



Board of Trustees Meeting Agenda

December 18, 2025

3:45 p.m.

Loughman Living Room, Scanlon Hall

A livestream 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 | Board Chair Ali Salehi |
| 2. Approval of Minutes
i. Draft Minutes of October 21, 2025 | Board Chair Ali Salehi |
| 3. General Announcements | Board Chair Ali Salehi |
| 4. President's Report | Dr. Linda Thompson |
| 5. Student Trustee Report | Trustee Barney Garcia |
| 6. <u>Academic Affairs Committee</u>
a. Items for Information
b. Items for Action
i. Motion- Faculty Emeritus/a | Committee Chair Chris Montemayor

Board Chair Ali Salehi |
| 7. <u>Justice, Equity, Diversity, Inclusion Committee</u>
a. Items for Information | Committee Chair Tessa Lucey |
| 8. <u>Enrollment Management and Student Affairs Committee</u>
a. Items for Information | Committee Chair William Reichelt |
| 9. <u>Governance & Nomination Committee</u>
a. Items for Information
b. Items for Action
i. Motion – Charters and Bylaws | Committee Chair Melissa Alvarado

Board Chair Ali Salehi |
| 10. <u>Advancement, Marketing & External Relations Committee</u>
a. Items for Information
b. Items for Action
i. Motion- Campaign Fund
ii. Motion – Staff Emeriti | Committee Chair Gloria Williams

Board Chair Ali Salehi |
| 11. <u>Financial Affairs Committee</u>
a. Items for Information | Committee Chair George Gilmer |

- b. Items for Action
 - i. Motion – Procurement Process Policy (0320)

Board Chair Ali Salehi

12. Other Business

Board Chair Ali Salehi

13. Adjournment

Board Chair Ali Salehi

Attachments:

- a. Full Board Minutes – 10.21.25
- b. President’s PowerPoint
- c. Student Trustee PowerPoint

Academic Affairs Committee

- a. Minutes of October 21, 2025
- b. Power Point Persistence and Retention
- c. Motion: Faculty Emeritus/a – Dr. Stephen Adams and Ms. Jamie Wainright
- d. Faculty Emeritus/a supporting letter

Justice, Equity, Diversity, and Inclusion Committee

- a. Minutes of June 11, 2025
- b. JEDI Presentation

Enrollment Management, & Student Affairs Committee

- a. Minutes- October 21, 2025
- b. DGCE Admissions Strategy PowerPoint
- c. Introduction to the new brand platform PowerPoint

Governance & Nomination Committee

- a. Meeting Minutes: 10.21.25
- b. WSU Revised Board Committee Structure
- c. Executive Committee Charter New
- d. Finance Committee Charter New
- e. Audit Committee Charter New
- f. Student Success Committee Charter New
- g. University Success Committee Charter New
- h. BYLAWS of Trustees as Amended 12.18.25 New (CLEAN)

Advancement, Marketing, & External Relations Committee

- a. Draft Minutes of October 21, 2025
- b. Howrigan Consulting PowerPoint
- c. Westfield State Campaign Planning Study Report
- d. Motion – Fundraising Campaign
- e. Motion – Staff Emeriti
- f. Staff Emeriti Biographies

Financial Affairs Committee

- a. Minutes 10-21-25 (Draft)
- b. Motion – Procurement Process Policy (0320)
- c. Policy – Procurement Process (0320) SUMMARY
- d. Policy – Procurement Process (0320) TRACK CHANGES
- e. Policy – Procurement Process (0320) CLEAN
- f. FY26 Budget Reporting (YOY Actual Comparison)
- g. FY26 Budget Reporting (YOY Actuals)
- h. FY26 Budget Reporting (Dashboard)
- i. University Cash Summary
- j. Capital Project Strategy (Summary)

- k. Capital Project Strategy (HE Capital Working Group)
- l. Capital Project Strategy (Dashboard)
- m. Annual Debt Report and Ratios (Summary)
- n. Annual Debt Report and Ratios (Ratio Tables)
- o. Fixed Assets Inventory Progress Report
- p. Remote Access Policy (0620) TRACK CHANGES
- q. Data Classification Policy (0630) TRACK CHANGES



BOARD OF TRUSTEES

Minutes

October 21, 2025 3:00 p.m.

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>

MEMBERS PRESENT: Chair Ali Salehi, Vice Chair Melissa Alvarado, and Trustees, Barney Garcia, George Gilmer, Theresa Jasmin, Chris Montemayor, Michael O'Rourke, Jason Queenin, and William Reichelt.

MEMBERS PARTICIPATING REMOTELY: Tessa Lucey and Gloria Williams

Also present and participating was Westfield State University President Dr. Linda Thompson.

Board Chair Salehi called the meeting to order at 3:00 PM. He announced that the meeting was being livestreamed and recorded.

MOTION made by Trustee Jasmin and seconded by Trustee Alvarado, to have a consent agenda to approve the meeting minutes of June 11, 2025, August 8, 2025, October 1, 2025 and October 10, 202. There being no discussion, a roll call was conducted, **motion passed unanimously.**

President's Report

2025-2029 Strategic Plan

- The plan was submitted to the Board of Higher Education for review.
- The Commonwealth is applying strict scrutiny to all strategic plans.
 - The Commonwealth is adding an Attorney General review to all strategic plans.
- The plan will likely come before the Board of Higher Education early in 2026.
- Fostering innovative learning by aligning institutional resources with innovative and relevant academic programs.
- Advancing student success by creating an environment where every student has access to resources, support and community needed to complete their program.
- Optimizing stewardship of campus resources by strengthening, broadening and enhancing the use of campus resources.
- Amplifying institutional impact and influence by fostering a vibrant community of engaged scholars.

Key Performance Indicators (KPIs)

- KPIs will be used to update the board four times a year.
- The strategic plan will be revisited every six months.

- Taking an active role in discussions and communicating the positive impact of investment in Westfield State University can help achieve goals.
- The Lieutenant Governor Kim Driscoll toured the campus, including Parenzo Hall, the Ride Center, and the Woodward Center.
- Outdated facilities like Bates, and Lammers create roadblocks for technology installation.
- Full support for the passage of the BRIGHT Act, which would help build a modern public higher education infrastructure.

Legislative Advocacy

- High schools are often better equipped than the university's 50-year-old buildings.
- Passage of the BRIGHT Act is key to remaining competitive and responsive.
- Assistance is needed to influence key players to pass this legislation.
- Thanked everyone who advocated for the campus.

University Leadership and Initiatives

- Regularly participating with government agencies to advance learning and student success.
- Serves as Chair of the State Universities of Massachusetts Council of Presidents.
- Member of multiple boards and committees related to education and workforce development.
- Appointed to the Massachusetts K12 Statewide Graduation Council.

DRIVE Initiative

- Invited to serve on the Discovery Research, Research and Innovation for a Vibrant Economy Team Initiative (DRIVE).
- DRIVE aims to grow Massachusetts' research and innovation economy and create jobs.
- The team will explore methods to strengthen the research and innovation ecosystem.
- The Governor has set aside \$400 million for research and innovation.

Homecoming Festivities

- Homecoming festivities will be held from Thursday through Saturday.
- The annual Homecoming Online Auction is live, featuring items donated by faculty, staff, alumni, and the business community.
- Proceeds will benefit students and programs.
- The Athletic Hall of Fame ceremony and dinner will be held on Friday.

Alumni Events

- An Alumni Legacy Breakfast will be held on Saturday morning.
- Tailgating will follow around the Woodward Center.
- Men's soccer, football, and field hockey teams will compete.

Retirements

- Vice President of Institutional Advancement, Lisa McMahon, is retiring. Her contributions have left a lasting impression.
- Vice President for Administration and Finance, Steve Takstar, will conclude his service in July. His level-headedness and commitment will be missed.

Student Trustee Report

- The 2025-2026 academic year is a turning point.
- The Student Government Association is in its 101st year.
- The association intends to implement policies advocated by students.
- Governing philosophy centers around "planting a tree for others to enjoy the shade."

SGA Initiatives

- SGA remains committed to piloting the revised Common Hour policy.
- The goal is to allocate additional class time for club activities and campus events.
- The timeline, dubbed the Courier Timeline, aims to test a new time slot for the 2026-2027 academic year.

Deferred Maintenance

- Trustee Garcia expressed appreciation to Melinda Phelps for her help in advocating for the Bright Act.
- Lt. Governor Crispell's visit to campus marks a crucial point for pushing ahead with the Bright Act.
- Lammers Hall's closure embodies the problems institutions face and the limited options available.

Audit Committee

Committee Chair Theresa Jasmin updated the Board:

- The committee met with external and internal auditors.
- WithumSmith and Brown presented the FY25 financial statements, reporting a clean, unmodified opinion with no material weaknesses or significant deficiencies.
 - Net position improved by nearly \$10 million in FY25 before capital appropriation.
 - Cash position declined by about \$6 million to \$48 million at the end of FY25.

Internal Audits

- Boston Consortium Group presented findings from audits on Building Access and Security and Accounts Payable.
- Building Access and Security audit found issues with physical key management.
 - Recommendations included system upgrades, improved controls, and better reporting.
 - Best practices shared, such as moving to card keys (estimated cost: \$5,000 per door).
- Accounts Payable audit found controls operating as designed, but offered suggestions for strengthening them.
 - Suggestions included how to handle changes in vendor addresses and payments via ACH.

Internal Audit Recommendation

- Samantha Spezeski and Vice President Taksar will provide a recommendation at the next meeting in November regarding the path forward for internal audit.

MOTION made by Trustee Jasmin seconded by Trustee Gilmer, to accept the annual report for fiscal year ending June 30, 2025, as prepared by the university's Administration and Finance Division and to authorize the submission of this report to the State Comptroller's Office, the Massachusetts Department of Higher Education, and the State Auditor's Office, as required by the Massachusetts Department of Higher Education. This annual report includes the Westfield State University FY25 Financial Statements, audited by WithumSmith and Brown, P.C. A roll call was completed. **Motion passed.**

Academic Affairs Committee

Committee Chair Chris Montemayor updated the Board:

- SUCCESS Grant: Year one focused on hiring staff, professional development training related to student success and retention, financial aid for students with overdue balances, and student work opportunities. Year two will focus on wraparound support activities like peer mentoring, academic skill workshops, and case management services.
- The committee reviewed faculty ratios and learned about the new professional development director in the faculty center.
- The search for the Dean of College of Professional Studies position has been reopened.
- Attorney Phelps reviewed the university's policies completed by the Academic Policy Committee.

MOTION made by Trustee Alvarado and seconded by Trustee Jasmin, to move the 30 policies as indicated on the attached policy list to the University catalog as policies of the Academic Policy Committee with finalized approval from the President. There being no discussion, **ROLL CALL VOTE**, motion passed unanimously.

MOTION made by Trustee Alvarado and seconded by Trustee O'Rourke, to nullify the following as University Policies: University Anti-bullying, Mobbing and Harassment Policy (1340), Conflict of Financial Interest and Research (1370), Core Implementation (1250). There being no discussion, **ROLL CALL VOTE**, motion passed unanimously.

MOTION made by Trustee Garcia and seconded by Trustee Montemayor, to approve of the Program for Master of Business Administration. There being no discussion, **ROLL CALL VOTE**, motion passed unanimously.

MOTION made by Trustee Jasmin seconded by Trustee Montemayor, to approve of the Program for Master of Science in Athletic Training. There being no discussion, **ROLL CALL VOTE**, motion passed unanimously.

MOTION made by Trustee Montemayor seconded by Trustee O'Rourke, to approve the program Master of Science in Nursing Psychiatric Mental Health Nurse Practitioner. There being no discussion, **ROLL CALL VOTE**, motion passed unanimously.

Advancement, Marketing, & External Relations

Committee Vice Chair Chris Montemayor updated the Board:

- Lisa and her team raised a total of \$2.3 million to support university programs and students.
- They are currently working to consolidate the fundraising campaign, including prospect analysis.
- For FY26, they have received a total of \$1.5 million in gifts and grants.

Enrollment Management & Student Affairs

Committee Chair William Reichelt updated the Board on the following:

- There has been an increase in enrollment for fall admission for the first time in over a decade.
- Summer orientation participation increased by 5% over last year, and family weekend attendance doubled.
- Challenges include decreasing high school senior graduating classes and free community college.
- New branding is rolling out in the spring, highlighting the value of a Westfield education for entering the workforce.

Governance and Nomination Committee

Committee Chair Melissa Alvarado updated the Board:

- Strategic plan and KPIs will be reviewed on a quarterly basis.
- A new proposed board committee structure would condense the current structure to four committees: Finance and Audit, Student Success and Learning, University Success, and the Executive Committee.
 - The vote on this will be deferred until December.
- The AGB conference for 2026 will not have trustee representation due to cost.

Financial Affairs Committee

Committee Chair George Gilmer updated the Board on the following:

- FY25 year-to-date actual versus budget came in at break-even due to higher enrollment generating \$5 million in incremental revenue, offset by one-time expenses.
- The use of reserves for capital improvements was around \$4 million, which is more than the investment income generated at that time.
 - Lisa Freeman gave an "orange light" on this.
- The investment portfolio had a gain of \$4.1 million year-to-date, which was about an 11% return.
- FY26 budget versus actuals from the prior year were reviewed, as well as travel expenses for the board to review.
- Two policies were updated: the software and hardware acquisition usage policy 0602 and the information security passphrases policy 0600.
- Vice President Taksar discussed high-level assumptions for the FY27 budget.

MOTION made by Trustee Jasmin and seconded by Trustee Queenin, to approve rebalancing the asset allocation mix, currently at 52.6% equities, 46.6% fixed income, and 0.8% cash and equivalents, to align with the goal in the Investment Policy (0430) of 60% equities, 39.5% fixed income, and 0.5% cash and equivalents. There being no discussion, a roll call was taken, **motion passed unanimously**.

MOTION made by Trustee Jasmin and seconded by Trustee Queenin, to approve the FY26 campus budget, as presented, including, but not limited to the following elements: operating budget, capital budget, vehicle lease/purchase program and sponsorships (\$50,000). Further, to authorize the President and/or the Vice President for Administration and Finance to make budget adjustments to these funds as allowed in the Trust Fund Management Policy (0604). There being no discussion, a roll call was taken, **motion passed unanimously**.

There being no further business,

MOTION made by Trustee Reichelt, and seconded by Trustee Jasmin, to adjourn. A roll call was conducted, **motion passed unanimously**.

Meeting adjourned at 3:58 p.m..

Attachments:

- a. Draft Minutes of June 11, 2025
- b. Draft Minutes of August 8, 2025 – Special Meeting/ Board Retreat
- c. Draft Minutes of October 1, 2025 – Special Meeting
- d. Draft Minutes of October 10, 2025 – Executive Committee Meeting
- e. Draft Minutes of October 10, 2025 – Special Meeting

Audit Committee:

- a. Minutes 6-11-25 (Draft)
- b. Motion – FY25 Financial Statements
- c. FY25 Financial Statements (Required Communication)
- d. FY25 Financial Statements (Draft)

- e. Internal Audit – Building Access and Security
- f. Internal Audit – Accounts Payable

Academic Affairs Committee:

- a. Minutes of June 11, 2025
- b. SUCCESS Grant Year 2 Presentation
- c. Full-Time/Part-Time Faculty Ratio
- d. Motion-Removal of Policies
- e. Policies being removed
- f. University Anti-bullying, mobbing and harassment Policy (1340)
- g. Conflict of Interest in Research Policy (1370)
- h. Core Implementation Policy (1250)
- i. Motion-Program Approval: Master of Business Administration
- j. Proposal Master of Business Administration
- k. Budget: Master of Business Administration
- l. Proposal Master of Science in Athletic Training
- m. Budget: Master of Science in Athletic Training
- n. Motion-Program Approval: Master of Science in Athletic Training
- o. Motion-Program Approval: Master of Science in Nursing: Psychiatric Mental Health Nurse Practitioner
- p. Proposal Master of Science in Nursing: Psychiatric Mental Health Nurse Practitioner
- q. Budget: Master of Science in Nursing: Psychiatric Mental Health Nurse Practitioner

Advancement, Marketing and External Relations:

- a. Draft Minutes of June 11, 2025
- b. FY25 Thank You successful year
- c. FY25 Q4 IA Dashboard
- d. 2025 Homecoming flyer
- e. Online Auction Notecard 2025
- f. Westfield State University Annual Online Auction Sponsorship (Final)

Enrollment and Student Affairs Committee:

- a. Minutes, June 11, 2025
- b. EMSA BOT PPT

Governance and Nomination Committee:

- a. WSU Revised Committee Structure
- b. Motion – Board Restructure

Financial Affairs Committee:

- a. Minutes 6-11-25 (Draft)
- b. FY24 vs FY25 YOY Actual Comparison (Narrative)
- c. FY24 vs FY25 YOY Actual Comparison
- d. University Cash Summary
- e. Motion – Rebalance Investment Funds
- f. Rebalance Investment Funds (3Q Investment Performance)
- g. Motion – FY26 Operating Budget
- h. FY26 Operating Budget (Narrative)

- i. FY26 Operating Budget (Working Model)
- j. FY26 Operating Budget (Vehicles)
- k. FY26 Operating Budget (Supplemental Spending Schedule)
- l. FY26 Operating Budget (Capital Plan)
- m. FY26 Operating Budget (Enrollment Planning)
- n. FY25 vs FY26 YOY Actual Comparison (Narrative)
- o. FY25 vs FY26 YOY Actual Comparison
- p. Travel Expenses of the President and the President's Direct Reports
- q. Policy - Software and Hardware Acquisition and Usage (0602)
- r. Policy - Information Security Passphrases (0600)
- s. FY27 Budget Planning Assumptions and Timeline

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees meeting held on October 21, 2025.

Dr. Gloria Williams, Secretary

Date



Dr. Linda Thompson

President

Board of Trustees Meeting, December 18, 2025

Westfield
STATE UNIVERSITY

Budget update sessions

Campus Budget & Finance Update

MONDAY, DECEMBER 8, 2025
2:00 PM
BANQUET ROOMS A&B, SCANLON HALL

We all have a role to play in generating the best value for our students, while understanding we may need to adjust how we do business.



'Leadership and Lunch'



The conversations are relaxed and genuine, and the perspectives they share are invaluable.



Global engagement and partnerships

Global engagement offers
our students
transformative
experiences, providing
invaluable opportunities for
living, working, and
learning abroad.







International Congress on Mathematics Education



Dr. Alexander Moore to co-chair the
Philosophy of Mathematics and
Mathematics Education research group at
the 16th International Congress on
Mathematical Education in Prague in July
2028.



Leadership, advocacy for higher ed

Building strong partnerships with government bodies and attending key conferences is essential for the University's advocacy. This dual approach ensures the University remains connected to relevant decision-makers and current policy discussions.





Legislative committee testimony: Drive Act

Over the past two months, I have had the privilege of testifying before two key legislative committees, advocating for essential state funding that will strengthen our resources and create lasting value for our campus community.



Bright Act testimony

“The passage of the BRIGHT Act will provide the investment needed to create modern, technologically advanced teaching and learning spaces.

Let’s not force our students to learn about tomorrow’s world using yesterday’s tools.”

New academic programming

Master of Business Administration

**Master of Science in Athletic
Training**

**Psychiatric Mental Health Nurse
Practitioner**

Our ongoing
commitment to
innovation has
resulted in the
launch of three new
graduate programs,
recently approved by
the Department of
Higher Education.







Thank you



Student Trustee Report

Thursday, December 18, 2025

Barney Garcia '26, Student Trustee



Game On!

Just in time for Homecoming, now introducing the new Ely Lounge!

- **An initiative by students, for students**
- Year-long effort, led by SGA in partnership with Student Affairs
- Part of our governing philosophy of improving the Student Experience

Efforts like the Ely lounge renovation showcase the level of engagement and passion that our student leaders bring to campus.



Helping Hands

- Turkey Drive 2025
 - **\$5,012.84** raised for Westfield families this Thanksgiving!
 - \$1,997.84, or 66.3%, increase over last Academic Year
 - Contributions driven by faculty, staff, and students; **thank you for your help!**
- Westfield Soup Kitchen
 - Continued partnership with the Albert and Amelia Ferst Interfaith Center and Dining Services
 - Three days, with help from LEADS, MSO, SGA, Veterans' Services, and ResLife
 - Engaging with the local community to give back, opportunity to connect and spread kindness



Driving Policy

- Revised Club Startup Process
 - Piloting of new approval process in conjunction with SAIL
 - Ensure uniformity and alignment, while providing training and resources
- Creation of an Additional Common Hour
 - Current "Common Hour" is on Fridays from 1:40 PM – 2:55 PM
 - Survey released on behalf of the Academic Policies Committee to gauge interest
 - Opportunity for community groups to host and or engage in extracurricular activities



Making Connections

- Slowing Down, Back to Earth
 - International Students Reception
 - Interfaith Center Listening Session
- Looking Outward & Beyond
 - Collaboration with Worcester State's Student Trustee
 - Relationships with SGA leaderships from sister institutions



To The Finish Line

- **BRIGHT Act**
 - Formal and informal advocacy through multiple outlets
 - Promoting student awareness
 - Plan for the Spring Semester
- **Local, state-wide outreach**
 - Legislative Breakfast 2.0: Continuing conversation with local elected officials
 - Partnering up with the State Universities Council of Presidents to host summit
 - Advocacy Day in Boston 2.0: Demonstration of student support





Thank you



Board of Trustees

December 18, 2025

MOTION

To approve the granting of Faculty Emeritus/a status, effective December 18, 2025, to the following individuals:

Dr. Stephen Adams, English

Ms. Jamie Wainwright, Art

Mr. Ali Salehi, Chair

Date



ACADEMIC AFFAIRS

December 10, 2025

Dr. Linda Thompson
President
Westfield State University

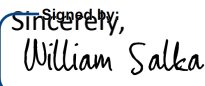
Dear President Thompson:

The Emeritus Committee met on November 12, 2025. After review and discussion, the committee made recommendations to me, and after careful review of the nominees, I recommend the following faculty members be granted Faculty Emeritus status:

Dr. Stephen Adams, Professor Emeritus, English
Ms. Jamie Wainright, Professor Emerita, Art

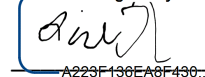
These individuals met the qualifications for designation as Emeritus/a by demonstrating substantive, sustained achievement in their careers at Westfield State University in one or more of the following areas: teaching, advising, scholarship, professional service to the university, the community and the discipline. Accordingly, I am forwarding these recommendations to you and, subsequently, to the Board of Trustees. Justifications for each nomination are enclosed.

Thank you for your consideration.

Sincerely,

William Saika

Provost and Executive Vice President

Approved:
DocuSigned by:


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Dr. Linda Thompson, President

12/11/25

Date

Dr. Stephen Adams, Professor Emeritus, English

In his nearly twenty-nine-year career at Westfield State University, Dr. Stephen Adams Professor Adams made substantive contributions to the Department of English, the Westfield community, and the field of 18th Century British literature. He taught multiple courses in his area of expertise, but also expanded his repertoire to create and teach courses in subjects ranging from Shakespeare to Business writing to American literature to Satire. He supported student's academic achievement

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by co-founding a chapter of the international English honor society Sigma Tau Delta, serving on the state-wide Honors Advisory Committee and Honors Program Chair for many years, and serving as a dedicated and respected advisor for students.

The committee was impressed by the amount of service to the university throughout his tenure at Westfield. Professor Adam's dedication to the English department is evidenced by service as Department Chair, Graduate Program Administrator and Advisor, and many department committees. His service extended to the broader campus by serving on governance committees, being a cognate peer evaluator for faculty from numerous departments, and many search and other special committees. Grants that Professor Adams was awarded led to guest lectures and development of the honors program. His leadership as the Dean of Faculty led to successful faculty hiring, accreditation, budgets, training and support for department chairs, and other important tasks.

The wide range of presentations and publications evidenced in Professor Adam's CV highlights the breadth of scholarly contributions to the field of literature. These works included creative nonfiction, reference articles, and many presentations at a variety of literature and composition conferences. Many novels, authors, and themes were explored in Professor Adam's works, with an impressive amount of work related to Daniel Defoe's Robinson Crusoe. His substantive achievement in scholarship is further evidenced by organizing and convening multiple sessions and panels at conferences.

Professor Stephen Adam's substantive accomplishments in his field and dedication to the students and university make him well deserving of the status of emeritus professor and the Emeritus Committee whole-heartedly supports this nomination.

Ms. Jamie Wainwright, Professor Emerita, Art

We are pleased to recommend the granting of emeritus status to retired Professor Jamie Wainwright. Professor Wainwright has had a long and distinguished career at Westfield State University as a faculty member in the Art department. In her long career, she has accumulated a distinguished portfolio of accomplishments which demonstrate a steady commitment to dedicated service of students, colleagues, the institution and the surrounding community.

Professor Wainwright has served her home department in many capacities, most notably as chair of the department for more than two consecutive terms. In her teaching, she distinguished herself by developing several new courses, adopting new and innovative tools for artmaking, transitioning her pedagogy to online environment, and winning the Massachusetts Colleges Online Course of Distinction award. The current chair of the art department writes in his nomination letter, that her "effectiveness as a teacher was shown in the outcomes of students' works of art being seen campus wide in classrooms, exhibitions, and portfolios." Her dedication to students is also evident through the contributions she made to the design and safety of studio spaces in the Parenzo building when the building was renovated. In his nomination letter, Dr. Shapleigh writes that due to her professional expertise, the Print-making studio in Parenzo is now toxin-free.

As an artist, Professor Wainwright is well-regarded by her professional community and continues to contribute to her chosen discipline as an active artist. Her artwork is part of twenty-five

permanent collections of art at various locations throughout the United States including the Museum of Fine Arts in Boston, MA; the Grunwald Center for the Graphic Arts, U.C.L.A, Los Angeles, CA.; the Mint Museum, Charlotte, NC.; and the Leveche Museum of Art, University of Wisconsin, Madison, WI.

Professor Wainright has served the university community admirably through participation in several important committees such as the All-University Committee, Strategic Planning Committee, and the Promotions Committee. According to Dr Shapleigh, she has attended every graduation ceremony in all her years at Westfield State and in May 2024, at the last graduation ceremony that she attended, she was honored by the Vice-President's office to be the Masters of Ceremony. Her contributions to the university and its surrounding community are likewise impressive. She worked with the administration and local community to help create the Downtown University Gallery space in Westfield where professional artists and students can have their works exhibited. She has proved her commitment to the community by working with students, colleagues, administrators, and town council members and facilitating the creation and display of several art works in several places around the city of Westfield including a cast sculpture at Stanley Park. and a Mural at a downtown restaurant.

The accomplishments of almost forty years cannot really be adequately summarized in a short letter. It is even more difficult to express the dedication of a truly gifted individual by a mere listing of their accomplishments. Granting the status of emeritus, may be a better way to honor the contributions, character, and dedication evident in the list of accomplishments summarized here and in the nomination letter.



Board of Trustees

December 18, 2025

MOTION

To accept the bylaws and committee charters as presented.

Ali R. Salehi, Chair

Date



NEW BOARD COMMITTEE STRUCTURE

Finance		Audit		Student Success & Learning		University Success		Executive	
Financials & budgeting Multi year planning Capital planning & facilities Long-term planning Investments and reserves Human resources Risk management Deferred maintenance Capital campaign Institutional advancement Strategic plan and KPIs		Internal audits External audits Reporting Mitigation plans Strategic plan and KPIs		Academic programs and success Learning outcomes Student life Athletics Campus engagement After college placement Data analysis Strategic plan and KPIs		Enrollment management Retention DGCE Faculty success & professional development Strategic marketing campaigns Institutional research Accreditation compliance Strategic plan and KPIs		Governance Trustee pool & nominations Legal External representation & relations Executive matters President evaluation Strategic plan and KPIs	
Cabinet: VP Administration & Institutional Advancement		VP Administration		Provost & Athletic Director		VP enrolment Management & Chief of Staff		President & University Counsel	
Merging: Finance Affairs and Investment Subcommittee		Audit		Academic, JEDI		Enrollment, Marketing		Governance & Executive	
Chair	George Gilmer	Chair	Theresa Jasmin	Chair	Chris Montemayor	Chair	Will Reichelt	Chair	
Vice Chair	Theresa Jasmin	Vice Chair	Melissa Alvarado	Vice Chair	Barney Garcia	Vice Chair	Tessa Lucey	Vice Chair	
Secretary	Chris Montemayor	Secretary	Jay Queenin	Secretary	Mike O'Rourke	Secretary	Gloria Williams	Secretary	
Member	Barney Garcia	Member	Chris Montemayor	Member	Theresa Jasmine	Member	George Gilmer	Chair of Finance	
Member	Jay Queenin	Member	Mike O'Rourke	Member	Gloria Williams	Member	Barney Garcia	Chair of Audit	
				Member	Melissa Alvarado	Member	Jay Queenin	Chair of Student Success	
				Member	Will Reichelt	Member	Melissa Alvarado	Chair of University Success	

Notes:

Every Committee will have 5-7 members, preferably with an odd number for voting purposes

Chair

Vice Chair

Secretary plus 2-4 members

Chair of the Board will participate in all committees

Every committee will have 1-2 cabinet Liaisons

**WESTFIELD STATE UNIVERSITY
BOARD OF TRUSTEES
BYLAWS**

ARTICLE I.

Board Authority and Responsibilities.

Section 1. Statutory Duties and Responsibilities. The governance of Westfield State University is vested in the board of trustees. As such, but subject to the provisions of the General Laws and regulations of the Commonwealth, the board may do the following:

- A. Periodically review the University's mission and purposes.
- B. Appoint the president, who shall be the University's chief executive officer, and set appropriate terms of employment, including but not limited to compensation.
- C. Support the president and annually assess his or her performance based on such goals and other criteria as the board and DHE may prescribe from time to time after consultation with the president and to conduct a periodic comprehensive evaluation of the president, consistent with DHE policy
- D. Review and approve the University's table of organization with specific attention to newly created administrative positions such as vice president and dean. The President shall inform the board of all senior-level appointments at the rank of dean and above prior to hire. The board shall determine broad policy guiding the appointment of all faculty members and employees, on the recommendation of the president, and consistent with its other policies and with any applicable collective bargaining agreements. The president shall inform the board of any salary adjustments of non-unit personnel beyond cost-of-living adjustments prior to the granting of those adjustments.
- E. Review and approve proposed changes in the University's academic programs and other major enterprises consistent with the University's mission, plans, and financial resources.
- F. Approve the annual budget and fees, regularly monitor the University's financial condition, establish policy and approve guidelines affecting all institutional assets, including investments and the physical plant.
- G. Adopt bylaws, rules, and regulations for the governance of its members, officers, agents, and employees and require adherence to such rules.
- H. Review and approve changes to the University's major academic programs and services as needed for the successful conduct of its mission and purposes.

- I. Grant diplomas and confer degrees based upon the recommendation of the president and faculty.
- J. Grant honorary degrees.
- K. Approve the naming of University buildings, facilities and spaces according to applicable policies and procedures.
- L. Serve actively as advocates for the University in appropriate matters of public policy and preserve institutional autonomy in consultation with the president and with other responsible parties, as the board shall determine.
- M. Periodically assess its own performance in order to set an example for the University community and to seek ways to strengthen its effectiveness as a corporate body.
- N. Exercise such other authority as from time to time may be conferred upon the board in accordance and compliance with the applicable laws and regulations of the Commonwealth of Massachusetts.
- O. To ensure and promote the University's commitment to diversity, equity and inclusion in the University's student recruitment, hiring practices, curriculum, and co-curricular offerings.
- P. To act on all recommendations, whether approved or not, of the board's standing and special committees.

Section 2. Trustee Duties and Responsibilities. Recognizing the significance of serving on the board of trustees of Westfield State University, each trustee is expected to adhere to the following principles:

- A. To remember that no individual board member has legal standing or authority to act on behalf of the board or the University except only as and to the extent authorized by the board. Only the full board as a corporate body is vested with such authority.
- B. To devote time to learn how the University's missions and multiple purposes are met and to understand the University's uniqueness, strengths, and needs.
- C. To become familiar with and committed to, and to abide by, the board's responsibilities and policies, as set forth in these bylaws and in applicable provisions of law, including the provisions of chapter 15A of the General Laws of Massachusetts.
- D. To accept and defend academic freedom and the board's role in the practice of collaborative governance as fundamental characteristics of

good University governance. Encourage the engagement of members of the University community in shared governance.

- E. To assist the board in its efforts to balance its responsibilities in serving its broad public trust with advocacy for the University's autonomy and needs to fulfill its mission and purposes.
- F. Encourage its members to contribute financially to the University's fund-raising goals, participate in strategies to secure sources of support, and authorize University officers to accept gifts or bequests subject to board policy and the regulations of the Commonwealth.

ARTICLE II.

Officers of the University

Section 1. President of the University. Subject to governing provisions of law, the president of the University shall be appointed by the board subject to the approval of the BHE and shall serve at the board's pleasure. The president shall be the University's chief executive officer and the chief adviser to and executive agent of the board of trustees and shall, for those purposes, assume such responsibilities and exercise such authorities as the board shall from time to time confer on him or her. The president shall serve as an ex-officio, non-voting member of the board and of all its committees. The president shall endeavor to attend the meetings of board committees and shall bring any matter before the board or any of its committees as may be required by these bylaws or by any applicable policy or directive of the board or as he or she may deem appropriate. The president shall designate a member of the University's senior administration to serve as a liaison to each board committee.

Section 2. Other Officers. In consultation with the president, the board shall determine the number of vice presidents and the number of such other senior administrative officers necessary to efficiently and effectively manage and administer the University. All such vice presidents and senior administrative officers shall be hired by the president, be under the president's supervision and shall exercise such powers and duties as he or she may prescribe.

ARTICLE III.

Officers of the Board

Section 1. Election. At its regular meeting held in June of each year, the board shall elect a chair, vice chair and secretary, all of whom shall be voting trustees. The chair, vice chair, and secretary shall have renewable one-year terms, but shall not serve more than three consecutive years.

Section 2. Chair. The chair of the board shall preside at all meetings of the board. He or she shall have the authority to perform the duties usually attached to the office, including establishing the time and place of all meetings and (but subject to the requirements of these bylaws) setting the agenda therefor [for all board meetings] and

shall have such other authority and duties as are prescribed by these bylaws and from time to time by the board. The chair shall serve as an ex-officio, voting member of all board committees except the Audit Committee, but will not count toward establishing a committee's quorum. The chair shall count toward establishing a quorum of the full board.

Section 3. Vice Chair. The vice chair of the board shall have the authority to perform the duties of the chair of the board in the event of the chair's absence or incapacity. The vice chair may have such other authority and duties as are prescribed by these bylaws and from time to time by the board.

Section 4. Secretary. The secretary shall ensure that the board of trustees is acting in accordance with these bylaws, that bylaw amendments are promptly made as necessary, that the minutes of board and committee meetings are accurate, entered into the records of the University and promptly distributed to all trustees, that meetings are properly scheduled and noticed, and that board policy statements and other official records are properly maintained. The secretary shall perform such other duties as are prescribed from time to time by the board and may be assisted in all duties by a staff member designated by the president at the request of the secretary.

ARTICLE IV.

Meetings of the Board of Trustees

Section 1. Board Meetings. Meetings of the board of trustees shall be held on the campus or any other place that the board may from time to time designate. All meetings of the board and its standing and special committees or subcommittees shall be noticed and conducted in accordance with the relevant General Laws of Massachusetts, including the state's open meeting law.

Section 2. Regular Meetings. There shall be five regular meetings of the board of trustees each year; one such meeting shall be held in June. Each meeting shall be held at such time, date and place as the board shall prescribe. At such meetings any business relating to the University may be discussed and transacted.

Section 3. Special Meetings. The chair of the board shall have the power to assemble the board at any time in special meetings. He or she shall also assemble the board in such meetings upon the written request of at least four members of the board or the president. At a special meeting, the board shall deal with only the business that was stated in the call for and notice of the meeting.

Section 4. Notice of Meetings. Notice of the time, place, and date (and, in the case of a special meeting, the purpose) of each meeting shall be served either personally, by e-mail or by mail not less than seven (7) nor more than thirty (30) days before the meeting to each member of the board and to the president. If mailed, such notice shall be directed to the trustee at his or her address as it appears in the records of the University unless he or she shall have filed with the secretary a written request that notices be mailed to the address designated in such request; unless he or she requests otherwise, notice shall be

directed to the president at the University. A notice of every meeting shall be posted in accordance with the requirements of the state's open meeting law.

Section 5. Quorum. A simple majority of the board as constituted (6) shall constitute a quorum for the transaction of board business. The trustees present at any meeting, if constituting less than a quorum, may adjourn any meeting until such quorum shall be present, but shall conduct no other business. All questions coming before the board of trustees shall be determined by a majority vote of those trustees voting on that issue. Voting by proxy is not permissible.

Section 6. Pro Tempore Chairman. If the chair and vice-chair are absent, the trustees present may elect a chair *pro tempore* to preside at the meeting.

Section 7. Remote Participation. In accordance with 940 CMR 29.10, the board may authorize remote participation in its meetings consistent with current regulation and statute.

Section 8. Executive Sessions. Executive sessions of the board and its committees shall be convened and conducted in conformity with the state's open meeting law. In addition to any person whose attendance may be permitted by law, the board and any of its committees may in any particular case or cases permit persons (including the president) who are not members of the board to attend all or any part of an executive session in order to give information or advice as deemed necessary or appropriate by the board or such committee. The topics and purposes of executive sessions shall be limited to those matters permitted by the state's open-meeting law.

Section 9. Rules of Procedure. Business before the board shall be conducted according to the latest edition of Robert's Rules of Order when not inconsistent with these bylaws or with any other rule or order of the board. The board should prescribe protocols governing the petitions of persons wishing to address the board and ensure their availability in a policy separate from these bylaws.

Section 10. Other Participants. The board may, at its sole discretion, invite other individuals to participate in meetings of the board or its committees.

ARTICLE V.

Board Committees

Section 1. Standing Committees. The board shall establish certain standing committees as it wishes. It shall minimally have (1) an Executive Committee, (2) a Finance Committee, (3) an Audit Committee, (4) a Student Success and Learning Committee, and (5) a University Success Committee. Each standing committee shall have a written description of its responsibilities.

Section 2. Appointment of Committee Members. The chair of the board of trustees, in consultation with the Executive Committee and president, shall appoint annually from among the voting members of the board the members and chairs of all committees, subject to the consent of the board of trustees. Unless the board shall otherwise permit or

require, a majority of the voting members of each committee shall constitute a quorum for the conduct of business. The chair shall endeavor to insure some degree of carryover in committee memberships from year to year.

Section 3. Notice of Meetings. Notice of each committee meeting shall be given to the members of the committee in such fashion as the committee shall from time to time prescribe and otherwise in accordance with the requirements of Article IV, Section 4, of these bylaws and applicable provisions of law.

Section 4. Executive Committee

A. *Membership.* The Executive Committee shall consist of the board chair, the most recent past board chair, the board vice chair, and the board secretary, along with the chair of each committee. The chair of the board shall chair this committee. The Executive Committee shall convene when called by the chair, by any two members of the committee or, by the president and any single member of the committee. In the event of a permanent or temporary vacancy of the board vice chair, secretary, or past board chair, the chair of the board of trustees, with the consent of the Executive Committee and in consultation with the president, shall appoint a replacement from among the other voting members of the board to fill that position until a replacement is elected to office or becomes available.

B. *Responsibilities.*

1) See Executive Committee Charter for a more detailed listing of responsibilities. The Executive Committee shall exercise in emergencies all the authority of the board of trustees consistent with the policies of the board or with any action taken earlier by the board. The committee shall not preempt the board except in those emergency circumstances that do not permit the handling of a matter in the normally prescribed manner by the board and shall be required to secure the board's ratification of any actions taken at the board's next meeting. The Executive Committee shall have the authority to determine, in its sole discretion, whether an emergency exists for the purposes of this paragraph, and in any such case shall make a record of its decision and the reasons. In the event of an emergency the Executive Committee may waive the meeting notice requirements of Article IV.

2) Unless the board shall otherwise direct, the Executive Committee shall act on behalf of the board and shall exercise all of its authorities during the period commencing upon the conclusion of the board's meeting in June of each year and ending upon the convening of the board's next regular meeting. The committee shall be required to secure at such meeting the board's ratification of any actions taken during such period.

- 3) A decision of the board to decline to ratify any act done by the Executive Committee under the authorities conferred on it by the preceding paragraphs shall have only prospective effect and shall not operate to impair or limit the effect of such act as and when taken and shall not operate to impair or limit the efficacy or effect of anything done or not done pursuant to or in reliance on such act prior to the date on which the board declines to ratify it.
- 4) The Executive Committee also shall have the responsibility to oversee the president's annual performance evaluation in accordance with the board's standing policies and procedures.
- 5) The Executive Committee shall provide general oversight of progress toward planning goals and other matters related to University long-range and facilities planning and otherwise advise the president and board chair.

Section 5. Finance Committee

- A. *Membership.* The Finance Committee shall consist of five voting trustees, appointed annually by the chair of the board in consultation with the Executive Committee and president, subject to the consent of the board of trustees. The committee shall have a chairperson, vice chair and secretary appointed by the board chair. The president shall designate a member or two of the University's senior administration to serve as a liaison to the committee.
- B. *Responsibilities.* See Finance Committee Charter for a more detailed listing of responsibilities. The Finance Committee is responsible for overseeing the University's financial practices, including financial oversight and standards for fiscal conduct and overseeing risk management across the institution.

Section 6. Audit Committee

- A. *Membership.* The Audit Committee shall consist of five voting trustees, appointed annually by the chair of the board in consultation with the Executive Committee and president, subject to the consent of the board of trustees. The committee shall have a chairperson, vice chair and secretary appointed by the board chair. The president shall designate a member or two of the University's senior administration to serve as a liaison to the committee.
- B. *Responsibilities.* See Audit Committee Charter for a more detailed listing of responsibilities. The Audit Committee is responsible for assisting the Board of Trustees in fulfilling its governance responsibilities by providing oversight of internal and external audit functions and reporting practices and controls in a transparent manner.

Section 7. Student Success and Learning Committee

- A. *Membership.* The Student Success and Learning Committee shall consist of at least five voting trustees, appointed annually by the chair of the board in consultation with the Executive Committee and president, subject to the consent of the board of trustees. The committee shall have a Chair, appointed by the board chair. The president shall designate a member(s) of the University's senior administration to serve as a liaison to the committee.
- B. *Responsibilities.* See Student Success and Learning Committee Charter for a more detailed listing of responsibilities. The Committee provides governance of student learning, academic support, student life, wellness, mental health, and athletics, along with campus engagement and safety and security

Section 8. University Success Committee

- A. *Membership.* The University Success Committee shall consist of at least five voting trustees, appointed annually by the chair of the board in consultation with the Executive Committee and president, subject to the consent of the board of trustees. The committee shall also have a Chair and Vice Chair, appointed by the board chair. The president shall designate a member(s) of the University's senior administration to serve as a liaison to the committee.
- B. *Responsibilities.* See University Success Committee Charter for a more detailed listing of responsibilities. The Committee provides oversight of institutional effectiveness, enrollment management, student retention, faculty development, alumni engagement, technology, branding, equity and inclusion programs and accreditation compliance

ARTICLE VI.
Indemnification

The board recognizes and acknowledges that the Commonwealth has undertaken to indemnify its members in the manner and to the extent set forth in chapter 15A, §22, of the General Laws, and that the Commonwealth has undertaken to indemnify the officers and employees of the University to the extent provided in General Law chapter 258, section 9. The board may secure a policy of directors' and officers' liability insurance in a manner consistent with law and in the best interests of the University.

ARTICLE VII.

Conflict of Interest and Annual Disclosure

All members of the board are state employees within the meaning of the state's ethics statute (chapter 268A of the General Laws). Violations of the statute may give rise to both civil and criminal penalties. Each member of the board is therefore expected to be familiar with the requirements of the ethics statute and to comply with them.

All trustees are advised to disclose to the board any actual or potential conflict of interest at the earliest practicable time and to take such other action in that regard as the law may require. Further, each trustee is advised to absent himself or herself from discussions of and to abstain from voting on any matters under consideration by the board of trustees or its committees if to do otherwise would constitute an actual or potential conflict of interest. The minutes of such meeting shall, as appropriate, reflect that a disclosure was made and that the trustee having an actual or potential conflict of interest absented himself or herself from discussions of and abstained from voting on the affected matter.

ARTICLE VIII.

Board Membership and Trustee Terms

The board is composed of 11 members who are appointed by the governor of the Commonwealth of Massachusetts including an elected student trustee and elected alumni trustee. With the exception of the student trustee, each member is appointed for a five-year term, with the possibility of one additional term of five years including the elected alumni trustee. Each member of the board is required to take an oath to discharge faithfully, impartially, honestly, and to the best of his or her abilities the duties of a trustee.

The term of office for the elected student member shall be for one year. The student member shall be eligible for reelection for as long as that student remains an eligible undergraduate student in good standing. If at any time during the elected term of office the student trustee ceases to maintain the number of credit hours or grade point average determined for eligibility or fails to maintain satisfactory academic progress, that membership on the board shall be terminated and the office of the elected student member will be deemed vacant. A vacancy in the office of the elected student member prior to the expiration of a term shall be filled for the remainder of the term in the same manner as student elections to full terms.

The members of the board recognize and acknowledge that, by taking up their appointments as such, they have assumed an obligation, fiduciary in its nature, to conduct themselves, to exercise their authorities and to discharge their responsibilities for the benefit of the University and of those whom it serves and not for any other purpose. They also therefore recognize and acknowledge that it is both necessary and appropriate for all members of the board to be regular in their attendance at meetings of the board and at meetings of the committees on which they serve. Trustees have a responsibility to assume an equitable share of the responsibilities that fall to members of the board individually, to inform themselves concerning the University's mission and purpose and to commit

themselves to promoting the University's success in its efforts to provide an excellent and accessible education to its students. Because the board's effectiveness as the governing body of the University depends on the commitment its members make to these principles, the board as a whole recognizes and acknowledges that it is itself responsible both for monitoring the manner and extent to which its members adhere to them and for bringing its concerns to the attention of any member whenever it judges him or her to have failed to have adhered to them fully or appropriately.

ARTICLE IX.

Amendments

At any meeting of the board that has been duly called, noticed, and convened, these bylaws may be amended or repealed in whole or in part by the affirmative vote of at least two-thirds of the members of the board then in office. A draft of the proposed amendment shall be given to each member at least five days before a regular or special board meeting at which such vote is to be taken.

ADOPTED MARCH 25, 1981
AMENDED NOVEMBER 8, 1983
AMENDED JUNE 3, 1986
AMENDED SEPTEMBER 2, 1986
AMENDED MAY 7, 1990
AMENDED FEBRUARY 3, 1997
AMENDED DECEMBER 3, 1998
AMENDED DECEMBER 7, 2000
AMENDED JUNE 12, 2002
AMENDED APRIL 13, 2006
AMENDED OCTOBER 6, 2008
AMENDED FEBRUARY 9, 2012
AMENDED JUNE 26, 2014
AMENDED OCTOBER 8, 2014
AMENDED JUNE 25, 2015
AMENDED FEBRUARY 15, 2018
AMENDED DECEMBER 17, 2020
AMENDED OCTOBER 12, 2022
AMENDED DECEMBER 1, 2022
AMENDED FEBRUARY 7, 2023
AMENDED JULY 21, 2023
AMENDED DECEMBER 18, 2025



BOARD OF TRUSTEES AUDIT COMMITTEE CHARTER

I. Purpose

The Audit Committee (“Committee”) assists the University’s Board of Trustees (“Board”) in fulfilling its governance responsibilities by providing oversight of internal and external audit functions and reporting practices and controls in a transparent manner and in accordance with Massachusetts Department of Higher Education (DHE) requirements and M.G.L. Chapter 15A. In so doing, it is the responsibility of the Audit Committee to maintain free and open means of communication among the Board, independent auditors, internal auditors and members of the senior administration of the University.

II. Membership

The Audit Committee shall consist of five voting trustees including a chair, vice chair and a secretary. The Audit Committee chair, vice chair and secretary shall be appointed by the Board chair. The President shall designate a member(s) of the University’s senior administration to serve as a liaison to the Audit Committee.

III. Authority, Powers & Limitations

The Audit Committee has authority to oversee and engage with internal and external auditors and receives direct reports from the Vice President of Administration and Finance. The Committee may request any information necessary to fulfill its responsibilities. The Committee shall recommend, but may not approve or take actions reserved to the full Board.

IV. Duties & Responsibilities

- Oversee internal audit operations and approve the annual audit plan.
- Ensure independence and performance of the internal audit function.
- Select, evaluate, and oversee the external auditor, including appointment, compensation, retention and oversight of the independent auditors work (includes resolution of disagreements between administration and the auditor regarding financial reporting) for the purpose of preparing and issuing an audit report.
- The Audit Committee shall require the independent auditors to advise the University of any fact or circumstance that might adversely affect the outside auditors' independence or judgment with respect to the University under applicable auditing standards, including any significant changes to the University's accounting principles and any items required to be communicated by the independent auditor under prevailing audit standards.
- The Audit Committee shall require the independent auditors to advise the University if it becomes aware that any officer or employee of the University, or its direct or indirect

subsidiaries or affiliates, is related to a partner, employee or other representative of the independent auditors, to the extent that such relationship might adversely affect the University under applicable auditing standards.

- Upon the completion of the annual audit, the Audit Committee shall review the audit findings, including any comments or recommendations of the independent auditors, with the entire Board and obtain the approval of such report from the Board. The Audit Committee shall report to the Board on any issues which may be unresolved.
- The Audit Committee shall recommend, with consultation from the University's leadership, the appointment, replacement, reassignment or dismissal of the University's internal auditor as may be warranted.
- The Audit Committee shall meet at least annually with the University's internal auditor to assure itself that the University has a strong internal auditing function by reviewing the internal audit program and assessing (grading) risk areas along with a proper control environment that promotes accuracy and efficiency in the University's operations.
- Recommend audit and audit policies to the Board for consideration and final approval.
- Conduct annual committee charter review.
- Review the regulations and current audit trends and requirements and recommend appropriate policy and practice applications to University administration.
- Cooperate with state auditors and provide any/all reports, statements, minutes and other related documents as may be required by such auditors and by Massachusetts law.

V. Meetings & Procedures

The Audit Committee shall, at a minimum, meet in advance of each Board of Trustees meeting, unless the Committee chair and Board chair determine that a meeting is not necessary. A quorum of any meeting of the Audit Committee shall consist of a majority of its voting members. Committee members may participate by teleconference as permitted by state laws and all meetings will conform to Massachusetts Open Meeting Laws. The chair, in collaboration with the staff liaison(s), shall be responsible for establishing the agenda for each meeting and shall provide the agenda and any relevant meeting materials to Committee members at least 2 business days in advance of the meeting. Meeting materials will be posted on the University's website within 7 business days after each committee meeting.

VI. Reporting & Accountability

The Committee shall report to the full Board at each scheduled Board meeting, summarizing audit findings, risk exposures, and significant actions.

VII. Review & Amendment of Charter

This charter shall be reviewed annually by the Committee and recommended updates shall be submitted to the Board for approval by majority vote. This charter supplements Board by-laws. In cases of conflict, Massachusetts General Laws, DHE policies, and Board by-laws take precedence.



BOARD OF TRUSTEES EXECUTIVE COMMITTEE CHARTER

I. Purpose

The purpose of the Executive Committee (“Committee”) is to work with the Board chair, president of the University and Board of Trustee (“Board”) to help the Board function effectively, efficiently, and with transparency, maintaining the highest levels of integrity in all matters pertaining to Westfield State University. The Executive Committee acts on behalf of the Board between regular meetings, subject to ratification by the full Board. It provides leadership, oversees urgent matters requiring timely action, coordinates Board planning, and ensures effective governance aligned with the institution’s strategic plan and Massachusetts General Laws Chapter 15A.

II. Membership

The Committee shall consist of the Board chair, Board vice chair, secretary, the chairs of all standing committees. The Board chair serves as chair of the Executive Committee.

III. Authority, Powers & Limitations

The Executive Committee shall exercise powers delegated by the Board, including emergency decision-making, or time-sensitive actions, and oversight of presidential matters as permitted by law. Executive Committee actions must be presented to the full Board for consideration and final approval.

IV. Duties & Responsibilities

- Set agendas for Board meetings in consultation with the president and staff liaisons.
- Monitor progress on Strategic Plans and presidential goals.
- Nominate annually the Board chair, vice chair, and secretary
- Oversee Board self-assessment, governance practices, and trustee development, including required training provided by the Department of Higher Education.
- Provide advice and counsel to the PENC of the needs of the Board as future Board members are considered.
- Ensure a substantive orientation process is in place for all new Board members.
- Ensure the Board adheres to its rules of conduct, including conflict-of-interest and disclosure policies and periodically review the adequacy of the Board’s bylaws.

V. Meetings & Procedures

The Executive Committee shall meet as needed at the call of the Chair, with reasonable notice provided, in advance of each Board of Trustees meeting and in compliance with the

Massachusetts Open Meeting Laws. Executive Committee votes shall be by 2/3 of the present and voting members. The Committee chair, in collaboration with the staff liaison, shall be responsible for establishing the agendas for meetings. An agenda, together with relevant materials, shall be provided to Committee members at least 2 business days in advance of the meeting. Minutes for all meetings shall be drafted by the staff liaison or designee, reviewed by the Committee chair, and approved by Committee members at the following meeting. Meeting materials will be posted on the University's website within 7 business days after each Committee meeting. Committee members may participate by teleconference as permitted by state laws.

VI. Reporting & Accountability

All actions taken by the Executive Committee shall be reported to the Board at the next scheduled meeting. Reports must include decisions made, justification, and any supporting documents.

VII. Review & Amendment of Charter

This charter shall be reviewed annually by the Executive Committee and recommended updates shall be submitted to the Board for approval by majority vote.



BOARD OF TRUSTEES FINANCE COMMITTEE CHARTER

I. Purpose

The Finance Committee (“Committee”) assists the University’s Board of Trustees (“Board”) in fulfilling its fiduciary responsibilities by providing oversight of financial planning, budget approval, financial reporting, internal control, and enterprise risk management in a transparent manner and in accordance with Massachusetts Department of Higher Education (DHE) requirements and M.G.L. Chapter 15A. In addition, the Finance Committee provides assistance to the Board in fulfilling its responsibilities to the University’s students, parents, faculty, donors and staff as to the University’s accounting and reporting practices and controls. In so doing, it is the responsibility of the Finance Committee to maintain free and open means of communication among the Board and members of the senior administration of the University.

II. Membership

The Finance Committee shall consist of five voting trustees including a chair, vice chair and a secretary appointed by the Board chair. The President shall designate a member(s) of the University’s senior administration to serve as a liaison to the Finance Committee.

III. Authority, Powers & Limitations

The Finance Committee has authority to oversee institutional financial practices, review and recommend budgets and monitor reporting and financial performance. The Committee may request any information necessary to fulfill its responsibilities. The Committee shall recommend, but may not approve budgets, make financial decisions or take actions reserved to the full Board.

IV. Duties & Responsibilities

- Review and recommend annual operating and capital budgets, along with longer-term financial plans.
- Monitor institutional financial performance, including reserves, debt, and forecasting.
- Review tuition, fees, and major financial proposals.

Risk Management:

- Review institutional risk assessments across financial, operational, and compliance domains.
- Assess adequacy of internal financial controls.

Other Responsibilities:

- Oversee the University’s administration of the University’s Conflict of Interest Policy.

- Investigate or consider such other matters within the scope of its responsibilities and duties as the Committee may, in its discretion, determine to be advisable.
- Prepare any report required by any governmental body or to the public, if any, as required by laws of the Commonwealth of Massachusetts and any/all regulations promulgated thereunder.

V. Meetings & Procedures

The Finance Committee shall, at a minimum, meet in advance of each Board of Trustees meeting, unless the Committee chairperson and Board chairperson determine that a meeting is not necessary. A quorum of any meeting of the Finance Committee shall consist of a majority of its voting members. Committee members may participate by teleconference as permitted by state laws and all meetings will conform to Massachusetts Open Meeting Laws. The chair, in collaboration with the staff liaison(s), shall be responsible for establishing the agenda for each meeting and shall provide the agenda and any relevant meeting materials to Committee members at least 2 business days in advance of the meeting. Meeting materials will be posted on the University's website within 7 business days after each committee meeting.

VI. Reporting & Accountability

The Committee shall report to the full Board at each scheduled Board meeting, summarizing financial conditions, risk exposures, long-term planning and significant actions.

VI. Review & Amendment of Charter

This charter shall be reviewed annually by the Committee and recommended updates shall be submitted to the Board for approval by majority vote. This charter supplements Board by-laws. In cases of conflict, Massachusetts General Laws, DHE policies, and Board by-laws take precedence.



BOARD OF TRUSTEES STUDENT SUCCESS & LEARNING COMMITTEE CHARTER

I. Purpose

The Student Success and Learning Committee (“Committee”) is established to support the Board of Trustees (“Board”) in fulfilling its statutory and fiduciary responsibility to ensure high-quality, student-centered academic and athletic programs that provide equitable student experiences and outcomes, and a safe, supportive campus environment.

The Committee provides oversight of;

- Academic and Success Programs
- Student Life
- Athletics
- Safety & Security
- Campus Engagement
- Internships & Co-ops
- After College Placement
- Extra-Curricular Activities
- Study Abroad

The Committee’s work shall align with the priorities and requirements of the Massachusetts Department of Higher Education (DHE), M.G.L. c.15A, and DHE’s equity-minded student success framework.

II. Membership

The Committee shall consist of six voting trustees, including; a Chair, Vice Chair, and Secretary appointed by the Board Chair. The President shall designate a member(s) of the University’s senior administration to serve as a liaison to the Student Success and Learning Committee.

III. Authority, Powers & Limitations

The Committee is authorized to:

- Review academic program effectiveness, student learning outcomes, and student success metrics.
- Monitor key performance indicators including retention, graduation rates, and enrollment.
- Request reports, data or presentations from the President or President’s designee necessary to fulfill its responsibilities.

- Make recommendations regarding Student Success and Learning to the full Board for consideration and final approval.

IV. Duties & Responsibilities

- Evaluate general education curriculum results and enhancements to the learning environment.
- Review initiatives improving student academic, athletic and social engagement and classroom success.
- Monitor progress on DHE equity initiatives and the statewide student success framework.
- Oversee strategies to reduce equity gaps and advance inclusive student learning.
- Evaluate strategies that promote academic achievement and on-time graduation.

V. Meetings & Procedures

The Committee shall meet as needed at the call of the Chair, with reasonable notice provided, and in advance of each Board of Trustees meeting. A majority of voting members constitute a quorum. Executive sessions may be held pursuant to Massachusetts Open Meeting Law and all meetings will conform to Massachusetts Open Meeting Laws. The Committee chair, in collaboration with the staff liaison(s), shall be responsible for establishing the agendas for meetings. An agenda, together with relevant materials, shall be provided to Committee members at least 2 business days in advance of the meeting. Minutes for all meetings shall be drafted by the staff liaison or designee, reviewed by the Committee chair, and approved by Committee members at the following meeting. Meeting materials will be posted on the University's website within 7 business days after each Committee meeting. Committee members may participate by teleconference as permitted by state laws.

VI. Reporting & Accountability

The Committee shall report to the full Board on academic performance, student success and topics of interest regularly.

VII. Review & Amendment of Charter

This charter shall be reviewed annually by the Committee and recommended updates shall be submitted to the Board for approval by majority vote. This charter supplements Board by-laws. In cases of conflict, Massachusetts General Laws, DHE policies, and Board by-laws take precedence.



BOARD OF TRUSTEES UNIVERSITY SUCCESS COMMITTEE CHARTER

I. Purpose

The University Success Committee (“Committee”) supports the Board of Trustees (“Board”) in advancing the overall mission, impact, and strategic priorities of the University. The Committee provides oversight of:

- Enrollment Management
- Retention
- Department of Graduate and Continuing Education (DGCE)
- Faculty Success & Professional Development
- Institutional Research
- Accreditation
- Compliance

Its work ensures alignment with Massachusetts Department of Higher Education (DHE), M.G.L. c.15A, and best practices in institutional governance.

II. Membership

The Committee shall consist of seven voting trustees, including a chair, vice chair, and secretary appointed by the Board chair. The President shall designate a member(s) of the University’s senior administration to serve as a liaison to the Student Success and Learning Committee.

III. Authority, Powers & Limitations

The Committee is authorized to:

- Evaluate enrollment management and retention strategies and KPIs of graduate and undergraduate programs.
- Recommend faculty tenure to the full Board.
- Participate in and review accreditation results and institutional response plans.
- Request reports, data or presentations from the President or their designee necessary to fulfill its responsibilities.
- Make recommendations regarding University Success to the full Board for consideration and final approval of any of the areas within University Success Committee.

IV. Duties & Responsibilities

- Review progress toward strategic goals, the Strategic Plan, mission, and institutional impact through relevant KPIs, including University-wide performance metrics and benchmarks.

- Regular review of enrollment retention, graduate data and initiatives.
- Review professional development, promotion, and recognition initiatives and make recommendations to the full Board for any promotions or tenure nominations.
- Review accreditation results and institutional response plans.
- Monitor compliance with accreditation standards.

V. Meetings & Procedures

The Committee shall meet as needed at the call of the Chair, with reasonable notice provided, and in advance of each Board of Trustees meeting. A majority of voting members constitute a quorum. Executive sessions may be held pursuant to Massachusetts Open Meeting Law and all meetings will conform to Massachusetts Open Meeting Laws. The Committee chair, in collaboration with the staff liaison(s), shall be responsible for establishing the agendas for meetings. An agenda, together with relevant materials, shall be provided to Committee members at least 2 business days in advance of the meeting. Minutes for all meetings shall be drafted by the staff liaison or designee, reviewed by the Committee chair, and approved by Committee members at the following meeting. Meeting materials will be posted on the University's website within 7 business days after each Committee meeting. Committee members may participate by teleconference as permitted by state laws.

VI. Reporting & Accountability

The Committee shall report regularly to the full Board on institutional effectiveness, enrollment, retention, faculty and staff development, alumni engagement, technology updates, marketing initiatives, equity advances and accreditation compliance.

VII. Review & Amendment of Charter

This charter shall be reviewed annually by the Committee and recommended updates shall be submitted to the Board for approval by majority vote. This charter supplements Board by-laws. In cases of conflict, Massachusetts General Laws, DHE policies, and Board by-laws take precedence.



Board of Trustees

December 18, 2025

MOTION

To affirm the campaign direction and scale, and commit up to \$3.1M for a multi-year(5+ years) campaign budget to be refined by the next Vice President of Institutional Advancement.

Ali Salehi, Chair

Date

Together We Soar: Campaign Planning Study

December 2025

CONFIDENTIAL

Not meant for on-screen presentation

Campaign Planning Summary

- Purpose of This Document
 - Share key learnings from the planning study and prospect analysis.
 - Provide a high-level roadmap for a next-stage comprehensive campaign.
 - Outline a multi-year investment strategy (~\$3.8M) that strengthens existing Advancement work and supports a successful campaign.
- Headline Takeaways
 - Westfield State has:
 - A strong mission and story.
 - Supportive stakeholders and promising donor capacity.
 - With focused preparation and added support, a \$25–\$30M comprehensive campaign—anchored by a Health & Human Development Building—is a realistic next step.

Purpose & Approach

- What We Were Asked to Examine
 - Readiness for a significant campaign.
 - Alignment between case for support and donor interests.
 - Prospect capacity and gift table modeling.
 - Internal structure, roles, and resources needed to sustain a multi-year effort.
- Inputs
 - Prospect Potential Analysis (PPA) – philanthropic capacity and gift-level modeling.
 - Case for Support – Together We Soar!
 - Feasibility Interviews – 14 stakeholders reflecting a range of perspectives.
 - Current and proposed leadership role descriptions (President, Vice President for Institutional Advancement, Executive Director, Campaign Director).
- Tone & Intent
 - Designed as a planning tool, not an evaluation of individuals.
 - Focused on supporting the existing team with additional colleagues, tools, and clarity—similar in approach to other campaign planning studies.

Building on a Strong Foundation

- Current Strengths to Celebrate
 - Deep commitment to students, access, and regional impact.
 - Strong belief in the President's leadership and vision.
 - A core group of engaged donors and volunteers.
 - Advancement staff who deliver high-touch stewardship to key supporters and maintain important relationships.
- What This Plan Aims to Do
 - Reinforce and extend what is already working.
 - Add focused capacity so that the team can:
 - Reach more prospects.
 - Manage a larger and more complex pipeline.
 - Support the President and VP with the infrastructure they need to succeed.

Philanthropic Potential: The Opportunity

- **Capacity Snapshot (Individuals)**

- More than **\$1B in estimated, 5-year philanthropic capacity** among alumni, donors, and friends.
- At a conservative capture rate, Westfield can reasonably aim **for approximately \$20.4M** in major and principal gifts from individuals in a campaign (excluding organizations and planned gifts).

- **Prospect Pool Highlights**

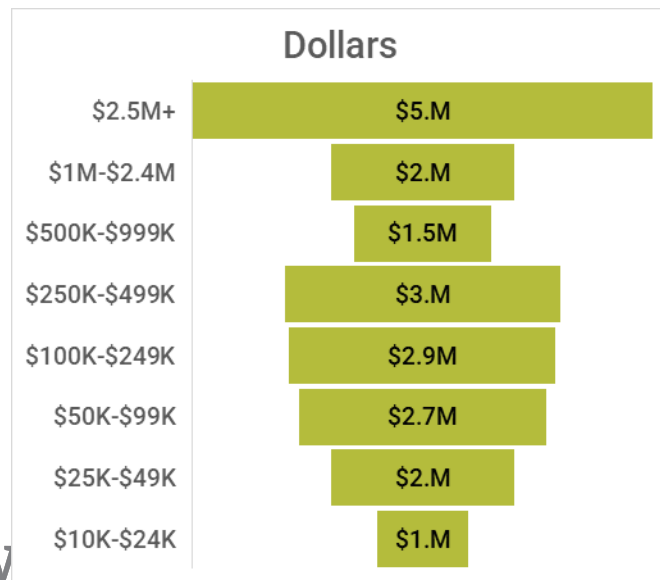
- Roughly **550 households** show moderate-to-strong philanthropic inclination (A/B ratings).
- A meaningful portion of capacity sits with **non-alumni**, presenting new relationship-building opportunities.

- **Implication**

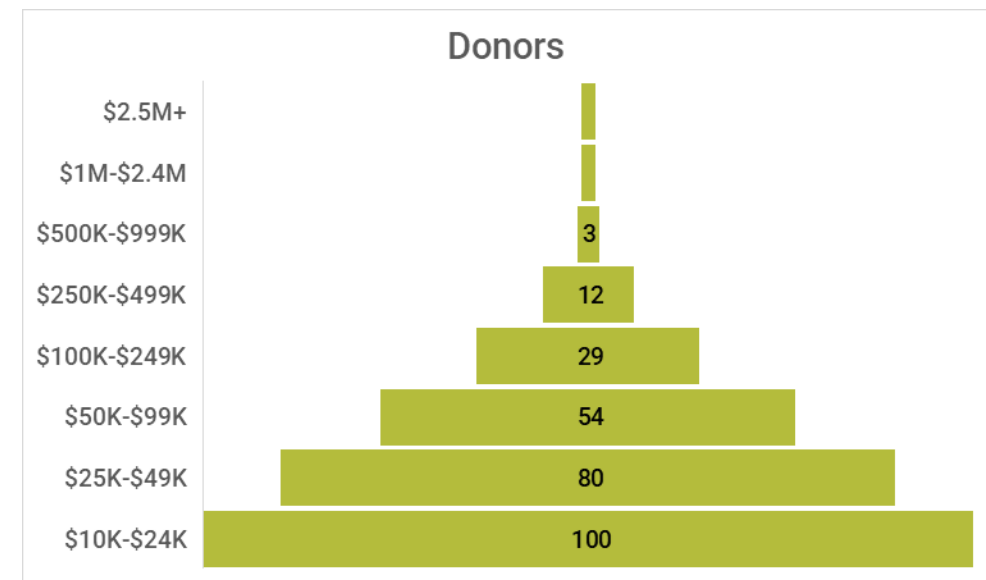
- The data **supports a bold but achievable goal**—provided the institution supports Advancement with the time, staffing, and tools needed to fully engage this pool.

Gift Table Shape & Leadership Gifts

- Modeled Major Gift Table (Example)
 - 282 donors of \$10K+ during the campaign.
 - 4 donors at \$1M+ totaling \$7M, about 35% of the \$20M major gift goal.
 - About 28% of funds come from gifts under \$100K.
- Key Insights
 - The campaign depends heavily on major leadership gifts.
 - Success requires increasing prospects for large commitments.
 - This table is illustrative, based on the PPA, and will be refined as we qualify more prospects.



Campaign success will be highly dependent on leadership gifts at the top of the pyramid



Prospect Coverage & Capacity-Building

- Current Coverage
 - When both A- and B-level prospects are considered, coverage for many gift levels is within reach.
 - The one area that will require particular focus is \$1M+ gifts, where the pool is understandably small at this stage.
- What This Means in Practice
 - Westfield can be successful if it:
 - Systematically qualifies new prospects into the leadership pool.
 - Maintains disciplined portfolio management.
 - Involves the President and VP with a carefully curated set of top relationships.
- Role of Additional Support
 - Added capacity allows the existing staff to:
 - Spend more time in front of donors.
 - Share the work of cultivating new and emerging prospects.

Level of Giving	Donors Needed	Prospects Needed*	A Prospects	A Prospects vs. Prospects Needed	B Prospects
\$2.5M+	2	6	0	-6	0
\$1M-\$2.4M	2	6	0	-6	1
\$500K-\$999K	3	9	5	-4	7
\$250K-\$499K	12	36	8	-28	28
\$100K-\$249K	29	87	22	-65	69
\$50K-\$99K	54	162	29	-133	125
\$25K-\$49K	80	240	53	-187	204
\$10K-\$24K	100	300	42	-258	256
Total	282	846	159	-687	690

Estimated 5-year Campaign Goal by Source of Revenue

These figures are illustrative and will be refined with the VP and Advancement team as campaign planning progresses.

Source	Goal Amount
New Individual Donor Major Gifts	\$20 Million
Corporate & Foundation Gifts (including private philanthropic grants)	\$3.5 Million (\$700K/yr * 5)
Regular Baseline Giving	\$2.5 Million (\$500K/yr * 5)
Total	\$26 Million
<i>Planned Gifts</i>	<i>"below the line" as not currently spendable</i>

***Note that Government Grants are not included in Campaign totals according to CASE Reporting Standards*

Stakeholder Perspectives: Appetite & Alignment

- Support for a Campaign
 - All interviewees rated a campaign as “very important.”
 - Many described it as timely and necessary given funding realities and Westfield’s impact on students.
- Perception of Leadership
 - Widespread confidence in the President’s leadership and direction of the university.
- Alignment with the Case
 - Strong resonance with:
 - Scholarships and student success.
 - High-demand programs in health, education, and related fields.
 - Innovation in teaching and applied learning.
- Emerging Priority
 - Growing enthusiasm for a Health & Human Development Building as a concrete way to advance these themes and signal long-term commitment.

What Stakeholders Asked For

- Sharpened Focus
 - Preference for a clear set of priorities rather than a long list—“pick a few big ideas and really lean into them.”
- Clarity on Outcomes
 - Desire for data-informed goals and impact statements—how many students, what programs, what regional effects.
- Stronger Platform for Giving
 - Interest in:
 - A campaign that invites meaningful engagement across giving levels.
 - Clear roles for volunteers, boards, and academic leaders.
- Takeaway
 - Stakeholders are ready to be engaged; they are asking for structure and support to participate fully.

Internal Context & Upcoming Transition

- Current Leadership Roles
 - President – chief external champion and institutional storyteller.
 - Vice President for Institutional Advancement (VPIA) – oversees Advancement, Alumni Relations, and the Foundation; cabinet-level role.
 - Executive Director of Institutional Advancement (ED) – focuses on fundraising for scholarships and strategic initiatives, stewardship, and Foundation Board liaison.
 - Campaign Director (proposed) – dedicated to campaign planning, operations, and volunteer management.
- Upcoming Change
 - The planned VPIA transition at the end of January creates a natural moment to:
 - Clarify roles and expectations.
 - Confirm reporting lines and decision-making for the campaign.
 - Ensure the existing staff is well supported during the transition.
- Approach
 - The intent is to **stabilize and support** the current team while adding targeted capacity as the campaign moves forward.

Recommended Campaign Framework

- Scale and Scope
 - Pursue a \$25–\$30M comprehensive campaign over 5–7 years.
 - Plan for at least \$20M in major/principal gifts from individuals, with additional support from corporations, foundations, and planned giving.
- Three Integrated Pillars (as in Together We Soar!)
 - Advancing Access for Student Success
 - Empowering Innovation in Teaching, Learning, and Career Readiness
 - Building a Regional Driver for Human Health & Development, Creativity, Industry, and Community Well-Being
- Flagship Capital Priority
 - Position a Health & Human Development Building as the lead capital project and major naming opportunity within Pillar 3. *This is the focus of the quiet/leadership phase.*

Health & Human Development Building

- Strategic Fit
 - Houses or supports programs such as nursing, PA, public health, behavioral health, and related disciplines.
 - Aligns closely with regional workforce needs and community partnerships.
- Campaign Role
 - Provides a clear, tangible centerpiece for early leadership conversations.
 - Creates structured seven-figure and naming opportunities.
 - Helps translate abstract themes (health, well-being, workforce) into a visible project donors can see and visit.
- Planning Implication
 - Early investment in concept and planning will help the Advancement team tell a more concrete and compelling story from the outset.

Campaign Phasing (High Level)

- Phase 0: Readiness (Next 6–12 Months)
 - Recruit Campaign Director as the first incremental campaign hire.
 - Confirm campaign direction and pillars.
 - Confirm scope and timing of the Health & Human Development Building planning work (academic/program + facilities).
 - Launch a prospect qualification and portfolio-alignment effort.
 - Refine case materials with an emphasis on the Health & Human Development Building and top student-success priorities.
- Phase 1: Quiet / Leadership Phase (Years 1–3)
 - Focus on lead and leadership gifts, especially for the building.
 - Utilize coordinated portfolios for the President, new VPIA, ED, and MGOs.
 - Engage a small group of volunteers in early leadership outreach.
- Phase 2: Public Phase (Years 3–5/6)
 - Broaden outreach to alumni, community, and friends.
 - Emphasize mid-level and community giving, building on the leadership commitments already in place.

Multi-Year Capacity Investment Overview

- Purpose of this investment
 - Give the existing Advancement team the time, tools, and colleagues to manage a multi-year comprehensive campaign.
 - Focus on capacity-building, not restructuring – clearer roles, more bandwidth, better data, and targeted outside expertise.
- Scale (planning view)
 - Approximately \$3.9M over six years (startup partial year + five full years).
- Broad allocation
 - People (Campaign Manager, Gift Officer, Donor Relations + fringe) – ≈ \$2.52M (~68%)
 - Programs & Operations (consulting, communications, cultivation, tech, and Health & Human Development Building pre-planning) – ≈ \$1.24M (~32%)
 - Total Multi-year capacity Investment – \$3.8M

Figures are planning estimates based on current draft salaries and program costs. Final numbers and timing would be refined with the VP, Advancement staff, HR and Finance.

Multi-Year Budget Summary (Start-Up + 5 Full Years)

Period	Staffing (w/ fringe)	Programs & Operations	Annual Total
Start-Up (3 months)	\$113.7K	\$205.0K	\$318.7K
Year 1 (full year)	\$463.9K	\$325.0K	\$788.9K
Year 2 (full year)	\$473.1K	\$165.0K	\$638.1K
Year 3 (full year)	\$482.6K	\$165.0K	\$647.6K
Year 4 (full year)	\$492.3K	\$165.0K	\$657.3K
Year 5 (full year)	\$502.1K	\$215.0K	\$717.1K
Multi-Year Totals	\$2.52M	\$1.24M	\$3.8M

**Rounded for presentation*

People Investment (Staffing)

These roles are **additions** to the current team, designed to protect existing capacity while adding focused campaign leadership and major-gift bandwidth.

- Goals
 - Ensure no one is asked to “do a campaign off the side of their desk.”
 - Protect and support the current team while adding targeted capacity where it helps most.
- Key roles funded in this plan
 - Campaign Manager (new)
 - Coordinates the campaign plan, calendar, reporting and volunteer structure.
 - Acts as “air traffic control” so the President, VP, Executive Director and Gift Officer can focus on donor relationships.
 - Gift Officer (new)
 - Adds dedicated major-gift capacity aligned with campaign priorities.
 - Helps keep portfolios at a manageable size and expands coverage of leadership-level prospects.
 - **Note: if Westfield State is successful in the early phases of the campaign, additional investment in front-line staffing would likely have a high rate of return.
 - Director of Donor Relations (new)
 - Strengthens stewardship, impact reporting, and recognition for leadership donors.
 - Extends the high-touch experience the team already provides to top supporters.
- Financial summary (start-up + 5 years)
 - Salaries for these three positions, with 2% annual increases and 37.81% fringe, total approximately
 - \$3.8M over the 3-month start-up period plus five full years.

People Investment (Staffing) by Year

Proposed Position	Proposed Salary	Start-Up (3 mo.)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Campaign Manager	\$130.0K	\$32.5K	\$132.6K	\$135.3K	\$138.0K	\$140.7K	\$143.5K	\$722.6K
Gift Officer	\$100.0K	\$25.0K	\$102.0K	\$104.0K	\$106.1K	\$108.2K	\$110.4K	\$555.8K
Director, Donor Relations	\$100.0K	\$25.0K	\$102.0K	\$104.0K	\$106.1K	\$108.2K	\$110.4K	\$555.8K
Subtotal including contract increase (2%)	\$330.0K	\$82.5K	\$336.6K	\$343.3K	\$350.2K	\$357.2K	\$364.3K	\$1.83K
Total Salaries with 37.81% Fringe	\$454.8K	\$113.7K	\$463.9K	\$473.1K	\$482.6K	\$492.3K	\$502.1K	\$2.52M

**Rounded for presentation*

Programs and Operations Investment

- Purpose
 - Give the team the tools, partners, and travel/event resources they need to run the campaign well—without overextending existing staff.
- Key lines over the full period (totals)
 - Consulting & Training – \$270K
 - Campaign counsel, staff training, coaching and case refinement.
 - Slightly reduced to make room for a dedicated Health & Human Development Building planning line (no change to the overall Programs & Operations total).
 - Health & Human Development Building Planning / Pre-Design – \$100K
 - Program visioning and early concept work.
 - Preliminary design, renderings and naming opportunities to support leadership-level donor conversations.
 - Communications & Marketing – \$160K
 - Campaign-related print/digital materials, web content and light media/digital support.
 - Cultivation & Stewardship: Travel & Events – \$650K
 - Donor and volunteer travel, cultivation events and stewardship activities tied to the campaign.
 - Technology & Prospect Intelligence – \$60K
 - Prospect research tools, screening/analytics and incremental CRM/tech enhancements.
- Programs & Operations total (start-up + 5 years)
 - Combined, these lines total \$1.24M; Health & Human Development Building planning is now called out explicitly.

Programs & Operations by Year (with HHD Pre-Work)

Line Item	Start-Up (3 mo.)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Consulting & Training (counsel, staff training, case)	\$85K	\$85K	\$25K	\$25K	\$25K	\$25K	\$270.0K
Health & Human Development Building Planning / Pre-Design	\$50K	\$50K	\$0K	\$0K	\$0K	\$0K	\$100.0K
Communications & Marketing	\$10K	\$30K	\$30K	\$30K	\$30K	\$30K	\$160.0K
Cultivation & Stewardship: Travel & Events	\$50K	\$150K	\$100K	\$100K	\$100K	\$150K	\$650.0K
Technology & Prospect Intelligence	\$10K	\$10K	\$10K	\$10K	\$10K	\$10K	\$60.0K
Programs & Operations Totals	\$205.0K	\$325.0K	\$165.0K	\$165.0K	\$165.0K	\$215.0K	\$1.24M

**Rounded for presentation*

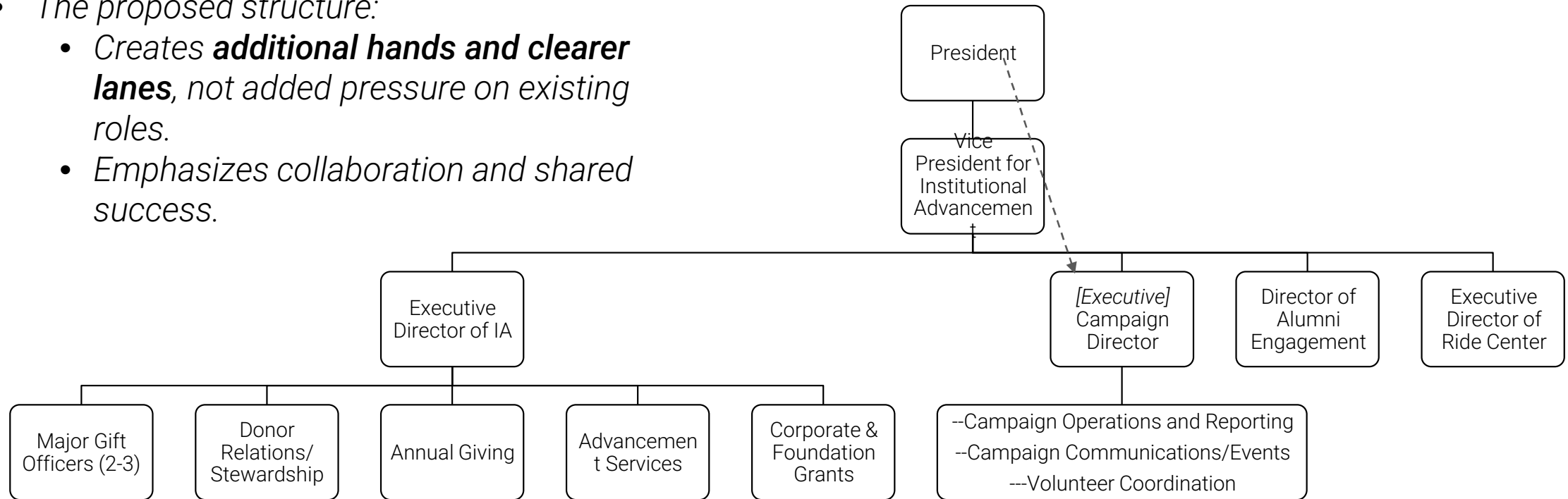
Recommended Functional Structure (Campaign Lens)

- **President**
 - Chief campaign champion; leads select top-tier relationships and solicitations.
- **Vice President for Institutional Advancement**
 - Cabinet-level leader for Advancement, Alumni Relations, and the Foundation.
 - Oversees campaign strategy in partnership with the President.
 - Leads principal gift strategy in partnership with the President and Executive Director
- **Executive Director of Institutional Advancement**
 - Player-coach on major gifts and scholarships.
 - Manages MGOs (**One New**) and Donor Relations (**New Director**).
- **Campaign Director (New)**
 - Coordinates campaign operations, reporting, gift table, and volunteers.
 - Serves as the “**air traffic controller**” so staff can focus on donors.
- **Other Key Roles**
 - Director, Alumni Engagement & Annual Giving – broad-based engagement and annual support.
 - Director, Advancement Services – data, research, CRM, and reporting.
- **Intent**
 - This structure is **designed to support the existing team**, clarify roles, and ensure no one is asked to carry campaign responsibilities alone.

Visual Campaign Org Chart (Simplified)

Key Message for Staff

- The proposed structure:
 - Creates **additional hands and clearer lanes**, not added pressure on existing roles.
 - Emphasizes collaboration and shared success.



If Investment is Deferred

- Potential Risks
 - Pace of fundraising may not match the full philanthropic potential identified in the PPA.
 - Staff may need to continue prioritizing immediate needs over longer-term cultivation, limiting pipeline growth.
 - It may be harder to secure multiple \$1M+ gifts without dedicated campaign leadership and enhanced tools.
 - The Health & Human Development Building could move forward more slowly than stakeholder interest suggests.
- Framing for Advancement Staff
 - These are structural, not personal, challenges.
 - The investment is about making sure the team has what it needs to succeed, not about changing the team's commitment or effort.
 - Even without this investment, the team will continue to do strong work; the risk is that we **leave some of the documented philanthropic potential on the table** or move more slowly than the moment allows

Summary & Next Steps

- **What We Know**

- There is **real philanthropic opportunity** and strong enthusiasm for Westfield's mission.
- Stakeholders are supportive of a campaign and confident in leadership.
- The Advancement team has important strengths to build on.

- **What We Recommend**

- Move forward with planning for a **\$25–\$30M comprehensive campaign** anchored by a **Health & Human Development Building**.
- Commit to a **multi-year \$3.8M investment** in people, systems, campaign infrastructure, and early project work.
- Use the upcoming VP transition as a **chance to clarify roles and strengthen support** for the staff.

- **Next Steps for Leadership Discussion**

- Confirm campaign scale, timing, and broad priorities.
- Align on **staffing sequence** (e.g., Campaign Director as first incremental hire).
- Charge Advancement and campus partners, including a newly hired campaign director, with developing a detailed implementation plan and **refined budget (timing, phasing, sources)**

Appendices

P.25. Draft Campaign Prospectus

P.35 Feasibility Study Report (2025)

P55. Prospect Potential Assessment (2025)



•TOGETHER WE SOAR!

•*The Campaign for Westfield State University*

•Prospectus Case / Confidential Consultative Draft / September 2025

•**WESTFIELD STATE IS CONSIDERING LAUNCHING AN UNPRECEDENTED FUNDRAISING CAMPAIGN SHAPED BY BOLD VISION AND STRATEGIC OPPORTUNITY.**

•This document shares the rationale behind our transformative initiative, centered on elevating student success and strengthening communities.

•Inside, you'll see the compelling case we're building—and we welcome your partnership in this exciting work.

Westfield
STATE UNIVERSITY

•WHY HERE — WHAT MAKES WESTFIELD STATE A GREAT INVESTMENT?

•WESTFIELD STATE UNIVERSITY WAS BUILT FOR MOMENTS LIKE THIS.

•We are the origin and the future of accessible education and professional opportunity— rooted in integrity, dignity, and service to others.

•WESTFIELD STATE HAS BEEN PIONEERING ACCESSIBLE HIGHER EDUCATION SINCE DAY ONE. As one of America's first coeducational public colleges, Westfield State has always educated students who choose accessible, purpose-driven education. Affordability and belonging remain central to our mission, creating pathways for students seeking meaningful careers and community impact.

•WE FORGE LEADERS IN EVERY FIELD—DRIVEN BY PURPOSE, GROUNDED IN SERVICE. Westfield State prepares leaders who teach, heal, govern, and strengthen communities. This leadership focus is woven throughout our institution—integrated across academic programs, athletics, performing arts, and student organizations.

•WE ARE A REGIONAL WORKFORCE ENGINE WITH A SOUL. Westfield State powers Massachusetts with educators, nurses, and problem-solvers. Partnering with 500+ regional employer partners, Westfield State offers high-need degrees, keeping talent local and strengthening economies and communities.

•WESTFIELD STATE LEADERSHIP AND INNOVATION HAVE CREATED UNPRECEDENTED MOMENTUM. President Linda Thompson brings visionary and vibrant leadership. With strategic alignment across campus, data-driven initiatives fuel momentum and deliver distinctive impact that demonstrates our educational excellence.

•AT WESTFIELD STATE, PHILANTHROPY SIMPLY GOES FARTHER. Even modest gifts spark transformational change—keeping students enrolled, opening doors, and improving lives. Student-centered support and innovative programs deliver lasting results. Here, philanthropy creates real transformation.

•1ST

•One of the 1st
• coeducational
public colleges in
the United States

•87%

•of students
receive
financial aid

•500+

•regional
employer
partners

•*WHY NOW—WHAT FORCES ARE DRIVING THIS CAMPAIGN?*

•**MODERN URGENCIES DEMAND A NEW KIND OF EDUCATION—NOW.**

•**The landscape is shifting toward institutions that deliver real-world outcomes and infinite opportunities. Westfield State is perfectly positioned to lead this transformation.**

•**STUDENT-CENTERED EDUCATION IS NO LONGER THE EXCEPTION—IT’S THE EXPECTATION.** Today’s undergraduates demand education that fits their lives. They’re adults returning to complete their degree. They’re part-time students with full-time jobs. They’re parents or taking care of parents. Westfield State has always served this student population with distinction, and now the rest of higher education is catching up to our model.

•**WORKFORCE AND LEADERSHIP NEEDS ARE URGENT AND LOCAL.** Our region actively seeks teachers across rural and urban districts and health professionals as communities prioritize mental and physical wellness. As one of the fastest-aging states, Massachusetts is creating new roles in public service and community leadership that require the skills Westfield State develops. Employers across sectors actively recruit the purpose-driven graduates our programs produce.

•**THE STUDENTS CHOOSING WESTFIELD STATE SEEK PURPOSE ALONGSIDE THEIR DEGREES.** Today’s learners want education that connects to community impact, civic engagement, and meaningful work. They’re drawn to institutions like ours that embed leadership development, real-world problem solving, and regional connection into the academic experience. This isn’t a trend we’re adapting to—it’s who we’ve always been.

•**PHILANTHROPIC TRENDS FAVOR THE IMPACT AND ACCESSIBILITY WE DELIVER.** Donors want to see their gifts create tangible change: students who stay enrolled, graduates who remain local, communities that grow stronger. Gifts to Westfield State achieve these goals. Our student emergency fund, Owls Helping Owls, creates immediate, visible impact with support for students in times of need so they can focus on their educational goals. We don’t just promise transformation—we deliver it.

•**WESTFIELD STATE IS POSITIONED FOR LEADERSHIP.** With our new Strategic Plan, Campus Master Plan, and Enrollment Management Plan working in concert, faculty and staff see a clear path forward, united by our shared commitment to accessible excellence.



•*WHY THIS—WHAT DIFFERENCE WILL THIS CAMPAIGN MAKE?*

•**THE NEXT ERA OF PUBLIC HIGHER EDUCATION STARTS HERE.**

•**Westfield State will become a model for accessible, rigorous public higher education centered on infinite opportunities for our students and communities.**

•*With the partnership of our donors, this campaign will...*

•**ESTABLISH A NEW MODEL FOR WHAT MISSION-DRIVEN UNIVERSITIES ACHIEVE.** Westfield State will leverage its distinctive strengths and personal approach to pioneer high-impact innovation. Our work will influence public higher education, demonstrating what values-centered universities accomplish.

•**ELEVATE A NEW STANDARD FOR TEACHING AND LEARNING.** We'll establish excellence in meeting the learning needs of students. Faculty-led innovation and interdisciplinary study will connect classrooms to real-world problem-solving—adapting seamlessly to regional and global needs.

•**ENSURE THAT EVERY STUDENT IS WELCOMED, SUPPORTED, AND DEVELOPED AS A FUTURE LEADER.** At Westfield State, care is built into every system, and support is personal. Every student is invited and empowered to lead. From spaces to systems, they find a community designed not just to include them—but to believe in them.

•**BECOME THE DRIVER OF OPPORTUNITY FOR WESTERN MASSACHUSETTS.** Rooted in Western Massachusetts, Westfield State prepares students to build meaningful lives and lasting careers here. Graduates become educators, healthcare workers, entrepreneurs, and civic leaders who strengthen communities from within.

•**IMPACT THAT SOARS**

•**1 IN 100**

•regional jobs are supported by our \$369.7 million economic impact—the kind of community partnership that defines next-generation public higher education

18.6%

•average annual rate of return on students' investment in their Westfield State degree—proof that accessibility and excellence create extraordinary value

88%

•of students choose non-profit internships that strengthen hospitals, schools, and government agencies—proving we're producing graduates who transform communities from within

•TOGETHER WE SOAR!

•*The Campaign for Westfield State University*

•***Together We Soar!*** represents Westfield State's commitment to students, to Massachusetts, and to the future of public higher education. These pillars define our strategic focus and where donor partnership creates the greatest impact.

•Each priority transforms opportunity into achievement, and potential into lasting impact.



•PILLAR #1: ADVANCING ACCESS FOR STUDENT SUCCESS

•WHY IT'S IMPORTANT:

- Quality and purposeful education remains essential as students navigate diverse pathways to success.
- Westfield State ensures comprehensive support that leads to persistence, completion, and career readiness.

•HOW WESTFIELD STATE WILL RESPOND:

- We will expand financial aid and enhance wraparound supports for students across all life stages
- and backgrounds.

•DONORS CAN HELP BY FUNDING:

- **FINANCIAL AID** with student scholarships at the center
- **EXPANDED TRANSITION PROGRAMS** for diverse student populations navigating the critical move from high school to college
- **COMPREHENSIVE SERVICES** including advising, mentorship programs, learning support, and wellness resources
- **INNOVATIVE OPPORTUNITIES** through summer certificates, year-round assistance for housing insecure students, and targeted graduation support that ensures degree completion
- **ENHANCED STUDENT LIFE AND ACADEMIC EXCELLENCE** through expanded career services, honors and research programs, and state-of-the-art athletics, performing arts, and wellness facilities

•BRINGING THIS PILLAR TO LIFE

•LAST MILE PROGRAM

- Too often, students who are close to completing their degree program are knocked off course by an unexpected financial need—a car repair that eliminates transportation to campus, a medical bill, or a family emergency that requires immediate resources—threatening their ability to remain enrolled.

- A targeted scholarship can make a tremendous difference to these students, propelling them on to Commencement and into their professional lives. Westfield State is proud of our success rate with this program with 94% of student recipients earning their degrees, but available funds are limited.

- Donor investments would expand the program and make sure every Owl has the opportunity to graduate.

•PILLAR #2: EMPOWERING INNOVATION IN TEACHING, LEARNING, AND CAREER READINESS

•WHY IT'S IMPORTANT:

- Today's graduates need rigorous learning, real-world preparation, and comprehensive support for
- academic and career success in an evolving economy.

•HOW WESTFIELD STATE WILL RESPOND:

- We will integrate cutting-edge technologies and academic innovations with facilities that inspire
- transformative learning.

•DONORS CAN HELP BY FUNDING:

- **THE PRESIDENT'S INNOVATION FUND** to pilot breakthrough ideas in teaching and learning
- **FACULTY DEVELOPMENT AND APPLIED RESEARCH PROGRAMS** across academic disciplines
- **ADVANCED CLASSROOMS, LABS, AND LEARNING ENVIRONMENTS** that promote a new type of learning and adapt to rapidly changing technology
- **CAREER-CONNECTED EXPERIENCES** like internships, co-ops, apprenticeships, and study abroad opportunities
- **HIGH-IMPACT INITIATIVES** like the Honors Program and Athletics and Performing Arts facilities to attract, develop, and retain high-performing students

•BRINGING THIS PILLAR TO LIFE

•RIDE CENTER

•Westfield State's Research, Innovation, Design & Entrepreneurial (RIDE) Center transforms ideas into impact. In its first operating Spring 2024 semester, the Center served 160 users supporting course projects, student entrepreneurship, and community partnerships. Faculty across disciplines integrate RIDE projects into their teaching, while students develop everything from social ventures to creative businesses.

•The RIDE Center increases accessibility to technology, innovation, and entrepreneurial practices to accelerate learning and prepare students for leadership and jobs of the future.

•Donor investment will expand equipment, space, and programming to serve more students ready to turn their innovative ideas into reality.

•PILLAR #3: BUILDING A REGIONAL DRIVER FOR HUMAN HEALTH AND DEVELOPMENT, CREATIVITY, INDUSTRY, AND COMMUNITY WELL-BEING

•WHY IT'S IMPORTANT:

- Massachusetts depends on strong talent pipelines in health, education, and industry. Westfield State is
- strategically positioned to lead regional renewal and maximize community impact.

•HOW WESTFIELD STATE WILL RESPOND:

- We will expand leadership in high-demand fields like healthcare, education, and technology while
- strengthening partnerships with regional employers and government agencies.

•DONORS CAN HELP BY FUNDING:

- **EXPANDED ACADEMIC PROGRAMS** in public health, behavioral health, technology, and manufacturing aligned with regional workforce needs
- **STRENGTHENED COMMUNITY AND INDUSTRY PARTNERSHIPS** offering hands-on learning, internships, and local impact while fostering entrepreneurship and innovation
- **ADVANCED CIVIC ENGAGEMENT INITIATIVES** including public service pathways, regional problem-solving labs, arts programming, and community cultural events

•BRINGING THIS PILLAR TO LIFE

•PREPARING TOMORROW'S HEALTHCARE LEADERS

- Westfield State offered the first public Physician Assistant program in New England, designed to educate highly skilled and culturally aware healthcare providers who practice patient-centered care. Our Nursing program has been nationally recognized for its consistently outstanding NCLEX qualifying exam pass rate, recently achieving a 97.33% on the premier licensure exam.
- We offer a wide range of healthcare degree and credentialing programs, share degree and career pathway programs with area community colleges and hospitals, and offer international opportunities for healthcare students to bring their knowledge in service to the world.
- Donor support would enhance our training facilities and labs and expand the number of seats in our popular programs to help our region face the growing demand for all types of healthcare providers.



•THE MOMENT IS NOW. THE VISION IS CLEAR.
THE IMPACT WILL HELP US SOAR.

•WESTFIELD STATE UNIVERSITY STANDS READY FOR THE NEXT CHAPTER of public higher education. With your partnership, we will expand our ability to provide accessible education and academic excellence to students seeking purpose-driven education.

•Together, we will ensure that every student who walks through our doors finds not just an education, but a launchpad for leadership. We will strengthen Massachusetts and our entire region through meaningful partnerships and shared vision, while honoring our pioneering heritage and boldly shaping the future.

•This is more than a campaign. This is Westfield State's moment to soar—to lift our students, our faculty and staff, and our communities with us.

•*Together We Soar!*





Westfield
STATE UNIVERSITY

•Institutional Advancement

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•Westfield, MA 01085

•413.572.8652 | [westfield.ma.edu](https://www.westfield.ma.edu)

Campaign Feasibility Interview Findings

November 2025

CONFIDENTIAL

Executive Summary – Feasibility Interviews

- Stakeholders express strong pride in Westfield State and broad confidence in the President's leadership.
- Overall sentiment is that a campaign is timely and appropriate given institutional momentum and student impact.
- The most compelling areas of investment identified by interviewees include:
 - Scholarships and student financial support
 - High-demand programs in nursing, PA, education, and health sciences
 - Career readiness and employer partnerships
 - Innovation in teaching and applied learning
 - Tangible, high-impact projects aligned with workforce needs
- Several participants noted positive momentum in Advancement's engagement efforts and described staff as dedicated, even as they emphasized the need for stronger systems, clearer focus, and deeper major-gift capacity.
- Interviewees highlighted institutional patterns that may affect campaign readiness, including:
 - Uneven follow-through and shifting priorities over time
 - Limited major-gift experience and cultivation depth
 - Underdeveloped data and advancement systems
 - Lack of a coordinated prospect identification and pipeline strategy
 - Low visibility among alumni who are not closely connected
- Despite these challenges, stakeholders believe WSU has meaningful strengths to build on, and that a well-structured, clearly communicated campaign could attract strong support.

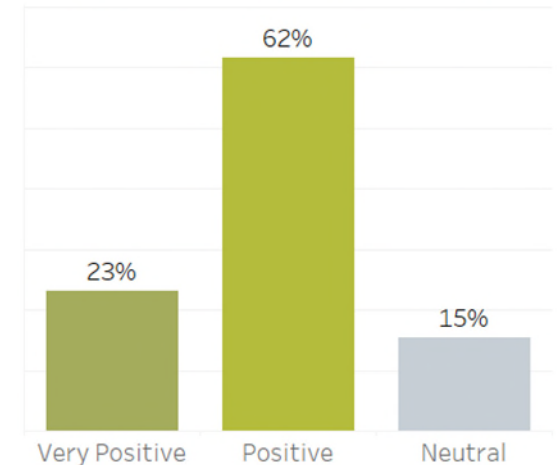
Context

Overview of Interview Cohort

This report summarizes key findings from 14 stakeholder interviews conducted as part of the campaign readiness assessment.**

- 14 interviews: alumni, donors, volunteer leaders, community partners
- Mix of long-time supporters and newly engaged prospects
- Strong representation across sectors (business, nonprofit, healthcare, law enforcement, finance)
- Majority have high familiarity with WSU and strong affinity for the institution
- Tone of interviews: supportive, candid, invested in WSU's success

Overall Perception of WSU



** Charts reflect ratings assigned by Khow Consulting.

Overall Mood and Appetite for a Campaign

- Key Finding: Stakeholders overwhelmingly believe WSU should pursue a campaign and the moment is right, but readiness requires organizational strengthening.
- Evidence:
 - 14/14 rated the campaign “very important”
 - Most see it as “overdue,” a “long time coming,” and urgently needed given state funding trends
 - Several noted WSU is “going against the trend” in higher ed (enrollment stability, workforce value)
 - WSU’s mission and student impact are widely admired
- Representative Quotes
 - “It’s time. People are waiting to be asked.”
 - “You can’t afford not to do this.”
 - “The why is clear: declining state funding and increasing needs.”

Priorities & The Case for Support

Reaction to the Vision and Case for Support

- Key Finding: The vision is directionally compelling, but stakeholders want greater focus, clearer outcomes, and stronger data. The next version should be shorter and more targeted.
- Feedback focuses on specificity and structure rather than disagreement with the direction.

• What Resonated:

- Student access and affordability
- Workforce-aligned programs (nursing, PA, teaching, business, criminal justice)
- Innovation in teaching and learning
- Regional workforce needs (health care, public safety, education)

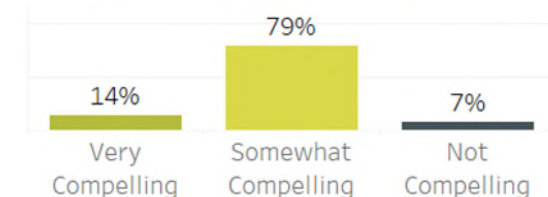
• What Needs Strengthening:

- A more focused set of priorities
- More specifics: cost, scope, impact, metrics
- Less abstraction, fewer slogans
- Greater differentiation from other institutions
- Stronger outcomes data, benchmarking, and ROI framing

• Representative Quotes

- “A good start — the path, not yet paved.”
- “We need metrics.”
- “Pick two things and run with them.”
- “Tell me what exactly I’m investing in and why it matters.”

Compellingness of Case



Pillar-by-Pillar Resonance

Pillar 1: Advancing Student Access

Importance: Very high; universal agreement on necessity

Compellingness: High when tied to outcomes, income, and affordability

Notes:

- First-gen and “students like me” stories are especially resonant
- Scholarship need is seen as “critical” and urgent
- Avoid broad “access” framing — stakeholders respond to rigor, results, and persistence stories

“If money goes to students in need, that’s a feel-good right there.”

Pillar 2: Empowering Innovation in Teaching, Learning & Career Readiness

Importance: Highest across the cohort

Compellingness: Very strong, especially when tied to employability

Notes:

- Best alignment with donor motivations and employer needs
- Clear demand for graduates in health, education, business, and tech
- The Ride Center is widely viewed as proof of innovation

“This is the future — innovation and employability.”

Pillar 3: Building a Regional Driver for Health, Creativity & Community

Importance: Mixed

Compellingness: Lower relative to other pillars

Notes:

- Health and workforce development elements are compelling
- “Regional” framing feels narrow to many alumni
- Creativity/community components need clearer definition
- Several stakeholders expressed enthusiasm for a potential Health-focused facility described in recent conversations with leadership, noting it felt concrete and high-impact.

“Health care and workforce needs — that’s compelling. The regional language needs work.”

Priority Resonance (Cross-Cutting Themes)

Most Compelling Priorities

- Scholarships and student support
- Nursing, PA, health sciences
- Teaching and public service pathways
- Career readiness and employer partnerships
- Innovation centers (e.g., Ride Center)
- Data-informed program development
- Faculty development tied to student learning
- Building capacity for high-demand programs

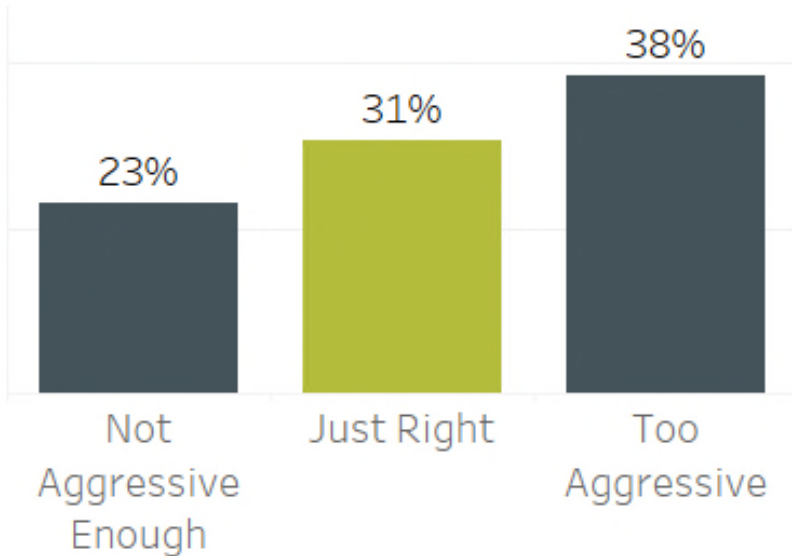
Least Compelling

- Unfocused messaging
- Vague or poetic language (“engine with a soul”)
- Geographic emphasis on Western MA
- Anything that seems like window dressing (signage, events)
- Undefined arts/community components
- Region-centric framing that feels limiting

Appetite for Scale

Perception of Campaign Goal

Goal Perception



Overall: Mixed but trending “just right” with conditions

- Some say \$25–\$35M is appropriate
- A few suggested the goal could be higher if tightly focused
- Several saw it as ambitious given WSU’s history
- Most said feasibility depends on **strategy, leadership, and focus**

Representative Quotes:

- “Ambitious but doable — with structure.”
- “It’s a lot — but over 5–7 years, possible.”
- “Go bigger if you can prove the plan.”

Major/Principal Gift Feasibility

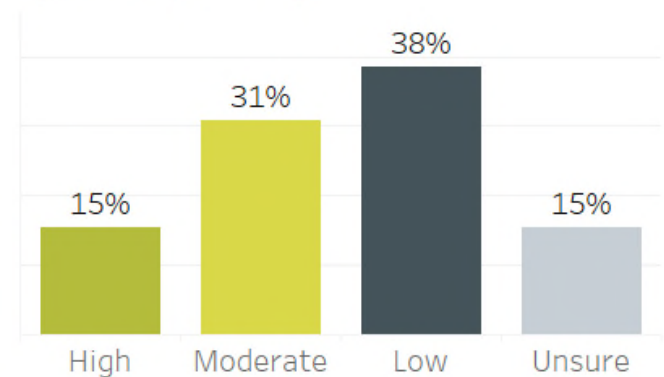
Key Finding: Stakeholders believe seven-figure gifts are *possible but not yet probable* without strengthening advancement structure, leadership, data, and discipline.

- Confidence: Low to moderate
- Many said: “The prospects exist — but the system doesn’t.”
- WSU needs clearer identification, cultivation, and stewardship practices
- Stronger presence among health systems, banks, business owners, and high-capacity alumni

Representative Quotes

- “I don’t know who those people are.”
- “We need strong leadership for big gifts.”
- “It can happen — but not with things as they are.”

Principal Gift Confidence (\$1M-\$5M+)



Institutional Strengths & Challenges

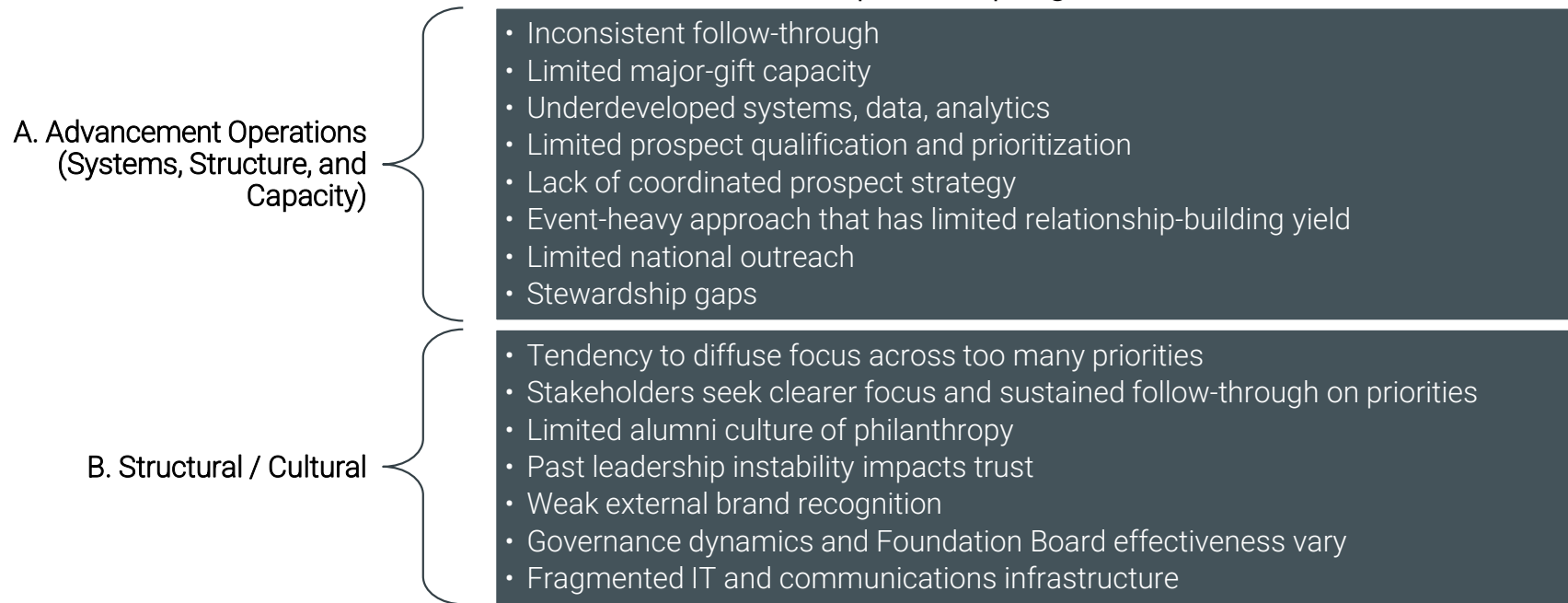
WSU Strengths Identified by Stakeholders

- Mission-driven, high-impact institution
- First-gen and local mobility stories
- Strong programs with clear workforce outcomes
- Caring faculty, safe campus, personal attention
- Positive enrollment trends
- New academic programs in high-demand fields
- Strong confidence in your leadership

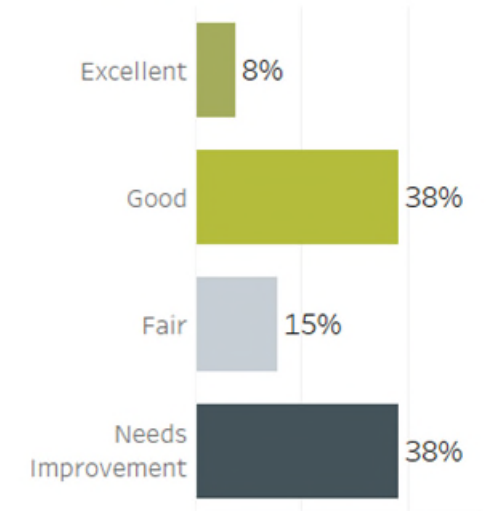
“Westfield is going against the trend — that matters.”

Institutional Challenges (Themes Identified by Stakeholders)

Context Note: Several interviewees acknowledged recent improvements in Advancement's outreach and described staff as committed and mission-driven. The themes below reflect structural and systemic conditions that stakeholders believe will shape campaign readiness.



Stewardship Perception



"There's no focus."

"We've never done a campaign — it's not a light lift."

"Data is a real problem."

"Alumni don't know the story."

Readiness

Readiness to Launch a \$25M-\$35M Campaign

Overall Assessment:

Stakeholders are **supportive** and believe WSU can get ready, but do not believe it is ready today.

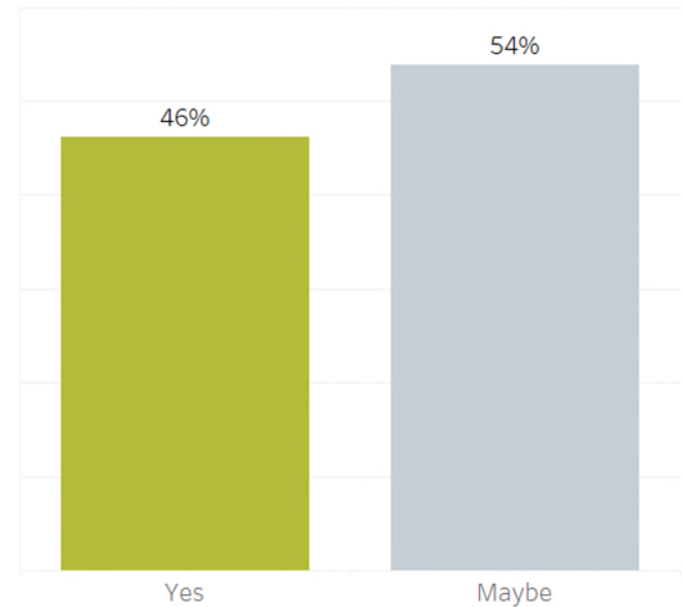
Typical Framing from Interviews:

- “It’s possible — if you fix X, Y, Z.”
- “You can raise \$30 million if you do the work.”
- “Not ready yet — but on the right path.”

Conditions for Success Identified:

- Stronger advancement leadership/structure
- Clear, disciplined focus on a small set of priorities
- Better data and prospect strategy
- Strengthened donor and alumni engagement
- Case refinement with clearer impact metrics
- Internal alignment around campaign priorities
- A more visible, consistent external brand
- A multi-year capacity investment (including Campaign Manager)

Would Make a Campaign Gift

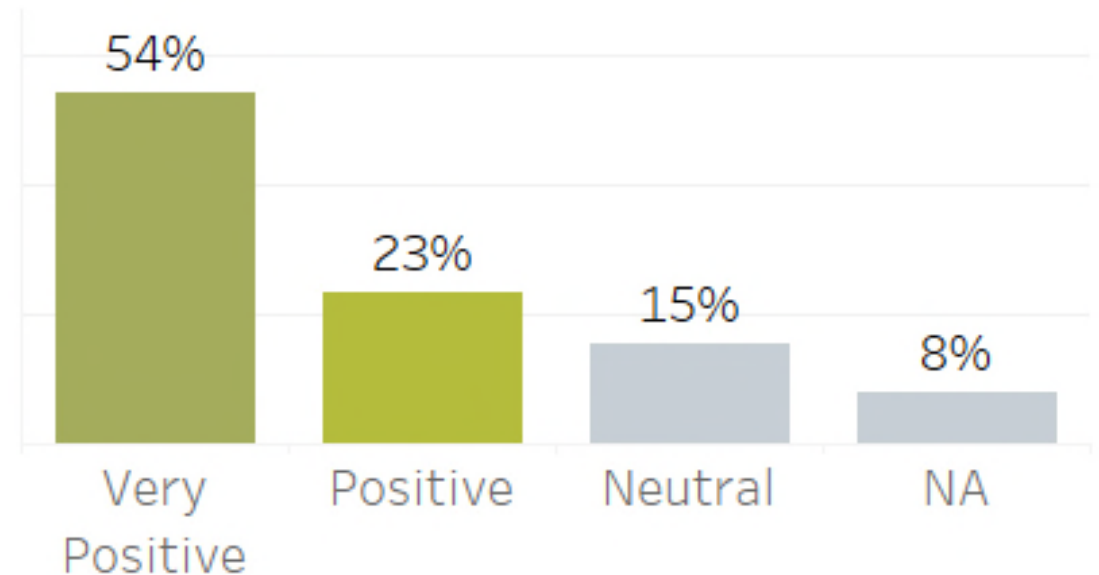


Confidence in Leadership

Key Finding: Stakeholders expressed high confidence in the President's leadership and sees her as the person who can drive a successful campaign.

- Evidence:
 - "She has the vision."
 - "Leadership is the strongest it's been."
 - "This is the moment — because of her."
 - This is a major asset.

Perception of President Thompson



Summary

Summary of Feasibility Interview Findings

Strengths:

- Strong institutional mission, outcomes, and momentum
- High confidence in presidential leadership
- Stakeholder appetite for a major campaign
- Compelling pillars with refinement
- Strong affinity among alumni and partners

Challenges:

- Advancement structure not yet campaign-ready
- Need for focus and clear priorities
- Underdeveloped data, systems, and pipeline
- Limited major-gift experience
- Case needs more specificity, metrics, and differentiation
- Mixed confidence in feasibility of \$1M–\$5M gifts
- **Conclusion:**
 - Stakeholders support the vision and believe a campaign is feasible with focused priorities, strengthened advancement capacity, and clearer strategy.
 - Stakeholders want Westfield to pursue the campaign — but with disciplined preparation.

Prospect Potential Analysis

November 2025

Executive Summary

- Westfield's alumni, donors, and non-alumni constituents collectively hold over \$1B in five-year philanthropic capacity.
- Using conservative modeling, Westfield could reasonably expect to capture ~\$20.4M from individuals in a campaign.
- Approximately 550 households demonstrate moderate-to-strong philanthropic inclination and form the core major-gift pool.
- The leadership pipeline is thin: only one known prospect currently appears in the \$1M+ high-inclination tier.
- To reach modeled potential, Westfield will need significant prospect qualification and sufficient major-gift staffing (including supporting staff).

Key Findings

- Westfield's philanthropic landscape is **imbalanced**: while total capacity is high, the number of **known, engaged high-capacity prospects** is **limited**, underscoring the need for active qualification.
- The campaign will require a **top-heavy strategy**: a small number of leadership gifts will drive early momentum, but most high-capacity households have **low or unknown inclination** at this stage.
- Approximately **550 households** show moderate-to-strong inclination and form the **core campaign working pool**, but this group must be moved quickly into qualification, cultivation, and solicitation cycles.
- Alumni exhibit **stronger philanthropic behavior** but generally **lower capacity**, while non-alumni represent a **larger untapped pool of high-capacity prospects** who require systematic engagement.
- Reaching modeled potential will require:
 - Rigorous and ongoing **prospect qualification**
 - Disciplined **major-gift portfolio management**
 - Regular **leadership involvement**, particularly with six- and seven-figure prospects
- **Staffing**: Current staffing levels are not structurally aligned with the gift volume required to reach modeled potential; Westfield will need additional full-time major-gift–focused staff to maintain pipeline momentum.

Modeling Purpose & Framework

Purpose of the Prospect Potential Analysis (PPA)

- Determine potential fundraising capacity from households making major- and principal-level gifts.
- Systematically identify and review household prospects with high potential to make a major or principal gifts.
- Identify High Priority Prospects (HPP).
- Inform the choices that will need to be made regarding:
 - Prospect management
 - Staffing for major and principal giving fundraising
 - Setting the campaign goal.

About the Prospect Potential Analysis

This analysis estimates the philanthropic potential of individual households using two core inputs:

- **Philanthropic Capacity**
 - Estimated five-year giving potential to *all* organizations, based on:
 - iWave data
 - Past giving to Westfield
 - Manual review of top prospects
- **Philanthropic Inclination**
 - A likelihood score (A–E) based on:
 - Giving history
 - Alumni affiliation
 - Recency and frequency of giving
- **How results are modeled:**
 - Prospects are segmented by both capacity and inclination.
 - High-capacity prospects are manually reviewed by Westfield Staff.
 - Industry-standard capture assumptions are applied to estimate reasonable campaign potential.
 - Only individuals (not organizations) are included in this modeling.
 - Results inform: campaign goal setting, staffing needs, and prospect management strategy.

Major Giving <> Annual Giving

Major Gifts

- Infrequently solicited (not annually)
- Typically come from assets (a "stop and think" decision)
- Often targeted at specific donor interests or projects
- Require a personal relationship and customized approach

Annual Gifts

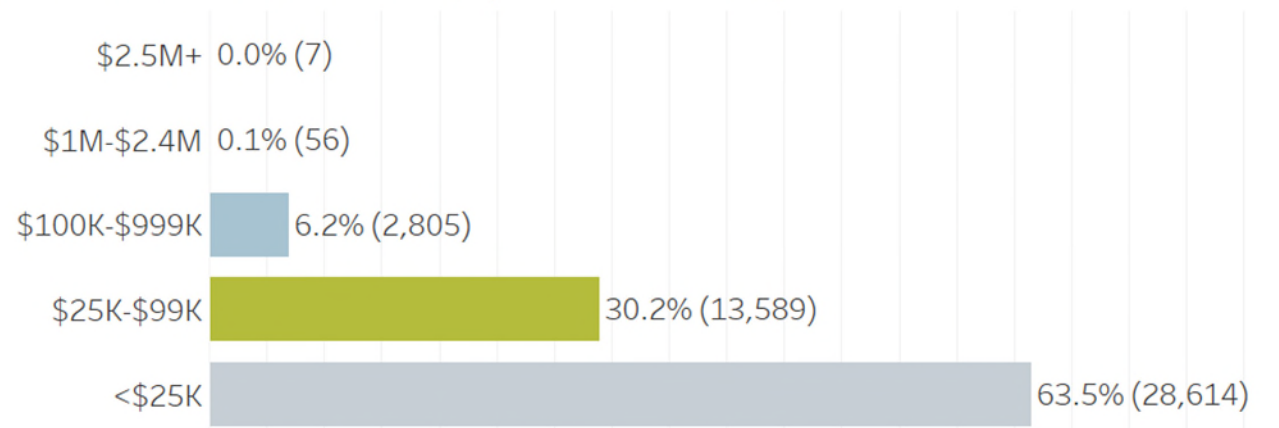
- Frequently solicited (multiple times annually)
- Typically come from discretionary income
- Often unrestricted
- Typically solicited by volunteers, email, digital, mailings, phone, events

Philanthropic Capacity & Inclination

About Philanthropic Capacity

- Counsel determined an estimated five-year philanthropic for all individual households using:
 - Screening data from iWave.
 - Previous Giving to Westfield (if greater than screening data).
 - Individual review of top prospects with Westfield staff.
- Capacity reflects potential philanthropic giving over five-years to all organizations.
- Capacity is based on publicly available information and Quality of Match. Organizations are not included

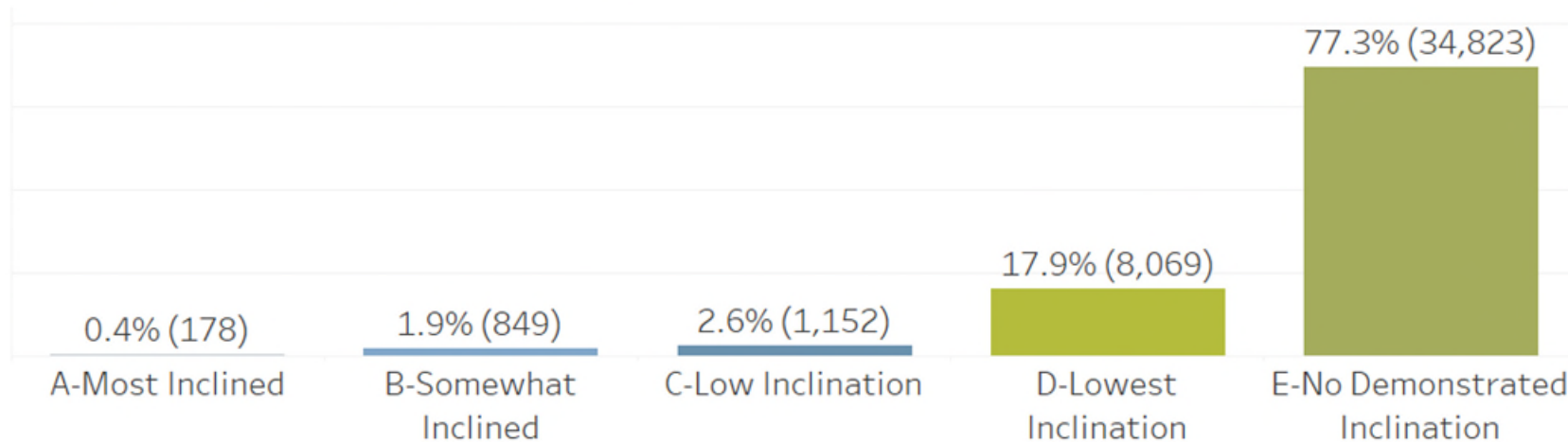
PPA- Household Capacity (iWave + Giving)



About Philanthropic Inclination

- Using RFM (recency, frequency, monetary) scoring, prospects were placed into one of five inclination categories (A-E).
- This inclination is based solely on giving to Westfield.
- Top prospects were manually reviewed with Westfield.

PPA - Philanthropic Inclination



Philanthropic Inclination

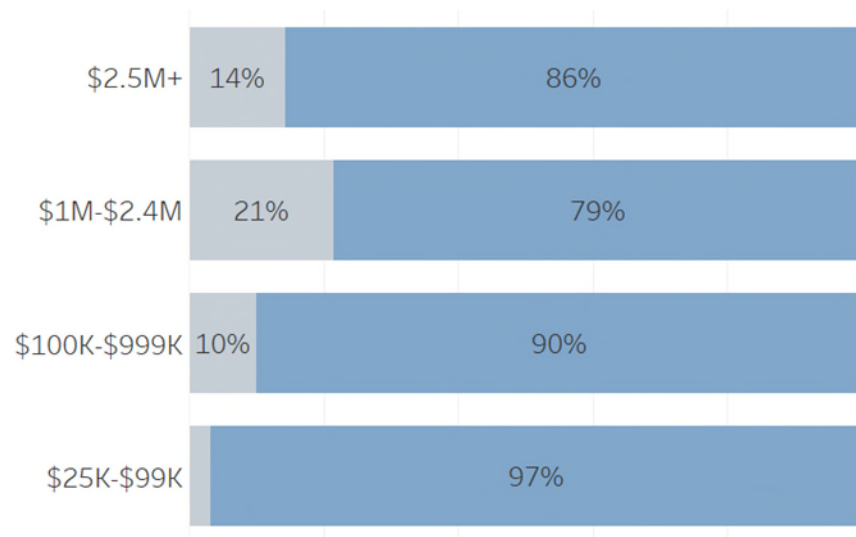
- The data below represents prospects with capacity of \$25K+ only.
- As the data below show, A-level prospects have given greater amounts, more frequently, and more recently.

	A-Most Inclined	B-Somewhat Inclined	C-Low Inclination	D-Lowest Inclination	E-No Demonstrated Inclination
# of Households	117	434	535	3,795	11,576
Median # of Gifts to WSU	31	11	2	2	0
Median Lifetime Giving to WSU	6,082	823	150	60	0
Median Largest Gift to WSU	600	100	66	25	
Average Fiscal Year of Last Gift	2025	2025	2024	2005	
Percent Alumni	57.3%	67.1%	45.6%	93.7%	100.0%

Capacity and Inclination by Constituency

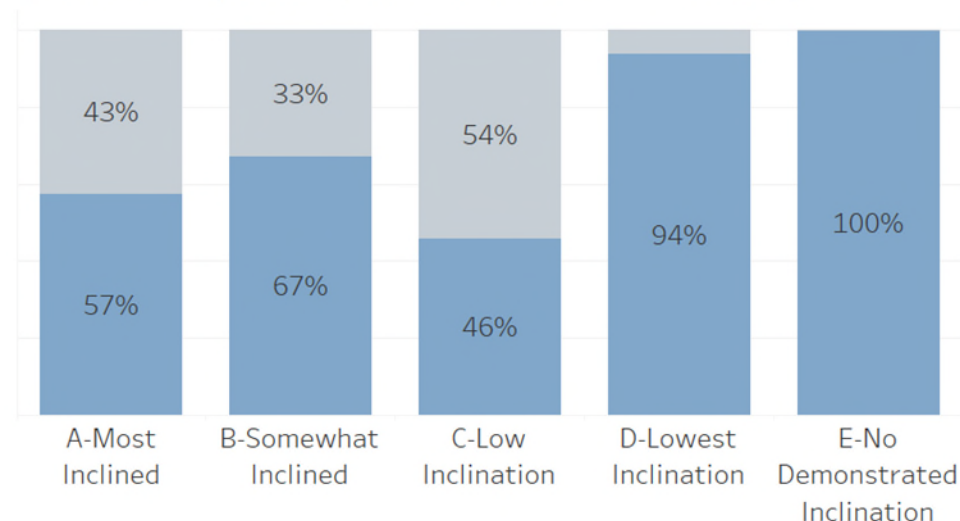
- While a significant portion of leadership prospects are non-alumni, this campaign is the time for Westfield to deepen connections – philanthropic and otherwise – with alumni.

\$25K+ Prospects by Capacity & Constituency



■ Alumni
■ Other

\$25K+ Prospects by Inclination & Constituency



Capacity and Inclination of Westfield's Individual Constituents

- The table below shows the full segmentation of Westfield's database after using data analysis and screening to determine philanthropic capacity and inclination. It should be noted that prospects rated \$100,000 or more and with the highest suspected levels of inclination were reviewed name-by-name by Westfield staff.

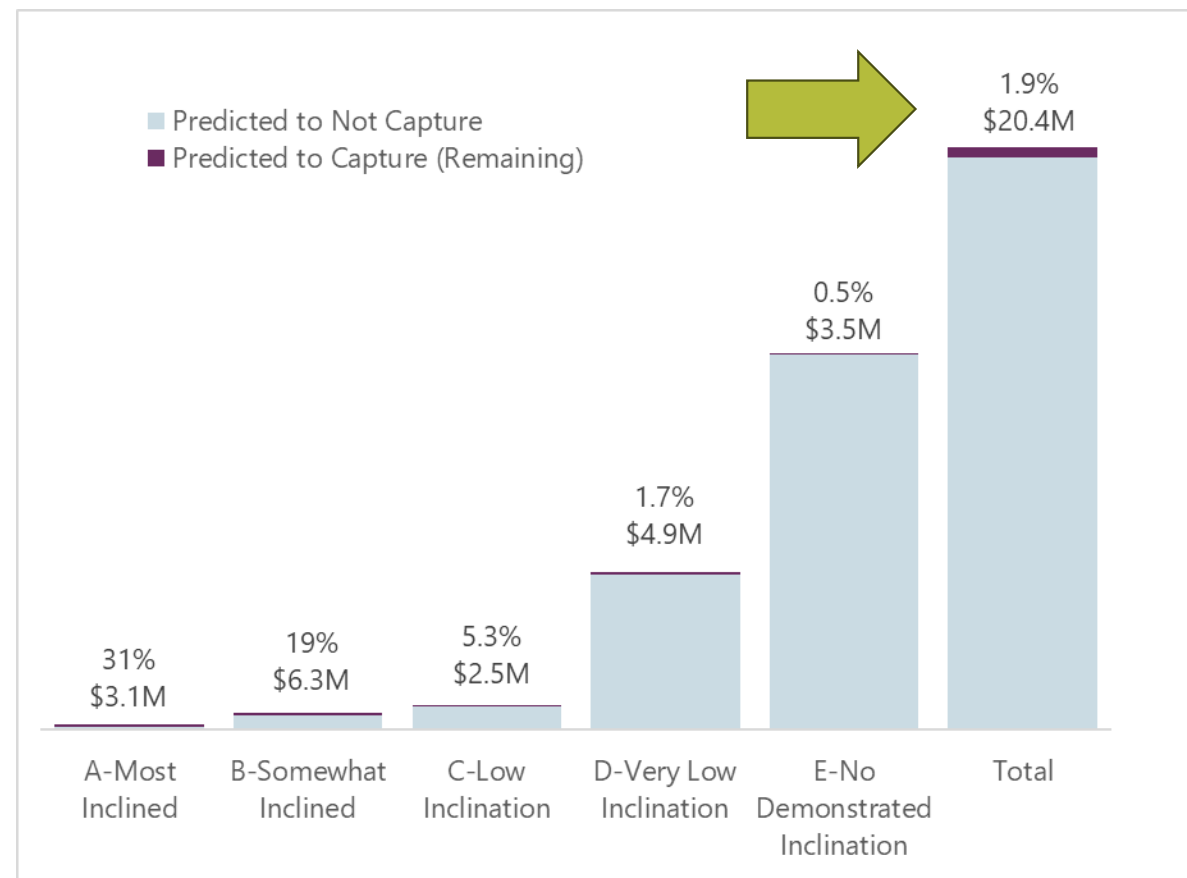



	A-Most Inclined	B-Somewhat Inclined	C-Low Inclination	D-Lowest Inclination	E-No Demonstrated Inclination	Grand Total
\$2.5M+	0	0	1	5	1	7
\$1M-\$2.4M	0	1	7	20	28	56
\$100K-\$999K	35	104	119	934	1,613	2,805
\$25K-\$99K	82	329	408	2,836	9,934	13,589
<\$25K	61	415	617	4,274	23,247	28,614
Total	178	849	1,152	8,069	34,823	45,071

Aggregate Prospect Potential

Aggregate Prospect Potential

- Conservatively, alumni, donors and other individuals have over \$1 billion in philanthropic capacity.
- Based on the data provided, counsel projects that Westfield could capture \$20.4 million – or 1.9% – of this capacity in the campaign, primarily from “Most” and “Somewhat” inclined prospects.
- These calculations do not include giving from organizations or planned giving.



High Priority Prospects

- Prospects with **high capacity** and **philanthropic inclination** (highlighted below) should be the primary focus for Westfield, along with ensuring that ratings are accurate and complete. Prospects with capacity to make a major gift should be qualified and assigned a strategy/relationship that is focused exclusively on cultivating and soliciting gifts either for this campaign or the next one. Loyal donors are also critical prospects for planned giving.

Philanthropic
Inclination to DeSales

5-year
philanthropic
capacity (all
causes)

	A-Most Inclined	B-Somewhat Inclined	C-Low Inclination	D-Lowest Inclination	E-No Demonstrated Inclination	Grand Total
\$2.5M+	0	0	1	5	1	7
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High Priority Prospects (HPP) Subsegments

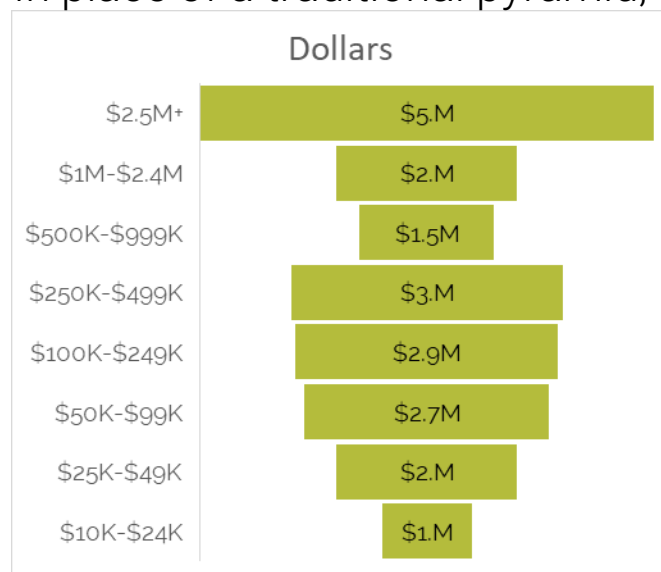
- **Campaign Drivers (A & B \$1M+)**: Prospects who could make or break a *current* campaign. Westfield currently only has one prospect that falls into this category according to this analysis. *It is likely that there are other seven-figure prospects that have not yet been identified or are not actively being tracked.*
- **Campaign Core (A & B \$25K-\$999K)**: Prospects who make up the future major giving pipeline & generate a healthy campaign pyramid base.
- **Long Shots (C-E \$100K+)**: Prospects to either quickly disqualify or with which to plan an aggressive cultivation strategy for this campaign or long-term cultivation strategy so they will become drivers of the *next* campaign.

	A	B	C	D	E	Grand Total
\$2.5M+	0	0	1	5	1	7
\$1M-\$2.4M	0	1	7	20	28	56
\$100K-\$999K	35	104	119	934	1,613	2,805
\$25K-\$99K	82	329	408	2,836	9,934	13,589
<\$25K	61	415	617	4,274	23,247	28,614
Total	178	849	1,152	8,069	34,823	45,071

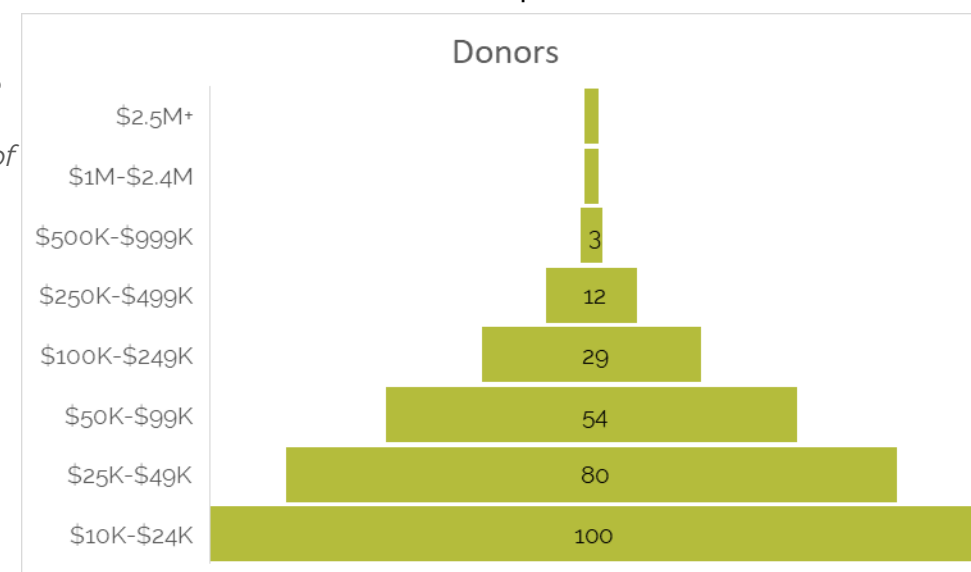
Gift Table & Resource Implications

Potential Gift Table

- Below is an illustrative gift table to show distribution needed to reach \$20 million in major gifts – and \$25M - \$35M overall.
- Based on the estimated captured capacity of Westfield's prospects at each level and an aspirational goal for principal giving, the major gift pyramid for this campaign would include:
 - 282 Donors of \$10K+
 - 4 Donors (\$7M) of \$1M+
 - Donors of \$1M+ represent 35% of the \$20M total
- Notably, only 28% of the campaign would come from donors of less than \$100K over five years.
- In place of a traditional pyramid, dollars resemble a "T" and donors resemble a space needle.



Campaign success will be highly dependent on leadership gifts at the top of the pyramid



Potential Gift Table (Coverage)

- Westfield has too few A-level inclination prospects to secure sufficient gifts at most levels. When B-level prospects are included, WSU has sufficient prospects EXCEPT at the \$1M+ level.
- Westfield State will need to qualify, cultivate and solicit and steward (when appropriate) nearly 850 prospects.
- Securing gifts from B- and C-level prospects will require significant cultivation and, thereby, resources.
- This gap can be resolved by aiming to secure a narrower gift table with more donors of \$1M+ and fewer at lower levels, which will require significant time and focus the President, Vice President and Senior Leadership.

Level of Giving	Donors Needed	Prospects Needed*	A Prospects	A Prospects vs. Donors Needed	B Prospects
\$2.5M+	2	6	0	-6	0
\$1M-\$2.4M	2	6	0	-6	1
\$500K-\$999K	3	9	5	-4	7
\$250K-\$499K	12	36	8	-28	28
\$100K-\$249K	29	87	22	-65	69
\$50K-\$99K	54	162	29	-133	125
\$25K-\$49K	80	240	53	-187	204
\$10K-\$24K	100	300	42	-258	256
Total	282	846	159	-687	690

**A typical campaign sees one donor for every 3-5 potential prospects; an ambitious ratio of 3:1 was used in this analysis.*

Staffing Requirements for Reaching Modeled Potential

- A full-time Major Gift Officer (MGO) focused solely on major gifts typically closes **12–18 major gifts annually** (3–4 solicitations/month; 25–33% close rate).
- Westfield will need to close **~250 major and principal gifts** and work with at least **850 prospects** over the next five years to achieve the modeled potential.
- To sustain this volume, Westfield will need **at least three full-time MGOs** dedicated to major and principal gifts.
- Westfield will also need staff dedicated to Donor Relations to support major gift work.
- Current staffing levels and competing operational responsibilities limit the ability to:
 - Actively qualify mid- and high-capacity prospects
 - Engage six- and seven-figure donors at the required cadence
 - Maintain a consistent pipeline of solicitations
- Achieving the modeled potential will also require **direct engagement** from the President, Vice President, and senior leadership—especially with leadership-level prospects.

Technical Appendix: Methodology

- This Prospect Potential Analysis is based exclusively upon data provided by Westfield.
 - Westfield provided files of individual donors and alumni (not including organizations) with attributes and giving histories. Westfield also provided philanthropic capacity and affinity information received from iWave.
 - Counsel segmented this data based on philanthropic capacity as determined by iWave (provided by WSU) and previous giving.
 - Counsel assigned a Philanthropic Likelihood (A-E) score to each entity in the file.
 - Prospects were excluded if:
 - They are not alumni, current parents, current or current faculty/staff or current/previous board members with a very-low philanthropic affinity AND have a capacity < \$250K
 - They have an iWave Common Name score of >3 and very-low philanthropic affinity.
 - A subset of high-capacity and high-likelihood prospects were manually reviewed by Westfield staff and capacity and likelihood values were adjusted as appropriate.
 - Counsel used this segmentation to estimate Westfield's philanthropic potential and segment prospects
- Counsel will provide Westfield with a data file that includes the final capacity and philanthropic inclination scores assigned in this analysis.



Board of Trustees

December 18, 2025

MOTION

To approve the granting of staff emeriti status, effective December 18, 2025, to the following individuals:

- Louisa (Tina) Bonés
- Janet Garcia

Ali Salehi, Chair

Date

Janet Garcia:

Janet Garcia's 20-year career at Westfield State University is marked by innovation, leadership, and a deep commitment to both the institution and the greater Westfield community. Joining the University in 1999, Janet was its first Director of Marketing, laying the foundation for a modern, cohesive brand identity. She introduced high-level print publications, strategic social media engagement, professional photography, and effective website development—transforming how Westfield State presented itself to the world.

Her efforts extended beyond campus borders, fostering community engagement through neighborhood mailings and public event postings. Janet played a vital role in annual strategic planning, served as class advisor for the Class of 2015, and contributed to campus safety as a member of the Emergency Response Team. Early in her career, while working in DGCE, she earned multiple awards for the College for Kids program, showcasing her creativity and dedication to educational outreach.

A proud two-time alumna of Westfield State, Janet brought a unique and valuable perspective to her work, understanding the University as a student, employee, and citizen of Westfield. Her influence reached statewide through her participation in marketing and communication meetings, where her work was recognized by peers across Massachusetts. She also served as a guest speaker at the Carnegie Communications marketing conference and contributed to local initiatives as a board member for the Boys & Girls Club and the Aviation Program at Westfield Technical Academy.

Throughout her career, Janet adapted to the rapidly evolving world of marketing—from black-and-white newspaper ads to digital campaigns and early explorations of AI. Her ability to stay ahead of trends and educate herself on emerging tools and platforms ensured Westfield State remained relevant and forward-thinking.

In retirement, Janet continues to serve her community as the marketing director for the Friends of the Columbia Greenway Rail Trail, a foster volunteer at the Dakin Humane Society, and a member of the Run Stanley committee. She has also embraced travel with enthusiasm, saying, "I haven't been everywhere, but it's on my list."

Janet Garcia's selection for Staff Emerita honors a career defined by creativity, service, and a lasting impact on Westfield State University and beyond.

Tina Bonés Bio for Staff Emerita 2026

For over 35 years, Tina Bonés was a cornerstone of the Human Resources department at Westfield State University, serving with unwavering dedication, precision, and care. Beginning her career in 1987 as a Payroll Clerk and later advancing to the role of Benefits Manager, Tina consistently provided professional, informative, and accurate support to faculty and staff across the institution.

Her deep understanding of complex policies and procedures, coupled with her meticulous attention to detail, made her an invaluable resource in navigating life-changing situations for employees and their families. Whether assisting with retirements, leaves of absence, health benefits, or moments of personal transition, Tina approached every interaction with patience, respect, and compassion.

Tina also carried an extraordinary amount on her shoulders. She was often the first person employees turned to when facing personal needs, health concerns, or life's unexpected challenges. Many colleagues found themselves leaning on her not just for guidance, but for comfort and reassurance. She became the quiet glue holding together both the personal and professional aspects of many employees' lives. Her steady presence, calm counsel, and genuine care made her a trusted confidant; someone colleagues knew they could rely on without hesitation.

For years, Tina was also the first person outside of a search committee to welcome new employees to Westfield State University. She greeted countless new hires with warmth and professionalism, helping them feel supported and valued from day one. Her ability to make others feel at ease created a strong foundation for their success, and her kindness set the tone for their experience as members of the WSU community.

Beyond her technical expertise, Tina's legacy is defined by her commitment to service and by the depth of the relationships she built across campus. Her willingness to go above and beyond, her quiet leadership, and her steadfast support left a lasting impact on countless individuals. She embodied the University's mission and values not through words, but through consistent action, integrity, and heartfelt dedication.

Staff Emerita status honors Tina Bonés' outstanding career and celebrates the profound contributions she has made to Westfield State University. Her legacy of excellence, compassion, and unwavering integrity will continue to inspire and shape the WSU community for years to come.



Board of Trustees

December 18, 2025

MOTION

To approve the revised Procurement Process Policy (0320), as presented.

Ali R. Salehi, Chair

Date

PROCUREMENT AND ADMINISTRATIVE SERVICES

MEMORANDUM

TO: Stephen Taksar, Vice President, Administration and Finance

FROM: Gary Duggan, Director, Procurement and Administrative Services

DATE: December 18, 2025

SUBJ: **Proposed Changes to the Procurement Process Policy**

The proposed changes to the Procurement Process Policy aims to clarify purchases from a vendor can total up to \$5,000 in a fiscal year, whether through a single purchase or multiple purchases, without requiring that the purchase(s) be made using a Contract for Services or No Bid, Sole Source Form. This change emphasizes the key factor is the \$5,000 limit, while the number of purchases to reach the limit is irrelevant.

The University has been evaluating changes to other procurement thresholds and in tandem with the recommendations from the recent internal audit on Accounts Payable, the University will increase the minimum threshold for a purchase order from \$200 to \$500 effective January 1, 2026. This should result in efficiencies in the procurement process and expedite transaction processing.

PROCUREMENT PROCESS

PURPOSE

To establish a competitive procurement process for the purchase of all goods and services in accordance with all applicable statutes, regulations, policies and procedures of the Commonwealth and the University. It is the policy of the University to have the acquisition of all goods and services be performed by its Procurement Department.

GUIDING PRINCIPLES

A procurement is considered in the best interest (providing best value) for the Commonwealth and the University when it balances the following guiding principles:

1. Supports the achievement of required performance outcomes by enabling the Procurement Department to focus on designing a process that obtains the desired results in the most efficient and effective manner.
2. Generates the best quality and economic value considering not only lowest cost but all relevant factors (e.g. replacement, repair, operations, disposal costs) when determining how to procure.
3. Is timely – achieving best value is defeated if the process is cumbersome and inefficient.
4. Minimizes the burden on administrative resources.
5. ~~Expedites simple, incidental purchases – less than \$5,000. This is a one-time procurement and strongly encourages~~ Facilitates incidental purchases up to \$5,000 annually from vendors, with a strong preference to use of Massachusetts Higher Education Consortium (MHEC) and state contracts.
6. Allows flexibility in developing alternative procurement and business relationships – leveraged buying; multi-year service contracts; shared contracting with other colleges.
7. Encourages competition among contractors and suppliers and results in enhanced choices for goods and services.
8. Encourages the participation of quality contractors by use of qualified small, minority and women owned businesses and use of environmentally friendly products and services.
9. Supports the Commonwealth and Operational Services Division (OSD) Procurement through open communications with OSD on the University's requirements to yield long term benefits for the Commonwealth.

PROCEDURES

A link to the Procurement Department procedures is available on the University's website [through myWestfield](#). The procedures provide detailed guidelines for the following process

Westfield State University

Policy concerning:

Section Administrative

Number 0320

Page 1 of 2

APPROVED: October 1996

REVIEWED: ~~December~~ June 20~~25~~¹⁴

requirements: requisition, contract for service, bid, blanket order and sole source, sole acceptable source/brand. Failure to comply with policies and procedures will lead to loss of purchasing authorization and may result in disciplinary action.

REVIEW

This policy will be reviewed annually by the Vice President for Administration and Finance.

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5. Facilitates incidental purchases up to \$5,000 annually from vendors, with a strong preference to use Massachusetts Higher Education Consortium (MHEC) and state contracts.
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APPROVED: October 1996

REVIEWED: December 2025

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