



Board of Trustees
Academic Affairs Committee

December 13, 2023

9:00 AM

Conference Room 107, Parenzo Hall

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

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| 1. Call to Order | Trustee Martin, Committee Chair |
| 2. Approval of Minutes | Trustee Martin, Committee Chair |
| a. October 11, 2023 | |
| 3. Items for Information | Dr. David Caruso, Interim Provost |
| a. Update: Student Learning and Academic Program Assessment | |
| b. Report on concentrations | |
| c. Status/funding GCE restart/organization | |
| 4. Items for Action | Dr. David Caruso, Interim Provost |
| a. Motion – Faculty Emeritus | |

Attachments:

- a. Minutes of October 11, 2023
- b. Student Learning Outcomes Assessment Template
- c. Report on Concentrations
- d. Academic Leadership of Graduate & Continuing Education
- e. Motion – Faculty Emeritus
- f. Faculty Emeritus Motion supporting letter



BOARD OF TRUSTEES

Academic Affairs Committee

October 11, 2023

Minutes

President's Boardroom, Horace Mann Center

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

MEMBERS PRESENT: Committee Chair Dr. Robert Martin, Vice Chair Dr. Gloria Williams, Secretary William Reichelt, and Trustees Daniel Currier, George Gilmer, Madeline Landrau, and Board Chair Ali Salehi, ex-officio member

TRUSTEE GUESTS PRESENT: Trustee Chris Montemayor

Also present and participating were Westfield State University President Dr. Linda Thompson, Provost Dr. David Caruso, and Associate Provost Dr. Brian Jennings.

Committee Chair Martin called the meeting to order at 11:05 AM and it was announced that the meeting was being livestreamed and recorded.

MOTION made by Trustee Reichelt, seconded by Trustee Landrau, to approve the minutes of the June 6, 2023, meeting. There being no further discussion, **Motion passed unanimously.**

New general education program implementation. Provost Caruso presented status updates on the following issues. The Special Committee on Reforming General Education (SCORE) has made significant progress with plans to implement the new curriculum in fall 2024. The work has been exceptional, and the Gen Ed program will differentiate Westfield State from other institutions. The key component is that instead of being designed for the goals of the major, every experience is woven into the whole system to meet the goals of the Gen Ed program, which can be measured to verify the success for student learning. The new model has more high-impact learning (active v. passive) and is building specific learning outcome assessments. It was requested to have the SCORE team present at a future meeting.

Status of new academic program development and academic master plan. It is the goal to expand the number of programs being offered to attract students and then keep them here with our existing resources. Dr. Jennings stated the Campus Academic Master Plan (CAMP) Committee has gathered ideas from the Academic Affairs division for future direction, which were synthesized into five themes. During review, the larger themes will be structured into strategic goals which will be narrowed down to create concrete strategic initiatives. The committee will outline data benchmarks to track over the course of the plan. Measurements to judge whether the plan is successful:

- The plan will have specific strategic goals with action steps to accomplish each goal so the plan can be measured step-by-step over its life.
- Performance indicators will be incorporated in at least the first, third, and fifth year.

- Resources need to be included into the plan with a cost benefit analysis for the institution.
- A broad range of minors, concentrations that address stem issues, and development of certificates and micro badges will be integrated. The committee will be updated on those below-degree level programs at the next meeting.

Summary of fall 2023 registered student enrollment data and faculty FTE by department. Current enrollment figures for all students compared to last year were provided, breaking out data by schools and faculty. These data guide the faculty in determining the increase or decrease of programs and faculty needed. The new Gen Ed program is 42 to 44 credits and some advanced courses in majors will meet both the major and Gen Ed requirements. Departments and faculty review the numbers of students in each major on a continuous basis and need to work with Enrollment Management to recruit those targeted students.

Fall 2023 student retention summary. Data show that Westfield State is doing consistently better among our sister institutions and far above the national average in six-year graduation rates. The data provided do not include transfer numbers, which are even better. Being among the top 5% nationally needs to be marketed.

Strategy to rebuild effective and efficient management of Graduate and Continuing Education (GCE). Some offices supporting GCE will continue to be combined with the day school operations (student accounts, admission, registrar's office), but the management of academic components of GCE has to be brought back to central management with responsibilities clearly defined. It is planned to put an interim dean in place to oversee a separate college within the University, supported by two associate deans. It was requested that at the December meeting the committee be provided with the necessity of the associate deans, what the plan will cost, and where the resources will come from, together with the funds that GCE provides to the University. President Thompson added that this is a growth opportunity to create 2 + 3 and 3 + 3 programs, which we are behind in compared to our competitors.

There being no further business,

MOTION made by Trustee Landrau, seconded by Trustee Currier, to adjourn. **Motion passed unanimously.**

Meeting adjourned at 12:15 PM.

Attachments presented at this meeting:

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

Secretary's Certificate

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

William Reichelt, Secretary

Date

Student Learning Outcome Assessment

I am writing to follow-up on the discussion of student learning outcome assessment at the last all-chairs meeting. In order to address a significant concern raised by NECHE, the goal for this academic is to update the SLOs for all undergraduate degree programs (majors) and specify the methods of assessment so that results can be measured each year. The timeline for this initiative and key definitions for the components of the student learning outcome system.

Timeline

February 1, 2024 - Department chairs submit to their dean the revised or updated student learning outcomes for each undergraduate degree program (major) offered by the department.

February 15, 2024 – After dean and provost review, dean informs the chair whether any revisions of SLOs are needed.

April 1, 2024 – Department chair submits to their dean the method(s) to be used to assess or measure student performance for each learning outcome and the metric to be used to indicate student success.

April 15 to May 15 – Departments will pilot their assessment methods for at least 30% of each major's SLOs.

April/May 2025 and every spring thereafter – All SLOs will be assessed for the graduating students in each major. Plans will be developed to address any SLOs on which student success is not found ("closing the loop").

By May 31st each year – Department chair submits results of their student learning outcome assessment process to the school dean.

By October 15 of the following year – Department chair submits changes to be implemented for any SLO that did not meet the expected success metric.

Key Definitions

- Student learning outcomes are for an undergraduate degree program (major), not for the department.
- Student learning outcomes address the key or most important things a graduating student should be expected to know or be able to do in a particular degree program.
- Each degree program should have between 5 and 10 learning outcomes.
- Each SLO should clearly measure only one aspect of knowledge or behavioral skill.
- Indicators for a successful result on an SLO should not expect that 100% of students are successful. The metric for a successful outcome should be high, but not unreasonably so. For example, "88% of graduates can demonstrate appropriate implementation of a particular skill" could be an appropriate indicator of student success.



**Undergraduate Full-time and Part-time Students Enrolled in
a concentration for Fall 2023**

MAJOR	CONCENTRATION	Fall 2023
Advanced Math for Elem Ed		0
Art	Animation	12
	Art History	1
	Art Therapy Preparation	0
	Art, 5-12 Initial	6
	Art, PreK-8 Initial	6
	Fine Arts	2
	Graphic Design	27
	Illustration	11
Athletic Training	Prevent Health and Phys Activ.	1
Biology	Biology Pre-Med Conc	1
	Biology, 8-12 Initial	1
	Biotechnology	5
	Secondary Education	4
Chemistry	Biotechnology	0
	Secondary Education	0
	Chemistry, 8-12 Initial	1
Communication	Communication and Culture	3
	Journalism	11
	Media Arts and Analysis	21
	Public Relations Communication	28
Early Childhood Education	Early Childhood, PreK-2 Initial	15
Earth System Science	General Science Option II	1
Elementary Education	Elementary, 1-6 Initial	34
English	Secondary Education	17
	English, 5-12 Initial	7
	English,8-12 Initial	1
	Literature	14
	Writing	32
General Science	Secondary Education	0
	General Science Option II	1
	Gen Science, 5-8 Initial	1
Health Sciences	Clinical	33
	Community Health	56
	Gerontology	2
History	Secondary Education	34

	History, 5-12 Initial	15
Management	Entrepreneurship	32
	Management	1
	Marketing	1
	General Management	41
	Human Resource Mgmt	13
	Sports Management	42
Mathematics	Secondary Education	13
	Actuarial Sciences	5
	Mathematics, 5-8 Initial	1
	Mathematics, 8-12 Initial	3
Movement Science	Prevent Health and Phys Activ.	7
	Secondary Education	6
	Exercise Science	24
	Physical Ed, 5-12 Initial	2
	Physical Ed, PreK-8 Initial	2
	Physical Education	24
	Sports Medicine	52
Music	Secondary Education	27
	Jazz Studies	
	Music Composition	3
	Music Education	6
	Music, All Levels Initial	2
Political Science	American Politics	6
	International Studies, Interdis.	2
	Law, Interdisciplinary	24
	Political Studies	0
	Public Administration	3
Psychology	Art Therapy Preparation	11
Regional Planning	Environmental Planning	7
	Urban & Social Justice	3
Spanish	Lang., Culture, and Literature	0
	Translation and Interpretation	0
Special Education	Moderate Disab., PreK-8 Initial	3
	Moderate Disab., 5-12 Initial	4
Theatre Arts	Secondary Education	1
	Theatre Studies	1
	Theatre-Design Technology	3
	Theatre-Performance	4
Urban & Regional Planning (new)	Environmental Planning	1
	Urban Design & Architecture	2
Total number of students registered into a concentration		786

Data Retrieved on December 5, 2023

Academic Leadership of Graduate and Continuing Education

The reorganization of Academic Affairs, implemented in January 2022 through the UACC process, eliminated the College of Graduate and Continuing Education Dean's office including key positions responsible for the academic leadership and financial management. In addition, other CGCE personnel responsible for marketing and recruitment, admissions, student records, and student accounts were reassigned to the various offices of the university responsible for those functions for the full-time day undergraduate population. The result of this reorganization was the complete elimination for the College of Graduate and Continuing Education as a functional unit of the University.

However, the University continued to offer graduate programs and a wide range of credit bearing continuing education programs for degree seeking students as well as a significant number of non-credit certificate, personal enrichment, and youth programs. In an attempt to provide at least some oversight and management of the campus's graduate and continuing education programs the former provost assigned these responsibilities to one of the academic school associate deans. This approach was not effective for a number of reasons including that graduate and continuing education programs are distributed across the four schools.

In order to establish effective and efficient oversight and management of graduate and continuing education academic programs, I propose to establish a Division of Graduate and Continuing Education to provide organizational leadership for the core functions necessary for their effective operation. This includes the following key functions:

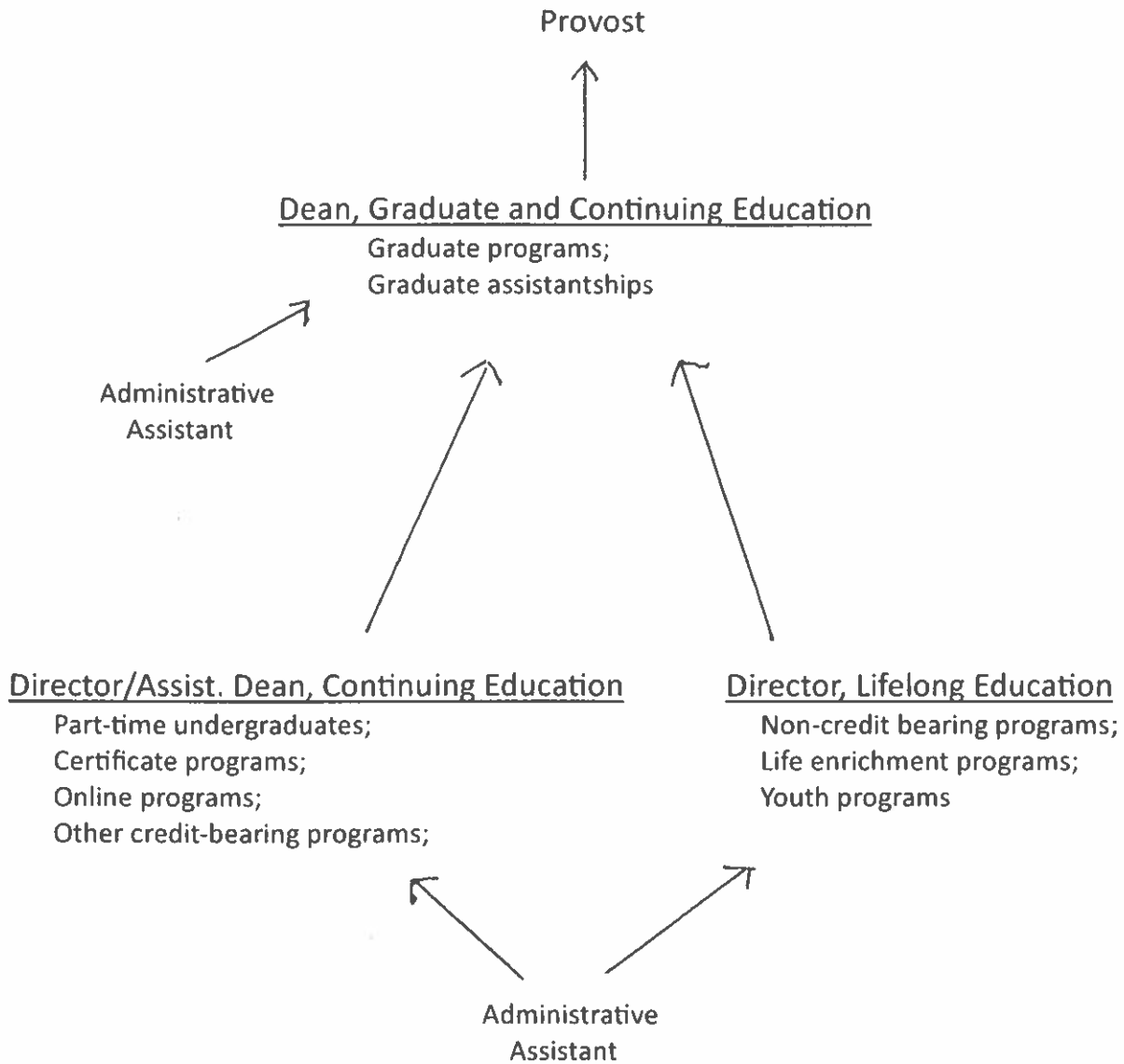
- Appointment and supervision of the graduate and continuing education program area chairs and advisors in the academic departments
- Assignment and approval of faculty teaching contracts
- Management of graduate assistantships
- Management of a wide variety of student processes including grade appeals
- Oversight of program review and student learning outcome assessment
- Approval of course and program curricular changes
- New program design and development
- Budget management and financial planning
- Collaboration with admissions and marketing, student accounts, and registrar

The Division of Graduate and Continuing Education will be led by a Dean with a small staff designed to accomplish these core responsibilities. Reporting to the dean will be a Director/Assistant Dean for Continuing Education and a Director of Lifelong Education. The staff will also include an administrative assistant for the dean and an administrative assistant shared by the two directors. The attached diagram shows the reporting relationships for the new Division of Graduate and Continuing Education.

Proposed by Interim Provost David Caruso 

Approved:  Date: 12/4/2023
President Linda Thompson

Graduate and Continuing Education





Board of Trustees

December 13, 2023

MOTION

The Academic Affairs committee recommends approval to the full Board:
The granting of Faculty Emeritus, effective December 13, 2023, to
Mr. David A. Laing, Physical Education.

ACADEMIC AFFAIRS

December 6, 2023

Dr. Linda Thompson
President
Westfield State University

Dear President Thompson:

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

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

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

Thank you for your consideration.

Sincerely,



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

Approved:

Dr. Linda Thompson, President

Date

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

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

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

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

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