



BOARD OF TRUSTEES

January 27, 2022

Minutes

Meeting held virtually 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 PARTICIPATING REMOTELY: Chair Dr. Robert Martin, Vice Chair Ali Salehi, Secretary Lydia Martinez-Alvarez [joined at 5:14 PM] and Trustees Melissa Alvarado, Paul Boudreau, Theresa Jasmin, Madeline Landrau, Kevin Queenin, William Reichelt, Chloe Sanfacon, and Dr. Gloria Williams

Dr. Linda Thompson, President of Westfield State University, was also participating remotely.

The meeting was called to order at 4:00 PM by Chair Martin and a roll call was taken of the Trustees participating as listed above. It was announced that the meeting was being livestreamed and recorded.

MOTION made by Trustee Williams, seconded by Trustee Landrau, to approve the minutes of the December 16, 2021, meeting. There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Boudreau, Jasmin, Landrau, Queenin, Reichelt, Salehi, Sanfacon, Williams, and Martin.

Chair Martin stated the bimonthly Board meetings are focusing on strategic topics essential for the health and operation of the University and to engage the Board with the president and her team. November's topic of financial planning over a three-year period showed the University managing several significant variables in expenditures, revenue, enrollment, and reserves without substantial disruptions to University operations and personnel. It is important for that planning and transparent communication to continue.

President's Report. President Thompson stated the primary goal for the campus is the student experience and improving services to students. She presented progress points on Student Experience, Enrollment and Retention, Culture, and Resources.

Chair Martin continued that today's discussion will revolve around creating University dashboard benchmarks so that the Board can monitor the health of the University in all areas of operation. The material for this meeting focuses on the Strategic Plan and the metrics and steps in implementing it.

University Dashboard Benchmarks on Metrics. Dr. Juline Mills, Interim Provost and Vice President for Academic Affairs, shared a document created to help measure and display the University's success in a dashboard. It combines the work of the Strategic Plan, the University Efficiency Analysis Advisory Committee

(UEAAC), and Board of Higher Education (BHE) guidelines. After input from today's meeting, figures will be updated and a final document presented to the Board and uploaded to the University's website.

Dr. Brian Jennings, Dean of Assessment and Accreditation, shared information condensed into three categories to assess progress:

1. Completion checklist
2. Performance indicators
3. Quantitative measures

He also shared a list of the planning documents to be used in developing an institutional dashboard and presented three key questions that would be discussed with the Board at this meeting:

1. What are the critical indicators of success?
2. What factors should be included in the Westfield State University dashboard?
3. What measures, not currently included, should be included from the Board's perspective?

The performance metric system listed the focus areas from the Strategic Plan (The Student Experience, Enrollment, Culture, Resources) and mapped requirements, recommendations, and priorities from statewide system goals, UEAAC, presidential priorities, and divisional goals into those four categories. Checklists for assessing Strategic Plan completions are the first method of assessing progress. Data points will be added to see how the institution aligns with the BHE and statewide goals.

Provost Mills stated that the performance metric document was created to coalesce separate activities, goals, and expectations into a template so that the UEAAC recommendations and other information could be part of one document showing measurement and outcomes. This will be helpful in preparing for and meeting NECHE requirements, seeking larger grants and revenue platforms, and building trust and greater validity and reliability of efforts at Westfield State. Once the template is approved, a simple dashboard can be created to add information to it. It was suggested that the document be studied by campus and prioritized based on current timelines and deadlines and to start with a matrix and measurement for the UEAAC recommendations and then move to other priorities once that has been accomplished. Provost Mills stated that the Board's role is oversight, and they need to ask how success for the Board and the University is defined. Uploading the dashboard to the website will show the Board has oversight.

It was suggested to add to the document those who will be responsible for measuring each part of the data. The scope of success is the financial stability of the institution with full transparency of the numbers available.

The following critical indicators for the dashboard were identified:

Financial Stability:

- Financial metrics for the next six months
- Residence Hall affordability and fill rates
- Enrollment, seat utilization, and credits being carried by students
- Numbers of full-time, part-time, faculty, staff, and administration
- Trust and transparency
- Tracking UEAAC recommendations and savings every year

Enrollment:

- Numbers of those students who are 1) new, 2) accepting offer of admission (yield), 3) underrepresented, and 4) incoming outpacing those leaving
- Increasing geographic diversity

Student Experience:

- Retention and graduation figures for day/commuters/continuing education
- Postgraduate plans
- Number of students participating in high-impact experiences (internships, student research, upper-level seminars) and athletics
- Student satisfaction survey
- Tracking support for mental health/wellness (mind, body, spirit) and readiness for careers
- Affordability – the net cost to students

Climate:

- Surveys to understand student, faculty, and staff retention, satisfaction, and experience
- Creating a sense of belonging for students

Resources:

- Information Technology and impact over technology gaps
- Alumni participation, fundraising, and collaboration between faculty/deans and community members

[Trustee Martinez-Alvarez joined the meeting at 5:14 PM]

The challenge will be prioritizing the metrics to add and the timeline for measuring them, to a one-page snapshot that will benefit and be available to the Board and the campus community.

There being no further business, **MOTION** made by Trustee Queenin, and seconded by Trustee Martinez-Alvarez, to adjourn. There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Alvarado, Boudreau, Landrau, Martinez-Alvarez, Queenin, Reichelt, Salehi, Sanfacon, Williams, and Martin.

Meeting adjourned at 5:48 PM.

Attachments presented at this meeting:

- a. Draft Minutes of December 16, 2021
- b. President's Report
- c. Establishing Westfield State University Performance Metrics System presentation