



Board of Trustees
Academic Affairs Committee

October 11, 2023

11:00 AM

President's Boardroom, Horace Mann Center

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

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| 1. Call to Order | Trustee Martin, Committee Chair |
| 2. Approval of Minutes | Trustee Martin, Committee Chair |
| a. June 6, 2023 | |
| 3. Items for Information | Dr. David Caruso, Interim Provost |
| a. Update on Academic Affairs performance metrics | |
| b. New general education program implementation | |
| c. Status of new academic program development and academic master plan | |
| Academic Program (Undergraduate and Graduate) | |
| 4. Items for Discussion | Dr. David Caruso, Interim Provost |
| a. Summary of fall 2023 registered student enrollment data and faculty FTE by department | |
| Registered Student Enrollment (Data) | |
| Registered Student Enrollment (Schools) | |
| Registered Student Enrollment (Faculty) | |
| b. Fall 2023 student retention summary | |
| Retention Summary (Chart) | |
| c. Strategy to rebuild effective and efficient management of Graduate and Continuing Education | |
| Graduate and Continuing Education (Chart) | |
| d. Plan for improvement of student learning outcome assessment and faculty FTE by department | |

Attachments:

- a. Draft Minutes of June 6, 2023
- b. Academic Program (Undergraduate and Graduate)
- c. Registered Student Enrollment (Data)
- d. Registered Student Enrollment (Schools)
- e. Registered Student Enrollment (Faculty)
- f. Retention Summary (Chart)
- g. Graduate and Continuing Education (Chart)



BOARD OF TRUSTEES

Academic Affairs Committee

June 6, 2023

Minutes

Via Zoom in accordance with Massachusetts Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

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

MEMBERS PARTICIPATING REMOTELY: Committee Chair Dr. Gloria Williams, Vice Chair Chloe Sanfacon, Secretary William Reichelt, Trustee Madeline Landrauⁱ and Board Chair Dr. Robert Martin, ex-officio member

MEMBERS EXCUSED: Trustee George Gilmer

TRUSTEE GUESTS PARTICIPATING REMOTELY: Trustee Ali Salehi

Also participating remotely were Westfield State University President Dr. Linda Thompson; Associate Provost Dr. Brian Jennings; Executive Director of The Center for Student Success and Engagement Dr. Azanda Seymour; Registrar Dr. Monique Lopez; Director of CARE Nicole West; Director of Urban Education La-Toya Wilson; Director of Banacos Center Sarah Lazare; and Director of TRIO Dr. Celeste Donovan

The meeting was called to order at 1:01 PM by Committee Chair Williams and a roll call was taken of the committee members participating as listed above. It was announced that the meeting was being livestreamed and recorded.

MOTION made by Trustee Reichelt, seconded by Trustee Sanfacon, to approve the minutes of the April 24, 2023, meeting. **There being no discussion, ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Landrau, Reichelt, Sanfacon, Williams, and Board Chair Martin.

Approval of Academic Affairs Committee Charter. Committee Chair Williams presented the revised committee charter.

MOTION made by Trustee Martin, seconded by Trustee Landrau, to approve and adopt the Westfield State University Board of Trustees Academic Affairs Committee Charter, as presented.

Discussion: The criteria for admissions standards falls under academic policies and the BHE sets its own standards. Enrollment Management follows the standards from the BHE and Academic Affairs. **There being no further discussion, ROLL CALL VOTE** passed motion

unanimously with Trustees voting in the affirmative: Landrau, Reichelt, Sanfacon, Williams, and Board Chair Martin.

Tenure Motion - Amended.

MOTION made by Trustee Reichelt, seconded by Trustee Sanfacon, to approve the granting of tenure, effective September 1, 2023, to:

Dr. Joan Kuhnly	Nursing
Dr. Tracy McLeod	Education

To approve the granting of tenure with automatic promotion, effective September 1, 2023, to:

Ms. Jessica Grabowski	Health Sciences
Dr. Alina Gross	Geography, Planning & Sustainability
Ms. Amber Monroe	Library

Discussion: At the April 24, 2023, meeting, the Motion for Tenure listed Dr. Tracy McLeod as receiving tenure with automatic promotion where it should have been listed as tenure only. This motion corrects that error. **There being no further discussion, ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Landrau, Reichelt, Sanfacon, Williams, and Board Chair Martin.

Institutional Definition of Retention. Dr. Seymour presented the institution’s definition of retention which was approved by cabinet as “A university-wide effort that employs a combination of institutional measures, actions, and initiatives to support the continued enrollment of Westfield State University students in their attainment of a degree or credential.”

Retention Data. Dr. Lopez presented current retention data, which has dipped from early 2020 but holding at 3,574. Seat utilization has improved from last fall. Classes are capped at 25 and faculty are being used before adjuncts.

FY23 Retention Strategies, Initiatives, and FY24 Goals. Dr. Lopez shared updates from the International Programs (IP) office, stating there are 83 international students consisting of newly admitted or active Westfield State students. These students do not qualify for financial aid. The IP office supports them during campus closures and after they graduate with visa status, taxes, and academic support. The University has a partnership with an organization in Northampton to build an ESL program to assist students with language barriers and with international Universities who want to partner with us.

Goals were shared for the following programs of The Center for Student Success and Engagement (CSSE):

Course Achievement, Retention and Engagement (C.A.R.E.): Ms. West shared this is the program that faculty refer students to for support. She then refers students to other departmental programs if they fit the criteria. Examples were given of students supported by the CARE program (housing, food, and other basic needs insecurities) as well as financial assistance through the Foundation, DHE, grants, and scholarships.

- Withdrawals – University withdraw/admission policies will be reviewed. Directors from CSSE will be trained in processing withdrawals with students they have relationships with. CARE is partnering with institutional research to look at data metrics that are common for predicting withdrawal.
- WSU360 retention platform – targeting increased faculty participation.

- Tutoring and Workshop Usage – participating students are receiving a C or better. The goal is to encourage tutor usage to 600 hours per term.
- Academic Warnings – a snapshot of students on academic warning was given, together with goals for the next year to create better academic habits for students.

Urban Education: Ms. Wilson stated Urban Ed started in 1968 and is the longest running support program on campus, providing academic, social, and emotional support. Retention support starts in their five-week summer bridge program, which had an eighty-seven percent matriculation rate from the 2022 program.

Banacos Academic Center: Ms. Lazare shared that the Banacos Center was built in 2010 and provides support for students identifying with a disability. The learning disabilities program (294 students) is admission-based, while disability services (787 students) can start any time during a student’s college career, providing academic strategies.

TRIO Student Support Services: Dr. Donovan stated the TRIO program has been running for over 50 years. A federal grant provides for the program’s assistance to 160 eligible first-generation, low income, and/or disabled students per year. They receive referrals from faculty, staff, and other students. TRIO’s grant program helps students identify and achieve their personal and academic goals.

It was requested or offered for the following additional information to be provided:

- Longitudinal data on retention at each meeting for the last three-to-five years, benchmarked to comparable institutions.¹
- A comprehensive report at the end of the year on all tutoring programs and their effectiveness, including TRIO, math, and reading and writing programs, which provide separate tutoring and are not included in today’s numbers.
- The WSU360 numbers can be disaggregated. It is critical to provide support for an institutional research office to aggregate data down to specific groups to find the most at-risk students to create communication with them.
- Identify which gateway courses have high numbers of F, D, and W and determine if resources can be allocated for additional instruction assistance for those.
- Data on the effectiveness of the Reading and Writing Center and math tutor program.

It was noted these support programs should be proud of the retention and graduation rates shared. Whatever these programs are doing, the University should do more of.

There being no further business,

MOTION made by Trustee Sanfacon, seconded by Trustee Reichelt, to adjourn. There being no discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Reichelt, Sanfacon, Williams, and Board Chair Martin.

Meeting adjourned at 2:50 PM.

Attachments presented at this meeting:

1. Draft Minutes of April 24, 2023
2. Motion – Academic Affairs Committee Charter
3. Draft Academic Affairs Committee Charter
4. Motion – Tenure (Amended)
5. Amended Tenure Documents – Dr. Tracy McLeod
6. Definition of Retention

7. Retention Data
8. Retention Strategies, Initiatives and Goals Presentation

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees Academic Affairs Committee meeting held on June 6, 2023.

William Reichelt, Secretary

Date

ⁱ Trustee Landrau left the meeting at 2:31 PM.

New Degree Programs Under Development – Fall 2023 Update

Undergraduate Degrees

In Development

Green Entrepreneurship B.S. Design phase: Management, Marketing, Economics, GPS
Business Analytics B.S. Design phase: Accounting, Finance, Management, Economics,
Computer Science, GPS

Ready for Campus Governance

Data Analytics B.S. Expected submission to governance December 2023
Interdisciplinary Arts B.F.A. Expected submission to governance October 2023
Interdisciplinary
Studies B.A./B.S. Expected submission to governance November 2023

Approved by Campus Governance

Submitted to DHE

Graphic Design B.F.A. Pending BHE approval

Approved by BHE

Occupational Therapy
Assistant B.S. Begins Fall 2024

Graduate Programs

In Development

Athletic Training M.S. Design phase Health Sciences Department
Public Health M.P.H. Design phase Health Sciences Department
Nurse Practitioner Masters Design phase Nursing Department
Psychology M.A. Design phase Psychology Department

Ready for Campus Governance

MBA Expected submission to governance December 2023

Approved by Campus Governance

History Online M.A. Approved by Governance

Enrollment Data for Registered Students - Fall 2023 compared to Fall 2022		
9/22/2023		
	Fall 2023 Census as of 9/22/2023	Fall 2022 Census as of 9/29/2022
Undergraduate Full-time Students		
New First Years	704	797
New Transfers	196	213
Returning/ Reenrolling	40	45
Continuing Students	2071	2148
Visiting	5	6
Total Undergraduate Full-time	3016	3209
Undergraduate Part-time Students		
New Second Bachelor's	8	10
New Transfers	100	6
New First Years	10	96
Returning/ Reenrolling	64	51
Continuing Students	292	325
Quick Admits	305	270
Undergraduate Certificates	3	3
Total Undergraduate Part-time	782	761
Total Undergraduate Students	3798	3970
Graduate Students		
First Time Graduate	227	225
New Post Baccalaureate	10	21
Continuing Students	443	383
Graduate Certificates	5	3
Quick Admits	52	50
Visiting	1	
Total Graduate Students	738	682
Total Student Enrollment for Fall 2023 compared to Fall 2022	4536	4652
New First Years	New Incoming first year class	
New Transfers	New transfers in their first semester at WSU	
New Second Bachelors	Students entering their first semester for a Second Bachelor's Degree	
First Time Graduate	Graduate Students enrolled in their first semester in the graduate program	
New Post Baccalaureate	New students enrolled in the first semester Post Baccalaureate Program	
Returning/Reenrolling	Matriculated students who Stopped Out for a period of time and returning the university	
Continuing Students	Matriculated students that continue from the previous semesters	
Quick Admits	Non- Matriculated students who pay to take a course in a semester	

Westfield
STATE UNIVERSITY
ACADEMIC AFFAIRS

Enrollment Report						
School of Business, Mathematics, Computing and Sustainability						
September 25, 2023						
Department/Program	First-Year	Sophomore	Junior	Senior	Total Undergraduate	Graduates
Accounting	16	16	13	22	67	23
Business Management	.	5	3	38	46	
Computer Information Systems	7	6	17	8	38	
Computer Science	31	25	15	8	79	
Data Science	1	.	.	.	1	
Economics	8	4	7	8	27	
Finance	29	24	18	22	93	
Geography Planning and Sustainability	2	5	3	2	12	
Management	75	59	69	54	257	
Marketing	45	24	24	32	125	
Mathematics	6	8	9	13	36	7
Sub-total	220	176	178	207	781	30
Total = 811						

Enrollment Report						
School of Education Art, Communication, and Humanities						
September 25, 2023						
Department/Program	First-Year	Sophomore	Junior	Senior	Total Undergraduates	Graduates
Art	20	14	37	24	95	
Communication	19	33	29	33	114	
Early Childhood Education	21	21	26	31	99	14
Elementary Education	22	25	32	46	125	26
English	12	15	22	22	71	13
History	19	22	30	25	96	13
Music	14	12	9	13	48	
Music Therapy	6	5	2	6	19	
Reading Education						17
Special Education	3	7	15	11	36	18
Theatre Arts	7	4	5	6	22	
Vocational Education	1	.	1	.	2	2
Sub-total	144	158	208	217	727	103
Total = 803						

Westfield
STATE UNIVERSITY
ACADEMIC AFFAIRS

Enrollment Report						
School of Criminology, Psychology, Social Justice and Public Policy						
September 25, 2023						
Department/Program	First-Year	Sophomore	Junior	Senior	Total Undergraduates	Graduates
Applied Behavior Analysis Certificate						2
Applied Behavior Analysis						22
Counseling						87
Criminal Justice	103	86	120	148	457	67
Ethnic and Gender Studies	.	.	.	1	1	
Liberal Studies, BA	5	15	17	31	68	
Liberal Studies, BS	1	.	.	5	6	
Political Science	6	14	10	14	44	
Psychology	71	72	108	95	346	
Public Administration						36
Sociology	2	2	4	7	15	
Spanish	.	2	.	1	3	
Spanish Certificate						2
Sub-total	188	191	259	302	940	216
Total = 1,156						

Enrollment Report						
School of Health, Natural Sciences and Human Services						
September 25, 2023						
Department/Program	First-Year Student	Sophomore	Junior	Senior	Total Undergraduate s	Graduates
Athletic Training	.	1	3	3	7	
Athletic Training-Preliminary	2	9	3	.	14	
Biology	39	34	24	40	137	4
Chemistry	1	1	1	2	5	
Earth System Science	2	.	1	1	4	
Environmental Science	19	21	23	30	93	
General Science	.	.	.	2	2	
Healthcare Management						1
Physician Assistant Studies	38	44	38	36	156	60
Sports Medicine and Human Performance	33	24	35	41	133	19
Nursing	54	37	50	50	191	
Social Work	.	1	1	4	6	273
Social Work (Preliminary)	22	27	28	22	99	
Sub-total	210	199	207	231	847	357
Total = 1,204						

Westfield
STATE UNIVERSITY
ACADEMIC AFFAIRS

Faculty FTE by Department		
September 25, 2023		
Department	Full Time	Part-time
Accounting & Finance	5	5
Art	6	9
Biology	12	13
Chemical & Physical Science	9	4
Communication	8	4
Computer Information Science	4	2
Criminal Justice	12	5
Economics	5	2
Education	12	29
English	16	15
Environmental Science	5	1
Ethnic and Gender Studies	4	0
Geography , Planning & Sustainability	6	3
Health Sciences	8	0
History and Philosophy	10	4
Marketing and Management	6	*16
*One faculty member also teaches in Economics		
Mathematics	11	8
Music	8	20
Nursing and Allied Health	7	18
Political Science	5	3
Psychology	13	22
Public Administration	0	*4
*One faculty member also teaches in Management		
Social Work	12	27
Sociology, Hispanic, Liberal & Interdisciplinary Studies	4	8
Sports Medicine & Human Performance	11	11
Theatre Arts	4	3
Library	7	0
Total Full-time faculty	210	
Total Part -time faculty		*234
* Total adjusted for faculty teaching in more than one department		
Overall total	444	

*Percentage of Full-time, First-Time Students Pursuing Bachelor's Degrees who Graduated or Transferred Out Within 150% of "Normal Time" to Completion for Their Program**

Institution	Fall Cohort 2012	Fall Cohort 2013	Fall Cohort 2014	Fall Cohort 2015	Fall Cohort 2016	5-Year Average
Bridgewater State University	60%	61%	59%	62%	56%	60%
Fitchburg State University	61%	58%	58%	57%	56%	58%
Framingham State University	56%	61%	61%	50%	55%	57%
Massachusetts College of Liberal Arts	56%	61%	53%	58%	56%	57%
Salem State University	58%	57%	59%	57%	55%	57%
Westfield State University	63%	61%	63%	61%	60%	62%
Worcester State University	57%	58%	59%	61%	59%	59%
Overall Average	59%	60%	59%	58%	57%	

*Source: Data source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), 2017-2022, retention and graduation data. Retrieved from <https://nces.ed.gov/ipeds/use-the-data> and <https://nces.ed.gov/collegenavigator> on 9/25/2023.

College of Graduate and Continuing Education

