Westfield STATE UNIVERSITY

Board of Trustees

2:45 PM
February 17, 2022

Loughman Living Room, Scanlon Hall

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

COVID-19 procedures: Masks are required when indoors on the Westfield State campus, regardless of vaccine status. For more information about Westfield State's COVID-19 procedures, visit: https://www.westfield.ma.edu/spring-2022covid/faq

AGENDA

1.	**Call to Order**	Board Chair Dr. Robert Martin
2.	**General Announcements**	Board Chair Dr. Robert Martin
3.	**President's Report**	Dr. Linda Thompson
4.	**Student Trustee Report**	Trustee Chloe Sanfacon
5.	**Student Honors Project Presentation**	Jack Duncan

Advancement and Enrollment Management Committee   Committee Vice Chair Melissa Alvarado

6. **Items for Information**

Academic and Student Affairs Committee   Committee Chair Dr. Gloria Williams

7. **Items for Information**

Finance and Capital Assets Committee   Committee Chair Ali Salehi

8. **Items for Information**

9. **Items for Action**
   a. Motion – FY23 Schedule of Annual Tuition and Fees (Undergraduate and Graduate)
   b. Motion – Parenzo Hall Renovation

Audit Committee   Committee Chair Paul Boudreau

 10. Items for Information

 11. Items for Action
   a.   Motion – Electronic Mail Policy (0550)

Governance and Nomination Committee   Committee Chair Melissa Alvarado

 12. Items for Information

Attachments:
   a.   President's Presentation
   b.   Student Presentation
Finance and Capital Assets Committee:
   c.   Motion – FY23 Schedule of Annual Tuition and Fees (Undergraduate and Graduate)
   d.   FY23 Schedule of Annual Tuition and Fees (Recommendations)
   e.   FY23 Schedule of Annual Tuition and Fees (New Campus Fees)
   f.   FY23 Schedule of Annual Tuition and Fees (Schedule)
   g.   FY23 Schedule of Annual Tuition and Fees (Phase II Rate Restructure Plan and Housing Rates)
   h.   FY23 Schedule of Annual Tuition and Fees (CGCE Schedule)
   i.   FY23 Schedule of Annual Tuition and Fees (CGCE Summary)
   j.   FY23 Schedule of Annual Tuition and Fees (Assumptions and Timeline)
   k.   Motion – Parenzo Hall Renovation
 Audit Committee:
   l.   Motion – Electronic Mail Policy (0550)
   m. Electronic Mail Policy (No Track Changes)
   n.   Electronic Mail Policy (Track Changes)
   o.   Electronic Mail Policy (Distribution List Guidelines)
   p.   Electronic Mail Policy (Social Media Guidelines)

Board of Trustees Meeting
February 17, 2022

President's Report

Presidential Goal 1: The Student Experience
Access to a fully integrated and exceptional student experience.

<u>Enhanced</u> Supporting Strategic Priorities:

- *Realign academic and student affairs to increase student retention and success*

- *Involve the external community in high impact practices*

- *Advance equity and inclusion training and education for all students and staff*

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Presidential Goal 1: The Student Experience

Access to a fully integrated and exceptional student experience.

Progress Points:

-- Student Affairs Assessment was completed and presented to the campus community.

-- Counseling Center re-launched Faculty Mental Health program to identify students in distress and guide them to appropriate resources.

-- Black History Month celebrated: Discussion of mental health, wellness within Black Community; Poet Monti Washington; Douglas day, celebrating life of Frederick Douglass; a tribute to "The African American Journey," Black student union dinners and s soul café featured.

-- Introducing "Community Conversations" Feb 24: Health Equity. Other conversations: Unheard voices within the criminal justice system; diversity in arts and culture, economic; entrepreneurial equity to follow.

-- President's reception, Saturday, Feb. 19 at Woodward Center recognizing ongoing success of athletics at WSU.
Please join us!

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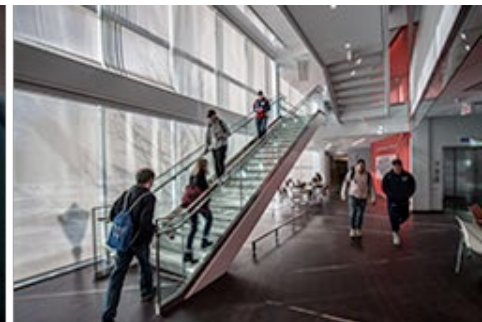*President's Report*

Presidential Goal 1: The Student Experience

Access to a fully integrated and exceptional student experience.

Progress Points:

Athletics

-- The men's basketball team are 19-4 overall and 9-2 within the MSCAC conference earning our OWL's ranking as one of the top Division III schools in the region.

-- The women are also successful at 13-10 overall and 7-4 within conference.

-- In women's track and field, Amy O'Sullivan helped the Owl's secure a second-place finish in the indoor championships by winning 3 Massachusetts Athletic Conference titles in the 5000 meters, the mile, and the 3000-meter races.

-- Our student athlete performances on the field or court are not the only a sense of pride, we are also proud of our Owls for their efforts in the classroom. Director Lenfest recognized 263 student athletes for academic achievement, placing them on the Athletic 3.0 honor roll.

-- 183 Westfield State athletes earned a spot on the Massachusetts State Collegiate Athletic Conference All-America team.

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Presidential Goal 2: Enrollment and Retention

Recruiting, engaging and retaining students in an increasingly competitive environment.

Enhanced Supporting Strategic Priorities:

-- Enrollment 101 Open Forum: 26 attended online and 25 in-person. Faculty and staff learned about admissions recruiting, financial aid and marketing efforts.

-- Enrollment Management staff is also visiting academic departments, department chair meetings, and staff gatherings to discuss spring enrollment events, student engagement and website strategy.

-- Texting platform has performed well with the first two texts sent to prospective students last week.

-- Building momentum with community colleges: As we continue to rise to meet the expectations of a continuously changing economy and business climate, conversations are moving forward with area community colleges to develop strategic partnerships.

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Presidential Goal 3: Culture
Consistently live our institutional values

Progress Points:

-- Procure a vendor to conduct a campus culture survey to get a better sense of the campus climate. An RFP went out in January and we're looking to make a vendor decision next month and announce the survey in April. Our goal is to communicate findings by June.

-- Held our annual Employee Recognition program with a breakfast on Tuesday that celebrated 129 individuals who have collectively provided more the 1,505 years of service. An amazing accomplishment.

-- Future of work at WSU: Human Resources conducted a survey following six months of a Telecommuting Hybrid Pilot Plan. A majority of the respondents indicated the program had a positive impact on their departments and recommend to continue with this arrangement. We will continue to monitor these work arrangements and make appropriate adjustments on how and where we spend our workdays.

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Presidential Goal 4: Resources
Expand the institutional resources

Progress Points:

-- *Secured the services of McAllister and Quinn, an organization which enhances non-tuition revenue growth, to support education, training and federal grant opportunities.*

-- *Committed to providing support for an Innovation Fund on campus, directly to the college and through a competitive proposal process. The overall plan is to create Fund using investment earnings for 2023 for one time use and allocate $50,000 to each college for a total of $200,000. There will be another $300,000 available for a competitive proposal process focused on a return on investment that can increase revenues or reduce expenses. This process is expected to begin in the spring semester.*

-- *Streamlined purchasing and procurement process by shifting to new limits for bidding contracts in line with other state universities.*

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President's Report

Presidential Goal 4: Resources
Expand the Institutional Resources.

Progress Points:

Philanthropic support:

-- Give A Hoot, which is our annual day of giving, is set for March 23rd thru the 24th raising money for student support and initiatives.

-- A Community Foundation Grant for $12,500 received through the Foundation for Financial Aid has been earmarked for 5 Nursing Completion Awards.

-- Over $330,000 dollars in student scholarship aid for 2022-2023 academic year opened through the Online Application Portal on February 1, 2022

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**A Comparative Study of the Ways MA State Universities are
Combatting Climate Change and Promoting Sustainability**

Jack Duncan
Fall 2021

To fulfill the requirements of GEOL 0205 Environmental Geology as an Honors Course
(Professor Tarin Weiss)

Introduction

Human caused greenhouse gas emissions are undeniably the number one driver of climate change on Earth, an issue that is having extreme impacts on our environment and society. As a result, organizations and institutions around the globe are formulating plans to mitigate climate change. Universities are no exception to this, and they have one of the most important roles to play in solving climate change. Because it's so important for universities to adopt sustainable practices, I wanted to help my college, Westfield State University, and create a plan with some concrete actions that can be taken to mitigate climate change.

To do this, I analyzed the 10 Massachusetts State Schools to see what actions these schools are taking to tackle climate change. This will involve online research on these schools, as well as in person or phone interviews with the faculty and staff of these schools. After compiling the actions and strategies being taken by these schools in a comparative table, I'll be comparing them to the actions Westfield State University is currently taking so I can find the initiatives that will work best for this school. The goal of this project is to create a visual plan in the form of a story map of Westfield State University that includes concrete actions and both short term and long term goals that the school can work toward to make their campus more sustainable.

Background

      Colleges and universities have a major role when it comes to climate change mitigation, so they need to be taking action to become more sustainable. Through my research, I identified the three main methods universities can use mitigate climate change. The first and most obvious method is mitigation through actions that physically make the campus more sustainable. Some examples of this method would be the use of renewable energy, bike share programs or locally sourced food. This will be the method I will be predominately focusing on in this report. Incorporating climate change and sustainability into the school's curriculum is the second method of climate change mitigation that can have a profound impact. This method involves creating or improving the school's sustainability major/program, creating classes specifically focused on climate change and sustainability, and even creating a sustainability assessment for all students. Perhaps the most effective and important method of mitigating climate change, however, is the integration of sustainability into the culture of the university. One of the greatest strengths of a college campus is its ability to create a desirable culture for students, and to stand by and promote this culture so students are proud to be a part of it (Blackburn 2016). Making sure sustainability is a major part of this culture effectively promotes positive attitudes toward sustainability and creates a population that is better suited to address the enormous, complex problem. I will not be discussing this method in too much detail in this report, because I am focusing more on concrete actions that Westfield State University can take to improve their campus, rather than their culture. That being said, it is important to note that the actions I suggest should be promoted and talked about by the university in order to begin fostering this culture focused on sustainability.

      The university also benefits from becoming more sustainable, whether it be through public image and reputation, saving money, or increased enrollment rates. First off, being a sustainable school and being vocal about it, is very attractive to outsiders looking into your establishment. This generation of college students are more environmentally conscious than ever before, meaning it is crucial that universities are taking the time to make their campuses sustainable, and that they share these sustainable initiatives, goals and achievements with prospecting students. Future staff are also attracted to an establishment that takes climate change and sustainability seriously, especially teaching staff in majors such as environmental science, biology, and community planning. Sustainability can also save universities money, whether it be through renewable energy credits, less wasted food and materials, or increased donations and fundraising from companies and organizations who support sustainability on college campuses. Westfield State University should begin implementing sustainable practices so they can improve their reputation, increase enrollment rates, and save money.

Methods

Ten Massachusetts State schools were researched for this project: UMass Amherst, UMass Boston, UMass Dartmouth, UMass Lowell, Fitchburg State, Bridgewater State, Framingham State, Salem State, Worcester State, and the school of focus: Westfield State University. Two types of research were used for this project: questionnaires and online research. Online research involved browsing each school's websites for information about the campus sustainability plan. This information was most often shared in the form of a webpage or interactive story map. If a school had a climate action plan, these were also looked at for information on sustainability and climate change readiness.

For the interview and questionnaire portion of the research, two questionnaires were created as, one for the facilities department and one for the administration at each school (Figure 1 & 2). These questions were then sent out by email to contacts in their corresponding departments at each school. After being emailed, each contact was then called for further information, and emailed again if necessary.

Figure 1: Shows the questionnaire used for the facilities department of each school being researched.

Sustainability and Climate Change Readiness on Campus

Jack Duncan
Westfield State University

     This form asks a few questions on how the administration at your university is dealing with sustainability and climate change. The survey is for an honors project being conducted by Jack Duncan, a senior at Westfield State University, for his environmental geology class. The purpose of the project is to gather data from other MA state schools on how they are becoming more sustainable, so Westfield State University can apply similar techniques to make their campus more sustainable and environmentally friendly. Please write your name and position in the boxes below:

Name	
Position	

When you finish, please save the document, and send it back to me at
jduncan7976@westfield.ma.edu

Please answer each question to the best of your ability, and feel free to skip questions you are unable to answer or don't feel comfortable answering. Use all the space you need for each question.

1. What are some concrete things you have done to make your school more sustainable?

2. Do you have any goals (long term or short term) for the school to make it more sustainable? Ex. carbon neutrality, clean energy

3. Do you have any sort of climate action plan outlining concrete actions you will take to make your school more sustainable and ready to combat climate change?

4. Is there a "green team" or team of faculty at the school in charge of any decision that involves sustainability on campus? If not, are decisions being made with the environment in mind?

5. Do you have a sustainability program at your school?

6. Are there any ways your school is actively involving students in sustainability and climate change issues?

7. Do you have any other comments on the topic of sustainability and climate change readiness at your school?

8. Would you be interested in chatting further on this topic? If so, what is the best way to reach you? (Email, phone, zoom?)

Figure 2: Shows the questionnaire used for the administration of each school being researched.

Results

      Unfortunately, none of the people I reached out to answered my questionnaire. When I initially sent the questionnaires, only 2 schools replied, one of which redirected me to their climate action plan for all the information I would need. I then followed up the emails by calling each school, many of which never picked up. The few that did pick up redirected me to their website or climate action plan for more information or told me they would get back to me but never did. Because I received no information through the questionnaire approach, I had to rely on online research. After looking at each school's sustainability page, I compiled the most common practices across all 9 schools, and then narrowed them down to the most effective and most relevant to sustainability and climate change readiness, giving a total on 20 unique initiatives. I organized these initiatives into 6 categories, and assigned each a unique color: general, education, energy, transportation, recycling and food and water.

GENERAL

- Sustainability Webpage
  - Does the university have a webpage on their website devoted to sustainability?
- Climate Plan
  - Does the university have a comprehensive climate plan that goes over what they are currently doing to mitigate climate change, what their short and long term goals are, and how they are holding themselves accountable for these goals?
- Green Teams
  - Does the university have a team of faculty and students who are focused on sustainability and climate change mitigation?
    - This team could be broken into sub teams, with specific jobs and goals. According to research on how universities should be tackling climate change, the best sub teams to create would handle 6 areas of concern: curriculum, faculty development, research, operations, student activities, and community outreach (Blackburn 2016).
- Green Purchasing
  - Is the university making purchases from companies that take sustainability and climate change seriously?

EDUCATION

- Sustainability Major
  - The university has a major on or relating to sustainability
- Sustainability Related club
  - The university has a student-led club pertaining to sustainability

ENERGY

- Solar Energy
  - Solar panels on top of a campus building that is either producing energy for the school or producing excess energy for storage or credit.

- Geothermal Energy
  - Any use of geothermal energy on campus
- Renewable Energy Purchasing
  - If energy is purchased from outside sources, these sources should be generating renewable energy.

TRANSPORTATION

- EV Charging Spots
  - Parking spots on campus with a charging station for electric vehicles.
- Bike Sharing Program
  - Service where communal bikes are made available for short periods of time for students to use on and off campus.
- ZipCar
  - Service that provides car reservations to students

RECYCLING

- Single Stream Recycling
  - All recyclable materials (paper, plastic, cardboard etc.) are accepted at recycling bins on campus
- Electronic Recycling
  - There is a location on campus where students and faculty can recycle their old or broken electronics and batteries.
- Textile Recycling
  - There is a location on campus where students and faculty can recycle old clothing, linens or other fabrics and textiles.
- Furniture Recycling
  - There is a location on campus (or off campus for off campus housing) where students and faculty can recycle furniture.

FOOD/WATER

- Water Bottle Refill Stations
  - The campus has one or more water bottle refill stations on campus, where students can fill their water bottle with cold, filtered water.
- Locally Sourced Ingredients for Dining
  - Some ingredients used for student and faculty dining are sourced from local farms, or grown on campus
- On-Campus Garden/Greenhouse
  - There is an on-campus garden or greenhouse used to grow food for dining purposes, or to attract pollinators.
- Composting
  - Excess perishable food is put in a compost pile, which can be used at the on-campus garden if applicable, or at local gardens or farms nearby.

GENERAL	Amherst	Boston	Dartmouth	Lowell	Fitchburg	Bridgewater	Framingham	Salem	Worcester	Westfield
Sustainability Webpage	✔	✔		✔	✔	✔		✔	✔	
Climate Plan	✔	✔	✔	✔		✔	✔		✔	
Green Team	✔			✔		✔			✔	
Green Purchasing	✔		✔	✔	✔		✔		✔	

EDUCATION	Amherst	Boston	Dartmouth	Lowell	Fitchburg	Bridgewater	Framingham	Salem	Worcester	Westfield
Sustainability Major/Minor	✔	✔	✔	✔		✔	✔	✔	✔	✔
Sustainability Club	✔	✔		✔		✔		✔	✔	✔

ENERGY	Amherst	Boston	Dartmouth	Lowell	Fitchburg	Bridgewater	Framingham	Salem	Worcester	Westfield
Solar Energy	✔	✔		✔	✔	✔	✔	✔	✔	✔
Geothermal Energy	✔				✔			✔		
LEED Certified Green Buildings	✔ (16)	✔ (3)	✔ (2)	✔ (7)	✔ (3)	✔ (5)	✔ (3)	✔ (4)	✔ (4)	✔ (2)

TRANS-PORTATION	Amherst	Boston	Dartmouth	Lowell	Fitchburg	Bridgewater	Framingham	Salem	Worcester	Westfield
EV Charging Spots	✔	✔	✔	✔	✔	✔	✔	✔	✔	
Bike Share Program	✔	✔	✔	✔		✔	✔	✔	✔	
ZipCar	✔	✔	✔	✔		✔	✔	✔	✔	

RECYCLING	Amherst	Boston	Dartmouth	Lowell	Fitchburg	Bridgewater	Framingham	Salem	Worcester	Westfield
Single Stream Recycling	✔		✔	✔	✔	✔	✔	✔	✔	✔
Electronic Recycling	✔	✔		✔			✔		✔	
Textile Recycling	✔					✔		✔	✔	
Furniture Recycling		✔		✔			✔		✔	

FOOD + WATER	Amherst	Boston	Dartmouth	Lowell	Fitchburg	Bridgewater	Framingham	Salem	Worcester	Westfield
Water Bottle Refill Stations	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Garden/ Greenhouse	✔	✔		✔		✔		✔	✔	✔
Locally Sourced ingredients for dining	✔	✔	✔	✔		✔	✔	✔	✔	✔
Composting	✔	✔	✔	✔	✔	✔	✔	✔	✔	

Discussion

The total number of initiatives in place for each school based on Table 1 can be seen in Table 2. Westfield State University had the least number of initiatives in this analysis, with a total of 8 out of the 20. I included a list below showcasing how Westfield State University can incorporate these missing initiatives into their campus.

Table 2: Shows the total number of initiatives out of the 20 total in this analysis.

Amherst	19
Boston	15
Dartmouth	11
Lowell	18
Fitchburg	9
Framingham	14
Bridgewater	16
Salem	15
Worcester	19
Westfield	8

Sustainability Page

This page should include current initiatives that the school has in place to make the school more sustainable, and future initiatives the school hopes to achieve. There should also be a section with sustainability news and events to keep students and faculty in the loop.

Green Team

The next initiative the school should implement is a green team, or a group of staff and students who devote their time to sustainability on campus. This team could be divided into sub teams, each tackling with a different focus such as curriculum, student outreach or operations. A green team is a great way to organize concrete action on campus, and to hold the school accountable for sustainable change.

Climate Plan

Next, a climate plan should be drafted and posted on the schools website. This plan should include current initiatives and their impacts on the school as well as goals for future initiatives, both short and long term. Each goal should have a set of objectives that the school can follow to work toward the goal. This plan should be updated yearly.

Green Purchasing

Green purchasing is the practice of only making purchases from other companies with a commitment to sustainability, and it is another significant way Westfield State can become more sustainable. I couldn't find any evidence of green purchasing in my research, but if the school is already making their purchases with other green companies, this should be made known to the public and promoted on their website.

Geothermal Energy

Geothermal energy should be utilized in some way, even if it is only used to power a single residence building or academic building, since it releases significantly less greenhouse gases into.

Additional Solar Energy

Although Westfield State already has two solar photovoltaic arrays on top if Bates Hall and the Science and Innovation Center, there are lots of other places on campus that would be great candidates for solar arrays. Some of these locations include the dining commons, the athletic center, Horrace Mann Center, University Hall, New Hall, and Parenzo Hall, since these are either very tall buildings, or are away from trees or other buildings that would obstruct solar radiation from reaching its roof.

Transportation Additions

EV parking spots and chargers should be made available to any students or faculty who own electric or hybrid vehicles. Second, a bike sharing program should be implemented so students have another option for transportation that will not contribute to greenhouse gas emissions. Finally, ZipCar is a car sharing program that many other Massachusetts schools have, and it would reduce greenhouse gas emissions by providing an alternate mode of transportation for commuters and staff on campus.

Added Recycling Options

Electronic, textile, and furniture recycling are all forms of recycling Westfield State University does not offer that should be offered.

Composting

A composting system for both food and natural waste should be implemented on campus. Compost bins should be added in different locations around campus, along with signs showing students and faculty what should be tossed in these bins. The dining halls and service locations on campus should have composting systems in their kitchens, which will then be transported to local farms, or used in the on-campus pollinator garden.

Conclusion

Climate change is an extremely complex issue, one without a clear solution, and because of this, humans need to be taking the issue a lot more seriously and making substantial changes to our institutions. One of these institutions includes our universities, and when we make the necessary changes to them, it will not only directly reduce greenhouse gas emissions, but it will also spread awareness on the issue and promote more sustainable behavior in society. The analysis performed in this report on the sustainability initiatives of the 10 Massachusetts schools revealed that many schools have already taken major steps toward making their campus more sustainable. It also revealed schools who are currently behind on acting against climate change, and unfortunately, one of these schools was Westfield State University. However, through research on the other 9 Massachusetts schools, I was able to determine the best initiatives for Westfield State to implement, and I created an interactive story map based on these initiatives. Although Westfield State is behind the other Massachusetts state schools in sustainability, there is a lot of opportunity for our school to take action, and one could make the argument that we are ahead of plenty of other schools in the United States. I'm looking forward to seeing what Westfield State does in the future in response to climate change.

Work Cited

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![Westfield State University]

Board of Trustees

February 17, 2022

MOTION

To approve the FY23 annual tuition and fees schedule for undergraduate students and College for Graduate and Continuing Education (CGCE) students, as presented.

_____   _____

Robert A. Martin, Ph. D., Chair   Date

Westfield State University
Finance and Capital Assets Committee

FY23 Schedule of Annual Tuition and Fees
February 17, 2022

Fee Recommendations

Overview

The campus FY23 Planning Assumptions were presented with the expectation that cost of attendance increases would fall within a range of 2.0% - 4.5%; Including CGCE, Dining and Res Life. Given the impact of Covid-19 on students and their families, the campus is committed to keeping the overall cost of attendance as cost effective as possible. **Last year, there were no mandatory fee increases for commuter or residential students.** Given current rate of inflation at 7.5%, it is challenging to maintain a similar increase as last year. Therefore, the campus recommendation for the undergraduate fee increase is 3.2% for commuting students and 3.4% for residential students.

The College of Graduate and Continuing Education is recommending a 3.0% fee increase for undergraduate and graduate students, with differential increases for the Physician's Assistant program at 6.0% (for the two year cohort) and the Masters in Social Work program at 5.3%. To remain competitive, the University is recommending a decrease of 5.4% in the RN to BSN program.

Comparison of Tuition and Fees

Tuition and mandatory fees at Westfield State are in line with all the other state universities. Westfield has maintained an average market position within the state university fee structure at $11,140 vs the average of $11,150. The overall rate of tuition and fee increases has been consistent over time and not out of line with the other public universities. When comparing to UMASS, the price differential is $4,563 or 41% higher than Westfield State's tuition and fees. The current market position and overall pricing seems appropriate for Westfield State at this juncture.

Residential Life Fees

Historically, the traditional standard double room rate has been used to calculate cost of attendance, which is the most-predominant room type on campus. In response to market conditions, the impact of lower enrollment and retention affecting occupancy rates, Residential Life has recommended a change to its pricing strategy toward a flatter fee structure with a goal of increasing upper class retention rates (reduce the gap of residential hall rates). This change is expected to incentivize returning students to stay on campus in their junior and senior year and normalize the price for first year students. The University is in the second year of the repricing strategy which has been approved by both the MSCBA and BHE. The result is a year over year weighted average room rate of $8,300 for FY23 or a 2.9% increase over FY22.

Dining Services Fees

Dining Services has been significantly impacted by the pandemic in the last two years. Supply chain challenges have resulted in transportation, fulfillment, and reliability issues related to food and supplies. There have been significant double digit jumps in the food commodities. Compounding both of these factors is staffing and employment challenges to provide a "normal" on campus dining experience. COVID-19 has created an employee hiring market that required hiring incentives and higher wages for all employees. Additionally, the use of PPE and paper products is expected to continue and procuring goods can be difficult and at high cost.   Therefore, the average meal plan rates are recommended to increase overall by 4.9% with the residential meal plan rates increasing by 5.0%. Dining services will also continue to require all residential students to purchase a meal plan which offsets dining plan increases with more meal plan participants.

Student Activity Fee

This year, the Student Government Association has recommended an increase in the student activity fee of 32% or $39.00. This fee has not increased in several years and as enrollment has declined, so has their funding. All revenues generated from this fee revert back to student government for allocating as they deem appropriate in support of students clubs, organizations and activities.

Summary

All budget planning models have assumed these increases and are within the FY23 planning parameters previously presented and discussed at prior Board of Trustee meetings this year. Vice President Taksar has also attended two SGA meetings, along with Residential Life and Dining Service staff to discuss the issues and the recommendations presented today. Additionally, the President's Cabinet recommended, and the President approved, the fee changes proposed in this document. While no one wants to see price increases, current economic conditions require a reasonable response to cost increases passed onto the university by the external market.

Westfield State University
Finance and Capital Assets Committee

FY23 Schedule of Annual Tuition and Fees
February 17, 2022

New Campus Fees for FY23

Overview

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

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

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

The campus is providing the list of new fees approved by the President for FY23.

Process

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

While the revenues generated from the new campus fees may remain in the general fund, the requesting departmental budgets will be increased accordingly based on the revenues generated. The specific details of this process have yet to be finalized, but this is the intended result.

Summary

Eight new campus fees were approved for FY23 including but not limited to a First Year Student Fee to on-board new students, Art Studio Fee to cover cost of art supplies, and an International Student Program Fee to support the cost of new international students coming to the campus. Details of the fees are summarized in the packet.

Approved FY23 Non-Mandatory Fees (Campus Based)

1. First Year Student Fee - $160.00
   This will support/off set staffing, programming, food, and technology expenses for New Student Orientation, Family/Champions Weekend, and student leadership training. This fee will be charged to all first-year students.

2. Art Studio Fee - $45.00
   Fee would be used to provide students with some basic materials in all art studio classes; cover any equipment repairs, replacements and/or upgrades; allow the Art Department to expand its programs to increase enrollment and retention; and provide access to current programs and technologies in digital media.

3. Physician Assistant Exam Fee - $420.00
   Fee would be used to purchase an Assessment Exam Box (assessment tool) from the Physician Assistant Educators Association (PAEA) for students enrolled in the Physician Assistant Program.

4. International Student Program Fee - $1,000.00
   If the Build Back Better Act (H.R.5376) is passed by Congress, the regulation will require Universities to pay fees for accepting international students. Westfield State would be required to pay the Federal Government $500/semester for F-1 Students and $250/semester for J-1 Students.

5. Therapeutic Modalities Fee - $25.00
   To cover the cost of non-reusable material required for hands-on portion of course (MOVP 0323). Materials include electrodes, ultrasound gel, paraffin wax and gel.

6. Physiology of Exercise Fee - $25.00
   To cover the cost of non-reusable materials required for hands-on portion of course (MOVP 0205). Materials include alcohol prep pads, bell and diaphragms for stethoscopes, oxygen tank for metabolic cart, cart masks, cleaning solution for gas tubes, paper for Tanita BIA Analyzer, capillary tubes, goggles, gloves, band aids and cotton swabs.

7. Taping, Wrapping, and Padding Fee - $25.00
   To cover the cost of non-reusable material required for hands-on portion of course (MOVP 0130). Materials include pro-trainer tape, pro-trainer elastic tape, Leukotape, pro-trainer foam underwrap and stretch m-tape.

8. Health Science Course Fee - $25.00
   To cover the cost of non-reusable material in Introduction to Health Care (HESC 0101) and Human Assessment Course (HESC 0201) which provide learning opportunities in basic physical exam techniques and laboratory studies requiring the use of disposable material.

WESTFIELD STATE UNIVERSITY
Schedule of Annual Tuition and Fees
FY22 - FY23 Comparison
FY23 Recommendations - 2/17/2022

	FY22 Approved	FY23 Recommended	$ Change	% Change
TUITION:				
√ Resident	970	970	0	0.0%
Proximity	1,455	1,455	0	0.0%
Non-Resident & Foreign	7,050	7,050	0	0.0%
MANDATORY FEES:				
Student Activity	123	162	39	31.7%
General Fee	9,216	9,538	322	3.5%
Capital Improvement Fee	100	100	0	0.0%
Technology Fee	730	730	0	0.0%
√ Total Mandatory Fees	**10,169**	**10,530**	**361**	**3.6%**
Total In-State Tuition/Fees	**11,139**	**11,500**	**361**	**3.2%**
ROOM RATES:				
√ Estimated and Adjusted Weighted Average Room Rate	8,068	8,300	232	2.9%
MEAL PLAN RATES:				
Unlimited Meal Plan	**4,500**	**4,724**	**224**	**5.0%**
On the Go Dining Plan	1,500	1,546	46	3.1%
Blue 15	4,300	4,516	216	5.0%
Gold 10	4,100	4,306	206	5.0%
Hoot 5	2,500	2,576	76	3.0%
Commuter 5	2,500	2,576	76	3.0%
Total Recommended Change in Mandatory Fees [3]	**23,707**	**24,524**	**817**	**3.4%**
OTHER FEES:				
Study Abroad Fee	40	50	10	25.0%
Practical Exam, Equipment and Clinical Fee	140	240	100	71.4%
Student Teaching (practicum) Fee	250	250	0	0.0%
Nursing Fee [2]	1,794	1,794	0	0.0%
Late Registration Fee	25	25	0	0.0%
Late Payment Fee	100	100	0	0.0%
Bad Check Fee	25	25	0	0.0%
Reinstatement Fee	50	50	0	0.0%
ID Card Replacement Fee	40	40	0	0.0%
Parking	100	100	0	0.0%
Parking - CGCE	60	60	0	0.0%
WAIVABLE FEES:				
Student Health Insurance (see note below)	3,504	3,504 [1]	0	0.0%
Wellness Center	185	185	0	0.0%
Lifetime Owls (opt in fee)	75	75	0	0.0%

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

Note:

1. Student Health Insurance Rate (SHIP) rate yet to be determined.

2. The Nursing Fee includes coverage for clinical requirements by healthcare facilities and payment for Assessment Technology Institutes (ATI).

3. Actual cost of attendance is determined by financial aid and may vary from the weighted average estimated cost of attendance.

Westfield State University
Finance and Capital Assets Committee

FY23 Schedule of Annual Tuition and Fees
February 17, 2022

FY23 Phase II Rate Restructure Plan and Housing Rates
(Approved by the BHE and MSCBA)

Housing	% of Beds	FY21 Rates	Phase 1		Phase 2	
			FY22 Rates	FY22 % Change	FY23 Rates	FY23 % Change
APT Double/Triple	7.54%	$9,130	$8,500	-6.90%	$8,300	-2.35%
APT Single	3.77%	$10,100	$8,500	-15.84%	$8,300	-2.35%
NHL Double	9.80%	$9,220	$8,500	-7.81%	$8,300	-2.35%
NHL Single	6.83%	$10,490	$8,500	-18.97%	$8,300	-2.35%
UNI Double	15.25%	$8,640	$8,500	-1.62%	$8,300	-2.35%
UNI Single	1.59%	$9,930	$8,500	-14.40%	$8,300	-2.35%
Trad Standard	52.83%	$7,050	$7,700	9.22%	$8,300	7.79%
RA Apt	0.50%	$9,130	$8,500	-6.90%	$8,300	-2.35%
RA Trad	1.89%	$7,050	$7,700	9.22%	$8,300	7.79%
Weighted Average	**100.00%**	**$8,068**	**$8,068**	**0.00%**	**$8,300**	**2.88%**

WESTFIELD STATE UNIVERSITY
Schedule of CGCE Annual Tuition and Fees
FY22 - FY23 Comparison
FY23 Recommendations - 2/17/2022

Graduate and Continuing Education	FY22	FY23	$ Change	% Change
MANDATORY FEES:				
Undergraduate (per credit)	330	340	10	3.0%
RN-to-BSN (per credit)	370	350	(20)	(5.4%)
Graduate - General (per credit)	372	383	11	3.0%
Graduate - Social Work (per credit)	475	500	25	5.3%
Physician's Assistant (per credit) Cohort Four (see note below regarding previous cohorts)	780	827	47	6.0%
OTHER CGCE FEES:				
Lab Fee	10	10	0	0.0%
Student Teaching (practicum) Fee	250	250	0	0.0%
Nursing Fee*	1,794	1,794	0	0.0%
RN-BSN Capstone Placement Fee**	150	150	0	0.0%
Physician's Assistant program Fee	1,000	1,000	0	0.0%
Psychology Practicum	100	100	0	0.0%
School Guidance Counseling Practicum Fee	250	250	0	0.0%
Prior Learning Portfolio Assessment Fee	150	150	0	0.0%
Late Registration Fee	50	50	0	0.0%
Late Payment Fee	100	100	0	0.0%
Returned Check Fee	25	25	0	0.0%
Late Withdrawal Fee	25	25	0	0.0%
Replacement ID Card	40	40	0	0.0%
Parking-CGCE	60	60	0	0.0%

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

*The Nursing fee applies to full-time enrolled B.S.N Nursing students and rates are recommended by the Day School.
**The RN-BSN Capstone Placement Fee applies to RN-BSN students completing a practicum placement in a hospital setting.

To: President Thompson & Cabinet

From: Jessica Tansey, Director, College of Graduate and Continuing Education

CC: Juline Mills, Provost/VP of Academic Affairs

Date: December 20, 2021, Updated

Subject: Proposed CGCE tuition & fee rates for AY2022-2023

The College of Graduate and Continuing Education (CGCE) remains to be a financially self-supporting unit of the University. Over the past several years, CGCE has provided a yearly direct payment of no less than 20% of revenue and has increased overtime. The FY23 expected direct payment contribution is $2.75 million. This is an increase of $300,000 from FY22 for anticipated savings from the adjunct budget resulting from UEAAC savings with the merge of CGCE. The CGCE budget will be evaluated during the remainder of FY22 and FY23 to evaluate true cost of program expenses and may change its budget structure moving forward.

CGCE anticipates to remain relatively flat from last year due to the ongoing COVID-19 pandemic. Based on historical data and current trends the undergraduate enrollment may decline slightly as the population is 98% transfer students. With community college partners down over 10% in enrollment, CGCE is feeling the decline in this population as well. Graduate registrations have seen a slight increase in FY22 and is expected to be at the increased rate in FY23.

CGCE is seeking modest increases in our overall tuition and fee schedules for the AY 2022-2023, except for the PA program and the RN to BSN program. The PA program was designed to increase tuition and fees with each new incoming cohort as the tuition and fees remain the same throughout the duration of their two year program. These increases support the overall program expenses such as faculty, equipment, clinical rotations, technology and software. Additionally, to maintain standards for our PA program's accreditation through the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA), the program needs to increase fees for resources to support program standards and outcomes. In comparison to other institutions cost, we remain the least expensive staying true to our mission to provide a public and affordable PA program. We are also requesting a fee decrease to the RN to BSN completion program. Competitor private institutions have lowered their tuition rates to compete with our program and we are now one of the highest. Given the stress this population is under due to the ongoing COVID-19 pandemic, in order to stay competitive and support our local workforce, its recommended to reduce the rate.

Academic Affairs will be focusing efforts on assessing current CGCE programs and increasing marketing efforts to increase enrollments in particular programs at both the undergraduate and graduate levels. Certificates and non-credit offerings will be an area of potential growth as market analysis indicates a need for ""reskilling" or "up-skilling" for those who may be unemployed.

Below summarizes some of our operational expenses.

- The MA DGCE Bargaining Agreement completed negotiations and will receive retro pay in the amount of 2.5% from FY21 and 2% from FY22. The retro payments will be completed by December 24, 2021 and were roughly $60,000 for the FY22 budget. We will be planning on the additional 2% increase for FY23.

- APA and AFSCME staff are anticipated to increase annual salary by 2.5% for FY21 and 2% for FY22 for retro. We have included this for FY23 in addition to the 2.0% increase.

- Assuming fringe and payroll tax rate of 39.43% based on state projection model and percentage used campus-wide.

- Assuming $2.75 million contribution to the University budget. This is inclusive of the estimated $300,000 adjunct savings with the merge of CGCE.

- Any additional UEAAC savings is being calculated through possible vacancy savings.

Proposed Actions

CGCE is a requesting a 3% increase on tuition/fees in AY 2022-2023 for all programs at the Undergraduate (excluding RN to BSN) and Graduate level except the PA program at a 6% increase.

Cost is a major factor in deciding where to attend school, in particular for the adult learners and especially now due to impacts of the global pandemic. There are concerns that prospective and current undergraduate students may not be as able to absorb additional educational costs due to program competition and other socio-economic factors. However, with remaining flat in FY22 and increased operating and instructional costs, believe 3% will assist in covering increased expenses while remaining affordable for the adult learner. Keeping a competitive rate will assist in recruitment and retention initiatives in particular for the adult student population. The PA rates can withstand a rate increase of 6%, if found to be financially feasible during the budgeting process. Comparative tuition rates can be found in the tables below.

1. **Tuition Rates**: The following maximum per credit* tuition rate are proposed for the following programming.   A table of tuition rates over time is included below.

    a. **Undergraduate programming:** $340 per credit (excludes the RN-to-BSN)
    b. **RN-to-BSN program courses**: $350 per credit
    c. **Graduate programming:** $383 per credit (excludes the PA and MSW program)
    d. **MSW program**: $490 per credit
    e. **AY23 PA cohort:** $827 per credit or $16,450 per trimester (The AY21 cohort continues to pay $736 per credit or $14,720 per trimester and the FY22 cohort continues to pay $780 per credit or $15,600 per trimester)

Table A: Westfield CGCE Tuition/Fee Structure Overtime and Proposed Changes, Per Credit Rate

Rate/Program	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	Proposed 2022-2023	Proposed Annual change
Undergraduate	$306	$315	$320	$330	$330	$340	3%
RN-to-BSN	$361	$365	$365	$370	$370	$350	(5%)
Graduate	$332	$350	$361	$372	$372	$383	2.95%
MSW	$437	$450	$464	$475	$475	$490	
Physician Assistant *PA students pay the same rate for each year of the program in which they enroll. Each subsequent cohort pays 6% more than the previous.	AY 18 Cohort $618 per credit/ $12,360 per trimester	AY 19 Cohort $656 per credit/ $13,120 per trimester	AY 20 Cohort $695 per credit/ $13,900 per trimester	AY 21 Cohort $736 per credit/ $14,720 per trimester	AY 22 Cohort $780 per credit/ $15,600 per trimester	AY23 Cohort $827 per credit/ $16,450 per trimester	6%

With this proposal, internal fees will increase; **internal tuition shall remain the same at $85 per credit for undergraduate programs and $105 for graduate programs.**

For ease of communication and accounting, CGCE advertises and charges a single per-credit "tuition," although internally for the academic year 2022-2023, tuition and fees will be broken down to the following:

- $85 tuition/$255 fees for UG
- $85 tuition/$265 fees for RN-to-BSN
- $105 tuition/$278 fees for GR
- $105 tuition /$722 fees for PA
- $105 tuition /$385 fees for MSW

Table B: 2021-2022
Cost Comparisons to Area and Sister State Institutions, DGCE or Non-Traditional
Cost per Credit, Excluding RN-to-BSN and PA programs as of December 20, 2021

	Undergraduate 2019-2020	Undergraduate 2020-2021	Undergraduate 2021-2022		Graduate 2019-2020	Graduate 2020-2021	Graduate 2021-2022
American International College	$395-$760 program dependent	$395-$785 Program dependent	$395 to $735, program dependent		$525-$920 ($439 M.Ed.)	$439-$950 ($439 M.Ed.)	$439-$950 ($439 M.Ed.)
Bay Path University	$400 (Women's/Saturday college)	$400 (Women's/Saturday college)	$400		$535-$950 ($535 M.Ed)	$550-$1135 ($550 M.Ed)	$550-$1135 ($550 M.Ed)
Elms College	$628	$742 on campus $579 online	$604		$465-$823 ($465 M.Ed.)	$482-$854 ($482 M.Ed.)	$482-$854 ($482 M.Ed.)
Springfield College	$486	$500	$472		$1,073	$1,105	$1,105
Southern New Hampshire Univ.-online	N/A	$320	$320				$627
Western New England University	$647	$980	$647		$389-$1,168 ($389 M.Ed.)	$401-$1,203 ($401 M.Ed.)	$401-$1,203 ($401 M.Ed.)
UMass Global	N/A	N/A	$500				$680
Bridgewater State DGCE	$451.58	$468.25	$468.25 *has fee for online		$475.25	$475.25	$475.25
Fitchburg State DGCE	$308	$321	$321		$319 plus some program based charges	$334 May vary	$334 Cost may change for programs
Framingham DGCE (Based upon 4 credits per course)	$290	$298.75	$298.75		$322.50 $372.50 for MBA, MSN Nursing, PSM	$331.25 $381.25 for MBA, MSN Nursing, PSM	$331.25 $381.25 for MBA, MSN Nursing, PSM
MCLA DGCE	$417.09	$431.60	$352		$388.33 (MBA $468.33)	$400.33 (MBA $482.33)	$400.33 (MBA $482.33)
Salem State DGCE	$403.25	$439.70	$439.70		$425.05 to $530.70 (also charges out of state rates)	$439.35 to $640.30	$439.35 to $640.30
Worcester DGCE	$281.50	$281.50	$281.50		$322	$322	$322
Westfield Day School	$361.63 (based on 15-credits a semester)	$371.30 (based on 15-credits a semester)	$371.30 (based on 15-credits a semester)		NA	NA	NA
Westfield CGCE	**$320 $365 for RN to BSN**	**$330 $370 for RN to BSN**	**$340 $350 for RN to BSN**		**$361 (regular graduate rate) $464 MSW See PA below**	**$372 (regular graduate rate) $475 MSW See PA below**	**$372 (regular graduate rate) $475 MSW See PA below**

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Table C: MSW Total Program Costs (Tuition and Fees) Comparisons

Institution	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Smith College	$64,635	$67,535	$70,565	$67,535	$69,545
Elms College: New location for Saint Louis University program	NA	NA	$990 per credit; 57-credits $56,430	$1,010 per credit; $57,570	$1,040 per credit
UConn	In-state = $30,736 Regional = $51,324	In-state = $32,512 Regional = $53,700	In-state=$39,602 Regional= $50,698	In-state: $940 per credit; $1,545 regional	In-state: $974 per credit; $1,580 regional
Springfield College	$61,020	$62,520	$64,380	$1,105 per credit	$1,105 per credit
Westfield CGCE	$28,842	$29,700	$30,624	$31,350 / $475 per credit	$31,350 / $475 per credit
These institutions tend to increase tuition and costs annually.					

Table D: RN-to-BSN Per-Credit Cost (Tuition and Fees) Comparisons

Institution	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
American International	$400	$400*	$400	$400	$410
Bay Path	$350	$350	$350	$350	$350
Elms College	$334	$346	$358	$371	$385
UMass Amherst	$585	$585	$585	$585	$585
Westfield CGCE	$361	$365	$365	$370	$350

Table E: Physician Assistant Program Costs (Tuition and Fees), Comparisons

Institution	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Bay Path University	$103,800	$106,650	$108,000	$110,700	$112,770
Tufts University	$84,664	$96,612	$97,860	$100,800	$103,824
Springfield College	$126,502	$129,049	$133,714.30	$138,425.50	$133,760
Boston University	$103,847	$106,456	$109,039	$114,491	$114,491
Northeastern University	$87,090	$89,730	$93,318	$97,050	$100,950
Mass College of Pharmacy and Health Science	$122,625	$132,645 ($1195 per credit)	$124,735 ($1235 per credit)- Worcester location – Boston location is $148,500	$137,085 ($1,235/credit)	$141,525 ($1,271/credit)
Mass General Hospital Institute of Health Professions	$102,990	$109,545	$113,175	$107,000 ($1244 per credit)	$114,930
Westfield CGCE	$74,160 cohort 1, plus one-time $1000 admission fee	$78,720 cohort 2, plus one-time $1000 admission fee	$83,400 cohort 3, plus one-time $1000 enrollment fee	$88,320 cohort 4, plus one-time $1000 enrollment fee	$99,240 cohort 5, plus one-time $1000 enrollment fee
Institutions tend to increase tuition and costs annually; hence, 2022-2023 rates will likely exceed current rates.					

Westfield State University
Finance and Capital Assets Committee

FY23 Budget Planning Assumptions and Timeline
October 13, 2021

The development of a campus budget for FY23 will follow a process similar to prior years for Trustee input, review and final approval. Discussion on preliminary planning assumptions is necessary to prepare and evaluate multiple budget scenarios for selection as the basis for the FY23 Budget. It is anticipated that UEAAC recommendations will still be integrated with the budget process throughout FY22 and have a direct impact on the budget for FY23, given the current structural deficit. The campus will begin the planning process in the fall to work towards developing financial models for the next budget cycle. While much is still unknown at this point, the process must begin soon to lay the foundation to support an effective resource allocation model.

FY23 Planning Assumptions and Timeline:

FY23 Major Planning Assumptions

Revenues

- Enrollment – strategies are underway to increase enrollment but conservative estimates will be used for budget planning purposes.
- Cost of attendance with a range of 2.0% - 4.5% (CPI for last 12 months through August is 5.3%).
    - Assume differential fee structure for high demand programs
    - Assume alignment of CGCE part time fees to full time equivalent fees
    - Assume limited academic fee increases for specific courses/degrees
- State Appropriation – flat, except for FY22 supplemental appropriation.
- CGCE contribution funding to remain fixed at $2.75M.
- Investment income – align budget to actual and adjust for policy allocation.
- Dining program contribution to remain at 13% of meal plan revenue.

Expenses

- Limited strategic plan investment funding; at a minimum, allocate support for financial aid.
- Department Operating Budgets – assume no across the board increase.
- Fund mandatory contractual increases for services, facilities and technology contracts.
- Salary Increases – assume non-collective bargaining expense increases (NUP's, CBA shortfall, auxiliaries, CGCE)
- Benefit Rate - assume historical average annual increase over prior year or Comptrollers projection.
- Residence life – Expect continued deficit due to an increase in MSCBA assessments and occupancy challenges.
- UEAAC cost reductions are expected and ongoing

Reserves

- Anticipate use of FY22 surpluses to fund critical one-time enrollment and revenue producing initiatives carried over.
- Capital Projects – Rollover funding for capital projects not finished by year end.

Board of Trustees Budget Planning Timeline FY23	
October 2021	• Preliminary Planning Assumptions – General Consensus • Budget Planning Calendar Distributed
December 2021	• Review Preliminary Financial Scenarios • Review Enrollment Projection • Discuss Strategy for Efficiencies and Restructuring
February 2022	• Approve Fee Recommendations (based on parameters)
April 2022	• Draft Operating Budget Presented • Draft CGCE Budget presented • Draft Capital Budget Presented
June 2022	• Final Budget Review and Approval • Update 5-year plan

Westfield
STATE UNIVERSITY

Board of Trustees

February 17, 2022

MOTION

To allow the President to execute a new Interdepartmental Service Agreement (ISA) with DCAMM for the Parenzo Hall renovation project and to approve an increase in the overall campus commitment up to $20,468,000. Due to unanticipated cost escalations, the project is now projected to cost $43,429,788 vs. the original budget of $40,000,000. The University's proportional share of the project cost is $20,468,000, an increase of $468,000 above the previously approved commitment of $20,000,000. Funding for the difference above $20,000,000 will be provided from a combination of the following sources: reduced scope or cost savings from the project, fundraising, external grant funding, or other state capital funding sources. The campus will provide a report to the Finance and Capital Assets Committee on the final funding sources once they have been confirmed.

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Robert A. Martin, Ph. D., Chair   Date

Westfield STATE UNIVERSITY

Board of Trustees

February 17, 2022

MOTION

To approve the changes and accept the newly revised Electronic Mail Policy (0550), as presented.

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Robert A. Martin, Ph. D., Chair   Date

	Section	Administrative
Westfield State University	**Number**	0550
Policy concerning	**Page**	1 of 4

APPROVED: December 2013   REVIEWED: February 2022
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ELECTRONIC MAIL (E-MAIL)

PURPOSE

The purpose of this policy is to establish a standardized, system-wide approach to managing the protection of information and Information Technology Resources to support core business needs and the provision of continuity and privacy at Westfield State University ("University") and establish accountability for violations of this policy. This policy is intended to protect the users of the University's Information Technology Resources by ensuring a reliable and secure technology environment that supports the educational mission of the University. These resources are provided as a privilege to all Westfield State University employees, students, and authorized guests. The University seeks to ensure the integrity of Information Technology Resources made available to the user community, as such, to ensure these resources are secure from unauthorized access for those that utilize them. This policy is not intended to inhibit the culture of intellectual inquiry, discourse, academic freedom, or pedagogy. In general, the same ethical conduct that applies to the use of all University resources and facilities applies to the use of the University's Information Technology Resources.

SCOPE

This policy applies to all students, faculty, staff, volunteers, vendors, consultants, contractors, or others (herein afterwards referred to as "constituents") who use or have authorized access to University Information Technology Resources. This policy is supplemented by the policies of those networks to which the University is interconnected, including, but not limited to, the University of Massachusetts Information Technology Systems group, the Commonwealth of Massachusetts' Information Technology Division, UMass Online, etc. It covers all University information whether in hardcopy or electronic form and any systems which access, process, or have custody of business data. This policy also applies to any and all information, in any form and in any medium, network, internet, intranet, computing environments, as well as the creation, communication, distribution, storage and disposal of information.

DEFINITIONS

Distribution List: A distribution list refers to a facility in the e-mail system to enable many subscribers mail addresses to be reached through a single (list) name. (i.e., departmental list, FACSTAFF, UniCom).

Westfield State University's e-mail system: The University's e-mail system is a communication resource to enhance and facilitate the academic and administrative operations of the University. This includes any originating e-mails containing @westfield.ma.edu. Use of the system shall be to support these purposes and this policy.

For the purposes of this policy, "Information Technology Resources" means all computer, applications and communication facilities, services, data and equipment that are owned, managed, maintained, leased or otherwise provided by the University.

Section Administrative

Westfield State University

Policy concerning

Number 0550
Page 2 of 4

APPROVED: December 2013

REVIEWED: February 2022

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PUBLIC RECORD

E-mail, whether created or stored on university-owned equipment may constitute a public record under Massachusetts' Public Records Law or be subjected to mandatory disclosure under other laws or regulations, including the rules compelling disclosure during litigation. Users of the University's e-mail services should be aware that Massachusetts' Public Records Law and statutory and regulatory provisions prevent the University from guaranteeing complete protection of email, including personal e-mail residing on the University's information technology resources.

The messages, information and data carried by the e-mail system are the sole property of the University and the Commonwealth of Massachusetts. The University reserves the right to monitor and access those systems and their contents as they deem necessary, in accordance with the law and relevant collective bargaining agreement. No user of the University's e-mail system shall have a reasonable expectation of privacy in any e-mail.

USER OWNERSHIP AND RESPONSIBILITY

I.   SECURITY AND CONFIDENTIALITY

A.   Individuals with approved access to the University's e-mail system have the responsibility to maintain a confidential password, as well as the responsibility to regularly change their password, to protect the system from unauthorized access. The University will never ask for your password, and users should not provide this information to anyone.

B.   Individuals with approved access to the e-mail system have the responsibility to log off and lock their computer or mobile device. This will prevent others from tampering with an account or accessing confidential material.

C.   All messages should be treated as confidential by other employees and accessed only by the intended recipient unless necessary as a normal function of their job. Employees are not authorized to intentionally retrieve or read any e-mail messages that are not sent to them.

D.   Never assume that e-mail is confidential. A message can easily be forwarded to another e-mail user, and anyone has potential access to read an e-mail message once it has been printed. Technical problems or human error may result in the unintended distribution of e-mail.

E.   Phishing attacks and cyber fraud incidents have significantly increased over the past few years. Your university provided email account helps identify you to

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others and includes the security designed to help prevent these incidents. When conducting business as part of your employment at the university, you must utilize your university email address (ending in @westfield.ma.edu) to ensure proper identity and compliance.

II.   USAGE

A.   The University's e-mail system is the official method of communication for the University. Only mailboxes with westfield.ma.edu suffixes are supported. Anyone who utilizes another e-mail system, or forwards e-mail from their university account to another account does so at their own risk and is responsible for ensuring they are in receipt of all intended communications.

B.   The University's e-mail system is intended to support the academic and administrative mission of the University. Users are expected to demonstrate a sense of responsibility in utilizing the email system to include maintaining professional etiquette in all e-mail communications.
.
Usage of the university e-mail system is also in accordance with the Social Media and Communication and the Distribution List guidelines.

III.   RETENTION

Users are responsible for preserving their email in accordance with the Massachusetts Statewide Records Retention Schedule.
MA_Statewide_Records_Schedule_dec18.pdf (mma.org)

UNACCEPTABLE USES

It is unacceptable to use the University e-mail system as follows:

- for personal or private profit;
- In any way that violates University policy;
- In any way that violates local, state, or federal law;
- to send or receive, either across the University e-mail system or the Internet, any copyrighted materials, trade secrets, proprietary financial information, peer review committee reports and activities, or similar materials, or any information where exposure of that information to outside parties would have an adverse impact on the University or its employees, without prior approval;
- as a vehicle for unauthorized disclosure of confidential business or private facts concerning employees, students, or University-related business (authorized e-mail and e-mail attachments containing sensitive business information may be sent within the Westfield State University system on its secured network);
- for communications regarding commercial solicitations;

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- for communications regarding political advertising, chain-letters, jokes, derogatory or inflammatory statements, and/or idle gossip.

ENFORCEMENT

Access to the e-mail system is a privilege and any misuse of the e-mail system may result in withdrawal of access to the system and disciplinary action up to and including termination. This policy will be reviewed annually by the Chief Information Security Officer.

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ELECTRONIC MAIL (E-MAIL)

PURPOSE

Westfield State University ("University") recognizes that principles of academic freedom and shared governance, freedom of speech and confidentiality hold important implications for electronic mail and electronic mail services ("e-mail"). E-mail is provided as a privilege to all University employees, students, and authorized guests. The same ethical conduct that applies to the use of all University resources and facilities applies to the use of university e-mail.

The purpose of this policy is to establish a standardized, system-wide approach to managing the protection of information and Information Technology Resources to support core business needs and the provision of continuity and privacy at Westfield State University ("University") and establish sanctionsaccountability for violations of this policy. This policy is intended to protect the users of the University's Information Technology Resources by ensuring a reliable and secure technology environment that supports the educational mission of the University. These resources are provided as a privilege to all Westfield State University employees, students, and authorized guests. The University seeks to ensure the integrity of Information Technology Resources made available to the user community, as such, to ensure these resources are secure from unauthorized access for those that utilize them. This policy is not intended to inhibit the culture of intellectual inquiry, discourse, academic freedomfreedom, or pedagogy. In general, the same ethical conduct that applies to the use of all University resources and facilities applies to the use of the University's Information Technology Resources.

SCOPE

This policy applies to all students, faculty, staff, volunteers, vendors, consultants, contractors, or others (herein afterwards referred to as "constituents") who use or have authorized access to University Information Technology Resources. This policy is supplemented by the policies of those networks to which the University is interconnected, including, but not limited to, the University of Massachusetts Information Technology Systems group, the Commonwealth of Massachusetts' Information Technology Division, UMass Online, etc. It covers all University information whether in hardcopy or electronic form and any systems which access, process, or have custody of business data. This policy also applies to any and all information, in any form and in any medium, network, internet, intranet, computing environments, as well as the creation, communication, distribution, storage and disposal of information. This policy applies to all students, faculty, and staff of the University, and to
all other users who are authorized by the University to access the University's e-mail system.

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DEFINITIONS

Distribution List: A distribution list refers to a facility in the e-mail system to enable a large number ofmany subscribersubscribers mail addresses to be reached through a single (list) name. (Ex. i.e.i.e., fac/staff, departmental list, FACSTAFF, UniCom).

Westfield State University's e-mail system: The University's e-mail system is a communication resource to enhance and facilitate the academic and administrative

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operations of the University. This includes any originating e-mails containing @westfield.ma.edu. Use of the system shall be to support these purposes and this policy.

For the purposes of this policy, "Information Technology Resources" means all computer, applications and communication facilities, services, data and equipment that are owned, managed, maintained, leased or otherwise provided by the University.*Information Technology Resources*: Information technology resources refers to all computer and communication facilities, services, data, and equipment that are owned, managed, maintained, leased, or otherwise provided by the University.

PUBLIC RECORD

E-mail, whether or notwhether created or stored on university-owned equipment may constitute a public record under Massachusetts' Public Records Law or be subjected to mandatory disclosure under other laws or regulations, including the rules compelling disclosure during the course ofduring litigation. Users of the University's e-mail services should be aware that Massachusetts' Public Records Law and statutory and regulatory provisions prevent the University from guaranteeing complete protection of email, including personal e-mail residing on the University's information technology resources.

The messages, information and data carried by the e-mail system are the sole property of the University and the Commonwealth of Massachusetts. The University reserves the right to monitor and access those systems and their contents as they deem necessary, in accordance with the law and relevant collective bargaining agreement. No user of the University's e-mail system shall have a reasonable expectation of privacy in any e-mail.

USER OWNERSHIP AND RESPONSIBILITY

I.   SECURITY AND CONFIDENTIALITY

    A.   Individuals with approved access to the University's e-mail system have the responsibility to maintain a confidential password, as well as the responsibility to regularly change their password, to protect the system from unauthorized access. The University will never ask for your password, and users should not provide this information to anyone.

    B.   Individuals with approved access to the e-mail system have the responsibility to log off and lock their computer or mobile device. This will prevent others from tampering with an account or accessing confidential material.

    C.   All messages should be treated as confidential by other employees and accessed only by the intended recipient unless necessary as a normal

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function of their job. Employees are not authorized to intentionally retrieve or read any e-mail messages that are not sent to them.

D.   Never assume that e-mail is confidential. A message can easily be forwarded to another e-mail user, and anyone has potential access to read an e-mail message once it has been printed. Technical problems or human error may result in the unintended distribution of e-mail.

D. E.   Phishing attacks and cyber fraud incidents have significantly increased over the past few years. Your university provided email account helps identify you to others and includes the security designed to help prevent these incidents. When conducting business as part of your employment at the univesrityuniversity, you must utilize your university email address (ending in @westfield.ma.edu) to ensure proper identity and compliance.

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II.   USAGE

A.   The University's e-mail system is the official method of communication for the University. Only mailboxes with westfield.ma.edu suffixes are supported. Anyone who utilizes another e-mail system, or forwards e-mail from their university account to another account does so at their own risk, andrisk and is responsible for ensuring they are in receipt of all intended communications.

B.   The University's e-mail system is intended to support the academic and administrative mission of the University. Users are expected to demonstrate a sense of responsibility in utilizing the email system to include maintaining professional etiquette in all e-mail communications.,
the e-mail system to include maintaining professional etiquette in all e-mail messages.

C.   Usage of the university e-mail system is also in accordance with the Social Media and Communication guidelineand the Distribution List guidelines.Attached to this policy are guidelines regarding the use of the e-mail system.

III.   RETENTION

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E-mail is backed up on a daily basis. Tapes are retained in an alternate, locked fire-proof location for 14 days before they are overwritten. Deleted items are retained in the system for 14 days and then moved to tape. Mailbox space is allocated to users on a disk availability basis and space allocation is reviewed by the Associate Director

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for Infrastructure services on an annual basis. Even when e-mail messages are deleted from the user's mailbox, copies of the files and messages may be automatically retained on back-up systems for an extended period of time. Users are responsible for preserving their email in accordance with the Massachusetts Statewide Records Retention Schedule. archiving and retaining e-mails on their computer. For more information, please refer to the Executive Office E-mail Retention Policy and Procedure located on mass.gov website at http://www.mass.gov/eohhs/gov/laws-regs/dds/policies/r-e-mail-retention-policy-and-procedure.htmlMA_Statewide_Records_Schedule_dec18.pdf (mma.org)

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UNACCEPTABLE USES

It is unacceptable to use the University e-mail system as follows:

- for personal or private profit;

- In any way that violates University policy;

- In any way that violates local, state, or federal law;

- to send or receive, either across the University e-mail system or the Internet, any copyrighted materials, trade secrets, proprietary financial information, peer review committee reports and activities, or similar materials, or any information where exposure of that information to outside parties would have an adverse impact on the University or its employees, without prior approval;

- as a vehicle for unauthorized disclosure of confidential business or private facts concerning employees, students, or University-related business (authorized e-mail and e-mail attachments containing sensitive business information may be sent within the Westfield State University system on its secured network);

- for communications regarding commercial solicitations;

- for communications regarding political advertising, chain-letters, jokes, derogatory or inflammatory statements, and/or idle gossip.

ENFORCEMENT

Access to the e-mail system is a privilege and any misuse of the e-mail system may result in withdrawal of access to the system and disciplinary action up to and including termination, suspension or expulsion..

This policy will be reviewed bi-annually by the Chief Information Security Officer.

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GUIDELINES FOR THE USE OF ELECTRONIC MAIL (move to social media/communication guideline)

Appropriateness

➤ E-mail is not intended to replace face-to-face interaction. E-mail is one of many communication methods available at the University. Be sure e-mail is the appropriate medium for your message before sending it. Do not use e-mail to write something you would not say face-to-face or include in a memo. Remember that e-mail is a public record, and your message may be subject to disclosure.

➤ When using global distribution lists, remember that most groups include a mix of staff and employees. Know who is in the group you intend to send the message to and be sensitive to the intended recipients.

➤ When responding to a message sent to you via a global distribution list, be careful not to use "Reply All" unless appropriate and necessary.

E-mail Etiquette

➤ Treat e-mail messages as business correspondence. Be professional and careful about what you say about others. E-mail is easily (and often inadvertently) forwarded.   Avoid using informal language and clearly separate opinion from non-opinion.

➤ Be careful when using humor and sarcasm. Without face-to-face communication, your message may be misinterpreted.

➤ Think before you write. Once sent, a message cannot be retracted. Identify yourself and your affiliations clearly and avoid responding when you are emotional.

➤ Use mixed case. Do not write in all caps or all small letters. Writing in all upper-case letters is generally considered to be shouting in electronic correspondence.

➤ Consider including your phone extension in the message. This allows the recipient to call you directly with a response if they prefer.

➤ Limit each e-mail message to one topic and always use a clear identifier in the subject line of each message which reflects the content of the message. Use common abbreviations, when possible, but refrain from using acronyms that would be confusing or annoying to the reader.

➤ E-mail messages should be brief and to the point, meant to be read off the screen in thirty seconds or less. Use attachments for long documents. However, do not create an attachment for brief correspondence; instead, create a brief e-mail (for example, do not create a Word document to communicate a meeting cancellation).

➤ When sending an attachment, always include a one-line description of what the attachment contains, giving the addressee the option of opening it or not. If sending multiple attachments, identify the content of each attachment.

➤ Be judicious with use of CC's.

➤ You may also want to reference the University's Identity Guidelines Manual produced by the Marketing Department or the Writer's Style Guide.

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➤ When forwarding a message, remember that it is acceptable, and sometimes preferable, to delete any information that is irrelevant to the message you want to send or to cut and paste the pertinent information into a new e-mail.

Responsible E-mail Use

➤ Check your mailbox frequently. Respond to e-mail messages as soon as possible after receiving them. If you think the importance of the message justifies it, immediately acknowledge to the sender that you have received the message, even though you will send a longer reply later.

➤ *Be cautious about sending time sensitive material to which you need an immediate answer. Do not expect an instant response to your messages.* Not all users are "on-line" every day. Use the "return receipt" option to ensure critical messages have been received.

➤ E-mail is a transitory communication tool which should be kept current and up to date. Mail and working documents that have exceeded their practical life span should be deleted. Delete unwanted messages immediately and keep messages remaining in your mailbox to a minimum and archive messages regularly.

➤ When using e-mail as a decision-making tool, do not assume acceptance when a person does not respond.

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Distribution List Guidelines

ROLES

1. Constituents - each constituent is responsible for understanding and complying with university policies, standards, and procedures.

2. The Office of Information and Instructional Technology (OIT)
   a. Responsible for the maintenance and/or setup of distribution lists unless otherwise noted.
   b. Ensuring no individual is authorized to approve their own access.
   c. Establish, modify, and terminate user accounts in accordance with Access Control Guidelines.

3. Chief Information Security Officer (CISO)
   a. Responsible for the oversight, management, coordination, update, and distribution of this guideline.
   b. Holds the authority to grant or remove access to any/all distribution lists
   c. Support the implementation and communication of the Passwords Policy and supporting guidelines and procedures.
   d. Ensure adherence to the E-Mail Policy (0550), supporting guidelines and procedures through education and controls.
   e. Establish, modify, and terminate access in accordance with the Information Security Policy and Access Control Guidelines.

PROCEDURES

1. Distribution List Creation
   a. Users may request a distribution list to be created by submitting a Support Desk ticket
   b. All lists will be visible in the global address list and have no restrictions on sending unless otherwise specifically stated
   c. All distribution lists requested by departments or individual will be assigned a distribution list manager who;
      1. Is responsible to manage the membership of the distribution list
      2. Should the distribution list manager role change, the department head/chair shall create a Support Desk ticket to change the distribution list manager ownership
      3. Failure to manage the list will result in removal of the distribution list

2. Specialized Distributions Lists
   a. UniCom
      1. Official business-related communication distribution list for the campus.
      2. Includes all faculty and staff (full time and part time) of the university
      3. Membership required
      4. This is a closed distribution list and requires the approval of the CISO to send to the list
      5. Anyone requesting send permissions to UniCom should open a Support Desk ticket

   b. FACSTAFF
      1. Unofficial communication distribution list for the campus.
      2. Includes all faculty and staff of the university
      3. Membership is automatic upon creation; however, users may opt out or in at any time by;
         i. Technology support site under DIY
         ii. Submitting a Support Desk ticket

   c. Students
      1. Official business-related communication distribution list for communicating with all students.
      2. Includes all students (day, CGCE, fulltime and parttime) of the University.
      3. Membership required
      4. This is a closed distribution list and requires the approval of the CISO to send to the list
      5. Anyone requesting send permissions to Students should open a Support Desk ticket

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     d.   Union Distribution Lists
1. Official communication distribution lists for the members of the unions on campus.
2. These are closed distribution lists and requires the approval of the CISO and the union President, or designee, to send to the list. Anyone requesting send permissions to the Union Distribution lists email must either;
   i. Email the union President **AND** the CISO with their request
   ii. Open a Support Desk ticket requesting the send permissions which must be approved by both the union President and the CISO
3. Includes all members of each as union upon hire
4. Each union President shall designate a distribution list manager who;
   i. Is responsible to manage the membership of the distribution list
   ii. Should the distribution list manager role change, the union President shall create a Support Desk ticket to change the distribution list manager ownership

3. Any exceptions to these guidelines must be approved in writing by the Chief Information Security Officer.

4. Failure to comply with these guidelines and its supporting policies may be subject to disciplinary action up to an including termination.

REVIEW

These guidelines shall be reviewed annually by the Chief Information Security Officer

Date	Version	Updated by	Description of Changes
9-14-2021	1.0	Alan Blair	Draft
10-7-2021	1.1	Alan Blair	Updated Draft
11-10-2021	1.2	Alan Blair	Updated draft with CBU reps

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SOCIAL MEDIA GUIDELINE FOR FACULTY, STAFF, AND STUDENTS

INTRODUCTION

Westfield State University embraces the use of social media as an effective means to communicate and build relationships with current and prospective students, alumni, faculty/staff, parents/families of students, and community members.

The following guideline outlines appropriate use of social media by faculty, staff, and students at Westfield State University. The University's social media accounts are official publications of the University.

GUIDELINE FOR USE OF SOCIAL MEDIA ON BEHALF OF WESTFIELD STATE UNIVERSITY

Use of the Westfield State University Name and Logo

- The Westfield State University logo may only be used to identify the University's identity, its programs, and its services.
- The development and use of any other logo, mark and/or symbol is prohibited. The University logo may not be combined with any other feature—including but not limited to other logos, words, graphics or symbols.
- The shape, proportion or color of the University logo may not be altered in any way, and the logo may not be redrawn or altered.
- Do not use the University's name, logos, or accounts to promote or endorse products, political parties/candidates, or personal work/opinions.
- If you have any questions regarding the Westfield State University graphic identity or need to obtain logo art, typefaces or print templates, contact the Marketing Department.

Utilize On-Campus Marketing Resources

- Consistency with branding and high-quality content influence how audiences perceive Westfield State, both on campus and in the public.
- Personal artwork or images must not be used for posts on University-related accounts.
- If you are seeking photography or graphic design for official University campaigns, file a Work Request Form with the Marketing Department.

Maintain Confidentiality

- Do not post or share information about the University or personal, medical, or financial information about students, alumni, faculty, or staff.
- Do not post or comment on legal matters or ongoing investigations.

Emergency Communications

- All social media communication related to an emergency or closing/cancellation will be generated by the Director of Campus Communication, and will be posted on the official University Facebook and Twitter accounts.
- University-related accounts may not make posts regarding an emergency or closing/cancellation, with the exception of sharing posts from the official University accounts.
- During an emergency, scheduled social media posts must be paused and administrators must monitor conversation regarding the situation.

Media Inquiries

- Any media inquiries must be directed to the Director of Campus Communication and/or the Communications Specialist in Public Affairs.

University Announcements

- All major announcements regarding Westfield State University must come from the official University accounts, unless the announcement pertains to a specific department or office. In such a case, the Director of Campus Communication will designate the release of news.
- Administrators of University-related accounts can share posts regarding announcements from official accounts.

Access of University Accounts

- All University-related social media accounts must be linked to a department email account.
- More than one employee must have administrative access to each account.
- Administrators of University-related accounts must provide the Social Media and Digital Content Coordinator with account login credentials. If changes to credentials are made, updates must be provided to the Social Media and Digital Content Coordinator
- Administrative access will be terminated upon an employee's separation from employment, reassignment to a different position, or for disciplinary reasons.
- If a University-related account is linked to an individual person, that person relinquishes all rights to the account, unless they work with the Social Media and Digital Content Coordinator to transfer ownership of the account.

Respect Copyright and Fair Use

- Use of third-party copyrighted or trademarked material or intellectual property rights of others is prohibited and can impact the University

Be Respectful

- Maintain a neutral, unbiased voice when making posts or comments.
- What you say in posts and share through photos should reflect the University brand in a positive light.

Do Not Create or Endorse Fundraising Campaigns

- Fundraising efforts of any kind must not be created, shared, or promoted through University-related accounts.

Respect University Time and Property

- Employees should use University computers/devices and their work time for only University-related business.

GUIDELINE FOR PERSONAL USE OF SOCIAL MEDIA BY FACULTY/STAFF AND STUDENTS

You are Responsible for What You Post

- Be mindful about the content that you post on social media – users are responsible for what they post on their own accounts and on accounts of others.
- Social media users can be held liable for comments and/or deemed to be copyright infringement, defamatory, or threatening.
- Do not share personal information about others unless you have their permission.

An Affiliation with Westfield State University on Your Account Can Impact the University

- If you identify your affiliation with the University in your account or in comments, users will naturally associate you with the University.
- All posts, comments, and actions made on social media can impact the reputation and brand of the University.
- Consider including a statement on your account that indicates that your views are personal and are not on behalf of the University.

BEST PRACTICES FOR MANAGING A UNIVERSITY-RELATED SOCIAL MEDIA ACCOUNT

Be Accurate

- Ensure that your content is an accurate representation of your department, organization, and the University as a whole.
- Always double check spelling and grammar and if you make an error, correct it quickly. If necessary, verify information with a source prior to posting.

Be Active

- A social media presence requires adequate planning and communication in order to be successful.
- University-related accounts must be updated at least weekly, if not daily, all year-round.
- Not every group or organization will generate enough content to sustain a page—using the main University channels to promote your program may be the best approach.
- It's not advisable to try to maintain a presence on every platform. A better approach is to start on one platform and focus on posting consistent, valuable content.
- If a University-related account is inactive for six months or more, the Social Media and Digital Content Coordinator will request deactivation of the account.

Monitor Comments

- Comments are an essential component of social media. Understand that not all comments will be positive, and respond to negative comments professionally and by providing information that may help resolve the issue.
- Monitor your accounts for inappropriate or offensive remarks, but avoid deleting comments.
- If you encounter issues or threats related to students, faculty/staff or the campus, direct them to Public Safety.

CREATING UNIVERSITY-RELATED SOCIAL MEDIA ACCOUNTS

1. Define your goals and scope of the account.
   a. Who is your audience?
   b. Can you devote at least an hour per day creating content and managing the account?
   c. What content will you create?
   d. What platform(s) will be used?
2. Arrange a meeting with the Social Media and Digital Content Coordinator to discuss your goals.
3. If you aim to create a Facebook page, the Social media and Digital Content Coordinator will create the page and provide administrative access to the designated faculty/staff member(s). For any other platforms, login information must be shared with the Social Media and Digital Content Coordinator.
   a. The Social Media and Digital Content Coordinator will not manage the account, but is simply a backup if login information is forgotten.
   b. Accounts can only be registered by faculty/staff using department university email accounts.
4. Submit a Marketing Request for help designing or selecting a profile photo, cover photo, or any other images for the account.
5. Register for the account and start posting content. Only follow University-related accounts and other appropriate users, nothing that reflects negatively on the University

6. Measure success using built-in insight tools. Contact the Social Media and Digital Content Coordinator with questions or assistance.

ENFORCEMENT AND REVIEW

The University reserves the right to review, remove, and deny content that is considered inappropriate or inconsistent with posting guidelines and practices.

Content that the University determines is offensive, threatening, libelous, defamatory, obscene, aligns with hate speech, or is otherwise objectionable or violates any party's intellectual property will not be tolerated and is subject to be removed.

Requests for exemption to this guideline should be directed to the Social Media and Digital Content Coordinator and accompanied by written justification for the exemption request.

This policy will be reviewed annually by the Social Media and Digital Content Coordinator, the Director of Marketing, and the Director of Campus Communications.