diverse communities. They act as conscientious, ethical, and responsible community members who address issues of social justice, work for positive change, and care for others and the planet.

Visual Depiction of WSU's Model of General Education

Westfield State Journey	Analysis, Practice, and Inquiry	Exploring Complex Issues (ECI)	Perspectives
<b>First Year Journey: Academic Inquiry</b> (3 Credits)	<b>Rhetoric and Inquiry</b> (4 Credits)	<b>Exploring Complex Issues Anchored in Mathematics, Computing, and Natural Sciences</b> (3 Credits)	<b>Individuals in Context</b> (3 Credits)
<b>Wellbeing: Caring For the Holistic Self</b> (3 credits: 1.5 credits x 2 classes)	<b>Inquiry into Patterns, Data and Reasoning</b> (3 Credits)		<b>Social Groups and Culture</b> (3 Credits)
	<b>Creative Arts Practice</b> (3 Credits)	<b>Exploring Complex Issues Anchored in Arts and Humanities</b> (3 Credits)	<b>Civic Learning</b> (3 Credits)
	<b>Inquiry into the Natural World</b> (4 Credits)	<b>Exploring Complex Issues Anchored in the Social and Health Sciences</b> (3 Credits)	<b>Power and Perspectives</b> (3 Credits)
<b>University Curriculum Requirements fulfilled as part of Major</b>			
<b>Integrative Experience</b> (credits determined by major)	<b>Exploring Writing in the Major</b> (credits determined by major)		

General Education=41 Credits + additional requirements in major, credits determined by major department

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### Westfield State Journey

**DESCRIPTION OF COURSES IN THIS COLUMN:** Through these courses students develop a foundation for academic, social, educational and personal success. Students acquire the skills and knowledge necessary to navigate academic inquiry and grow as healthy, self-aware, creative, curious and confident individuals. These courses include self-reflective practices as well as how to practice learning alongside an engaged community of learners.

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### First Year Journey: Academic Inquiry

**DESCRIPTION OF COURSES IN THIS AREA:** Courses in this area expose students to an intellectual passion that they can get excited about. Students collaborate with their professor and peers to examine a particular specialization, creative interest, question or topic in depth and from multiple points of view in order to develop college-level academic skills. Students are supported as they develop the skills needed to engage deeply and critically with complex materials; to take risks; to grow as a leader and collaborator; to reflect on strengths, passions and goals; and to begin to develop a vision for their journey through Westfield State University.

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### Wellbeing: Caring for the Holistic Self

**DESCRIPTION OF COURSES IN THIS AREA:** This will be a 1.5 credit course that focuses on the body, mind and spirit. Courses in this area equip students with skills that foster wellbeing and resilience, help students to react positively to life's challenges, and enhance mental, social, emotional, physical, and academic success. Courses include reflective, metacognitive, and kinesthetic practices that support physical, mental and/or social-emotional well-being; The skills learned will foster attitudes and behaviors that enhance confidence for life-long self-care, such as self-management, self-awareness, responsible decision-making, relationships skills, social awareness, and positive self-care. Courses will be anchored in active learning.

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### Integrative Experience (credits and learning outcomes determined by major)

**DESCRIPTION OF COURSES IN THIS AREA:** Students complete a course in or outside of their major where they have a structured opportunity to reflect on what they learned in general education courses and consciously integrate and apply that learning within the context of their major. By completing an integrative experience, students will have the opportunity to address the question, "What has my learning in the General Education Curriculum contributed to my education and how is that learning related to my major and other learning experiences?"

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### Analysis, Practice, and Inquiry

**DESCRIPTION OF COURSES INCLUDED IN THIS COLUMN:** By taking courses in this area students learn to explore specific approaches to critical and creative thinking. They use varied tools and methodologies as ways of knowing, evaluate sources of information to draw conclusions and communicate effectively, and engage in arts practice.

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### Rhetoric and Inquiry

**DESCRIPTION OF COURSES IN THIS AREA:** This area introduces students to writing as a process-based approach to producing texts for different rhetorical occasions that emerge in academic and public contexts. Students learn to situate an original argument within the framework of other speakers, practice critical inquiry, and understand conventions associated with a range of genres. A major goal of this area is to help students understand how their prior writing knowledge informs their work and how to transfer the writing knowledge and skills they've learned to future writing projects.

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### Inquiry into Patterns, Data and Reasoning

**DESCRIPTION OF COURSES IN THIS AREA:** Students will discover how and why logical, mathematical, and computational ideas, concepts, and reasoning empower them to use and understand pattern, structure, data, shape and form in the world around us. In order to meet the commonwealth's equity agenda this will be a college level math class designated by course identifier MATH01XX.

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### Creative Arts Practice

**DESCRIPTION OF COURSES IN THIS AREA:** Students will engage in the arts and the practice of creative arts with the goals of understanding the discipline, developing their unique voice, and becoming active citizens of the

arts community on campus and beyond. Through course selection students will have the opportunity to select from the many ways to participate in an artistic experience.

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### Inquiry into the Natural Sciences

**DESCRIPTION OF COURSES IN THIS AREA:** Students will explore scientific inquiry as a way of knowing the natural world, which includes physics, biology, chemistry, ecology, geology, astronomy, geography, and their interrelationships.

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### Exploring Writing in the Major

(credits and learning outcomes determined by major)

**DESCRIPTION OF COURSES IN THIS AREA:** Students will be introduced to the discourse of the discipline/field either in English 204 or a course offered by the major department. This course will build on the skills students learn in Rhetoric and Composition and in Writing Infused courses. Students learn strategies to locate, analyze, synthesize and generate research in rhetorically effective, genre- or discipline-specific ways.

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### Exploring Complex Issues

**DESCRIPTION OF COURSES IN THIS COLUMN:** These courses build on the skills and ways of knowing introduced in the *First Year Journey*. Students explore and tackle complex, authentic problems drawing on diverse perspectives and theories, modes of inquiry, and domains of knowledge. Students acquire the ability to describe the multiple dimensions of a complex problem and to pose fruitful questions. In the pursuit of answers, they critically evaluate sources of information and apply logical reasoning, critical thinking, and appropriate methodology to draw conclusions. **These courses focus on process and are writing and/or speaking and information literacy infused.**

**Exploring Complex Issues Anchored in Mathematics, Computing, and Natural Sciences**

**Exploring Complex Issues Anchored in Arts and Humanities**

**Exploring Complex Issues Anchored in the Social and Health Sciences**

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### Perspectives

**DESCRIPTION OF COURSES IN THIS COLUMN:** In these courses students develop cultural humility and an understanding of civic democracy in order to effectively collaborate, communicate, and participate within and across diverse local and global communities. Students acquire skills to critically analyze social structures and contrasting viewpoints, explore how to act and communicate as conscientious, ethical, and responsible community members who are concerned about social justice, and care for others and the environment.

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### Individuals in Context

**DESCRIPTION OF COURSES IN THIS AREA:** Courses in this area help students to acquire a broad understanding of the social, environmental, and historical influences that shape us as individuals and affect how we interact with other persons and groups.

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### Social Groups and Culture

**DESCRIPTION OF COURSES IN THIS AREA:** Students will acquire the skills necessary to critically analyze social structures and contrasting viewpoints on people, societies, aesthetics, environments, historical periods, and cultures.

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### Civic Learning

**DESCRIPTION OF COURSES IN THIS AREA:** Provide civics education in order to promote civic service and civic knowledge—and to prepare students for the duties and responsibilities of citizenship.

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### Power and Perspectives

**DESCRIPTION OF COURSES IN THIS AREA:** Prepares students to critically analyze and engage in social justice issues. Prejudice reduction and collective action are emphasized.





## **Board of Trustees**

December 13, 2023

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### **MOTION**

To approve the granting of Faculty Emeritus status, effective December 13, 2023, to:

Mr. David A. Laing, Physical Education

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Ali R. Salehi, Chair

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Date

ACADEMIC AFFAIRS

December 6, 2023

Dr. Linda Thompson  
President  
Westfield State University

Dear President Thompson:

The Emeritus Committee met on November 27, 2023. After review and discussion, the committee made recommendations to me, and after careful review of the nominees, I recommend the following faculty member be granted Faculty Emeritus status:

Mr. David Laing, Professor Emeritus, Sports Medicine and Human Performance

This individual met the qualifications for designation as Emeritus by demonstrating substantive, sustained achievement in his career at Westfield State University in one or more of the following areas: teaching, advising, scholarship, professional service to the university, the community and the discipline. Accordingly, I am forwarding this recommendation to you and, subsequently, to the Board of Trustees. Justification for the nomination is enclosed.

Thank you for your consideration.

Sincerely,



David A. Caruso, Ph.D.  
Interim Provost and Vice President, Academic Affairs

Approved:

\_\_\_\_\_  
Dr. Linda Thompson, President

\_\_\_\_\_  
Date

**Mr. David Laing, Professor Emeritus, Sports Medicine and Human Performance**

In his forty years of service on our campus, Professor Laing distinguished himself as an outstanding educator, coach, and member of the university community.

Within his home department of Movement Science, Professor Laing established a reputation for superior classroom instruction and academic advising. Students, in fact, consistently sought out him out for his advice as he was well known for his caring and diligent student advocacy. Professor Laing was equally committed to his department colleagues. He served as department chairperson for four years and generously gave of his time to numerous department committees. He was known, most especially, for his willingness to serve on his junior colleagues' Peer Evaluation Committees for Tenure and Promotion.

Professor Laing, moreover, served forty very successful years as the Head Coach for the university's Varsity Women's Swimming & Diving Team. During his tenure as Head Coach, David Laing nurtured the careers of numerous champions and All-American athletes. He also shared his expertise at a great number of local, regional, and national Swimming & Diving events. Indeed, since 2012, he has served on the Board of Directors of the *Massachusetts Senior Games*. He, in addition, has managed swimming events for the *Senior Games* from 1999 to the present. On both the collegiate and high school levels, David has served as director and official of numerous Swimming & Diving competitions.

Furthermore, Professor Laing dedicated many hours of service to the broader university community. He, for example, served on the University Curriculum Committee for a very impressive twenty-two years. He also served on the Academic Policies (1993-94) and Student Affairs (1980-81) committees. In an indication of how well respected Professor Laing was on campus, he was asked to serve on several very important Search committees. He sat on Search committees for Associate Vice President of Academic Affairs (2006), Director of Public Safety (2007), and Woodward Center Manager (2005 and 2009).



## Board of Trustees

December 13, 2023

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### MOTION

To approve the granting of staff emerita status, effective December 13, 2023, to the following individuals:

- Barbara Hand
- Bette Jemilio

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Ali Salehi, Chair

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Date



## FY24 Staff Emeriti Nominee

### Barbara Hand:

As the Administrative Assistant for the Student Government Association (SGA), Barbara's commitment to her role was supported in her promotion from Assistant to Administrator during her 31-year career at Westfield State University. Barbara's ability for organization and detail aided in the success of many students and the department as a whole--growing SGA into one of the largest and most respected student governments in the region.

While handling contracts, authorizations to pay, budget transfers, club constitutions, records keeping, student events and more, somehow her door was still always open to students, staff, and faculty who required her assistance. Nicknamed the "Campus Mom," Barbara was supportive not only in her position but as a person. Her ability to gracefully balance the tasks thrown at her while keeping a warm and inviting atmosphere is admirable. She was often seen chatting and laughing with students and staff alike, Barbara was serious about her role and those positive, joyful moments of communications were a testament to that; she carried herself with warmth, attentiveness, kindness and dedication.

As the Advisor for SGA, she was a meaningful guide for students, sharing her wealth of knowledge about the institution and setting the example of professionalism. Over her thirty-one years she committed much of her time, including nights and weekends, to ensure the success of meetings and events. Yet, her service was not limited to just the University; students of SGA were strongly encouraged to participate in community volunteer events such as the Cancer House of Hope, Clean Up and fundraising for local charities around Thanksgiving. Additionally, in her free time, she and her husband sing in a choir, and we are certain that her services to her community did not and do not stop there.

To give an example of Barbara's dedication I share this story. Barbara retired in the midst of the pandemic. Her peers wanted to acknowledge her achievements by celebrating her throughout her last days at WSU. But on her last day, a day meant to celebrate her, she directed attention to raising money for the Student Senate Scholarship. After successfully adding thousands of dollars to the fund, through her efforts and guidance I am happy to share that the scholarship was renamed to honor her.

Barbara's contributions to the University are backed by the success within her department and dedicated service to the students. Truly her work will be a tough act to follow, but it is her presence that has been most greatly missed.





## FY24 Staff Emeriti Nominee

### Bette Jemiolo:

Bette Jemiolo came to Westfield State College as a housekeeper in November of 1979, a time when gender equality was not an identified topic. Bette worked in the Davis building much of her career which she loved greatly. The students were very much the joy that embodied her work. She would often say the students made her feel youthful and brought her much happiness. When she took the position at Davis Hall it was at a time when buildings were gender based and Davis was assigned as an all-male building. As you may gather this was a bit of a challenge being a female housekeeper attending to an all-male dorm; Bette took the position with pride and worked hard to ensure the cleanliness and safety of the students.

Working at Westfield State University became a part of Bette's core. The students were like her own children and she would go above and beyond for them on a regular basis. She developed formative relationships with many of the students and watched them grown into adulthood. Some of the students were so appreciative of Bette they would often play her favorite music on the floor while she would complete her daily duties. The students loved having Bette as part of the staff in Davis Hall.

In working at Westfield State University Bette took her position on campus very seriously not only with the students but also with the staff. She became part of a movement for change. Change that would have a lasting impact on our campus community. When Bette was hired into environmental services, women were classified as housekeepers and men were classified as maintainers; yet tasked with performing the same duties. It was also a time where men were paid a higher wage for the same or similar work as Bette performed. Bette worked to change this. She was part of the movement that took place on campus to reclassify the title for all women housekeepers to the same as their male counterparts. She was successful in her efforts and soon all women housekeepers shared the name of maintainers and all women received equal pay.

She worked to assist in removing the glass ceiling for many women on campus through advocating for equality. This took great effort and support from the workforce at Westfield State, and she is grateful for the support she received in her efforts to support change.

Bette did not stop there, she went on to become one of the first women maintainer III on campus and managed the Davis Hall building. She set a precedent for women on campus by holding a management position in environmental services which at the time was held predominately by males. Bette was also an active member in the Westfield State University community taking part in fundraisers and would consistently work overtime to help with renovations of Davis Hall and other renovations projects on campus. She always tried to lessen the burden on others to ensure the buildings she worked in had what it needed and the employees she supervised were not overburdened.

Just to give an even deeper picture of how determined this woman is and how deep rooted she was in the Westfield community itself. At the same time she was working for Westfield State

University, she held a second job at Noble Hospital in their maintenance department all while raising 7 children and volunteering at Franklin Avenue School teaching children to read.

As an employee who worked for Westfield State University for over 20 years, it has played such an important role in Bette's life like it has many others. She continues to stay in touch with many of her coworkers from the University and does a monthly brunch with them to discuss what is happening around town and to keep up on the University's success.

It is with great admiration and support that I am able to share with you and recognize Bette for her wonderful lasting contributions to the Westfield State community.



## **Board of Trustees**

December 13, 2023

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### **MOTION**

To approve the university Student Preferred/Chosen Name policy as presented to the Board of Trustees, acknowledging its significance in advancing our institution's commitment to Justice, Equity, Diversity and Inclusion.

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Ali R. Salehi, Chair

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Date

## Student Preferred or Chosen Name Policy

### PURPOSE

To foster a campus environment that is inclusive and that encourages self-expression, Westfield State University has established a policy whereby any current student may use a preferred or chosen first name on campus. The University will use preferred or chosen name whenever a legal name is not necessary. This policy applies to current students of Westfield State University.

Westfield State University recognizes that current members of our community may wish to use a chosen or preferred first name that is different from their legal first name. For some students, being addressed by a preferred or chosen name is an important part of their identity and expression. In an effort to respect and support individuals who wish to be referred to by a name other than their legal name, the University will endeavor to use a preferred or chosen first name when possible.

### POLICY

It is the policy of the University to provide all current members of our community with the opportunity to use a preferred or chosen first name that is different from their legal name, where possible. In some instances, the University is obliged to use a person's legal name and cannot use a chosen or preferred name. Such instances include but are not limited to: employment and payroll records, health insurance records, billing records, financial aid documents, reimbursements, birth records, travel and purchasing authorizations, and records for judicial and governmental processes.

The University reserves the right in the sole discretion of the Registrar to decline to use or to remove a preferred or chosen name if its use is inappropriate, including but not limited to: for the purpose of misrepresentation, to be disruptive, or to attempt to avoid a legal obligation.

Please be advised that changing your first name is not the same as legally changing your name through the courts. If you have a legal name change, please complete the ["Address and Name Change Form"](#) and provide supporting legal documentation. The Registrar will develop a process by which students may seek the use of a preferred or chosen name, and will be the custodian of all records pertaining to the use of preferred or chosen name.

# Westfield State University

Policy concerning:

Section: Student Affairs

Number: \*\*

Page: Page 2 of 2

APPROVED: (Date)

REVIEWED:

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Under Westfield State University's Preferred or Chosen Name Policy, a preferred name will be used in many university contexts including:

- University Directory,
- Degree Works, MyWestfield, Banner, Plato,
- Dean's List,
- Campus mail, class roster, grade roster, and degree audit.

## REVIEW

This policy will be reviewed every three years, and revised as needed, by the Registrar and the Vice President for Justice, Equity, Diversity and Inclusion.





## **Board of Trustees**

December 13, 2023

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### **MOTION**

To adopt the Chosen Name Policy for employees, as presented.

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Ali R. Salehi, Chair

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Date



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## CHOSEN NAME POLICY

### PURPOSE

This policy serves employees who choose to use a first name that is different from their legal name. This policy is limited to first names as opposed to surnames or family names.

### INTRODUCTION

Westfield State promotes an institutional culture of belonging in which identity and self-expression are celebrated. Accordingly, we will strive to use an employee's chosen name whenever a legal name is not required for business, legal, or state reporting purposes. Toward this goal, the University will make efforts to update forms, documents, and systems to allow for the capture and display of employees' chosen names. Such efforts represent a multiyear effort, the pace of which will be largely determined by the state's initiative to modernize its Human Resources/Customer Management System (HR/CMS) database which serves as the central repository for employee data. Effective May 1, 2023, the HR/CMS will feature voluntary, self-identity options for first name, gender identity / expression, and disability.

### DEFINITIONS

- **Chosen Name:** The name of a person's choosing that they would like to appear in the University's systems and have others use when addressing them instead of their legal name.
  - **Nickname:** The name that a person prefers for informal communications and conversations.
  - **Professional Name:** The name an individual is known by in a professional capacity.
- **Legal Name:** The name that an individual is given at birth and which appears on a birth certificate or other government-issued identification recognized by a legal entity.
- **Dead Name:** The birth name or previous name of someone who has changed their name, especially the pre-transition name of a transgender person.

### OPPORTUNITIES FOR USE OF CHOSEN NAME

Employees are entitled to choose a name that reflects their identity, personal, or professional preferences. Westfield State will strive to use an employee's chosen name when possible including in the course of campus operations, as long as the use of this name is not intended for the purposes of avoiding legal obligations or misrepresentation.

# Westfield State University

Policy concerning:

APPROVED: December 2023

Section Administrative

Number

Page 2 of 3

REVIEWED:

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Opportunities for use of a chosen name include, but are not limited to, the following:

- Job applications.
- New employee onboarding materials:
- Appointment letters
- Performance evaluations
- Westfield State identification cards
- Interoffice mail
- Routine communications

## REQUESTS

Employees may request to use a chosen name by submitting an Employee Contact Information Form for review by Human Resources, Title IX, and Equal Opportunity. Upon receipt of an employee's request, HR will provide the information to Payroll so that an update may be made to the employee record.

## LIMITATIONS

The University is obliged to use an employee's legal name for legal and select business reasons including, but not limited to, the following:

- Pre-employment: Criminal records checks, transcripts, employment verifications and immigration records.
- Employment and payroll records.
- Health insurance records.
- Disability and workers compensation claims.
- Financial documents and reimbursements.
- Other documents or systems that require the use of one's legal name.

## EMPLOYER RIGHTS

As campus needs dictate, the University reserves the right to do the following:

- Ask employees to confirm their legal name and provide identification when necessary.
- Refuse a chosen name that contains numbers, symbols, or inappropriate language or otherwise runs counter to the spirit of the policy.

## FURTHER INFORMATION

For questions, additional information, or to provide feedback related to this policy, please contact Human Resources, Title IX, and Equal Opportunity at [hr@westfield.ma.edu](mailto:hr@westfield.ma.edu).

For questions regarding students' chosen names, please contact the Office of the Registrar at [registrar@westfield.ma.edu](mailto:registrar@westfield.ma.edu).

# Westfield State University

Policy concerning:

APPROVED: December 2023

Section Administrative

Number

Page 3 of 3

REVIEWED:

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For resources regarding gender diversity, please contact the Division of Justice, Equity, Diversity, and Inclusion (JEDI) at [jedi@westfield.ma.edu](mailto:jedi@westfield.ma.edu).

## REVIEW

This policy will be reviewed every three years by the Associate Vice President of Human Resources.





## **Board of Trustees**

December 13, 2023

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### **MOTION**

To eliminate Keeping the Campus Safe Policy (2210), as it is no longer needed.

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Ali R. Salehi, Chair

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Date

# Westfield State University

Policy concerning:

APPROVED: August 21, 2020

Section: Personnel

Number: 2210

Page: 1 of 1

REVIEWED: September 2021

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## ***KEEPING THE CAMPUS SAFE POLICY*** **(DURING THE COVID-19 PANDEMIC)**

### **PURPOSE**

The purpose of the *Keeping the Campus Safe* policy is to protect the health of the campus and the broader community, while enabling students to progress toward their educational goals. Internal guidelines are fluid and may be subject to change as conditions evolve, in alignment with further guidance from federal and/or state health officials. Adherence to this policy is essential to maintain a safe return to the campus workplace for employees and students during the COVID-19 pandemic.

### **POLICY**

Employees are expected to abide by all federal and state regulations, as well as University-issued requirements implemented to mitigate the spread of the COVID-19 pandemic. So that we may create a culture of safety and accountability throughout the Westfield State University community, every member of our community is expected to adhere to the following:

1. *Keeping the Campus Safe: Expectations and Guidelines/ September 2021*
2. Protect the Nest Pledge.
3. CDC General Guidelines: <https://www.cdc.gov/coronavirus/2019-ncov/index.html>
4. MA Public Health Guidance and Directives: <https://www.mass.gov/info-details/covid-19-public-health-guidance-and-directives>

Employees who fail to comply with the requirements of this policy may be subject to disciplinary action.

This policy will remain in effect until further notice.

### **REVIEW**

This policy will be reviewed by the Associate Vice President of Human Resources and updated as required, but not less than annually.



## **Board of Trustees**

December 13, 2023

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### **MOTION**

To approve the allocation of \$1,000,000 in cash reserves to fund the revised FY24 capital project plan, as presented. Unspent funds from this allocation will automatically roll forward to the next fiscal year to fund the project(s) listed in the updated spending plans.

To further approve the revised five-year capital spending plan allocations for new and existing projects, as presented.

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Ali R. Salehi, Chair

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Date

**Westfield State University**  
Financial Affairs Committee

**Reallocation of Capital Project Funds**

December 13, 2023

**Introduction**

While Facilities & Operations always works to provide the most accurate projections possible when creating a five-year plan, we are, at times, met with circumstances that were unable to predict during plan development.

With lessons learned from the previous five-year plan, we included an annual allotment for Facility Emergencies after having to trim a number of projects in FY19-23. To date, we have experienced more emergencies than anticipated as well as estimated project costs that well exceed the approved FY24 budgeted requests.

**Projects and Funding Needs**

Recent emergencies include:

- Underground steam and condensate leaks in the areas of Davis Hall and from Wilson Hall to the Interfaith Center, risking heat to our buildings. We are estimating the cost to make all necessary repairs will be approximately \$160,000.
- The Dining Commons beverage station has a considerable drain leak that will require extensive repair and reconstruction of the beverage station. This project is projected to cost approximately \$300,000 with \$100,000 to be applied to the DCAMM five-year plan.

The approved FY24 portion of the DCAMM spending plan allocated \$250,000 for Facility Emergencies in combination with the DCAMM Match Fund. Our current emergencies exceed that spending cap with seven months remaining in this fiscal year. DCAMM now requires campuses to fund their own emergencies with the critical repair funds and campus match. As such, we wish to increase the FY24 match allocation in this area.

As the construction environment continues to be unpredictable, we have also received estimates on several projects that are in excess of our best previous estimates.

- The remaining Ely Pool repairs have been estimated at **\$2,629,269** versus the \$400,000 that was approved for FY24. During the investigation into the pool conditions, many code issues were discovered as well as major issues with the HVAC system. While we had been hopeful that we would be able to divide this project to address the code concerns while putting the HVAC system on hold, it has become apparent that this will not be possible with a number of reporting HVAC issues over the past month in this area. It is also important to note that the study determined that even with these critical repairs, there are only approximately 5-10 years

of service life remaining before we will see significant declines and additional investments will be necessary.

- As we have previously discussed, many of our HVAC units operate with R22 refrigerant and will need to be replaced to be in compliance with EPA mandates. The estimated cost for this work over the next five years will be **\$2,574,574**. While the majority of work will not begin until FY25, it will be necessary to begin construction documents and the bidding process before the conclusion of FY24 for this phased project.

### **Recommendations**

In working to balance the budget, we are recommending that the Wilson Roof Repair be put on hold. There is currently a comprehensive de-carbonization study that is currently underway with the state that we hope will address the necessary roof replacement. While this presents some risk, we are confident that temporary repairs could be implemented as needed in the interim. We are also recommending that the minimal Additional Projects funding be allocated, completing the classrooms and labs in Parenzo Hall which were not addressed as part of the initial project scope.

Finally, Switchgear Testing and Repairs are required by code to ensure our electrical systems are properly functioning and in compliance. We estimate that this expense will be approximately \$1,000,000 spread between FY24 and FY25. As this testing is critical and can no longer be delayed, we request that cash reserves funding be allocated for this project.





# Financial Affairs Committee

**Capital Project Update**  
FY24 and 5-Year Critical Repair Plan

*December 13, 2023*



# Changes to 5-Year Spending Plan



# CHANGES TO 5-YEAR SPENDING PLAN

## (Including DCAMM Match)

### Multi-Year Project Cost Projections

Project	June 2023 Current Costs		(Over)/Under	Notes
	Estimated Original Budget	Adjusted Budget		
Trades Building Roof	318,214	166,500	151,714	30 yrs old out of warranty, high priority
<i>Ely Pool Restoration Study (only pool repair)</i>	409,545	2,629,269	(2,219,724)	<i>critical code issues, failing HVAC system</i>
<i>Wilson Hall Roof</i>	3,000,000	-	3,000,000	<i>estimated TPC \$4.25 million; on hold pending decarb study</i>
Facility Emergencies	1,250,000	1,217,569	32,431	not budgeted but must be completed
<i>DC Beverage Station Repairs (partial)</i>		100,000	(100,000)	TPC \$300k, \$200k reallocated from other capital sources
<i>Steam Emergencies FY24 (DAV)</i>		60,000	(60,000)	emergency repairs to Davis Hall Steam Lines
<i>Steam Emergencies FY24 (WIL/INT)</i>		100,000	(100,000)	emergency repairs to Wilson/Interfaith Steam Lines
Road & Sidewalk Repairs	1,250,000	1,250,000	-	carryover from FY19-23 plan, high priority
<i>R22 Replacement</i>	1,159,691	2,424,574	(1,264,883)	<i>refrigerant no longer compliant and difficult to procure</i>
Dining Machinery Room	300,000	300,000	-	code required upgrades
Match Relief	851,538	851,538	-	Project Management
Additional Projects TBD	710,462	150,000	560,462	Parenzo unmet need
Switchgear Testing & Repairs	-	1,000,000	(1,000,000)	code required testing & repairs
<b>Total</b>	<b>9,249,450</b>	<b>10,249,450</b>	<b>(1,000,000)</b>	
<b>Variance</b>	<b>-</b>	<b>(1,000,000)</b>		

# CHANGES TO 5-YEAR SPENDING PLAN

- ✓ Reduction in scope for the Trades Building Roof Replacement.
- ✓ Slight increase in funding held for Facilities Emergencies that may continue to arise in FY24.
  - FY24 emergency funding has already been allocated to DC Beverage Station Repairs and Steam Emergencies.
- ✓ Wilson Hall Roof project put on hold pending the outcome of DAMM's Decarbonization Study.
- ✓ Reduction of Additional Projects to be determined in the latter years of the spending plan.
- ✓ Switchgear testing and related repairs are required by code.

# FY24 CHANGES TO CAPITAL BUDGET

(Adjusted project costs/project)

Item	Type	Project	Estimated Construction Cost / Match	Updated FY24 Cost/Match	(Over)/Under	Description
1	F&O	Road & Sidewalk Repairs (DCAMM)	600,000	650,000	(50,000)	Phased repair of campus roads and sidewalks to improve accessibility of campus roads and grounds
2	F&O	Ely Pool Restoration Study (DCAMM)	400,000	2,629,269	(2,229,269)	During previous work, additional pool area restoration needs were identified including pool deck HVAC equipment and physical pool repair to mitigate leaks; project may extend into FY25, reducing FY24 spending
3	F&O	Dining Machinery Room (DCAMM)	300,000	300,000	-	Project to bring basement machinery room up to current code
4	F&O	Trades Building Roof (DCAMM)	276,714	166,500	110,214	Replacement of Trades Roof; project delayed from FY19-23 plan
5	F&O	Facility Emergencies (DCAMM)	250,000	477,569	(227,569)	DCAMM spending plan funds reserved for emergency repairs to prevent the need to remove projects from DCAMM spending plan
6	F&O	Facilities Project Manager (DCAMM)	160,391	160,391	-	Cost avoidance of hiring part-time outside project managers. In-house PM services provide improved, full-time oversight with WSU's interests at the forefront.
	F&O	R22 Repairs		150,000	(150,000)	Replacement of R22 Refrigerant-Construction Documents & Bidding
	F&O	Switchgear Testing & Repairs		500,000	(500,000)	Code required Testing & Repairs
		<b>Total</b>	<b>1,987,105</b>	<b>5,033,729</b>	<b>(3,046,624)</b>	



# CHANGES TO FY24 CAPITAL BUDGET

- ✓ R22 Replacement Construction Documents & Bidding now to being in FY24
- ✓ Increase in funding for FY24 Facility Emergencies
- ✓ Increase project costs require additional FY24 DCAMM and WSU Match funding
  - DCAMM Funding increases by \$1,745,215
  - WSU Match Funding increases by \$801,409
- ✓ \$500,000 for first phase of Switchgear Testing & Repairs requested as a new University Capital Allocation (total of \$1,000,000)

*\*final construction schedules cannot be determined until projects are bid; some funding may roll into FY25 as necessary*



# ELY CAMPUS CENTER POOL SUMMARY

- ✓ Repair work completed in 2022 revealed that additional work would be needed to address deteriorating pool conditions, code deficiencies and HVAC and electrical needs.
- ✓ An additional study was commissioned for FY24 to provide a thorough evaluation of pool conditions including compliance with codes and regulations, HVAC and electrical infrastructure, and building envelope issues.
- ✓ Installed in 1972, with over 50 years of service, it has been determined that the pool has a number of deficiencies and the study identified that even with repairs, there are approximately 5-10 years of service life remaining before significant declines and additional investments will be necessary (e.g., replacement).

# DINING COMMONS EMERGENCY REPAIRS

- ✓ Ongoing issues with the drains at the DC beverage station have deteriorated to a point that they require immediate attention.
- ✓ Total Project Costs are estimated at \$300,000; funding sources are as follows:
  - \$100,000 applied to DCAMM 5-year plan.
  - \$100,000 allocated from Capital Contingency.
  - \$50,000 allocated from Power Plant DA unused contingency.
  - \$50,000 allocated from Facilities Emergency Infrastructure Repairs.

# QUESTIONS & ANSWERS





Thank you



## 12/13/23 Board of Trustees Meeting

### Board Crisis Management & Communication / Board Committee Structure

Melissa Alvarado, Board of Trustees Vice Chair

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As a follow-up to the board's strategic planning session held on September 19, 2023, there were two key topics identified as takeaways:

- 1) Board Crisis Management & Communication
- 2) Board Committee Structure

Below are resources that are available through AGB (Association of Governing Boards for of Universities and Colleges) that are focused on these key topics:

#### **Board Crisis Management & Communication**

##### *Highlights:*

Crises across higher education continue to be on the rise in both number and severity and social media continues to convert problems to crises overnight. Everything from extreme weather events to changing markets and demographics to political issues continue to impact higher education. No matter the crisis, practicing sound board governance and scenario planning is the best way to anticipate crises and to resolve them once they happen.

Some questions to consider:

1. Are our emergency response plans clear, distributed to the right people, accessible when needed, and periodically tested and updated?
2. Are the board and president continuously engaged in enterprise risk management (ERM) to help prevent or at least mitigate a large number of potential crises?
3. Do we have the resources necessary to conduct a postcrisis evaluation?

##### *Resources:*

- Webpage: [Crisis Leadership](#) – provides an overview of why it is important for boards to consider crisis leadership as well as questions board should ask themselves, and links to various resources.
- FAQ: [Crisis Communications](#) – a guide for institutions to communicate their response to a crisis.
- Book: [Risk Management – An Accountability Guide for University and College Boards](#)
- Blog Post: [Four Phases of Crisis Management](#)
- Trusteeship Article: [Legal Standpoint – Crisis Management and the Law](#)
- Webinar on Demand: [How to Ensure Good Decision-Making During a Crisis](#)

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## **Board Committee Structure**

### *Highlights:*

Working in tandem, committees enhance the purpose and advance the productivity of the full board. Because much board work is accomplished in committees, effective committees are essential to productive board meetings and, ultimately, to successful boards. In the recent evolution of boards, one pivotal change has been the recognition that boards need to be strategic in their focus and align to the institution's strategic areas of focus versus aligning with administrative areas of focus.

Some questions to consider:

1. Is all our committee's work aligned with our institution's strategic vision, goals, and priorities?
2. Do our committees translate their charges into annual goals and work plans that align with the board's governance responsibilities and our institution's strategic plan?
3. Do our committees focus on monitoring our institution's strategic progress and all our committee's accomplishments?
4. When making formal recommendations to the full board, do our committees present conclusions that summarize relevant data and findings, including constituent voices and diverse perspectives?

### *Resources:*

- Webpage: [Effective Committees](#) – provides an overview of the purpose of committees and how they can support the board most effectively
- Webpage: [High-Performing Committees - AGB](#)
- Book Series: [Effective Committee Series](#) – includes a book on each different type of committee
- Video: [Timeless Strategies of Highly Effective Investment Committees](#)
- Blog Post: [Aligning Your Board to Navigate Change](#)
- Blog Post: [Tools of Effective Governance](#)
- Trusteeship Article: [High-Performing Committees](#)

### *Additional AGB Resources:*

- [Board Professional Certificate Program](#)
- [Board Member Orientation](#)