



## Board of Trustees

June 11, 2026  
2:30 to 5:00 PM

Loughman Living Room, Scanlon 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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- |   |                                  |
|---|----------------------------------|
| <b>1. Call to Order</b>   | Board Chair Ali Salehi           |
| <b>2. Approval of Minutes</b><br>a. Draft Minutes of April 28, 2026<br>b. Draft Minutes of May 12, 2026 – Special Meeting   | Board Chair Ali Salehi           |
| <b>3. General Announcements</b>   | Board Chair Ali Salehi           |
| <b>4. President’s Report</b>  | Dr. Linda Thompson               |
| <b>5. Student Trustee Report</b>  | Trustee Barney Garcia            |
| <b>6. Master Plan Presentation</b>  | DCAMM & C7                       |
| <b>7. <u>Student Success &amp; Learning Committee</u></b><br>a) Items for Information   | Committee Chair Chris Montemayor |
| <b>8. <u>Audit Committee</u></b><br>a. Items for Information  | Committee Chair Theresa Jasmin   |
| <b>9. <u>University Success Committee</u></b><br>a. Items for Information   | Committee Chair William Reichelt |
| <b>10. <u>Executive Committee</u></b><br>a. Items for Information<br>b. Items for Action<br>i. Motion – Slate Officers  | Committee Chair Alvarado         |
| <b>11. <u>Finance Committee</u></b><br>a. Items for Information<br>b. Items for Action<br>i. Motion – Investment Income Drawdown<br>ii. Motion – Student Led Investment Fund<br>iii. Motion – FY27 Provisional Operating Budget | Committee Chair George Gilmer    |

iv. Motion – Student Reserves Request

12. **Other Business**

Board Chair Ali Salehi

13. **Adjournment**

Board Chair Ali Salehi



## BOARD OF TRUSTEES

### Minutes

April 28, 2026 3:00 p.m.

Loughman Living Room, Scanlon Hall

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**MEMBERS PRESENT:** Chair Ali Salehi, Vice Chair Melissa Alvarado, and Trustees, Barney Garcia, Tessa Lucey, Chris Montemayor, Jason Queenin, Michael O'Rourke, William Reichelt and Gloria Williams.

**MEMBERS ABSENT:** George Gilmer, and Theresa Jasmin.

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

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

**MOTION** made by Trustee Williams and seconded by Trustee O'Rourke, to approve the meeting minutes of February 19, 2026. There being no discussion, a roll call was conducted, **motion passed unanimously.**

#### General Announcements

- Reminder of upcoming leadership changes at the board, a new slate of officers will be nominated and voted on, June 11, 2026.
- Acknowledgment of challenges facing higher education. Emphasis on wise spending and budgeting practices. Importance of not becoming complacent in financial management.

#### President's Report

##### **Strategic Plan Approval**

- 2026-2030 strategic plan, Infinite Opportunities, approved by the Massachusetts Board of Higher Education on April 7, 2026.
- Reflects shared vision and dedication of faculty, staff, students, trustees, alumni, and community partners.
- Aims to strengthen academic excellence, expand access, and advance student success.
- Prepared to move forward with a comprehensive campaign alongside the Facilities Master Plan.

##### **Commencement Season**

- Ceremony scheduled for May 15, 2026 at the Mass Mutual Center.
- Four individuals to receive honorary degrees:
  - Maurice Watson - Doctor of Law for leadership in education, health care, and public service.
  - Kevin Queenin - Doctor of Public Service for support of Westfield State University.
  - Lawrence Gwodz - Doctor of Humane Letters for philanthropic impact.

- General Claire Adams Zinder - Doctorate of Humane Letters awarded at Military Veterans Graduation Ceremony.

### **Community Engagement**

- Hot Stove Event: Featured former Boston Red Sox pitcher Roger Clemens.
  - Brought together students, fans, and community members for conversation. Clemens shared insights from his distinguished Major League Baseball career. Hosted in partnership with the Westfield Starfighters.
- PI Sigma Alpha hosted Congressman Richard Neal for discussions titled "From Campus to Media, Politics and Public Service."
  - Welcomed students from Putnam Vocational Technical Academy.
- Environmental Studies students Courtney Giles and Taylor Knapp presented wildlife assessment findings to the Westfield Conservation Commission.
  - Conducted through a course led by Assistant Professor Laura De Carlo. Recorded over 420 observations using motion sensing cameras.
- Westfield State University's Model United Nations team participated in the National Model United Nations Conference in New York City. Earned the Honorable Mention Delegation Award. Addressed global issues including sustainability and nuclear disarmament.
- Climate Change Forum: Co-sponsored a panel on climate change and public health.
  - Featured Georges Benjamin, Janice Hutchinson, and Regina Rajini Srikant.
  - Discussed connections between climate change, public health, and inequality.
- Nonprofit Innovators Forum: organized by Dr. Charles DiStefano, focusing on "Innovating for Sustainable Growth."
  - Featured sector-based roundtables and a sponsor showcase.
  - Highlighted the essential role of nonprofits in addressing community challenges.
- Advocacy Efforts: Represented Westfield State University before the Joint Ways and Means Committee.
  - Advocated for continued investment in public higher education. Emphasized the importance of campus appropriations and funding for collective bargaining obligations.

### **Sports Teams Update**

- Dick Lenfest, Director of Athletics, discussed the women's softball team.
  - They had an extraordinary successful season, winning two games at Bridgewater and two at home against Keene State.
  - Their second win marked their 33rd win of the season, breaking the record of 32 wins set by the 1975 baseball team.
  - Currently ranked 11th in the country in the NPI ranking, which is important for postseason.
  - MASCAC tournament will be hosted on the 7th, 8th, and 9th.

### **Faculty Recognition**

- Congratulations extended to faculty on tenure and promotions.

### **Brittney Kraus's AGB Conference Report**

- Brittney Kraus, assistant to the Board of Trustees, attended a professional conference in Denver.
  - Attended as a first-time participant after two years in her role.
  - Noted that the University of Maryland has 55 board members, which provided a fresh perspective on board management.
- The conference included:
  - An app for scheduling and selecting lectures. Topics included board independence, engagement, and operational excellence.

- o Interest in Robert's Rules class and AI's impact on board experience.
- Networking opportunities were valuable, building connections with colleagues from various universities. Returned with new ideas and a sense of camaraderie.
  - o Expressed desire to attend the next conference in Washington D.C. in 2027.

### **Student Trustee Report**

Trustee Barney Garcia provided updates:

- Focus on community engagement, programming, advocacy, and coalition building.

### **Budgeting and Student Activity Reserve**

- SGA has a reserve pool of approximately \$440,000 for programmatic uses.
- Approved \$130,000 from reserves, pending board approval.
  - o \$65,000 allocated for construction of WSU lettering as a campus landmark.
  - o \$65,000 budgeted for improvements to Park Arbor apartment complex.

### **Events and Celebrations**

- Owl Ball event held on April 3, 2026 described as a fun atmosphere.
- Senior Sendoff event on April 24, 2026 for graduating students.
- Affinity groups hosted celebrations, including the Rainbow Celebration and Sankofa ceremony.

### **Advocacy and Political Engagement**

- Advocacy Day on February 26, 2026 aimed at investment in public higher education.
- Congressman Richard Neal visited campus on April 10 for a discussion on politics and journalism.
- SGA advocates for legislation like the BRIGHT Act and increased state appropriations for operational support and student financial aid.
- Focus on maintaining Westfield State as a crucial pillar for representation in the Valley.
- Emphasis on building relationships with upstate schools, such as Worcester State, for future higher education advocacy.

### **Transition of Leadership**

- Introduction of Student Trustee Elect Maria Rento-Marrero.
- Maria is an undergraduate pursuing a degree in Management with a concentration in Entrepreneurship and working on her MBA.
- Committed to advancing student success and focusing on diverse student populations.

### **Student Success and Learning Committee**

Committee Chair Chris Montemayor updated the Board:

- Committee met to review exceptional faculty recommended for promotion.
- Recognition of students receiving Academic Excellence awards.
- Introduction of a new dashboard for data analysis on enrollment outcomes, retention rates, and KPIs. The board has been pressing for clean data for decision-making. Reliable information was presented for the first time in a long time, credited to Vice President Safa and his team.
- The University's faculty and students are highly regarded, with appreciation for their hard work and dedication.

**MOTION** made by Trustee Montemayor and seconded by Trustee Queenin; to approve the granting of promotion to the rank of Professor, effective September 1, 2026, to: Dr. Paul Cacolice, Sports Medicine and Human Performance; Dr. Andrew Hafner, Education; Dr. Tracy McLeod, Education; Dr. Edward Orgill, Music; Dr. Jamie Rivera, Nursing; Dr. Amanda Salacinski, Sports Medicine and Human

Performance; Dr. Susan Scott, Nursing; Dr. Francesa Spina, Criminal Justice. To approve the granting of promotion to the rank of Associate Professor, effective September 1, 2026, to: Dr. Timothy Honig, Music. There being no discussion, **ROLL CALL VOTE**, motion passed by majority.

**MOTION** made by Trustee Montemayor and seconded by Trustee Queenin; the Student Success and Learning Committee recommends to the full Board: to approve the granting of promotion to the rank of Professor, effective September 1, 2026, to: Professor Ashley Evanoski-Cole, Chemistry & Physical Science; Professor Beverly St. Pierre, Health Sciences; Professor Francesca Spina, Criminal Justice; Professor Kathryn Weglarz, Biology. To approve the granting of tenure with automatic promotion, effective September 1, 2026, to: Professor Michelle Duffelmeyer, Health Sciences; Professor Juliet Lee, Education; Professor Nicholas Morrison, Psychology; Professor Jessica Stephens, Biology. There being no discussion, **ROLL CALL VOTE**, motion passed by majority.

### University Success Committee

Committee Chair William Reichelt updated the Board:

- Highlights from the past couple of months were presented.
- A brand launch is underway, with an 11-person camera crew on campus for an anthem video.
- Undergraduate admissions and deposits are on track, with increases noted over previous years.

#### Strategic Enrollment Plan

- Continued increases in graduate and undergraduate enrollment.
- Discussion on addressing the demographic cliff expected in 2028.
- Faculty development plan to prepare for the implementation of the new general education curriculum.

### Finance Committee

Committee member Jay Queenin updated the Board on the Finance Committee meeting held on April 13, 2026 with the following:

- **Investment Portfolio Update**
  - Fund Evaluation Group reported investment returns up around 2.5% as of mid-April, equating to over a million dollars.
  - Historical performance during midterm elections suggests potential for improvement in the second half of the year.
  - Investment advisor noted the need to monitor oil prices and interest rates.
  - Overall optimistic tone from the investment advisor regarding market resilience.
- **University Cash and Budget**
  - University cash is down due to funding the deficit; market decline in March impacted cash but rebounded by April.
  - FY26 budget expected to end within 1-2% of budget target; a \$2 million shortfall in revenue discussed.
  - Need to continue capital investments despite budget difficulties; Trustee Garcia emphasized addressing capital needs.
- **Provisional Operating Budget**
  - Notified of a \$1.4 million hit on fringe benefits due to collective bargaining, adding to existing structural deficit.
  - Current deficit estimated between \$4-5 million; emphasis on achieving a balanced budget next year.

- Multi-year projection indicates positive outlook for the next five years, contingent on difficult decisions today.

**MOTION** made by Trustee Williams and seconded by Trustee Avarado, the Finance Committee recommends approval to the full Board: To approve the revised Trust Fund Management Policy (0604), as presented. There being no discussion, a roll call was conducted, **motion passed unanimously**.

**MOTION** made by Trustee Williams and seconded by Trustee O'Rourke: to approve a preliminary and partial capital projects budget of \$1,412,702 which will enable the University to begin the procurement process to bid the proposed work for this summer. The projects are listed on the FY27 Preliminary Capital Budget Plan with a brief description. Early approval of these specific projects is critical to solicit competitive bids and award these projects as soon as possible. The full capital budget, including all projects and Information Technology requests, will be provided in June 2026 with the FY27 Provisional Campus Budget. There being no discussion, a roll call was conducted, **motion passed unanimously**.

### Audit Committee

Committee Vice Chair Melissa Alvarado updated the Board on the Audit Committee meeting held on April 13, 2026 with the following:

- One item for action and one for information.
- Information update on internal audit regarding Clery Act.
  - Audit about 80% complete; draft report to be provided in advance.
- Engagement of financial audit services for fiscal year 26.
  - Participated in statewide RFP process led by Bridgewater State University.
  - Contract period runs through June 30th, 2029, with two optional one-year extensions.
- Recommendation to select Withum, Smith and Brown P.C.
  - Extensive experience with Massachusetts higher education.
  - Competitive pricing for FY26 at \$90,000.

**MOTION** made by Trustee Williams seconded by Trustee Queenin: to appoint Withum Smith & Brown PC, as the University's auditors and to engage their services for FY26 in response to the state-wide request for proposal with Bridgewater State University (RFP-0026). The contract is for three years with a possibility of two, one-year extensions. A roll call was completed. **Motion passed.**

There being no further business,

**MOTION** made by Trustee Queenin, and seconded by Trustee O'Rourke, to adjourn. A roll call was conducted, **motion passed unanimously**.

Meeting adjourned at 4:18 p.m..

**Attachments:**

- a. Draft Minutes of
- b. President’s Presentation
- c. Student Trustee Presentation

**Student Success & Learning Committee**

- a. Minutes of February 19, 2026
- b. Motion for Faculty Promotion
- c. Promotion Candidate Summaries
- d. Promotion Personnel Action
- e. Motion for Tenure
- f. Tenure Candidate Summaries
- g. Tenure Personnel Action
- h. Academic Excellence Awards List

**University Success Committee:**

- a. Minutes – February 19, 2026
- b. University Success PPT

**Finance Committee:**

- a. Motion – Trust Fund Management Policy (0604)
- b. Trust Fund Management Policy (0604) CLEAN
- c. Trust Fund Management Policy (0604) TRACK CHANGES
- d. Motion – FY27 Preliminary Capital Budget
- e. FY27 Preliminary Capital Budget (Narrative)
- f. FY27 Preliminary Capital Budget

**Audit Committee:**

- a. Motion – Engagement of Financial Audit Services for FY26
- b. Engagement of Financial Audit Services for FY26

**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 April 28, 2026.

\_\_\_\_\_  
Dr. Gloria Williams, Secretary

\_\_\_\_\_  
Date



**BOARD OF TRUSTEES**  
**Special Meeting**  
**Minutes**  
May 12, 2026 3:00 p.m.  
Zoom

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**MEMBERS PRESENT:** Chair Ali Salehi, Vice Chair Melissa Alvarado, and Trustees, Barney Garcia, George Gilmer, Tessa Lucey, Chris Montemayor, Michael O'Rourke, William Reichelt and Gloria Williams.

**MEMBERS ABSENT:** Theresa Jasmin, Jason Queenin.

Also present and participating was Westfield State University President Dr. Linda Thompson; Vice President of Administration & Finance, Stephen Taksar; and Assistant Vice President of Information and Instructional Technology, Alan Blair.

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

**Initiative Request**

- The request aligns with a strategic plan for optimized stewardship of campus resources.
- The cost of IT equipment (servers, routers, etc.) is increasing daily, and lead times are getting longer.

**Technology Investment**

- The University hasn't been able to invest in residence halls to improve/replace outdated equipment.
- MSCBA (owns the residence halls) doesn't fund technology replacement; the campus must replace outdated tech.
  - Structural needs, HVAC, and roofs take priority.
- Students expect robust Wi-Fi, and the current arrangement is lacking compared to what they have at home.
- Deferred maintenance exists for technology infrastructure, similar to facilities and is approximately \$3 million.
- Replacing end-of-life equipment and modernizing technology infrastructure will create an integrated academic and living environment.
- This will provide a reliable, high-capacity digital infrastructure essential for student engagement, retention, and enrollment competitiveness.
- Aging systems pose operational, safety, and reputational risks.
- The \$2 million investment will upgrade high-impact residence facilities, including:
  - University Hall, New Hall, Courtney Hall, Scanlon Hall, Dickinson Hall, Davis Hall, and residential apartments.

**Network Segregation & Campus-Wide Impact**

- Networks for administrative and residential sides are segregated.
  - This prevents breaches on the residential side from affecting the academic side.

- Investment will improve connectivity, resilience, safety, and digital equity across the entire campus.
- Even a modest gain in student retention and enrollment will offset the project's cost.
- This will preserve campus capital funds for other administrative priorities.
- Modernizing residence halls is a planned, strategic investment supporting:
  - Student success
  - Institutional reputation
  - Long-term financial stability
  - Future investment

#### **Proposal Details**

- Seeking \$2 million through the MSCBA with a 10-year amortization schedule.
- The true interest cost was around 3%.
- Plan to capitalize interest for the first year for the lowest debt payment, averaging about \$260,000 a year over 10 years.
- Funding will come from future capital investments, with Alan agreeing to a shorter annual allocation.
- Immediate and positive impact on residence halls within 12-18 months.
- The Board of Higher Ed is meeting next Tuesday. This is a critical step before it can be added to the agenda, part of a larger bond offering by the MSCBA in June.

#### **Discussion**

- Question about shorter annual allocation: Alan Blair gets about a million dollars annually for capital investments.
  - The payment will come out of that million-dollar allocation.
  - Allocation will be reduced to about \$800,000 to \$750,000 annually starting in FY28.
  - The additional \$250,000 will cover the bond repayment.

#### **Technology Advancements**

- Question about the risk of technology becoming outdated quickly.
  - Technology changes rapidly, with obsolescence occurring in as little as six months.
- Networking gear is supported for 10 years, with free replacements if it breaks.
- Current equipment is already past its end of life, some for over a year.
- The environment is Cisco, known for reliable equipment that can be used beyond its end of life.

**MOTION** made by Trustee Williams, and seconded by Trustee O'Rourke, to authorize the President to seek a \$2 million bond borrowing from the MSCBA to support residence hall information technology improvements. The funding source for the bond payments will be the annual budget allocation from the Information Technology Capital Budget. The amortization period will be 10 years, beginning in FY27. The proceeds will also be used to pay capitalized interest and cost of issuance. Refer to supporting documentation for specific details on this initiative. This request is in alignment with the Strategic Plan Goal 3, Optimize Stewardship of Campus Resources.

There being no further business,

**MOTION** made by Trustee Williams, and seconded by Trustee O'Rourke, to adjourn. A roll call was conducted, **motion passed unanimously.**

Meeting adjourned at 4:18 p.m..

**Attachments:**

- a. Motion – Funding for Residence Hall Technology Upgrades
- b. Funding for Residence Hall Technology Upgrades

**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 May 12, 2026.

\_\_\_\_\_  
Dr. Gloria Williams, Secretary

\_\_\_\_\_  
Date

# Dr. Linda Thompson

President

Westfield State University

Board of Trustees Meeting

June 11, 2026



# Commencement is among the most meaningful and enduring traditions in university life.

Our ceremonies were made possible by tremendous collaboration across the institution.









# HONORARY DEGREE *Presentation*



Westfield State University  
Honorary Degree  
Mr. Maurice A. Warren  
Presented to the Board of Trustees  
December 12, 2024

Westfield State University  
Board of Trustees



countrybank

Western State University  
Western Association

Western State University  
Western Association



International collaborations support student success in an increasingly connected world



# Guangzhou University of Chinese Medicine

I spoke about climate change, prevention strategies, and the role of Traditional Chinese Medicine in promoting community health and resilience through international collaboration and knowledge exchange.



# The Evolving Role of Nursing in Addressing Global Health Challenges

Global Partnerships  
Advance Innovation,  
Engagement, and  
Student Success



# Kiang Wu Nursing College of Macau and Westfield State University, US

## Memorandum of Understanding Signing Ceremony

2026-5-20





Dr. Aska brings extensive higher education leadership in finance and operations. He will begin his role here on June 30.



**New executive leadership  
on campus**

# ATHLETICS CONTINUES TO STRENGTHEN CAMPUS PRIDE AND COMMUNITY

Discipline, teamwork,  
leadership, and spirit  
of collaboration  
defines our athletic  
programs.





Our student-athletes continue to represent Westfield State with distinction both on the field and in the classroom, and their achievements contribute meaningfully to the energy and spirit of the university community.



**Representing our campus on the field  
and in the classroom**

# Appreciation for opportunity to lead Council of Presidents

The COP leadership experience reinforced how much can be accomplished through collaboration, a shared commitment to mission, and advocacy on behalf of our students and campuses.



**Chair  
Salehi:  
Thank you  
for your  
leadership**





PRESIDENT  
INDA THOMPSON



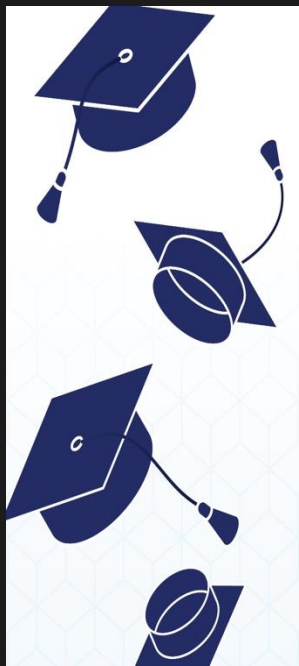
ALI SALEHI



COMM



**Thank you!**





**WESTFIELD STATE**  
UNIVERSITY



# Campus Master Plan

CambridgeSeven | Dober Lidsky Mathey | Nitsch Engineering | Shadley Associates

12 February 2026

**Westfield**  
STATE UNIVERSITY

**Volume 1 - Report**

**CambridgeSeven**

# Vision

## Vision and Priorities

**Over the next decade, Westfield State University will focus on campus and facilities improvements that provide a learning and living environment designed to prepare students for an evolving labor market by promoting interdisciplinary, collaborative, and meaningful learning.**

This **vision** for the master plan is captured in the following **priorities**:

- **Enhance student engagement** through improved spaces for student life, support, and collaboration
- **Build learning spaces** that support current and interdisciplinary pedagogy that will ready students for the labor market
- **Improve access** to new technology
- **Create a welcoming campus for all students** that prioritizes accessibility, diversity, and safety
- **Celebrate WSU's distinctive location** and relationship with its natural environment through impactful outdoor spaces for learning, living, and recreation



# Master Plan Drivers

## 1: Stakeholder Input

WSU stakeholders were critical partners with our team of architects, planners, landscape architects, and civil engineers in developing the Master Plan. Together, we toured the campus' buildings and open spaces, investigated what works on campus, what does not; we scrutinized outdated teaching space and state of the art learning environments. Our tours were followed by stakeholder meetings and online surveys to understand maintenance needs, user ideas, challenges, and opportunities. We interviewed staff, faculty, students, and leadership – coordinated with previous studies completed by the University to establish a baseline and thorough understanding of WSU's campus.

Key Stakeholders who are actively engaged in the planning process include:

**President and Cabinet**

**Board of Trustees**

**Campus Master Plan Steering Committee**

**Faculty, Staff, and Students** representing many University Departments

**City of Westfield**

Our strategy for engaging stakeholders in a participatory and transparent process included regularly scheduled virtual and on-campus meetings with the Steering Committee made up of representatives from each campus group including faculty, administration, staff, and the student body. The planning team asked a wide range of questions intended to draw out the participation from each group to establish key goals and priorities for the future campus as well as the shortcomings, problems and deficiencies of existing University facilities, infrastructure and campus experience.

Workshops and virtual meetings were set up with themes and agendas framing current campus challenges to encourage long-term strategic thinking. Established planning goals were further workshopped through interactive sessions, inviting feedback on previous responses and further clarification. This process allowed for both a thorough discussion of challenges and opportunities as well as a framework for prioritization.



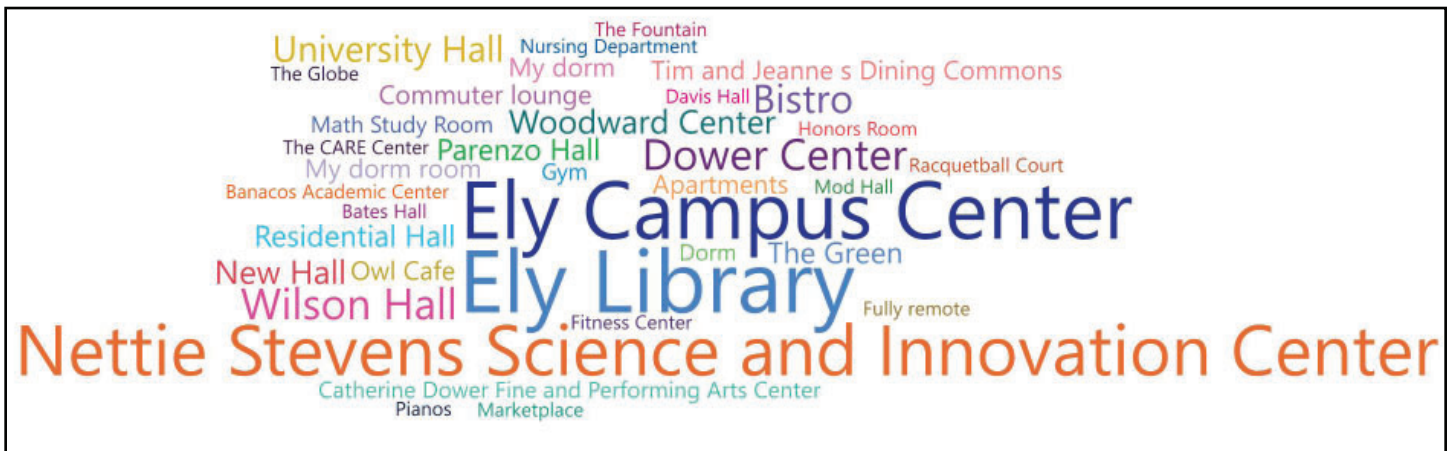
Roundtable discussion from **Steering Committee Meeting**.

Our team met with the Steering Committee during regularly scheduled workshops and also with each administrative division and academic department. These meetings, held in the fall of 2024 and winter of 2025, allowed campus wide input and engagement with a broad constituency. We presented our findings about existing campus conditions and asked for feedback on our findings that both confirmed and expanded what we heard on campus. This data was recorded and formed the basis for Master Plan recommendations.

- 1 Student Government Meeting**
- 1 Board of Trustees Meeting**
- 2 President’s Cabinet Meetings**
- 8 Steering Committee Meetings with 26 Members**
- 10 Stakeholder Workshops**
- 85 Departments**
- 100 Responses from Online Questionnaire**
- 150 Attendees at Virtual Town Hall**

**“What is your favorite place on campus?”**

“Word Cloud” created by responses received from students, faculty and colleagues at a Virtual Campus Forum:



# Master Plan Drivers

## 2: Commonwealth Priorities

The Governor has prioritized solutions to two critical challenges faced by the Commonwealth:

1. Resiliency and Decarbonization
2. Housing Affordability

As a result, our plan is driven by three Executive Orders that require climate change be addressed through decarbonization and that surplus property be identified for use as housing.

### Campus Resiliency and Decarbonization

**Executive Order 569 - Establishing an Integrated Climate Change Strategy for the Commonwealth** which coordinates and makes consistent new and existing efforts to mitigate and reduce greenhouse gas emissions and to build resilience and adapt to the impacts of climate change.

**Executive Order 594 - Leading By Example: Decarbonizing and Minimizing Environmental Impacts of State Government** which establishes policies, programs, and strategies to substantially reduce greenhouse gas emissions from state government operations and enhances resiliency at state owned and managed buildings, facilities, and campuses.

This Master Plan supports the objectives of **Executive Order 569** and **Executive Order 594** by incorporating recommendations from the 2024 campus Decarbonization Study to reduce greenhouse gas emissions to meet statewide goals for 2030, 2040, and 2050. Refer to **Appendix F** for the 2024 campus Decarbonization Study.

As part of decarbonization efforts, the campus aims to reduce emissions from on-site fossil fuels compared to the 2004 baseline:

- 2025: -20%
- 2030: -35%
- 2040: -60%
- 2050: -95%

The Master Plan incorporates the following recommendations:

- Reduce Energy Demand:
  - Energy-efficiency improvements to the exterior envelope of existing buildings that are not recommended for demolition
- Decarbonize the Supply of Energy:
  - Energy-efficiency improvements to mechanical systems of existing buildings that are not recommended for demolition, including conversion to air- or water-source heat pumps.
  - Conversion of building mechanical systems to low-temperature hot water
  - Networking and connection of all buildings – existing and new – to a ground loop heat exchange
  - Two new decarbonization plants for the ground source heat exchange fields.

# Master Plan Drivers

## 3: Previous Campus Studies

WSU and DCAMM provided the following studies which were resources for the development of the Master Plan. Refer to the appendices of this report for each document.

### Westfield State University Strategic Plan 2025-2029: Infinite Opportunities

The theme of Westfield State University's plan of action for the next five years is "Infinite Opportunities: Fostering Leadership Excellence" in conjunction with aligning with statewide initiatives for the public higher education system.

Strategic Priorities:

- Update curriculum offerings to reflect today's workforce needs
- A student-centered focus on student success
- A multi-year plan aligning resources to institutional priorities
- Strengthening partnerships for experiential learning

Goals:

- Foster Innovative Learning
- Advance Student Success
- Optimize Stewardship of Campus Resources
- Amplify Institutional Impact and Influence

Refer to **Appendix A**.

### Westfield Space 2024: A Comprehensive Space Utilization Study

Prepared by Dober, Lidsky, Mathey

The Space Utilization Study measured the existing availability of assignable square footage for general purpose classrooms, specialized instruction spaces, and offices, benchmarked against industry standards and DCAMM space allocation guidelines. The study identifies major surplus space resources, as the University assesses the feasibility and time frame of rebuilding its enrollment and the number of students in residence on campus.

Primary conclusions include:

- Provide more premium single residences on campus
- Provide space for high-impact program initiatives
- Replace Bates to support strategic initiatives identified in this Master Plan
- Identify options for surplus Horace Mann and related acreage.

Refer to **Appendix C**.

### Decarbonization Study 2024

Prepared by Salas O'Brien

Westfield State University worked with DCAMM on a decarbonization study to meet Massachusetts' Executive Order 594, a statewide goal of achieving net zero greenhouse gas (GHG) emissions in 2050.

The Decarbonization Roadmap analyzes strategies to enable WSU to meet its future energy requirements while significantly reducing onsite carbon emissions from fossil fuels.

Decarbonization strategies include:

- Strategic energy management
- Behavior changes
- Supply efficiency through geothermal-based district energy development

The roadmap identifies pathways to minimize the use of fossil fuels for heating and cooling. Systems and approaches are evaluated to optimize the use of capital resources while minimizing operational costs.

The final recommendation is a phased implementation of the decarbonization strategy, paired with further design and study to gain better confidence in the scope of work and capital cost of the project.

The decarbonization solution includes:

- Ground Source Heat Pumps (GSHP)
- Air Source Heat Pumps (ASHP)
- Natural gas boilers when needed for peak energy needs.

Refer to **Appendix F**.

## Landscape Guidelines & Master Plan 2025 Wayfinding Guidelines & Master Plan 2024

Prepared by VHB

Recognizing the need for an enhanced campus experience and a unified brand identity, Westfield State University completed a landscape and wayfinding master plan. This plan for Westfield State University represents a strategic vision aimed at enhancing the aesthetic, functional, and cultural value of its 256-acre campus.

The Landscape Guidelines and Master Plan provides a framework for how to adjust the current landscape to achieve the University's goals, a conceptual report for the development of the campus, and maintenance instructions to help preserve the ideal character. Key components include updated signage, cohesive site furniture, environmentally friendly lighting, and well-defined pathways that enhance navigation and safety.

The Wayfinding Guidelines & Master Plan Report acknowledges the complexities of navigating a campus reliant on commuting. It aims to develop an all-encompassing wayfinding system for the campus and enhance the experience for visitors, students, and staff. Also, it will provide a framework for how to adjust the current wayfinding to achieve the University's goals, and a conceptual vision for the wayfinding system of the campus. The implementation of the wayfinding shall be coordinated with the landscape master plan and phasing strategy.

The primary goals of the landscape and wayfinding master plan include:

- Enhanced Visitor, Student and Staff Experience
- Cohesive Identity
- Sustainability
- Improved Accessibility
- Community and Cultural Integration

Refer to **Appendices D and E**.

## ADA Strategic Compliance Assessment 2024

Prepared by Independent Living Resources and Austin Design Inc.

This document, provided by DCAMM, summarizes the Statewide Accessibility Initiative (SAI) analysis of Westfield State University campus accessibility. This report covers only DCAMM properties at Westfield State University.

Primary conclusions include:

- With limited improvements, the majority of DCAMM properties at Westfield State University will meet Massachusetts Architectural Access Board (MAAB) 521CMR basic access requirements to have:
  - accessible entrance
  - accessible toilet room
- A notable exception is Lammers Hall, which needs major improvements to have a qualifying accessible bathroom.

Refer to **Appendix G**.

## Facility Condition Assessment 2024

Prepared by Cannon FOS

A facility condition assessment (FCA) was conducted for all state-owned major buildings and grounds occupied by Westfield State University.

The criteria used for the assessment included the buildings' Current Replacement Values, their current-state condition, costs to renovate and maintain, and future needs planning for the next ten years.

Primary conclusions include:

- There are more than \$90M (FY24) in funding needs falling with Priorities 1, 2, and 3 (Critical to Fair Condition) for Academic and Student Cocurricular Buildings.
- The majority of residential halls fall within Critical to Poor Condition within a 10-year timeframe.
- The highest associated estimated construction costs to correct deferred maintenance deficiencies were associated with Ely Library / Campus Center, Wilson Hall, the Power Plant, and Lammers Hall.

Refer to **Appendix H**.

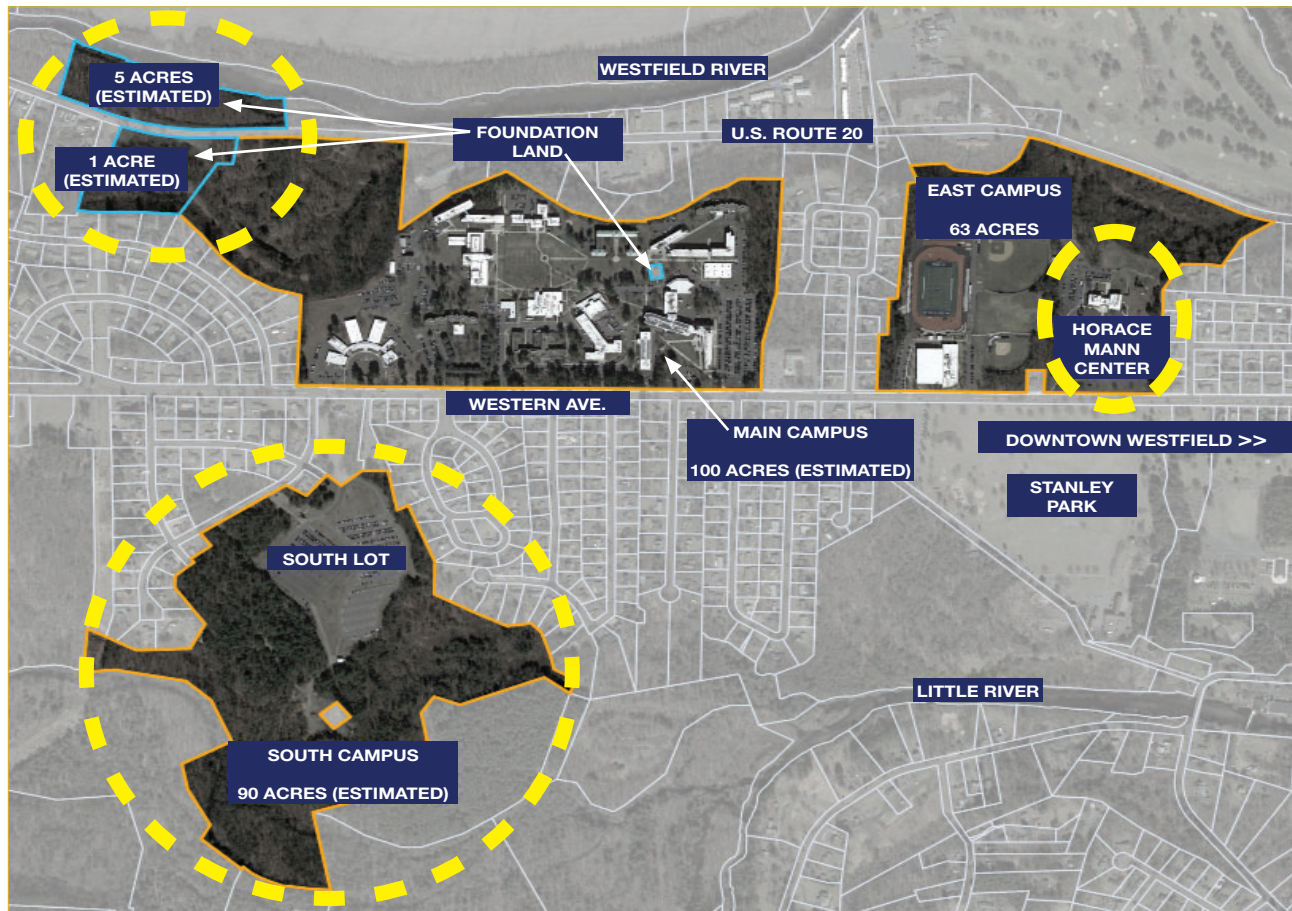
## Surplus Property Utilization

### Executive Order 623 - Identifying Opportunities for the Use of Surplus and Underutilized Land for Housing

This Executive Order aims to expedite the availability of public land to address the Commonwealth's housing needs. The University and DCAMM will continue discussions as to the feasibility and value of surplussing land made available through the implementation of the Master Plan's recommendations. Land that may be under consideration include portions of East Campus (Horace Mann Center), South Lot, and Foundation Land.

- The **Horace Mann Center** is an office building with parking that is accessed from Western Avenue and located on the East Campus.
- The **South Lot** is a commuter parking lot accessed from Western Avenue and located south of the Main Campus.
- The **Foundation Land** is woodland that abuts the Main Campus and the Westfield River, and U.S. Route 20 passes through it.

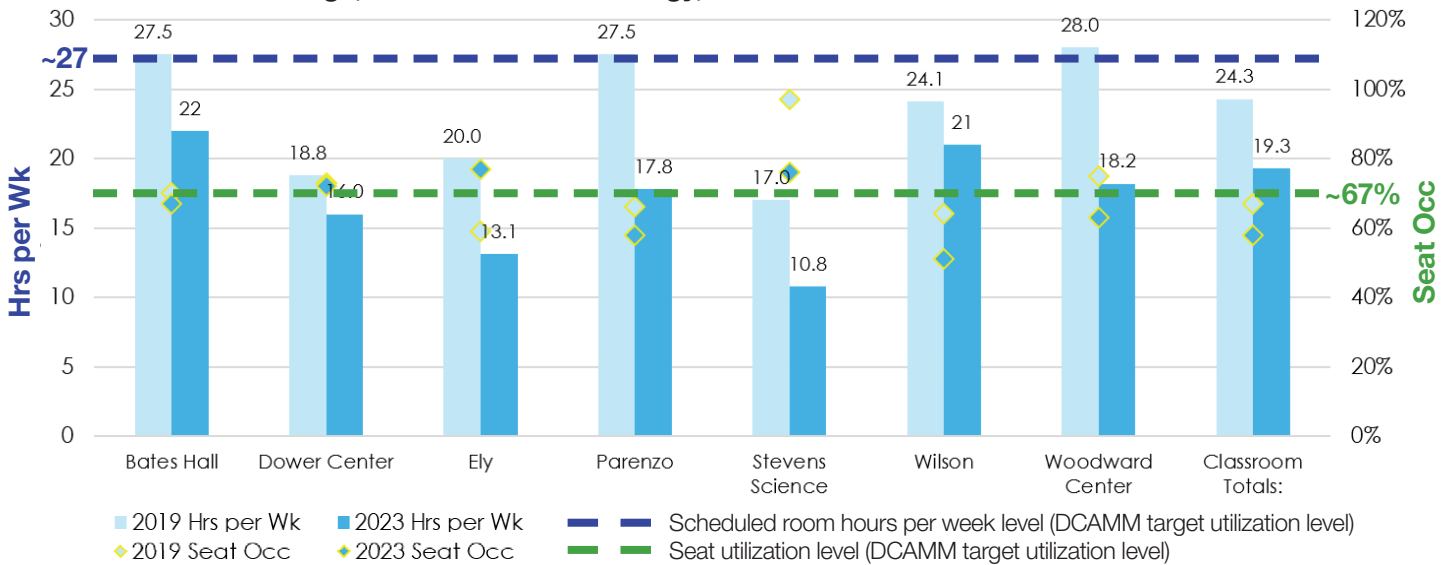
The University is considering surplussing excess or unused land in order to reinvest proceeds for facility improvements and/or to expand housing options within the local community. While no decisions or commitments have yet been made, the campus is assessing the feasibility of this strategy as part of the overall Master Plan effort.



### Classroom Utilization: Fall 2019 & Fall 2023

Data showed that in 2023 classrooms were underutilized for two reasons, there is a surplus number of rooms and a preference for course sections offered from mid-morning to early afternoon. Westfield’s classroom inventory is very traditional - a mixture of table and chair and tablet-arm chair seating with standard presentation tech.

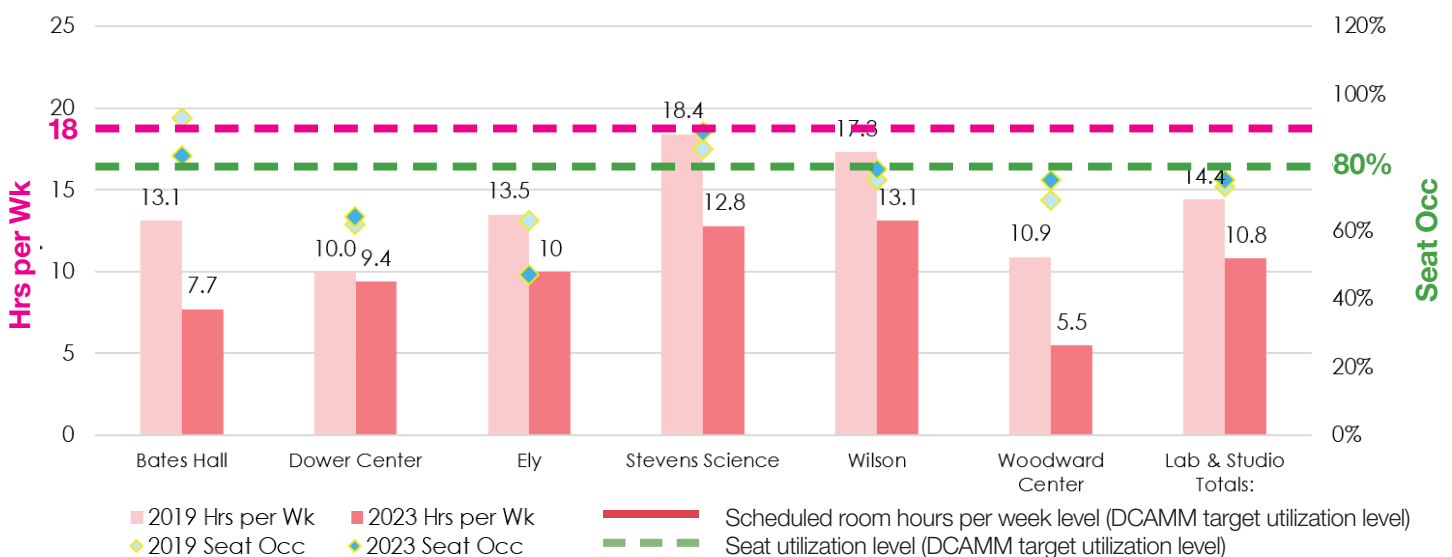
**Recommendation: the University should prune its classroom inventory while upgrading the classroom environment - furnishings, instructional technology, HVAC and acoustics.**



### Labs & Studio Utilization: Fall 2019 & Fall 2023

Lower utilization of labs and studios is the result of both inefficiencies due to setup and breakdown, and the labs not meeting the needs of today’s academic programs. Because labs and studios are specialized environments designed to deliver specific curricular content, converting lab spaces is problematic without compromising the range of course offerings.

**Recommendation: as with the classrooms, the lab and studio inventory must be upgraded to serve the demands of future programs and meet student expectations.**



# Outcomes and Next Steps

## Outcomes

A successful Master Plan implementation will support Westfield State University in implementing their Strategic Plan through impactful and thoughtful interventions. This study recommends projects ranging in scale and cost that include horizontal and vertical work that renovates existing spaces as well as new capital projects where renovations would not appropriately serve the University.

Master Plan projects will modernize applied-learning classrooms and laboratories, update teaching space to meet 21st century curriculum and teaching standards, colocate and centralize academic departments in the academic quad through the replacement of Wilson and Bates Halls with a new Human Health Hub, consolidate visual and performing arts departments and instructional space in the Dower Center, and resolve deferred maintenance projects.

**More detailed description of outcomes are on the following pages.**

## Outcomes

- **Spaces that Support Campus Goals**
- **New Human Health Hub**
- **Colocated Arts Complex at Dower**
- **Improved Student Life**
- **More Desirable Residential Space**
- **Enhanced Pedestrian Experience**
- **Athletic Facilities Improvements**
- **Environmental and Economic Sustainability**
- **Reduced Deferred Maintenance**

## Spaces that Support Campus Goals

In alignment with planning priorities established for this Master Plan, spaces on campus are to be made adequate for current needs, with the overall total building area on campus being reduced from 1,571,000 square feet (SF) to 1,420,000 SF.

**Existing Total Building Area: 1,571,000 SF**

**Residential: 665,000 SF**      **Student & Life Admin: 435,000 SF**      **Academic: 471,000 SF**

(Number of Units: 2,400)

**Proposed Total Building Area: 1,420,000 SF**

**Residential: 587,000 SF**      **Student & Life Admin: 429,000 SF**      **Academic: 404,000 SF**

(Number of Units: 1,962)

# Vision

## Summary Recommendations

### Outcomes

- More Efficient Space Use on Campus
- New Human Health Hub
- Colocated Arts Complex at Dower
- Improved Student Life
- More Desirable Residential Space
- Enhanced Pedestrian Experience
- Athletic Facilities Improvements
- Environmental and Economic Sustainability
- Reduced Deferred Maintenance

### Proposed Capital Improvement Priorities

#### Academic Facilities

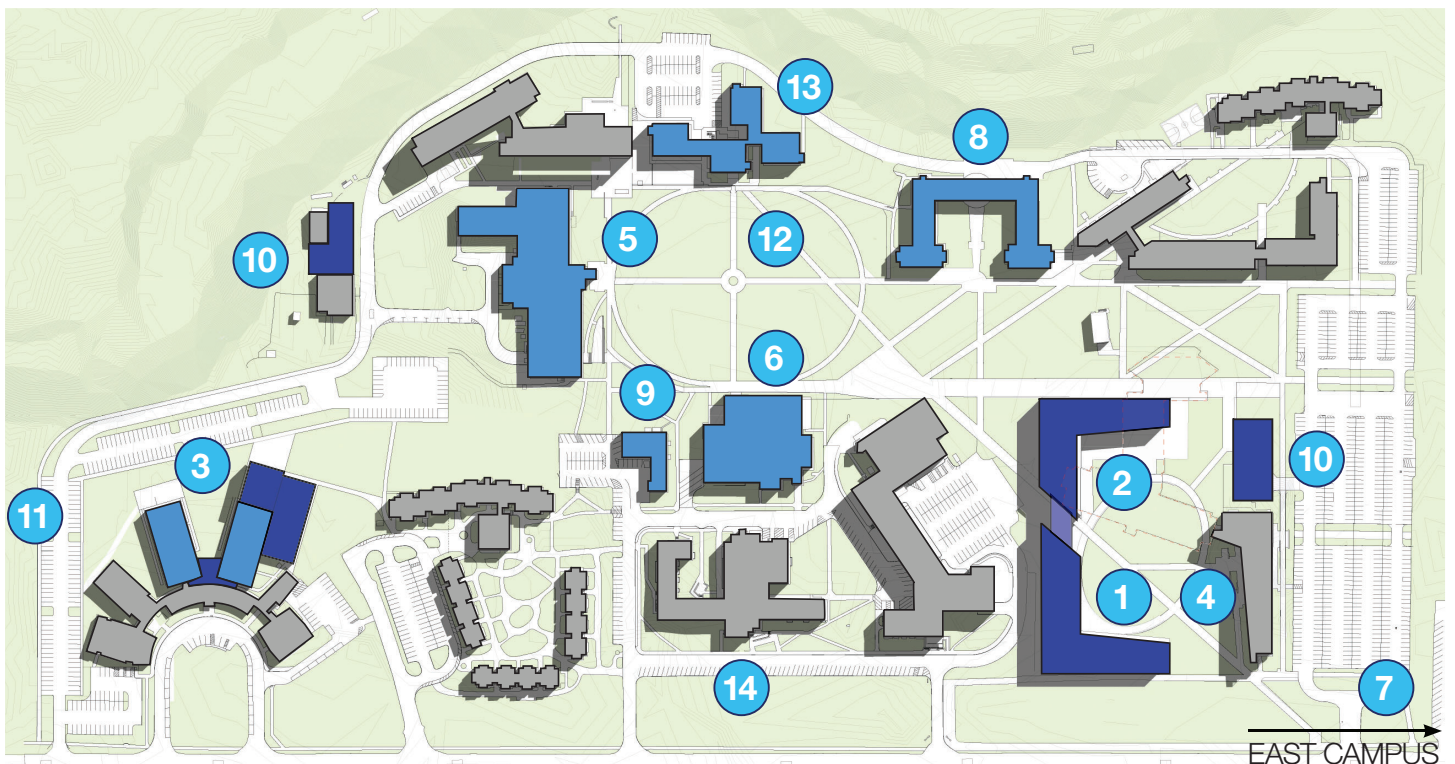
1. Human Health Hub - Phase 1
2. Human Health Hub - Phase 2
3. Dower Center Renovation
4. Lab Renovation and Modernization

#### Student Cocurricular Areas

5. Ely Campus Center
6. Dining Commons
7. Woodward Center
8. Courtney Hall

#### Campus Infrastructure and Enabling Projects

9. Campus Utilities
10. Decarbonization
11. Campus Roadways and Pedestrian Pathways
12. Grounds Improvements
13. Lammers Hall
14. Scanlon Hall

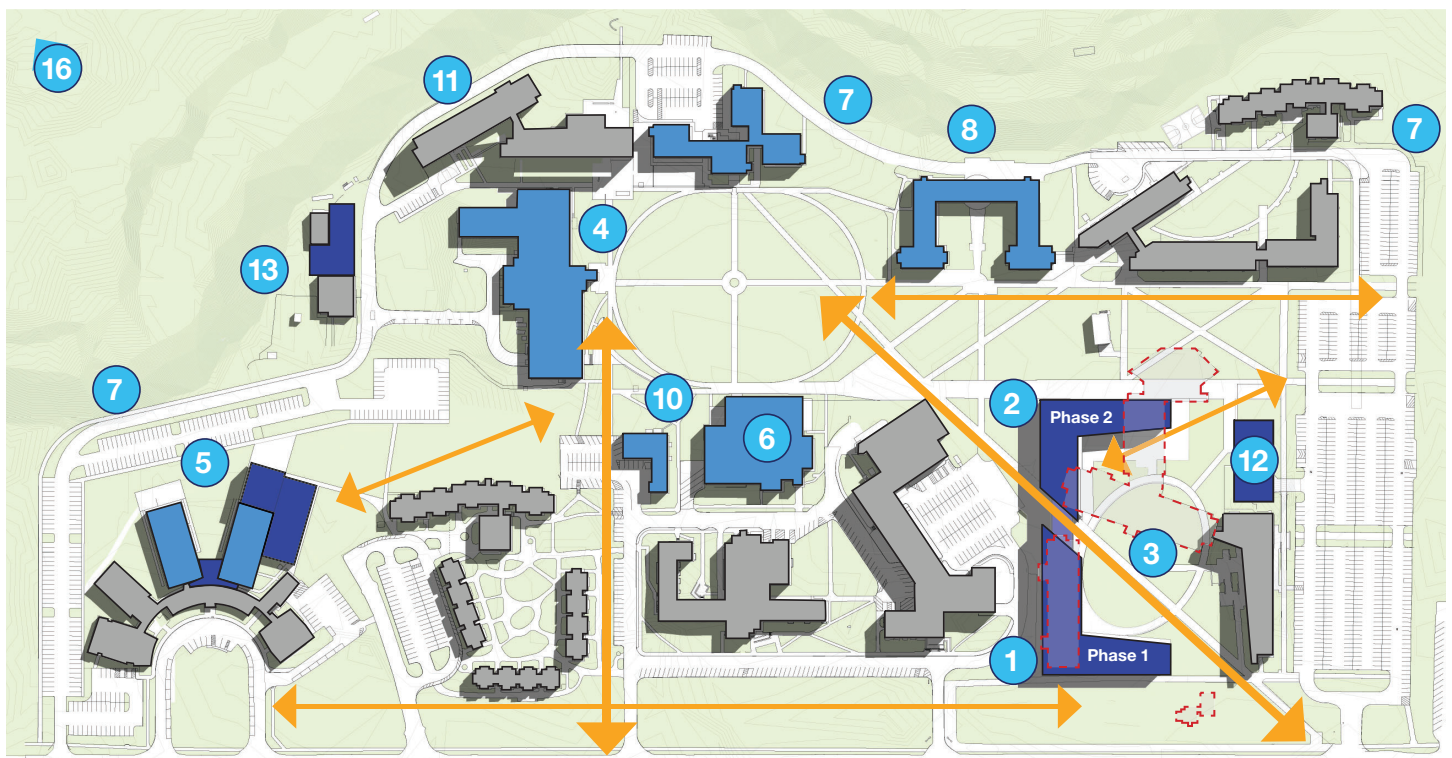


# Master Plan

## Campus Plan

The Campus Plan includes the proposed capital improvement priorities for Academic Facilities, Student Cocurricular Areas, and Campus Infrastructure and Enabling Projects. The phased Master Plan involves a combination of renovations, demolition, new construction and surplusing of buildings.

- 1 New Human Health Hub, Phase 1**
  - Demolish Bates Hall
  - Demolish University Police Building
  - New Classrooms, Labs, Auditorium and Shared Spaces in New Building
- 2 New Human Health Hub, Phase 2**
  - Demolish Wilson Hall
  - New Classrooms, Labs, Auditorium and Shared Spaces in New Building
- 3 New Academic Quad**
  - New Green Space
- 4 Ely Campus Center & Library**
  - Renovate Spaces for Student Life
  - Relocate Administrative Offices
- 5 Dower Center Renovation**
  - Add Elevator to access 2nd Floor
  - Restroom and minor Classroom Renovations
  - Addition for relocated Black Box Theater, Workshops and Offices from Ely Campus Center
- 6 Tim & Jeanne's Dining Commons**
  - General renovation of building, kitchen, and servery areas
  - Accessibility Updates to servery and restrooms
- 7 Lammers Hall**
  - Convert to new residential building or
  - Convert to administrative building or
  - Use as an enabling project to expand local housing
- 8 Courtney Hall**
  - Accessible Bathrooms



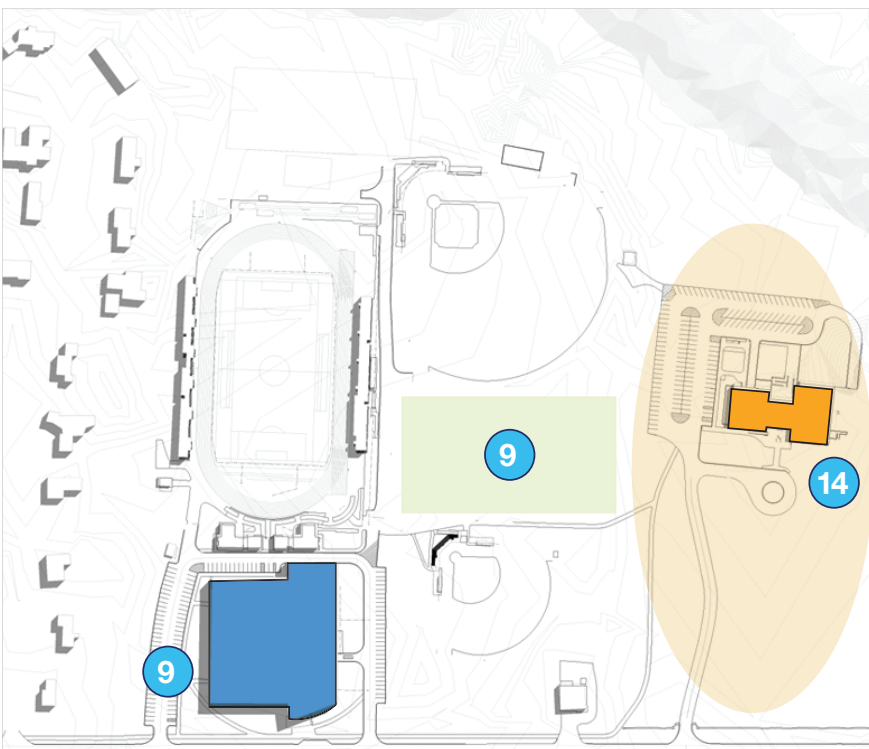
Main Campus

- 9 Woodward Center**
  - Athletic Building Upgrades
  - Added Parking
  - Added Turf Practice Field
- 10 Maintenance / Trades Building**
  - Build Screen for the Dining Commons service functions
  - Beautification next to the Dining Commons
- 11 Ely Ring Road**
- 12 New Decarbonization Plant East**
  - Adjacent to Human Health Hub
- 13 New Decarbonization Plant West**
  - Adjacent to Power Plant
  - Relocate University Police
  - Relocate Maintenance / Trades

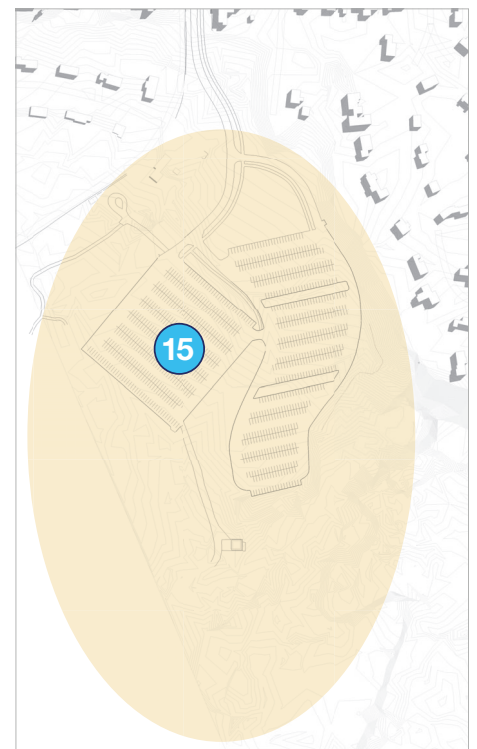
- 14 Horace Mann Center**
  - Potential Surplus Building
  - Refer to map on page 25
- 15 South Lot**
  - Potential Surplus Land
  - Refer to map on page 25
- 16 Foundation Land**
  - Potential Surplus Land
  - Refer to map on page 25

**LEGEND**

-  **New Construction**
-  **Renovation**
-  **Demolition**
-  **Surplus**
-  **Landscape**
-  **Primary Pedestrian Corridors**



East Campus



South Lot

# Master Plan | Academic Facilities

## Human Health Hub

### Human Health Hub: Phase 1

This state-of-the-art, three-to four-story building would replace Bates Hall, an outdated facility not conducive to educating today's students. This new facility would support the University's growing health science programs with lab and instructional spaces at similar cost to a renovation of Bates Hall.

In order for WSU to fulfill its vision of preparing students for an evolving labor market through interdisciplinary learning, academic programs on campus should be colocated so as to facilitate both intentional and ad hoc interactions between programs – all within spaces that are capable of supporting the building systems necessary for research, technology-enhanced learning, and virtual learning opportunities.

The new Human Health Hub will replace Wilson and Bates Hall and together with the Stevens Center create a new Academic Quad on campus. Phase 1 forms an edge to the south side of the Quad, better defining the campus along Western Avenue while creating a quieter, enclosed green space dedicated to academic buildings on campus. This south wing also provides the potential for an enclosed, elevated connection to the Stevens Center.

Wilson and Bates Halls cannot meet contemporary pedagogical expectations due to their low floor-to-ceiling heights and inflexible concrete superstructures that hinder the installation of mechanical and low-voltage systems, rigid floor plans with no spaces for informal learning, and – in the case of Wilson Hall – tiny windows that create unpleasant indoor spaces. While this master plan study looked at the cost of gut renovations of Wilson and

Bates Halls, the limited savings is insufficient to justify the still-high cost and disruption required to do so, with limited final results due to the inherent deficiencies of the buildings as noted above.

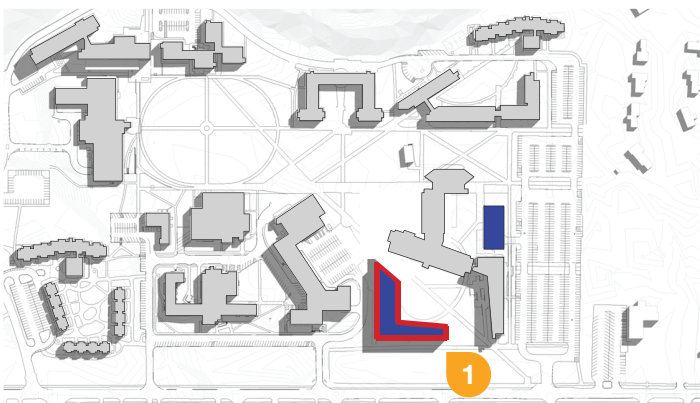
We propose that the Human Health Hub be built in two phases, with the first devoted to rapidly-growing disciplines with strong potential for collaboration with surrounding communities. These disciplines focus on allied health programs, including Sports Medicine and Human Performance, Nursing, Psychology, Health Sciences, and Physician Assistant programs.

In Phase 1 the old University Police building would be demolished to make room for the Human Health Hub. University Police would relocate to swing space in Lammers Hall until phase two when they would move to the new West Decarbonization Plant.

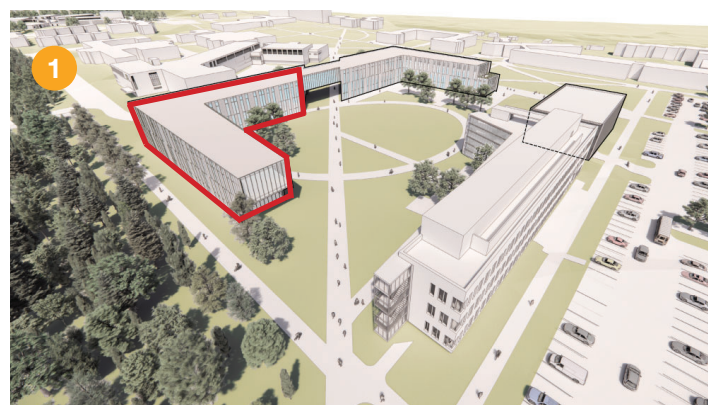
Finally, we recommend that Phase 1 be built concurrently with the East Decarbonization Plant allowing the proposed building to serve as a net-zero-carbon pilot for the campus.

Features of the architecture that will facilitate multidisciplinary collaboration include robust technology infrastructure to accommodate movable equipment and furniture; movable and demountable partitions for space modifications; unprogrammed, open space to encourage gathering; and a café that invites students, faculty, and staff to study, imagine, and share ideas.

# The number on the site plan corresponds with the three-dimensional view.



Site Plan: Proposed Human Health Hub Phase 1



Aerial View: Proposed New Academic Quad with Human Health Hub

## Human Health Hub: Phase 2

The University proposes phase two of the new Human Health Hub as a replacement for Wilson Hall at a similar cost to a renovation of the current building. This dynamic, interdisciplinary facility would unite the University's health-related programs under one roof. It will strengthen academic collaboration, enhance student wellness, and expand experiential learning opportunities that align with the evolving demands of healthcare delivery in Massachusetts.

Phase 2 provides a new home for many of the programs in Wilson Hall. Phase 2 is to be directly connected to Phase 1 at levels 3 and 4, so as to facilitate interdepartmental collaboration – while also providing an architectural gateway between the new academic quad and the Campus Green.

The north wing of Phase 2 defines the northern edge of the new quad and does not intrude into the Campus Green as did Wilson Hall's auditoriums.

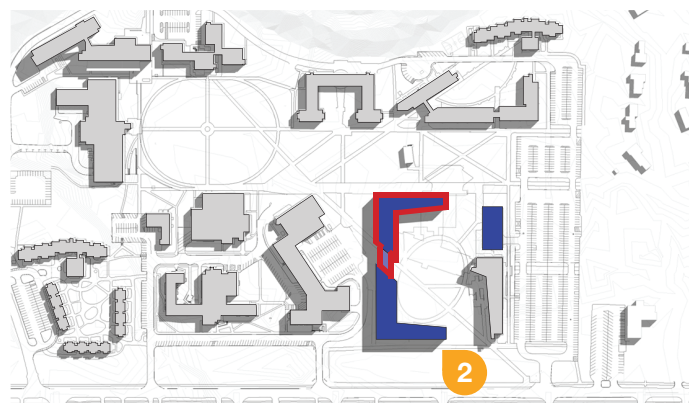
Services and functions to be located within the Human Health Hub will include:

- Resources – meeting, technology, food, and storage – for Commuters, who will likely park at the adjacent Commuter Parking Lot
- General Classrooms
- Informal gathering and study located at open areas off corridors
- Information Technology services

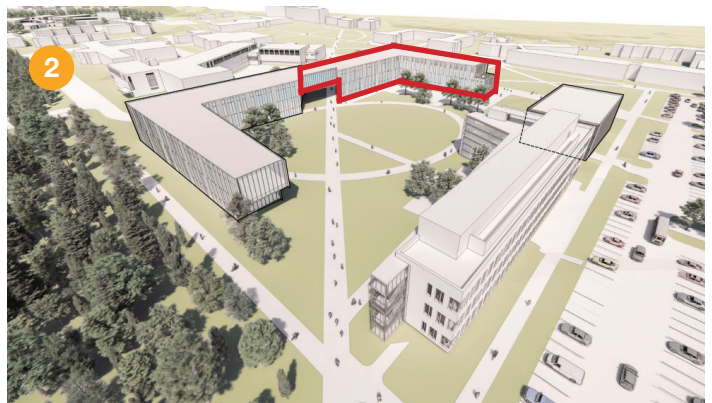


Example of Interdisciplinary Laboratory

# The number on the site plan corresponds with the three-dimensional view.



Site Plan: Proposed Human Health Hub Phase 2



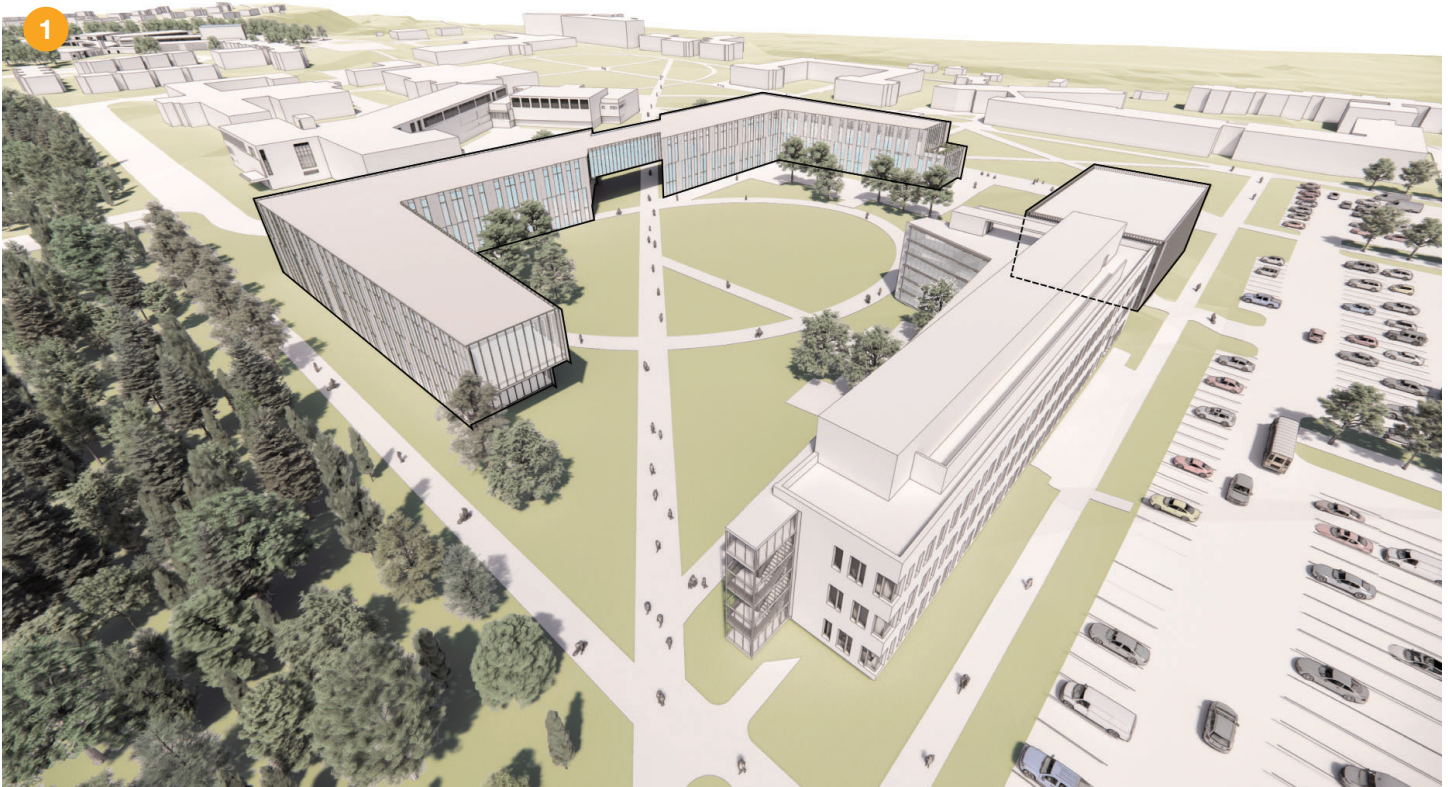
Aerial View: Proposed New Academic Quad with Human Health Hub

# Master Plan | Academic Facilities

## Human Health Hub



Site Plan: Proposed New Academic Quad with Human Health Hub



Aerial View: Proposed New Academic Quad with Human Health Hub



View of the Proposed New Academic Quad from Western Avenue



View of the Proposed Human Health Hub from the Academic Quad



# Campus Master Plan

CambridgeSeven | Dober Lidsky Mathey | Nitsch Engineering | Shadley Associates

12 February 2026

Westfield  
STATE UNIVERSITY

Volume 1 - Report

CambridgeSeven



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- B** Preliminary Cost Estimate
- C** Utilization Studies
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- F** Decarbonization Study Executive Summary
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# Acknowledgments

## Westfield State University Facilities Master Plan Steering Committee

Steve Taksar	Vice President for Administration and Finance
Thomas Therrien	Associate Vice President of Facilities & Capital Planning
Maureen Socha	Associate Vice President of Facilities & Capital Planning (Retired)
Joanne Bigelow	Director, Conferences and Event Services
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Dr. Monique Lopez	University Registrar
Dr. Nora Padykula	Dean, Division of Graduate and Continuing Education
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Dr. William Salka	Provost and Vice President for Academic Affairs
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Katherine Simard	Associate Director of Training & Employee Relations, Human Resources
Marleigh Strait	Senior Investigator – Equal Opportunity & Compliance Programs, Human Resources
Jessica Tansey	Assistant Dean, Division of Graduate and Continuing Education
Anna Walczyk	Maintainer, Environmental Services
John Zocco	Associate Director, Residential Life

## Westfield State University Cabinet

Linda Thompson	President
Michael Freeman	Special Assistant to the President on University Strategies, Chief of Staff
Kevin Hearn	Vice President for Enrollment Management and Student Affairs
Richard Lenfest	Athletics Director
Lisa McMahon	Interim Vice President for Institutional Advancement
Melinda Phelps	General Counsel and Vice President for Government and Community Relations
William Salka	Provost, Vice President for Academic Affairs
Steve Taksar	Vice President for Administration and Finance

## Division of Capital Asset Management & Maintenance (DCAMM)

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### **Landscape Architect**

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# 1

## President's Message

# President's Message on the 2025 Master Plan



Since its founding in 1839, Westfield State University has been a pioneer in higher education, built on the revolutionary idea of equal access to coeducational public learning. The institution began as a teacher-training “normal school” in Barre, Massachusetts, moving to Westfield in 1844 and officially becoming a University in 2010.

Now, with over 185 years of history behind us, we look forward to the future. Our newly developed 2025 Campus Master Plan, informed by our 2025–2029 Strategic Plan and reaccreditation from the New England Commission of Higher Education, provides a clear roadmap for the thoughtful growth and modernization of our facilities and infrastructure.

The facilities master planning process was the result of comprehensive collaboration among state, local, and campus stakeholders.

We wish to acknowledge the leadership of the University’s Facilities Master Plan Steering Committee for ensuring a transparent and inclusive process that built consensus for future growth. The invaluable review and commentary from the Student Government Association and the student body were critical to the plan’s successful outcome.

We are also grateful for the professional guidance provided by the Division of Capital Asset Management and Maintenance (DCAMM), the Massachusetts State College Building Authority (MSCBA), and the City of Westfield. Their contributions will continue to elevate the campus environment, strengthening our ability to attract and retain top-tier students, faculty, and staff. The University’s exceptional facilities—both existing and future—stand as tangible testaments to the legacy we are committed to building for our students.

Linda Thompson  
President





# 2 Vision

The overall intent of this Master Plan update is to translate Westfield State University's strategic vision into a practical, integrated campus plan that provides the institution with a road map of initiatives to be implemented over the next 10 years.

A Master Plan for Westfield State University (WSU) was last completed in 2011 and revealed the need for a more cohesive network of outdoor spaces, a more walkable campus, and a clear campus "Gateway" along Western Avenue. The 2011 Master Plan also made recommendations for major capital projects including a new academic building, renovations to Bates, Wilson, and Parenzo Halls, a new Maintenance Building and other infrastructure improvements.

The 2025 Master Plan Update furthers recommendations for open space that have yet to be implemented, while also identifying capital projects, ongoing deferred maintenance projects, and strategic projects required to meet the 2025 President's Strategic Plan and a new era of challenges and opportunities.

Enrollment growth in the early 2000's and 2010's had necessitated increased building area on campus; however, the number of students at campuses across the Commonwealth has since stabilized or decreased. Further, expectations from students and staff for quality spaces, improved technology, and a more involved role in the community require transformations to the Westfield State University campus. Our recommendation is that built space on campus be decreased, be of a higher quality and an elevated level of performance to meet future needs that drive multidisciplinary collaboration and make Westfield State University a hub for learning that serves the Commonwealth.

# Vision

## Vision and Priorities

**Over the next decade, Westfield State University will focus on campus and facilities improvements that provide a learning and living environment designed to prepare students for an evolving labor market by promoting interdisciplinary, collaborative, and meaningful learning.**

This **vision** for the master plan is captured in the following **priorities**:

- **Enhance student engagement** through improved spaces for student life, support, and collaboration
- **Build learning spaces** that support current and interdisciplinary pedagogy that will ready students for the labor market
- **Improve access** to new technology
- **Create a welcoming campus for all students** that prioritizes accessibility, diversity, and safety
- **Celebrate WSU's distinctive location** and relationship with its natural environment through impactful outdoor spaces for learning, living, and recreation



## Campus Planning Principles

In order to achieve the Vision and Priorities, transformations articulated in the Master Plan will adhere to the following planning principles:

- **Use Space More Efficiently.** The University has space that isn't utilized effectively for numerous reasons, including insufficient floor-to-ceiling heights for modern building systems, residences that are not universally accessible, and scattered program such as classrooms that are remote from other academic functions. The Master Plan proposes new academic spaces suited to contemporary pedagogy, adjacent to similar academic and student life functions, as well as targeted renovations to residential halls to achieve accessibility and meet expectations for apartment-style living.
- **Reduce the Total Square Footage on Campus.** As space becomes used more efficiently, the total square footage on campus may be reduced. This will in turn decrease the burden on the campus from deferred maintenance as well as the campus' carbon and environmental footprint.
- **Increase Adjacencies for Academic Programs and Student Life:** Academic Programs will be moved from scattered locations across the Campuses, and strategically colocated in two locations: Dower Center for the Arts and a Human Health Hub adjacent to the Dr. Nettie M. Stevens Science & Innovation Center.
- **Augment Athletics on East Campus:** Moving academic programs out of the Woodward Center will free the building to be dedicated to athletics, and the addition of air conditioning to the field house will allow the center to host larger, campus-wide events. Sports fields should also be improved through the replacement of grass with turf.
- **Modernize Outdated Instructional Spaces:** New and gut-renovated academic spaces will allow for new audio-visual, communications, electrical, and ventilation systems for flexibility and technology-based, interdisciplinary learning - including a virtual reality classroom supporting learning that readily simulates different work environments.



Wilson Hall



Bates Hall



Ely Campus Center



Catherine Dower Performing & Fine Arts Center

# Vision

## Summary Recommendations

### Outcomes

- More Efficient Space Use on Campus
- New Human Health Hub
- Colocated Arts Complex at Dower
- Improved Student Life
- More Desirable Residential Space
- Enhanced Pedestrian Experience
- Athletic Facilities Improvements
- Environmental and Economic Sustainability
- Reduced Deferred Maintenance

### Proposed Capital Improvement Priorities

#### Academic Facilities

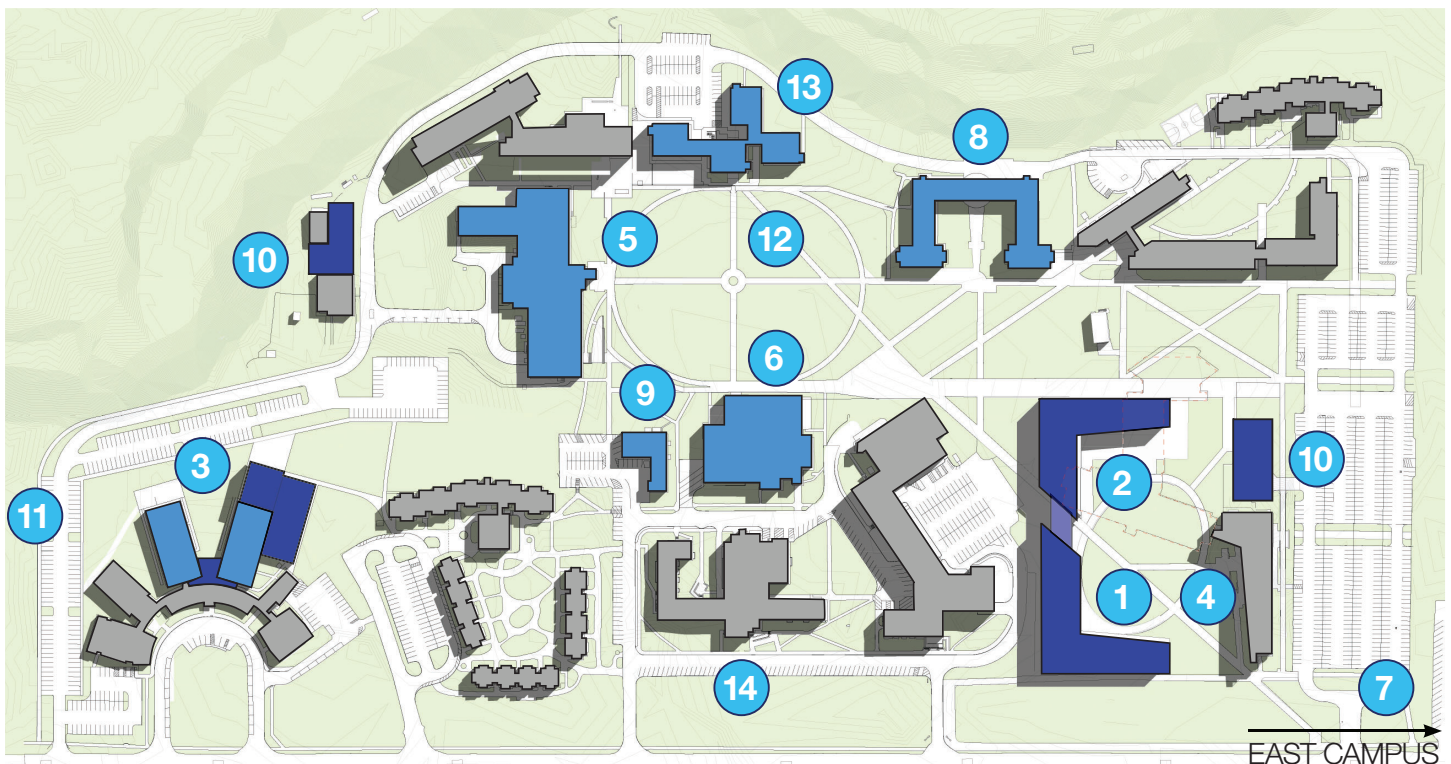
1. Human Health Hub - Phase 1
2. Human Health Hub - Phase 2
3. Dower Center Renovation
4. Lab Renovation and Modernization

#### Student Cocurricular Areas

5. Ely Campus Center
6. Dining Commons
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8. Courtney Hall

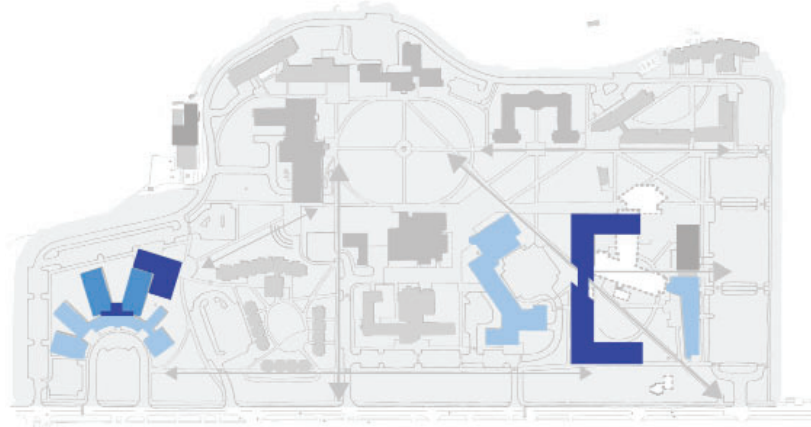
#### Campus Infrastructure and Enabling Projects

9. Campus Utilities
10. Decarbonization
11. Campus Roadways and Pedestrian Pathways
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14. Scanlon Hall



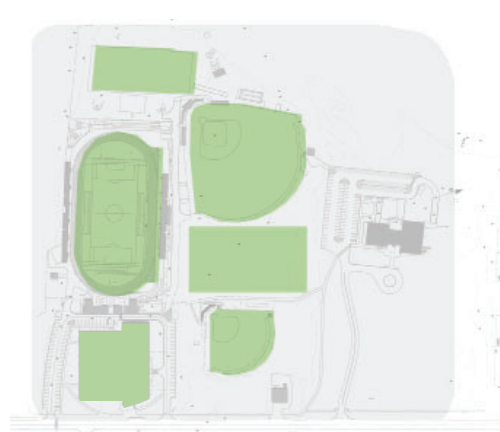
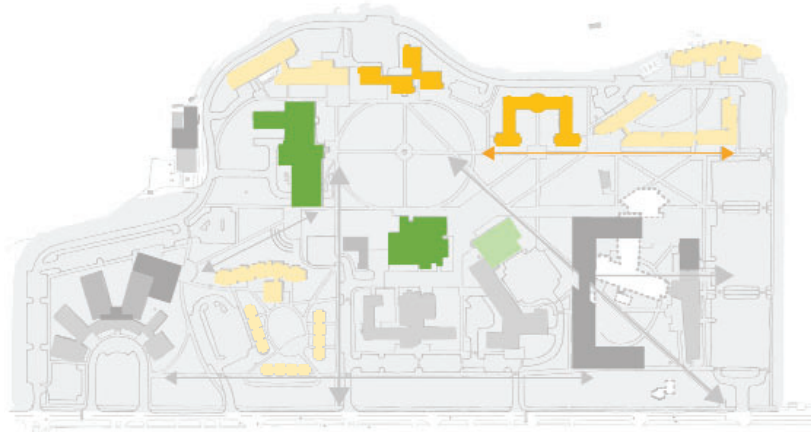
## Academic Facilities

Create an Arts district at the Dower Center and an Academic Quad centered on the new Human Health Hub



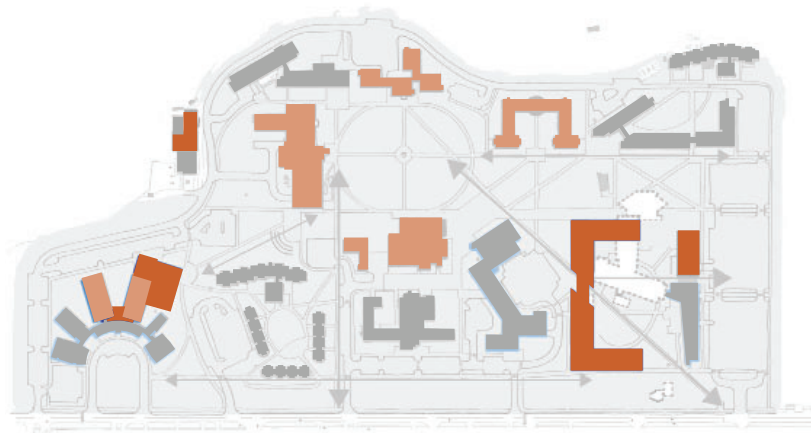
## Student Cocurricular Areas

Renovate and improve the Ely Campus Center and Dining Commons to meet today's needs; make the residence halls accessible and update living arrangements to include apartments and suite options; upgrade Athletic facilities and fields



## Campus Infrastructure and Enabling Projects

Extend the lifespan of facilities by studying and updating existing utilities, implementing green infrastructure, and addressing deferred maintenance





# 3 Master Plan Drivers

Westfield State University's campus Master Plan emerged from five primary drivers:

**1. Stakeholder Input**, received through a variety of formats, workshops, surveys and interviews, and with a representative cross-section of the campus community.

**2. Commonwealth Priorities**, reflecting the Governor's focus on environmental sustainability and the creation of more affordable housing.

**3. Previous Campus Studies**, with this plan absorbing recommendations from earlier studies of WSU's landscape, wayfinding, accessibility compliance, deferred maintenance burden, and infrastructure improvements needed to achieve net zero greenhouse gas emissions by 2050.

**4. Space Utilization and Future Enrollment**, reflecting current space use, the efficiency of program placement throughout campus, and the enrollment changes faced by higher educational institutions across the United States.

**5. Existing Conditions**, reflecting a campus with many academic and student life spaces built in the 1970's through 1990's that don't accommodate today's needs for building services supporting science and technology programs through flexible multi-disciplinary spaces.

# Master Plan Drivers

## 1: Stakeholder Input

WSU stakeholders were critical partners with our team of architects, planners, landscape architects, and civil engineers in developing the Master Plan. Together, we toured the campus' buildings and open spaces, investigated what works on campus, what does not; we scrutinized outdated teaching space and state of the art learning environments. Our tours were followed by stakeholder meetings and online surveys to understand maintenance needs, user ideas, challenges, and opportunities. We interviewed staff, faculty, students, and leadership – coordinated with previous studies completed by the University to establish a baseline and thorough understanding of WSU's campus.

Key Stakeholders who are actively engaged in the planning process include:

**President and Cabinet**

**Board of Trustees**

**Campus Master Plan Steering Committee**

**Faculty, Staff, and Students** representing many University Departments

**City of Westfield**

Our strategy for engaging stakeholders in a participatory and transparent process included regularly scheduled virtual and on-campus meetings with the Steering Committee made up of representatives from each campus group including faculty, administration, staff, and the student body. The planning team asked a wide range of questions intended to draw out the participation from each group to establish key goals and priorities for the future campus as well as the shortcomings, problems and deficiencies of existing University facilities, infrastructure and campus experience.

Workshops and virtual meetings were set up with themes and agendas framing current campus challenges to encourage long-term strategic thinking. Established planning goals were further workshopped through interactive sessions, inviting feedback on previous responses and further clarification. This process allowed for both a thorough discussion of challenges and opportunities as well as a framework for prioritization.



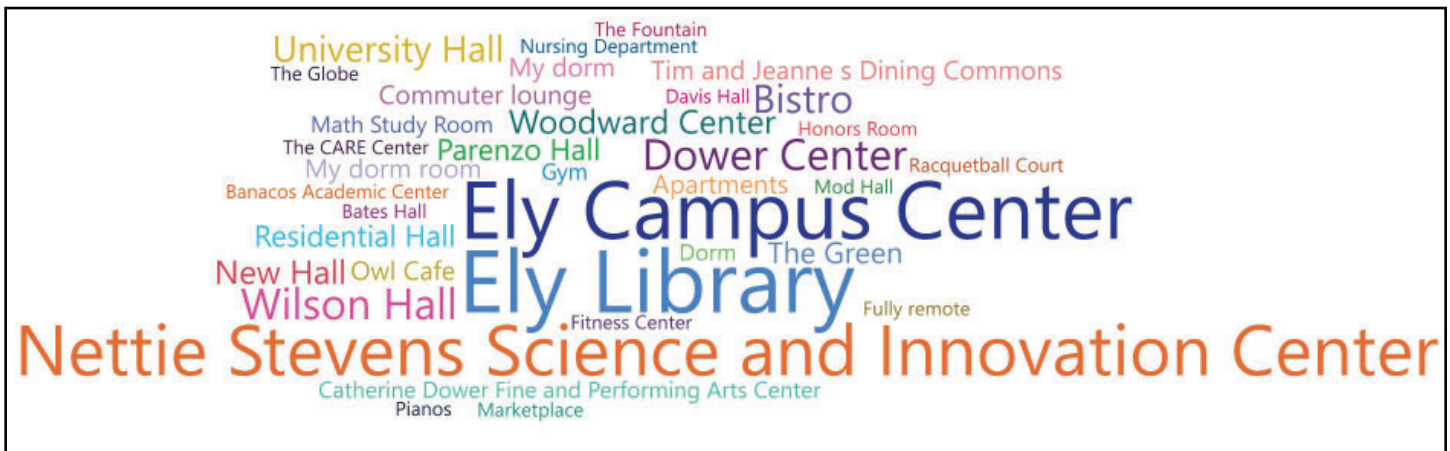
Roundtable discussion from **Steering Committee Meeting**.

Our team met with the Steering Committee during regularly scheduled workshops and also with each administrative division and academic department. These meetings, held in the fall of 2024 and winter of 2025, allowed campus wide input and engagement with a broad constituency. We presented our findings about existing campus conditions and asked for feedback on our findings that both confirmed and expanded what we heard on campus. This data was recorded and formed the basis for Master Plan recommendations.

- 1 Student Government Meeting**
- 1 Board of Trustees Meeting**
- 2 President’s Cabinet Meetings**
- 8 Steering Committee Meetings with 26 Members**
- 10 Stakeholder Workshops**
- 85 Departments**
- 100 Responses from Online Questionnaire**
- 150 Attendees at Virtual Town Hall**

**“What is your favorite place on campus?”**

“Word Cloud” created by responses received from students, faculty and colleagues at a Virtual Campus Forum:



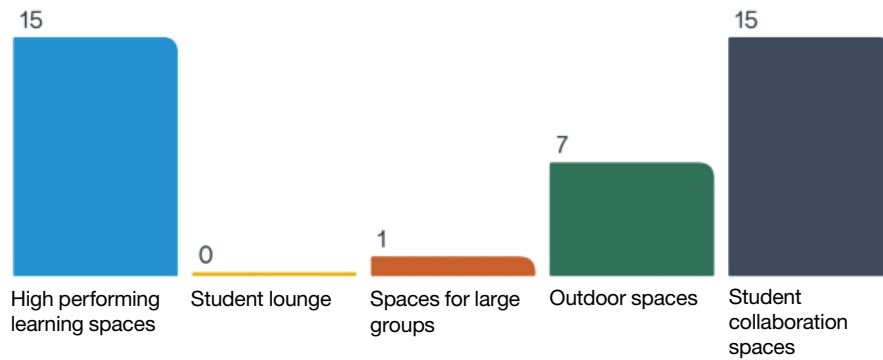


Three options were presented to the President and the Cabinet. The discussion at the meeting was the basis for a Master Plan. Decisions were confirmed through staff input, construction phasing studies, and initial cost modeling to provide a framework flexible enough to adapt to changing needs over the next decade.

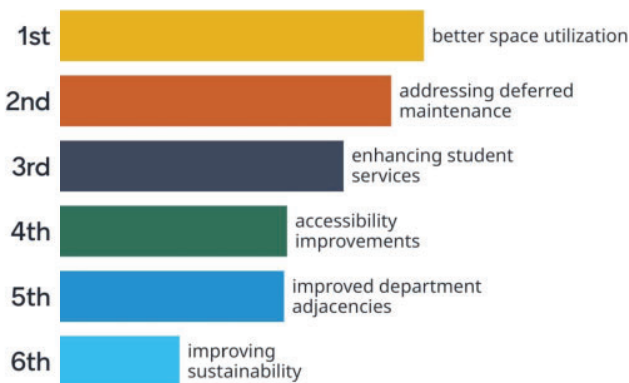
The final Master Plan is based on three planning concepts that reinforce student communities including colocating academic programs to two campus precincts; Reinforce residential and student life by improving the Campus and Dining Centers, and renovating and upgrading Athletic Facilities.

Sampling of results from **Virtual Campus Forum:**

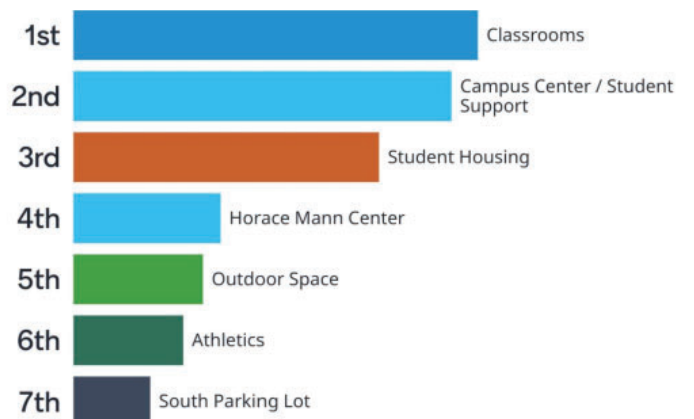
“I would be most excited about these type of spaces on campus”



“In what order would you rank following improvements on campus?”



“In what order would you rank the following facility improvements?”



# Master Plan Drivers

## 2: Commonwealth Priorities

The Governor has prioritized solutions to two critical challenges faced by the Commonwealth:

1. Resiliency and Decarbonization
2. Housing Affordability

As a result, our plan is driven by three Executive Orders that require climate change be addressed through decarbonization and that surplus property be identified for use as housing.

### Campus Resiliency and Decarbonization

**Executive Order 569 - Establishing an Integrated Climate Change Strategy for the Commonwealth** which coordinates and makes consistent new and existing efforts to mitigate and reduce greenhouse gas emissions and to build resilience and adapt to the impacts of climate change.

**Executive Order 594 - Leading By Example: Decarbonizing and Minimizing Environmental Impacts of State Government** which establishes policies, programs, and strategies to substantially reduce greenhouse gas emissions from state government operations and enhances resiliency at state owned and managed buildings, facilities, and campuses.

This Master Plan supports the objectives of **Executive Order 569** and **Executive Order 594** by incorporating recommendations from the 2024 campus Decarbonization Study to reduce greenhouse gas emissions to meet statewide goals for 2030, 2040, and 2050. Refer to **Appendix F** for the 2024 campus Decarbonization Study.

As part of decarbonization efforts, the campus aims to reduce emissions from on-site fossil fuels compared to the 2004 baseline:

- 2025: -20%
- 2030: -35%
- 2040: -60%
- 2050: -95%

The Master Plan incorporates the following recommendations:

- Reduce Energy Demand:
  - Energy-efficiency improvements to the exterior envelope of existing buildings that are not recommended for demolition
- Decarbonize the Supply of Energy:
  - Energy-efficiency improvements to mechanical systems of existing buildings that are not recommended for demolition, including conversion to air- or water-source heat pumps.
  - Conversion of building mechanical systems to low-temperature hot water
  - Networking and connection of all buildings – existing and new – to a ground loop heat exchange
  - Two new decarbonization plants for the ground source heat exchange fields.

## Surplus Property Utilization

### Executive Order 623 - Identifying Opportunities for the Use of Surplus and Underutilized Land for Housing

This Executive Order aims to expedite the availability of public land to address the Commonwealth's housing needs. The University and DCAMM will continue discussions as to the feasibility and value of surplussing land made available through the implementation of the Master Plan's recommendations. Land that may be under consideration include portions of East Campus (Horace Mann Center), South Lot, and Foundation Land.

- The **Horace Mann Center** is an office building with parking that is accessed from Western Avenue and located on the East Campus.
- The **South Lot** is a commuter parking lot accessed from Western Avenue and located south of the Main Campus.
- The **Foundation Land** is woodland that abuts the Main Campus and the Westfield River, and U.S. Route 20 passes through it.

The University is considering surplussing excess or unused land in order to reinvest proceeds for facility improvements and/or to expand housing options within the local community. While no decisions or commitments have yet been made, the campus is assessing the feasibility of this strategy as part of the overall Master Plan effort.



# Master Plan Drivers

## 3: Previous Campus Studies

WSU and DCAMM provided the following studies which were resources for the development of the Master Plan. Refer to the appendices of this report for each document.

### Westfield State University Strategic Plan 2025-2029: Infinite Opportunities

The theme of Westfield State University's plan of action for the next five years is "Infinite Opportunities: Fostering Leadership Excellence" in conjunction with aligning with statewide initiatives for the public higher education system.

Strategic Priorities:

- Update curriculum offerings to reflect today's workforce needs
- A student-centered focus on student success
- A multi-year plan aligning resources to institutional priorities
- Strengthening partnerships for experiential learning

Goals:

- Foster Innovative Learning
- Advance Student Success
- Optimize Stewardship of Campus Resources
- Amplify Institutional Impact and Influence

Refer to **Appendix A**.

### Westfield Space 2024: A Comprehensive Space Utilization Study

Prepared by Dober, Lidsky, Mathey

The Space Utilization Study measured the existing availability of assignable square footage for general purpose classrooms, specialized instruction spaces, and offices, benchmarked against industry standards and DCAMM space allocation guidelines. The study identifies major surplus space resources, as the University assesses the feasibility and time frame of rebuilding its enrollment and the number of students in residence on campus.

Primary conclusions include:

- Provide more premium single residences on campus
- Provide space for high-impact program initiatives
- Replace Bates to support strategic initiatives identified in this Master Plan
- Identify options for surplus Horace Mann and related acreage.

Refer to **Appendix C**.

### Decarbonization Study 2024

Prepared by Salas O'Brien

Westfield State University worked with DCAMM on a decarbonization study to meet Massachusetts' Executive Order 594, a statewide goal of achieving net zero greenhouse gas (GHG) emissions in 2050.

The Decarbonization Roadmap analyzes strategies to enable WSU to meet its future energy requirements while significantly reducing onsite carbon emissions from fossil fuels.

Decarbonization strategies include:

- Strategic energy management
- Behavior changes
- Supply efficiency through geothermal-based district energy development

The roadmap identifies pathways to minimize the use of fossil fuels for heating and cooling. Systems and approaches are evaluated to optimize the use of capital resources while minimizing operational costs.

The final recommendation is a phased implementation of the decarbonization strategy, paired with further design and study to gain better confidence in the scope of work and capital cost of the project.

The decarbonization solution includes:

- Ground Source Heat Pumps (GSHP)
- Air Source Heat Pumps (ASHP)
- Natural gas boilers when needed for peak energy needs.

Refer to **Appendix F**.

## Landscape Guidelines & Master Plan 2025 Wayfinding Guidelines & Master Plan 2024

Prepared by VHB

Recognizing the need for an enhanced campus experience and a unified brand identity, Westfield State University completed a landscape and wayfinding master plan. This plan for Westfield State University represents a strategic vision aimed at enhancing the aesthetic, functional, and cultural value of its 256-acre campus.

The Landscape Guidelines and Master Plan provides a framework for how to adjust the current landscape to achieve the University's goals, a conceptual report for the development of the campus, and maintenance instructions to help preserve the ideal character. Key components include updated signage, cohesive site furniture, environmentally friendly lighting, and well-defined pathways that enhance navigation and safety.

The Wayfinding Guidelines & Master Plan Report acknowledges the complexities of navigating a campus reliant on commuting. It aims to develop an all-encompassing wayfinding system for the campus and enhance the experience for visitors, students, and staff. Also, it will provide a framework for how to adjust the current wayfinding to achieve the University's goals, and a conceptual vision for the wayfinding system of the campus. The implementation of the wayfinding shall be coordinated with the landscape master plan and phasing strategy.

The primary goals of the landscape and wayfinding master plan include:

- Enhanced Visitor, Student and Staff Experience
- Cohesive Identity
- Sustainability
- Improved Accessibility
- Community and Cultural Integration

Refer to **Appendices D and E**.

## ADA Strategic Compliance Assessment 2024

Prepared by Independent Living Resources and Austin Design Inc.

This document, provided by DCAMM, summarizes the Statewide Accessibility Initiative (SAI) analysis of Westfield State University campus accessibility. This report covers only DCAMM properties at Westfield State University.

Primary conclusions include:

- With limited improvements, the majority of DCAMM properties at Westfield State University will meet Massachusetts Architectural Access Board (MAAB) 521CMR basic access requirements to have:
  - accessible entrance
  - accessible toilet room
- A notable exception is Lammers Hall, which needs major improvements to have a qualifying accessible bathroom.

Refer to **Appendix G**.

## Facility Condition Assessment 2024

Prepared by Cannon FOS

A facility condition assessment (FCA) was conducted for all state-owned major buildings and grounds occupied by Westfield State University.

The criteria used for the assessment included the buildings' Current Replacement Values, their current-state condition, costs to renovate and maintain, and future needs planning for the next ten years.

Primary conclusions include:

- There are more than \$90M (FY24) in funding needs falling with Priorities 1, 2, and 3 (Critical to Fair Condition) for Academic and Student Cocurricular Buildings.
- The majority of residential halls fall within Critical to Poor Condition within a 10-year timeframe.
- The highest associated estimated construction costs to correct deferred maintenance deficiencies were associated with Ely Library / Campus Center, Wilson Hall, the Power Plant, and Lammers Hall.

Refer to **Appendix H**.

# Master Plan Drivers

## 4: Utilization and Future Enrollment

Westfield State University operates a physical plant designed to support over five thousand commuter and in-residence students participating in all aspects of University life.

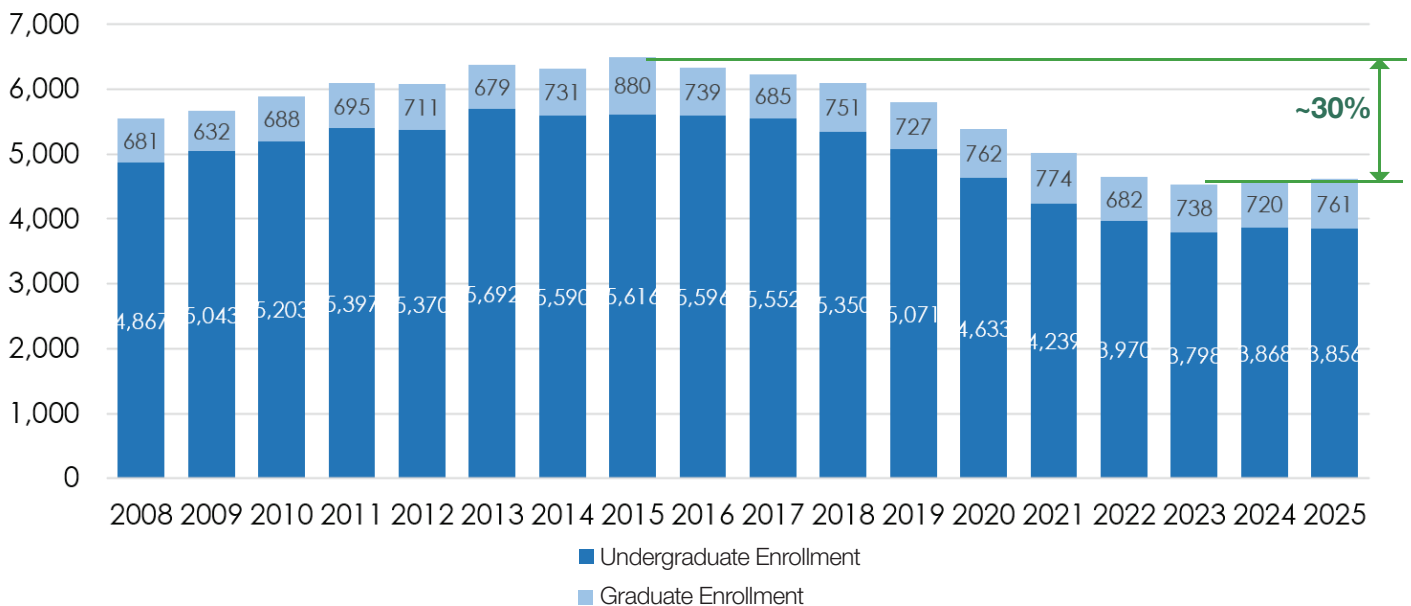
The University is working to address two fundamental challenges:

- The decline in enrollment experienced gradually over the past decade and then more acutely post-pandemic.
- Aging facilities designed for a different program mix and set of student expectations that need significant renovation or replacement in order to support current and future programs.

The campus plan seeks to address surpluses of general-purpose classroom, specialized instructional lab, and office space. The plan includes the creation of teaching spaces that support multidisciplinary learning while also increasing space dedicated to student and campus life functions. The University’s inventory of student residence hall rooms has been repurposed to reflect the decline in demand. Residence hall space should be modernized to improve the student experience and enhance recruitment and retention.

### Westfield State University Enrollment

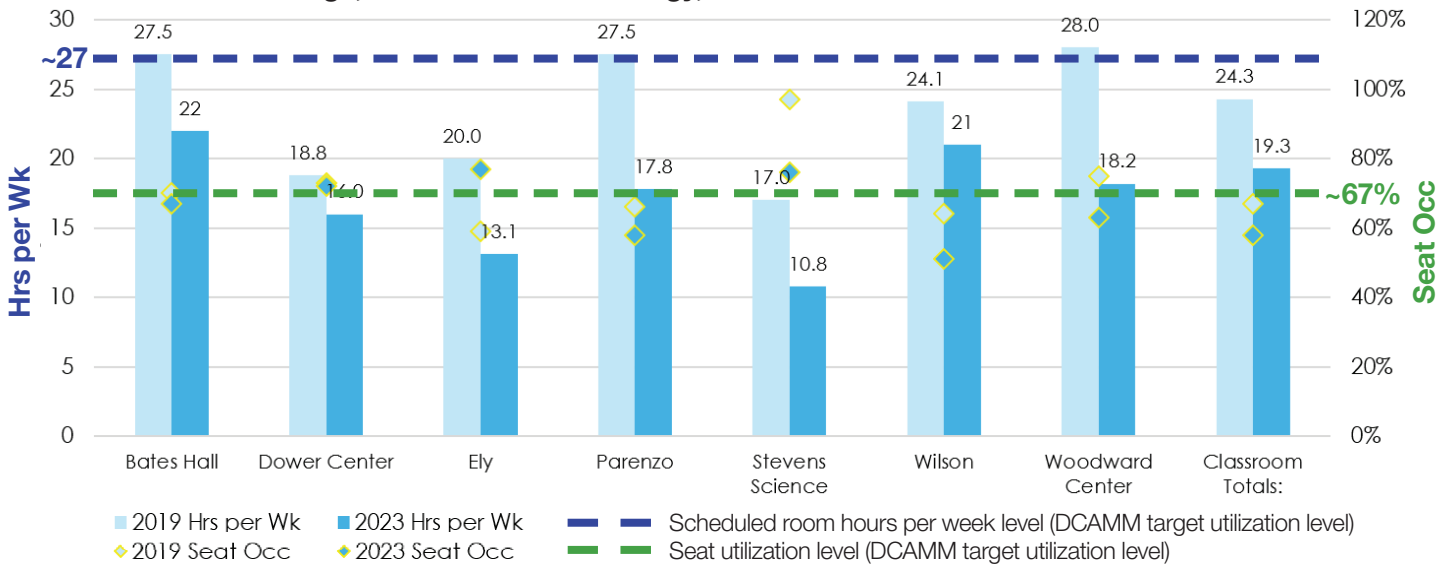
Westfield State University has significant underutilized space largely due to enrollment decline since the pandemic. By 2023 enrollment was 4,536 down from the 2015 peak of 6,496. Between 2023 and Fall of 2025 there was a slight increase in enrollment.



### Classroom Utilization: Fall 2019 & Fall 2023

Data showed that in 2023 classrooms were underutilized for two reasons, there is a surplus number of rooms and a preference for course sections offered from mid-morning to early afternoon. Westfield’s classroom inventory is very traditional - a mixture of table and chair and tablet-arm chair seating with standard presentation tech.

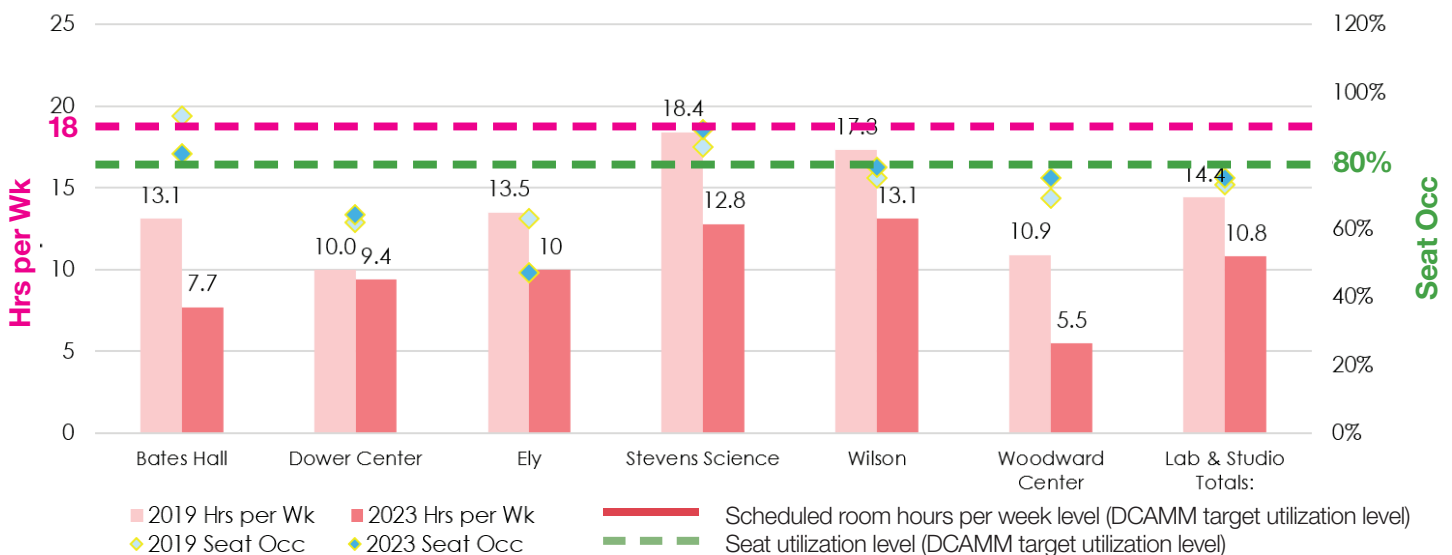
**Recommendation: the University should prune its classroom inventory while upgrading the classroom environment - furnishings, instructional technology, HVAC and acoustics.**



### Labs & Studio Utilization: Fall 2019 & Fall 2023

Lower utilization of labs and studios is the result of both inefficiencies due to setup and breakdown, and the labs not meeting the needs of today’s academic programs. Because labs and studios are specialized environments designed to deliver specific curricular content, converting lab spaces is problematic without compromising the range of course offerings.

**Recommendation: as with the classrooms, the lab and studio inventory must be upgraded to serve the demands of future programs and meet student expectations.**



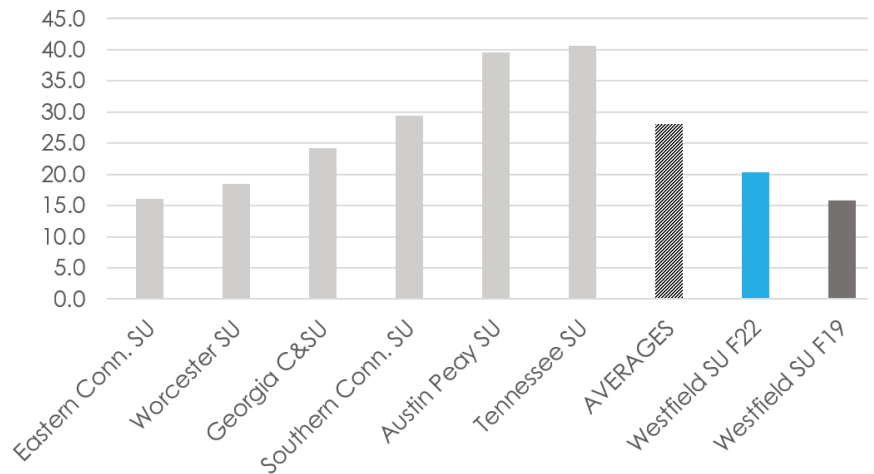
# Master Plan Drivers

## 4: Utilization and Future Enrollment

### Westfield State University also has key space insufficiencies relative to peers in:

- Athletics:** to assess Athletics space, a comparison to other public universities was compiled. ASF per Undergrad at Westfield is 72.5% of the peer average. When the focus of the analysis shifts to the subset of student athletes, the difference is more pronounced with the space per WSU student athlete at just 38.5% of the peer average, and greater than just one of the peers.
- Fitness/Wellness:** fitness space per Undergrad and Total is substantially below peer averages. Gross Square Feet per Undergrad is 69% of the peer average.
- Facilities & Operations:** Westfield's 1 fitness/intramural basketball court (in Parenzo Gym) compares to a peer average above 2.5. This affects the accessibility of playing time and can limit the number of teams competing. Westfield has less than the peer average in Exercise space; Cardio is at the average while space for Weights is above average.

**Athletics ASF Per Undergraduate Student**



**Legend:**

ASF = Assignable Square Feet

**Westfield State University has at or above peer average space for:**

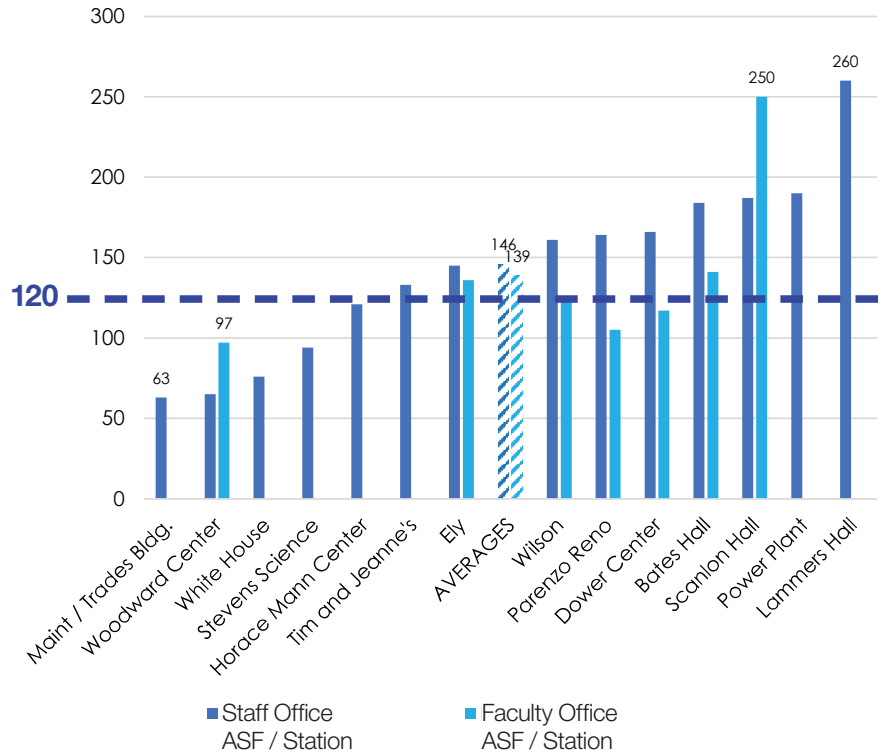
- Office
- Campus Center
- Dining

The university's space inventory includes 630 spaces coded as office space, These spaces are identified as either staff offices (59 percent of all offices) or faculty offices (41 percent of all offices). The 630 offices contain 811 workstations, or 1.3 stations per office.

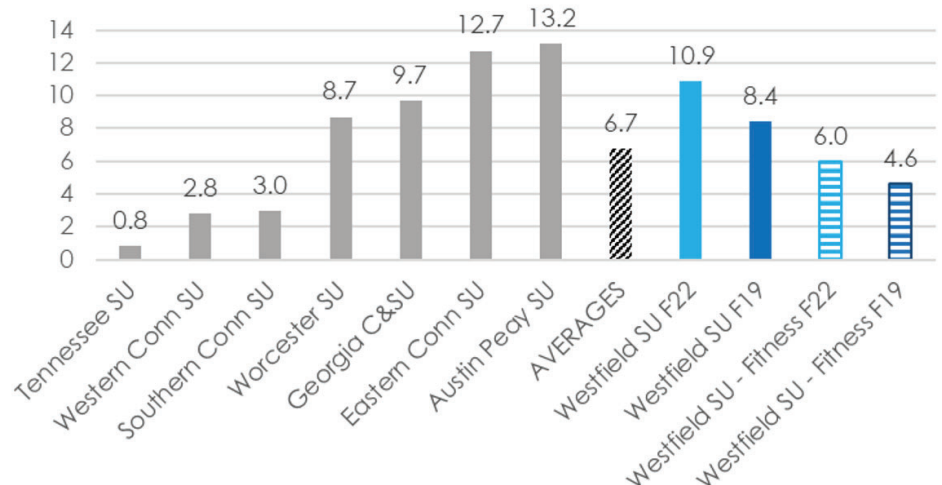
The area per station varies significantly by building as depicted in the graph **Office Station by Building**. The average area per office station is 143 ASF, but the range is broad, from 63 to 260. The spaces with the highest values are found in buildings not originally or predominantly designed as office buildings. For example, rooms in Scanlon and Lammers were designed as student bedrooms and are now largely one-station offices. It is worth noting that if Scanlon and Lammers were removed from the analysis, the average ASF per station for staff would be 130.17 for staff and 122.25 for faculty, generally in line with DCAMM guidelines.

The graph depicting **Campus Center Space** at Westfield State University in comparison to several other public institutions shows the metric of campus center space per student based on enrollment in Fall 2019 and 2022. The bars with a striped fill show the impact of removing the space allocated in Ely Campus Center to the Fitness Center, a feature that may not be present in the peer's campus centers.

**ASF per Office Station by Building**



**Campus Center Space ASF Per Undergraduate Student**



**Legend:**

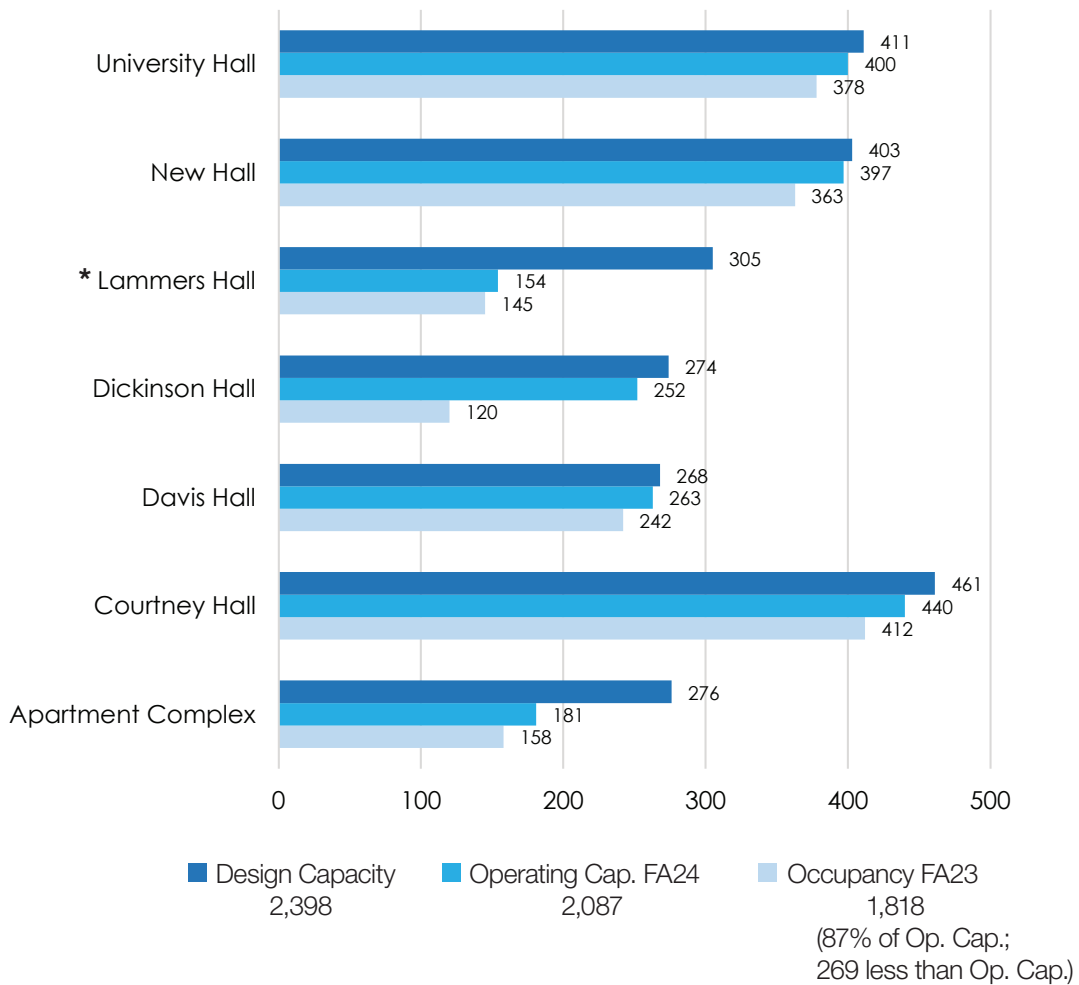
ASF = Assignable Square Feet

# Master Plan Drivers

## 4: Utilization and Future Enrollment

**Westfield State University has vacant residential space** due to the decrease in the number of students living on campus. There are opportunities to **create single residences desired by students in Fiscal Year 2026** due to failing systems:

**Residential Hall Design & Fall 2023 Operating Capacities v. Fall 2024 Occupancy**



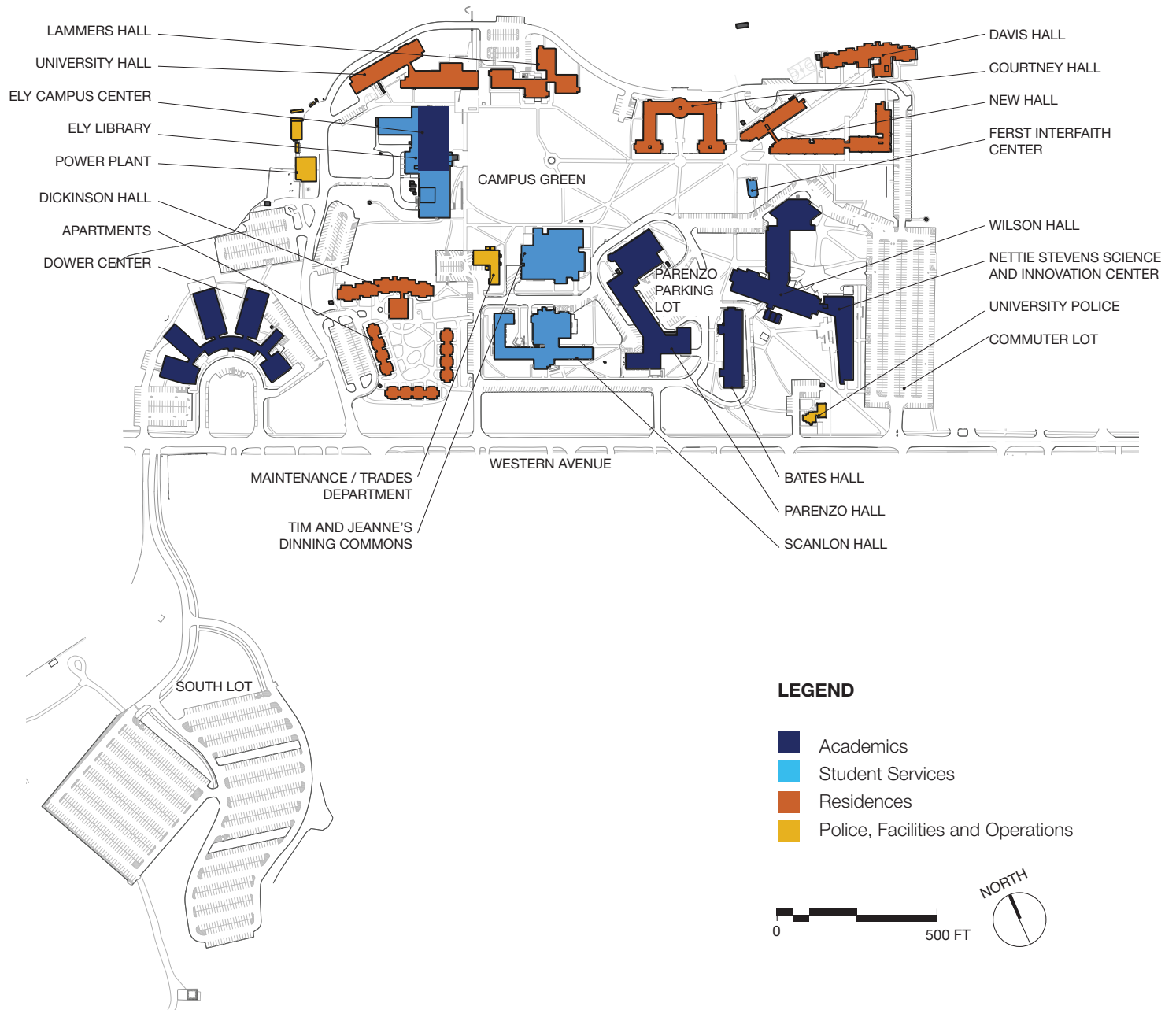
\* **Lammers Hall** is not being used for student housing in Fiscal Year 2026.



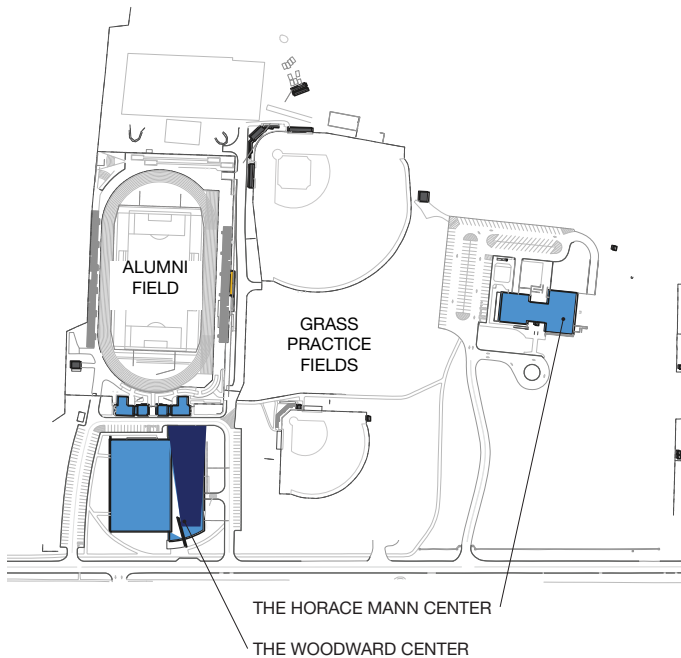
# Master Plan Drivers

## 5: Existing Conditions

### WSU Building Use Diagram Main Campus and South Lot

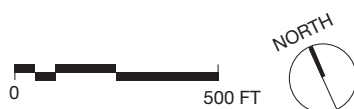


## WSU Building Use Diagram East Campus



### LEGEND

- Academics
- Student Services



## Existing Conditions

WSU's campus is comprised of many academic and student life spaces that were built in the 1970's through 1990's. These cannot accommodate building services capable of supporting modern science and technology programs in flexible multi-disciplinary spaces.

Wilson and Bates Halls are insufficient for contemporary pedagogical expectations due to their low floor-to-ceiling heights and inflexible concrete superstructures. These physical limitations hinder the installation of mechanical and low-voltage systems that cannot fit into above-ceiling space or pass through existing shafts. The existing room layouts are rigid with no spaces for informal learning, and - in the case of Wilson Hall - tiny windows that create unpleasant indoor spaces.

Programs are distributed inefficiently across the campus, presenting opportunities for improving adjacencies and potential surplusing of property. The **WSU Building Use Diagrams** show academic programs are primarily distributed across the south buildings of Main Campus.

Departments located in Horace Mann are distant from the Main Campus activity. However, under-utilized space on the Main Campus could provide opportunities to locate divisions like administration and institutional advancement from Horace Mann onto the Main Campus.

Facilities and Campus Safety are poorly located, such that they detract from prime outdoor space on campus:

- Maintenance and Trades currently occupies a highly-visible location on the main quadrangle, adjacent to Tim & Jeanne's Dining Commons and the Student Center
- University Police occupies a highly-visible location on Western Avenue and the quadrangle at the Stevens Center

# Master Plan Drivers

## 5: Existing Conditions

### Project Prioritization based on Existing Conditions and the Master Plan Vision

The Design Team, together with the Steering Committee, evaluated all buildings on campus, relative to categories defined by the Master Plan Priorities as well as factors detailed in the adjacent studies:

#### Does the Building Further the Master Plan Vision?

- Support Current and Interdisciplinary Pedagogy
- Design for New Technology
- Create a Welcoming Campus (Accessibility)
- Celebrate WSU's Distinctive Location (Uniqueness)
- Enhance Community (Student Centering)

#### Other Considerations

- Deferred Maintenance
- Utilization
- Decarbonize Phase
- Cost

The following four buildings emerged as highest priority, not in priority order:

#### 1. Wilson Hall

Wilson Hall was built in 1976 as an academic building for classrooms and laboratories and currently contains the University's science labs and main lecture halls, as well academic classrooms, faculty offices, an IT computer lab, support space, the Biology department's greenhouse and a food court added in 1996. In 2016 Wilson was connected to the Nettie Stevens Innovation and Science Center, which houses wet and specialty labs for the Environmental Science, Biology, Physical Sciences, and Nursing departments.

Wilson Hall scored poorly on most metrics. Considerations that made it a high-priority building for renovations:

- The first goal of the Strategic Plan is to "Foster Innovative Learning." Wilson Hall hinders the achievement of this goal due to its poor-quality teaching space with limited flexibility.
- Many spaces are inadequate for their current purpose, providing limited natural light, acoustic separation, privacy, and meeting space.
- Insufficient ceiling heights and inaccessible lab equipment make upgrading the existing science labs problematic.
- Most classrooms in the building have outdated electrical, information technology, and audio-visual infrastructure. The CMU partitions and concrete waffle slabs limit flexibility and require expensive modifications to accommodate new systems.
- Right-sizing of spaces is needed for Biology, Computer and Information Sciences, Economics & Management, Environmental Sciences, Geography & Regional Planning, Mathematics, Physical Sciences, and Psychology departments.
- Many of the building's original 1971 wall and floor finishes remain in hallways, stairways, classrooms, and bathrooms.
- Wilson has urgent deferred maintenance needs, with a ten-year Facilities Condition Index of Poor.
- Wilson is proposed for Phase 1 of campus decarbonization; hence, replacement of the building is recommended sooner such that energy-efficiency work is not duplicated.

## 2. Ely Campus Center

The Ely Campus Center was built in 1972 at a prominent location on the Campus Green and houses student organizations, the bookstore, fitness center, library, as well as the Theatre Arts and Communications academic departments.

Ely Campus Center should be prioritized for renovations due to:

- The second Goal of the Strategic Plan is to Advance Student Success. While the Ely Campus Center should be a hub of this activity, the current layout does not provide proper visibility for student activities or appropriately-sized multipurpose spaces.
- To achieve the Master Plan Outcome of colocating academic programs, the proposed Human Health Hub would contain humanities and social science programs. Likewise, the Dower Center would be a hub for the arts programs.
- The building has a ten-year Facilities Condition Index of Poor, with notable costs needed to improve the building envelope as well as to make it universally accessible.
- The theater is not accessible, and would require major renovations to achieve such.
- The library collection will be modernized with more digital resources, providing potential additional study and student space.

## 3. Bates Hall

Bates Hall was built in 1961 as a classroom building, and currently contains the English, History, and Philosophy departments, academic classrooms, faculty offices, a computer lab, and support space.

The replacement of Bates Hall provides a prime opportunity for improving academics at WSU because:

- Limited ceiling heights in Bates prevent the building from being renovated to accommodate applied learning spaces for growing departments at the school.
- Many of the building's original 1961 wall and floor finishes remain in hallways, stairways, classrooms, and bathrooms.
- Many of the spaces are inadequate for their current purpose, providing limited acoustic separation, privacy, and meeting space.
- While the green space between Bates, Wilson, and Stevens should be a gateway to the campus, Bates currently turns its back on the quadrangle, providing an unwelcoming façade to those arriving on campus.
- Bates has urgent deferred maintenance needs, with a ten-year Facilities Condition Index of Poor, including replacement of mechanical equipment and improved accessibility in restrooms.
- Bates is proposed for Phase 1 of campus decarbonization; hence, replacement of the building is recommended sooner such that energy-efficiency work is not duplicated.

## 4. Catherine Dower Performing & Fine Arts Center

The Dower Center started its life as a model elementary school. Juniper Park was built in 1968 and housed the City of Westfield public elementary school as well as WSU's Center for Teacher Education on the second floor of one classroom wing. The City's lease on the school expired in 2015, making the building available to the WSU for renovations.

The Dower Center's scoring was a result of:

- The second floor is inaccessible and the restrooms need to be brought into conformance with MAAB.
- The Dower Center is home to WSU's visual and performing arts departments with the exception of the black box theater which is located in the Ely Campus Center and Library. To achieve the Master Plan Outcome of colocating academic programs, Theatre Arts should move from Ely to Dower Center adjacent to other arts programs.
- Dower scored a ten-year Facilities Condition Index of Poor, due to needed accessibility and façade improvements.



# 4 Master Plan

With Presidential input and direction from the Cabinet, the team developed a Master Plan that colocates academic programs, improves the quality of teaching spaces by aligning them with modern pedagogy, reinforces residential and student life, and improves athletic facilities.

The solution prioritizes the establishment of a Human Health Hub to encourage multidisciplinary collaboration that will serve growing academic disciplines and provide opportunities for collaboration with local communities. Balancing this will be an Arts Cluster located at the improved Dower Center.

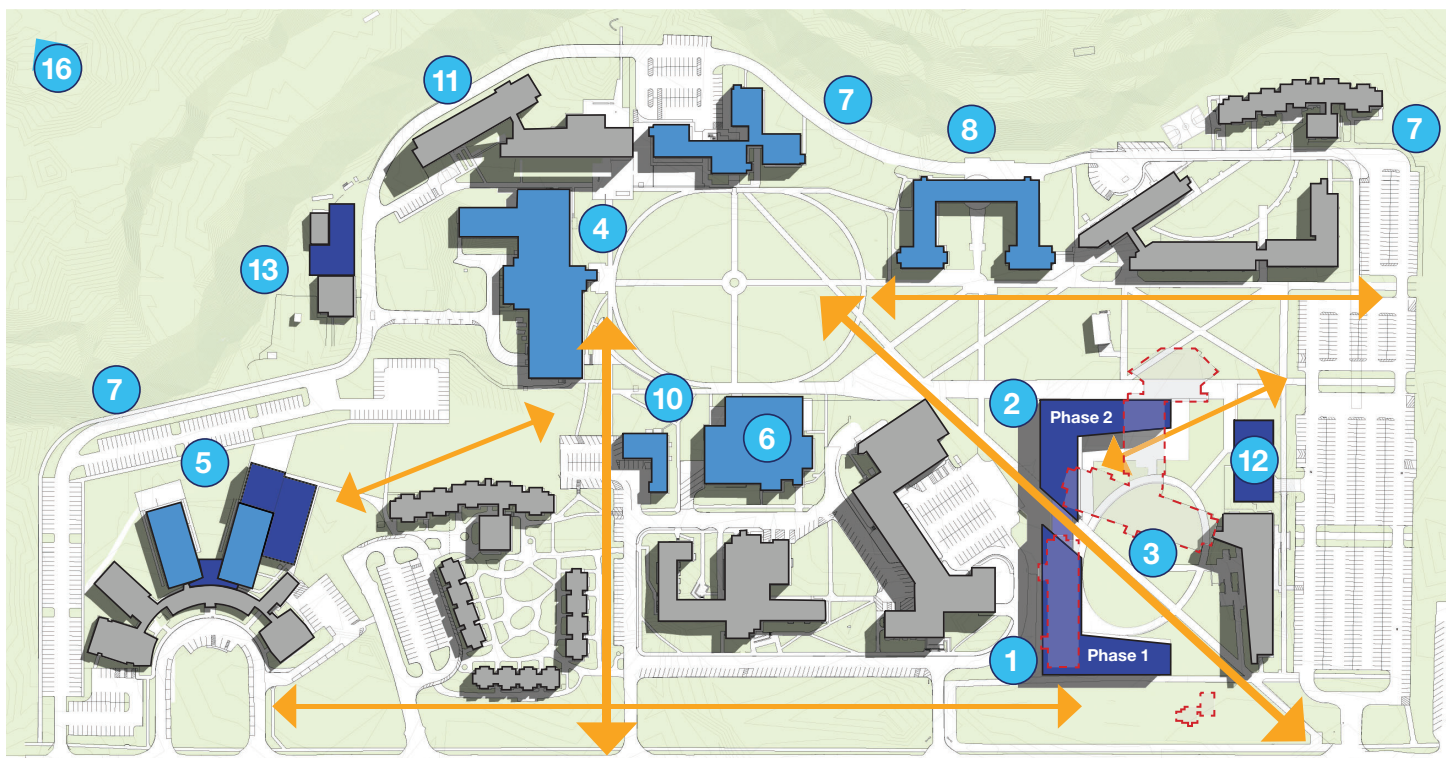
In addition, improvements to residential and student life will be facilitated through renovations of the Campus and Dining Centers as well as the renovation and upgrading of the Woodward Center and athletic fields.

# Master Plan

## Campus Plan

The Campus Plan includes the proposed capital improvement priorities for Academic Facilities, Student Cocurricular Areas, and Campus Infrastructure and Enabling Projects. The phased Master Plan involves a combination of renovations, demolition, new construction and surplusing of buildings.

- 1 New Human Health Hub, Phase 1**
  - Demolish Bates Hall
  - Demolish University Police Building
  - New Classrooms, Labs, Auditorium and Shared Spaces in New Building
- 2 New Human Health Hub, Phase 2**
  - Demolish Wilson Hall
  - New Classrooms, Labs, Auditorium and Shared Spaces in New Building
- 3 New Academic Quad**
  - New Green Space
- 4 Ely Campus Center & Library**
  - Renovate Spaces for Student Life
  - Relocate Administrative Offices
- 5 Dower Center Renovation**
  - Add Elevator to access 2nd Floor
  - Restroom and minor Classroom Renovations
  - Addition for relocated Black Box Theater, Workshops and Offices from Ely Campus Center
- 6 Tim & Jeanne's Dining Commons**
  - General renovation of building, kitchen, and servery areas
  - Accessibility Updates to servery and restrooms
- 7 Lammers Hall**
  - Convert to new residential building or
  - Convert to administrative building or
  - Use as an enabling project to expand local housing
- 8 Courtney Hall**
  - Accessible Bathrooms



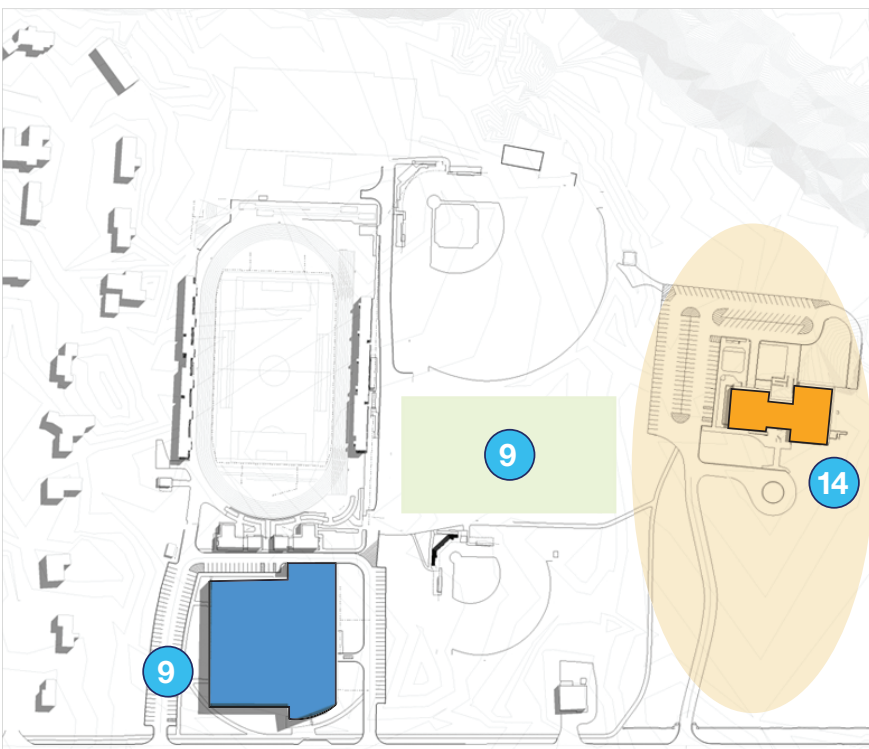
Main Campus

- 9 Woodward Center**
  - Athletic Building Upgrades
  - Added Parking
  - Added Turf Practice Field
- 10 Maintenance / Trades Building**
  - Build Screen for the Dining Commons service functions
  - Beautification next to the Dining Commons
- 11 Ely Ring Road**
- 12 New Decarbonization Plant East**
  - Adjacent to Human Health Hub
- 13 New Decarbonization Plant West**
  - Adjacent to Power Plant
  - Relocate University Police
  - Relocate Maintenance / Trades

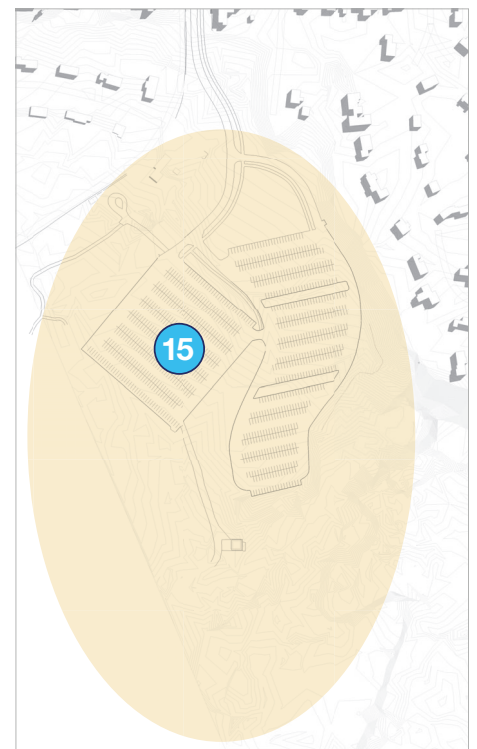
- 14 Horace Mann Center**
  - Potential Surplus Building
  - Refer to map on page 25
- 15 South Lot**
  - Potential Surplus Land
  - Refer to map on page 25
- 16 Foundation Land**
  - Potential Surplus Land
  - Refer to map on page 25

**LEGEND**

-  **New Construction**
-  **Renovation**
-  **Demolition**
-  **Surplus**
-  **Landscape**
-  **Primary Pedestrian Corridors**



East Campus



South Lot

# Master Plan | Academic Facilities

## Human Health Hub

### Human Health Hub: Phase 1

This state-of-the-art, three-to four-story building would replace Bates Hall, an outdated facility not conducive to educating today's students. This new facility would support the University's growing health science programs with lab and instructional spaces at similar cost to a renovation of Bates Hall.

In order for WSU to fulfill its vision of preparing students for an evolving labor market through interdisciplinary learning, academic programs on campus should be colocated so as to facilitate both intentional and ad hoc interactions between programs – all within spaces that are capable of supporting the building systems necessary for research, technology-enhanced learning, and virtual learning opportunities.

The new Human Health Hub will replace Wilson and Bates Hall and together with the Stevens Center create a new Academic Quad on campus. Phase 1 forms an edge to the south side of the Quad, better defining the campus along Western Avenue while creating a quieter, enclosed green space dedicated to academic buildings on campus. This south wing also provides the potential for an enclosed, elevated connection to the Stevens Center.

Wilson and Bates Halls cannot meet contemporary pedagogical expectations due to their low floor-to-ceiling heights and inflexible concrete superstructures that hinder the installation of mechanical and low-voltage systems, rigid floor plans with no spaces for informal learning, and – in the case of Wilson Hall – tiny windows that create unpleasant indoor spaces. While this master plan study looked at the cost of gut renovations of Wilson and

Bates Halls, the limited savings is insufficient to justify the still-high cost and disruption required to do so, with limited final results due to the inherent deficiencies of the buildings as noted above.

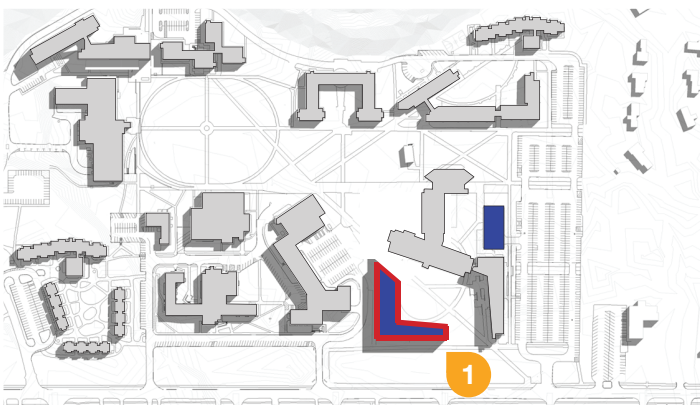
We propose that the Human Health Hub be built in two phases, with the first devoted to rapidly-growing disciplines with strong potential for collaboration with surrounding communities. These disciplines focus on allied health programs, including Sports Medicine and Human Performance, Nursing, Psychology, Health Sciences, and Physician Assistant programs.

In Phase 1 the old University Police building would be demolished to make room for the Human Health Hub. University Police would relocate to swing space in Lammers Hall until phase two when they would move to the new West Decarbonization Plant.

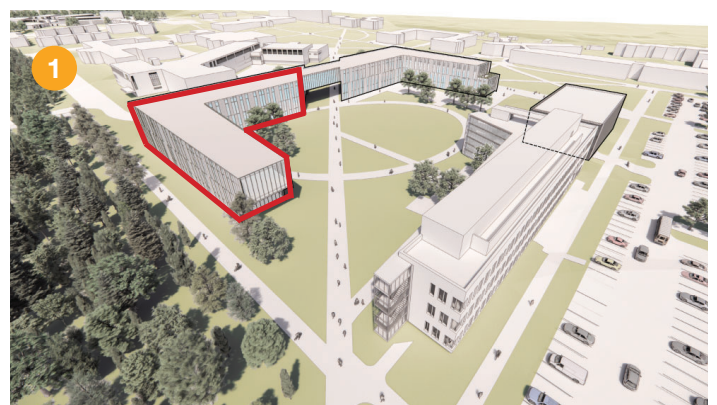
Finally, we recommend that Phase 1 be built concurrently with the East Decarbonization Plant allowing the proposed building to serve as a net-zero-carbon pilot for the campus.

Features of the architecture that will facilitate multidisciplinary collaboration include robust technology infrastructure to accommodate movable equipment and furniture; movable and demountable partitions for space modifications; unprogrammed, open space to encourage gathering; and a café that invites students, faculty, and staff to study, imagine, and share ideas.

# The number on the site plan corresponds with the three-dimensional view.



Site Plan: Proposed Human Health Hub Phase 1



Aerial View: Proposed New Academic Quad with Human Health Hub

## Human Health Hub: Phase 2

The University proposes phase two of the new Human Health Hub as a replacement for Wilson Hall at a similar cost to a renovation of the current building. This dynamic, interdisciplinary facility would unite the University's health-related programs under one roof. It will strengthen academic collaboration, enhance student wellness, and expand experiential learning opportunities that align with the evolving demands of healthcare delivery in Massachusetts.

Phase 2 provides a new home for many of the programs in Wilson Hall. Phase 2 is to be directly connected to Phase 1 at levels 3 and 4, so as to facilitate interdepartmental collaboration – while also providing an architectural gateway between the new academic quad and the Campus Green.

The north wing of Phase 2 defines the northern edge of the new quad and does not intrude into the Campus Green as did Wilson Hall's auditoriums.

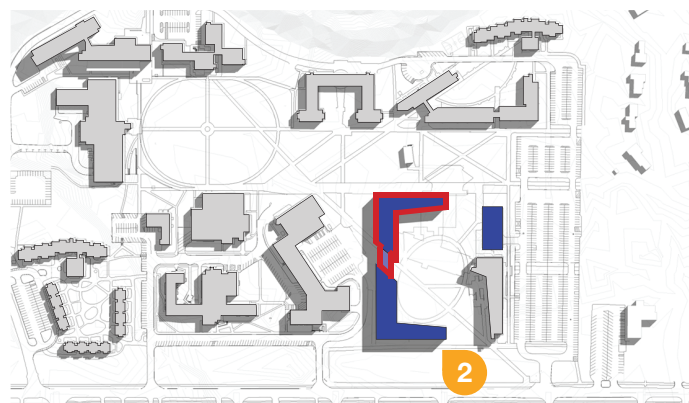
Services and functions to be located within the Human Health Hub will include:

- Resources – meeting, technology, food, and storage – for Commuters, who will likely park at the adjacent Commuter Parking Lot
- General Classrooms
- Informal gathering and study located at open areas off corridors
- Information Technology services

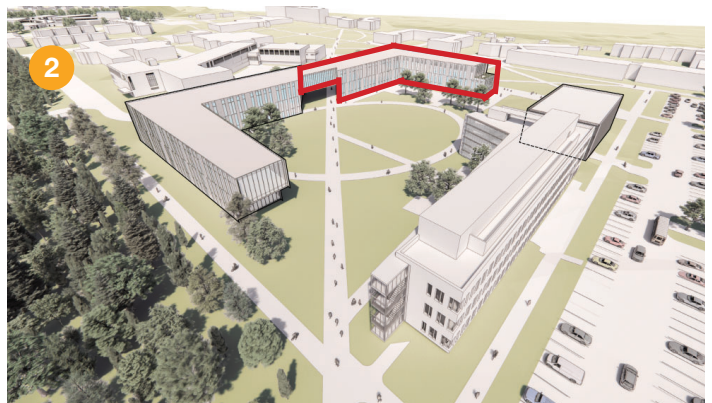


Example of Interdisciplinary Laboratory

# The number on the site plan corresponds with the three-dimensional view.



Site Plan: Proposed Human Health Hub Phase 2



Aerial View: Proposed New Academic Quad with Human Health Hub

# Master Plan | Academic Facilities

## Human Health Hub



Site Plan: Proposed New Academic Quad with Human Health Hub



Aerial View: Proposed New Academic Quad with Human Health Hub



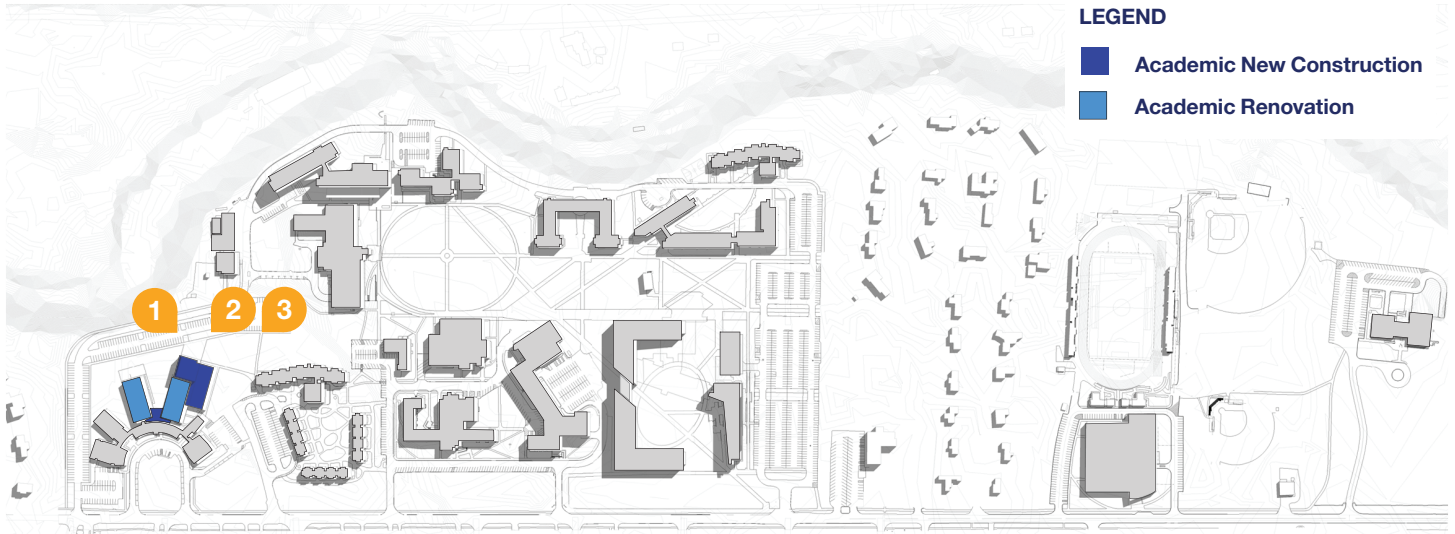
View of the Proposed New Academic Quad from Western Avenue



View of the Proposed Human Health Hub from the Academic Quad

# Master Plan | Academic Facilities

## Dower Center Renovation



Site Plan: Dower Center - Proposed Addition for Black Box Theater, Workshops and Offices

The University's planned renovation of the Dower Center will address inefficient use of the building through the addition of an elevator making second floor learning spaces fully accessible. The inclusion of a performance space and renovation of existing spaces will allow for the full inclusion of the theater program into the building, freeing up space in the Ely Campus Center and creating an opportunity to address the lack of student space on campus.

The Dower Center will be an arts anchor on campus and for the greater Westfield community. Currently, the building includes music practice spaces, art studios, performance spaces and classrooms. The proposed relocation of the Black Box Theater from Ely Student Center to the Dower Center would complete the transition of the facility into the University's Performing Arts Center.

The proposed Black Box Theater building addition would be located on the north-east side of the Dower Center with a new entrance adjacent to a new parking lot. New sidewalks would connect the Arts Center to the Ely Campus Center and to the Campus Green. The addition would include a fly-space above the stage, a scenery workshop, a green room, dressing rooms and theater support spaces.

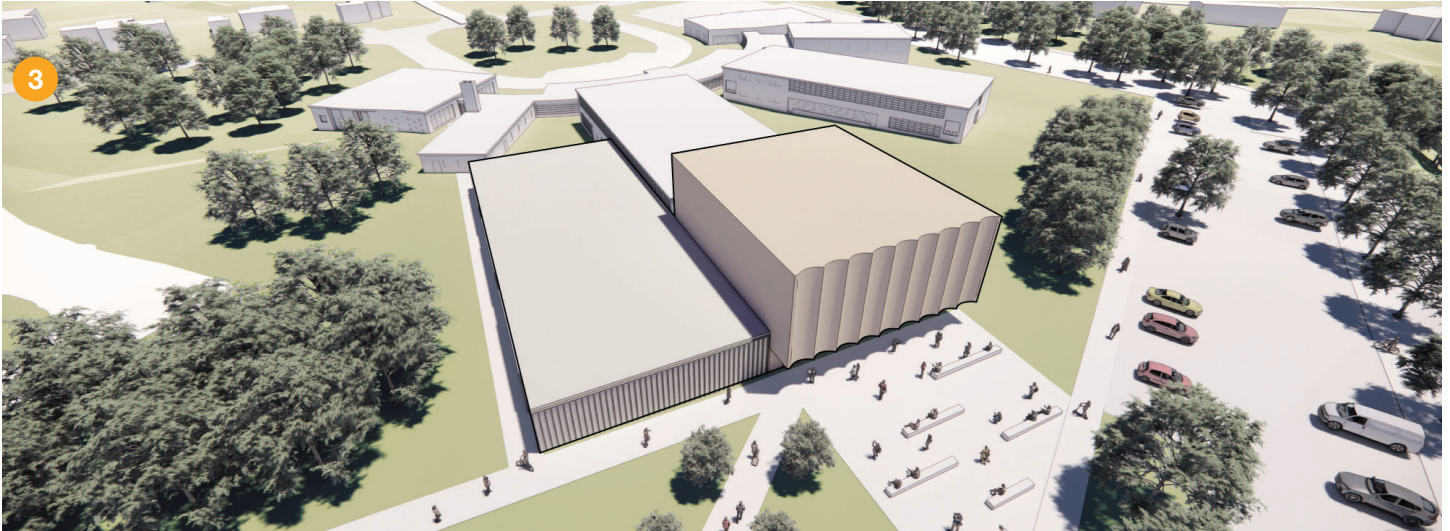
The new elevator built near the main entrance to the Dower Center would provide access to the second floor and complete the goal of making it a functional level for academic spaces. Also, the restrooms on the second floor would be renovated and made accessible.



View of the Proposed Addition from the Proposed Ring Road



View of the Proposed Addition from Ely Campus Center



Aerial View: Proposed Addition to the Dower Center for the Performing & Fine Arts

## Lab Renovation and Modernization

Current lab and other applied learning spaces across campus lack the proper infrastructure, technology and layout to properly prepare students for today's working environment.

These projects are necessary for Westfield State University to meet its Strategic Plan goal of fostering innovative learning. Renovations and modernizations will incentivize faculty use of high-impact practices and innovative teaching methods. Flexible spaces will be future-focused, with new equipment, building systems, audio-visual, and information technology infrastructure that is responsive to undergraduate and graduate needs.

Key projects will include Applied Learning Spaces, including a Virtual Reality Studio and Immersive Labs that will facilitate use by multiple departments, allow for cross-disciplinary exchange, and encourage interaction between students and practice leaders throughout Western Massachusetts and beyond.

Further, the focused nature of these projects will allow for them to be implemented quickly, before the construction of larger capital projects. As funding becomes available, these will provide opportunities to improve spaces that need immediate upgrades.



Example of interdisciplinary teaching lab with flexible power and moveable furniture and wall systems



Example of biomanufacturing lab with expandable, modular layout

# Master Plan | Student Cocurricular Areas

## Ely Campus Center

Currently Ely cannot function as a true student campus center as a large amount of space in the building is being occupied by a variety of academic programs. A relocation of these programs to the primary academic facilities on campus will provide an opportunity to create additional student focused spaces, address deferred maintenance, and better align student support services in the building.

While library use has boomed since the pandemic, space needs have also changed. Opportunities for digitization of the collection will open up space for new study rooms, that are currently often overbooked. By consolidating the library collection, space should be made in the library stacks on at least one floor for both individual and group study space. The library could also be made more welcoming through a renovation to its first floor to improve sightlines, finishes, and access to circulation and student services.



Ely Campus Center



Accepted Student Day 2023 at the Ely Campus Center

## Dining Commons

The University expanded the seating area in the Dining Commons as part of the previous 2011 Master Plan, however the food preparation, servery areas, and bistro were not addressed, compromising the student dining program. The Dining Commons and kitchen need an interior renovation of these spaces and the seating areas in order to provide the dining experience students expect from a university setting today.



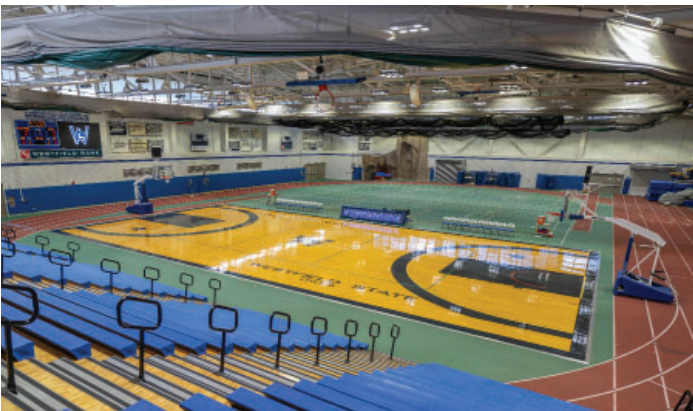
Dining Commons



Servery Area in the Dining Commons

## Woodward Center

The Space Utilization Study completed in 2023 highlighted a lack of athletic space as compared to similar institutions. The inclusion of air conditioning in the field house will enable it to be used year-round creating revenue generating opportunities such as summer conferences. Additionally, a second turf field supporting the growth in athletic programs must be considered as part of athletic program improvements.



Woodward Center



Woodward Center and Athletic Fields

## Courtney Hall

Built in 1989, Courtney Hall has not undergone a significant renovation in its history. Despite being the University's largest residence hall, the bathroom facilities are inaccessible. A renovation of these spaces will provide an inclusive experience for first-year students as they begin their student experience at the University.



Courtney Hall

# Master Plan | Campus Infrastructure & Enabling Projects

## Utility and Infrastructure Summary

The University has completed a number of studies recently to assess aging infrastructure. Many systems are beyond their expected life and are in need of critical repairs or replacement to stabilize the systems. This includes a replacement of the campus water system, replacement of multiple sections of the steam system, electrical upgrades, and a stabilization of the central steam plant.

WSU should consider using construction at Bates Hall as an opportunity to upgrade the sewer system surrounding the building. New utility connections will be required for proposed new construction projects, such as the Human Health Hub. For demolition projects, construction should be coordinated to maintain services to surrounding buildings.

### Water

Due to the age of existing cast iron water loops, WSU will need to replace water lines throughout campus and upgrade fire and domestic services that are reaching the end of their operational lifespan.

### Sewer

Some of the existing sewer systems on campus have low slope pipes, which could result in blockages or backups within buildings. Future building renovations should consider sewer improvements within the building and in surrounding areas to address sewer pipe slope and capacity issues.

### Drainage

Despite highly permeable soils, ponding issues have been observed throughout campus, which may be due to poor surface grading and insufficient inlet capacity. Subsurface infiltration systems or green infrastructure could be constructed to decrease ponding and provide treatment.

### Electric

Across campus, electrical infrastructure is aging, with three service entrances and five standalone generators beyond their anticipated life expectancy.

### Steam and Gas

The existing steam distribution system, powered by natural gas boilers, is aging and prone to leaks. Repairs and stabilization of the existing system is required until full campus decarbonization can be realized. A Ground Source Heat Exchange (GSHX) system is proposed to transition the campus to geothermal systems, which would replace the existing steam network and align with the campus's decarbonization goals and Executive Order 594.

# Utility and Infrastructure Diagram

The following diagram indicates the location of utility, infrastructure and enabling projects in the Master Plan.

## 1 Renovation Projects

- Condition of all utilities will need to be evaluated and considered for upgrades and/or replacement to extend lifespan of structure.

## 2 Demolition of Bates Hall and Wilson Hall

- Demolish, cut, and cap existing utilities at site.
- Maintain water service to Science & Innovation Center and Ferst Interfaith Center.
- Address sewer line beneath Bates Hall and maintain service to Parenzo Hall
- Replace fire hydrant on site.
- Consider potential subsurface stormwater management or green infrastructure systems in new academic quad.

## 3 Upgrades to Campus Sewer Service

- Upgrades to campus sewer systems recommended to align with construction of Human Health Hub.

## 4 New Construction Projects

- New utility connections required for Human Health Hub and Decarbonization Plants East and West.
- Extension of existing services and relocation of sewer service to new addition at the Dower Center.

## 5 Stormwater Improvements in Commuter Lot

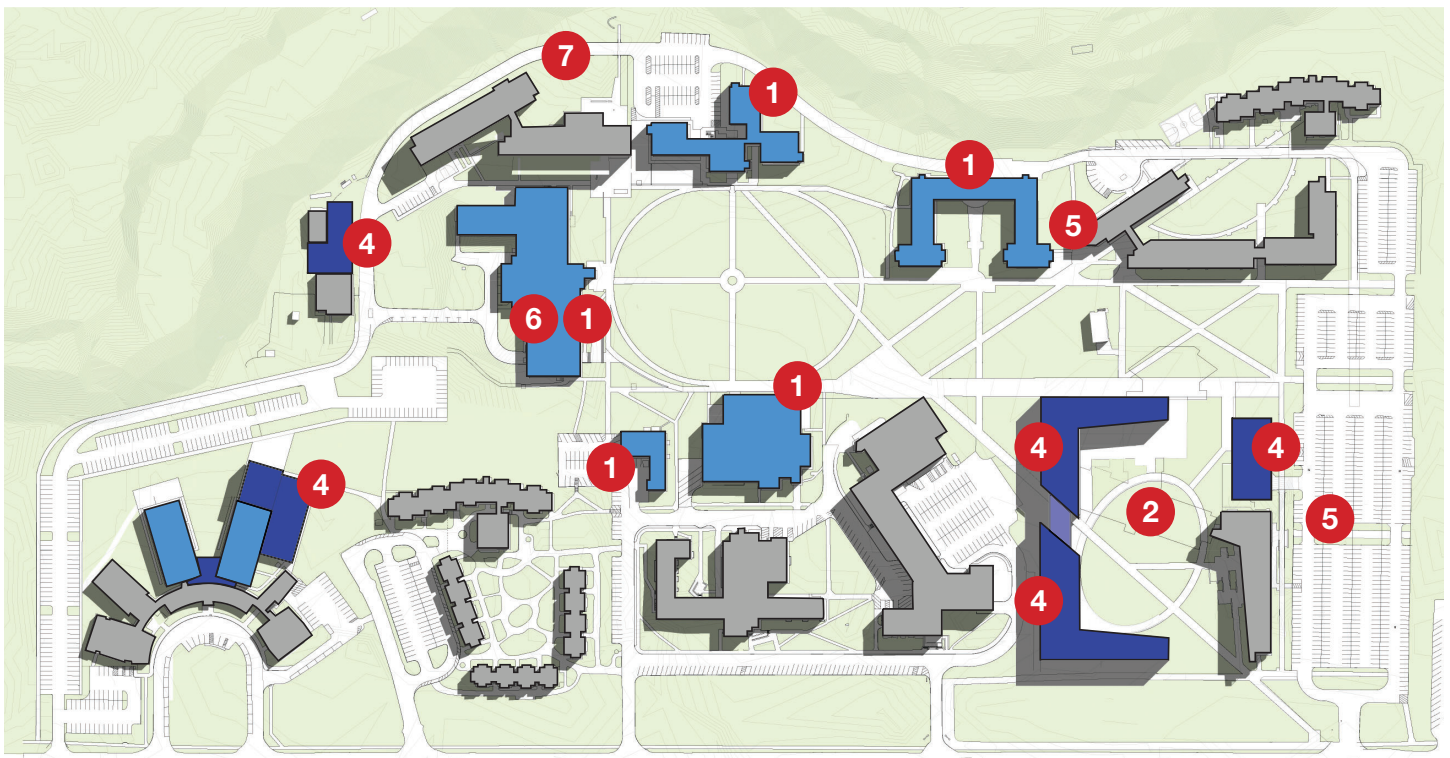
- Increase inlet capacity and improve existing stormwater system at Commuter Lot to align with demolition of Wilson Hall and construction of Decarbonization Plant East.

## 6 Rainwater Harvesting System

- Install rainwater harvesting system at Ely Library and Campus Center to align with major renovations.

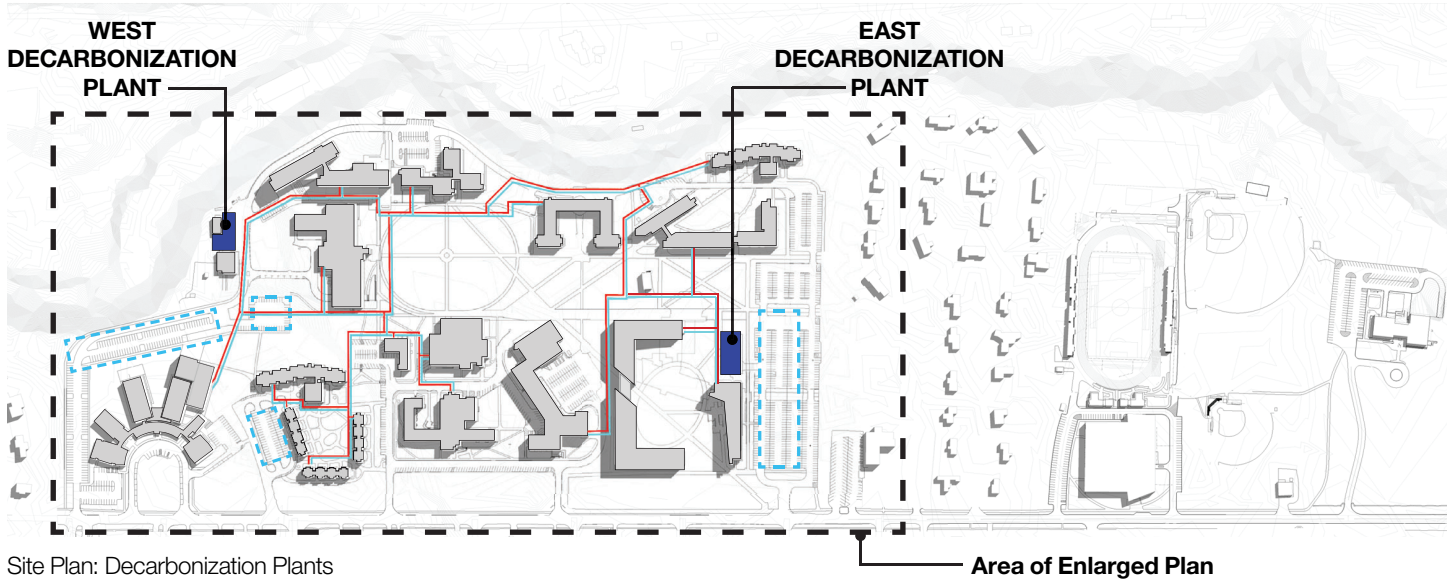
## 7 Consider Roadside Green infrastructure

- Consider constructing roadside green infrastructure, such as linear bioretention basins, to align with Ely Ring Road reconstruction.



Utility and Infrastructure Diagram

## Decarbonization



### Decarbonization

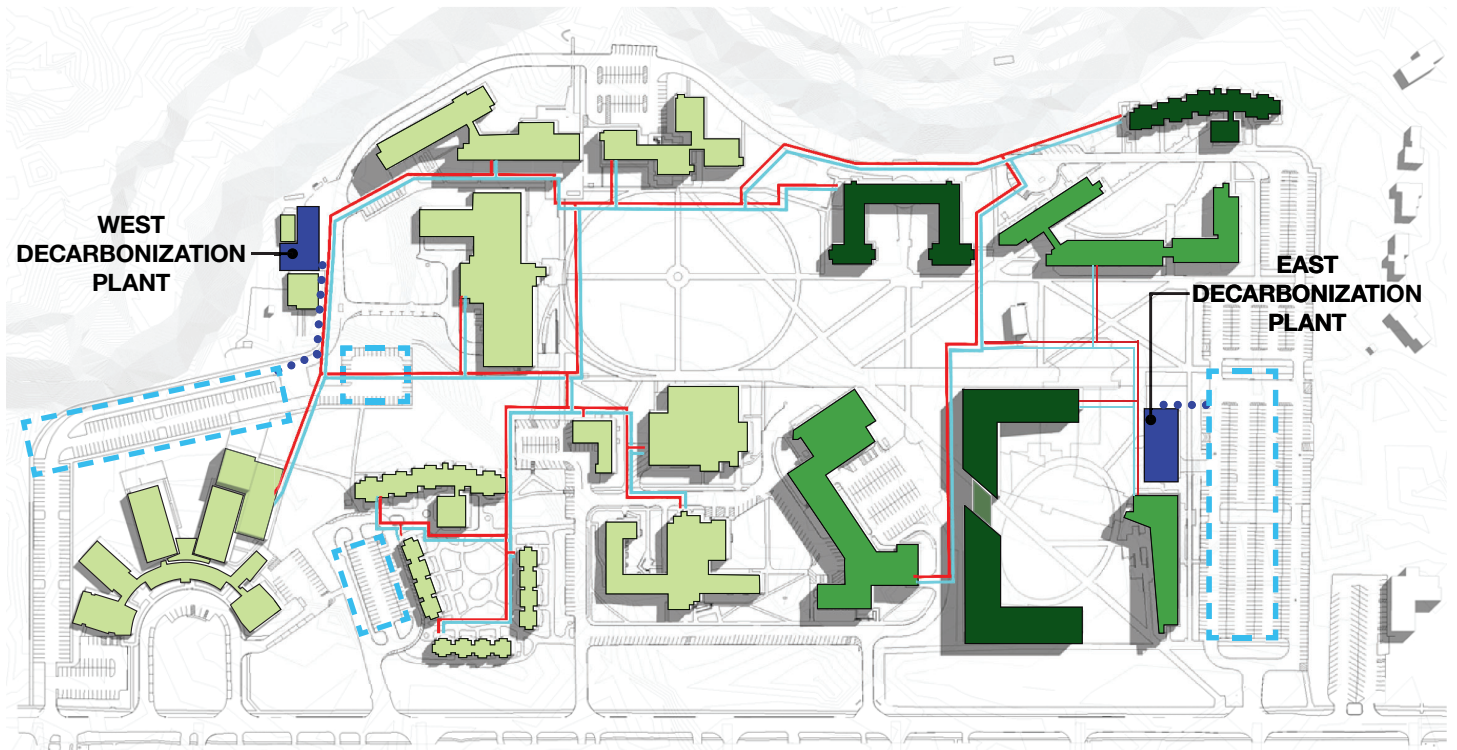
As detailed within the 2024 Decarbonization Study in **Appendix F**, the decarbonization plants are critical to the campus meeting the Commonwealth Priority of decarbonizing and minimizing the environmental impacts of state buildings. The state goal is to reduce emissions from fossil fuels compared to the 2004 baseline by 95% by 2050.

In order to do so, the master plan recommends phased building of the two plants beginning with the east plant. This location supports the recommended prioritization of building the Human Health Hub, as well as the regrading of the Commuter Lot to improve drainage.

Each power plant will be 10,000 square feet of new construction, plus additional campus support spaces in the West Plant. The decarbonization plants will service new ground source exchange fields which will provide fossil-fuel free heating and cooling, via air source heat pumps, in all buildings on campus.

The second Decarbonization Plant, at the west side of Main Campus, may host additional campus support programs including:

- University Police, due to the demolition of their current space as part of the Human Health Hub Phase 1 construction. (During Phase 1 University Police moves to swing space in Lammers Hall.)
- Facilities & Operations, making space in Scanlon Hall available for a student facing department
- Trades, which currently occupies a highly-visible location next to the Campus Green, adjacent to Tim & Jeanne's Dining Commons and the Student Center



Enlarged Plan: Proposed Campus Decarbonization Roadmap

**LEGEND**

- New Decarbonization Plant
- Phase 1
- Phase 2
- Phase 3
- Geowater Main Piping
- Geothermal Borefield
- Hot and Chilled Water Distribution

# Master Plan | Campus Infrastructure & Enabling Projects

## Campus Roadways and Pedestrian Pathways

### Landscape Master Plan

Addressing the existing roadways and pedestrian corridors on campus has been an ongoing priority for the University. The volume of traffic through the center of campus creates multiple points where vehicular and pedestrian traffic intersect too often. The Landscape Master Plan recommends the creation of a “ring road” around the outside of the campus to create opportunities to move traffic out of the center of campus and to expand parking on the main campus.

#### 1 Ring Road

- Improved vehicular circulation around the perimeter of the campus.
- Interior roadways are removed to favor pedestrians, but can accommodate emergency vehicles.

#### 2 Parking Areas

- Upgraded parking lots with improved layouts.
- Connections for pedestrians to improve safety.

#### 3 Pedestrian Corridor

- Enhanced green space with trees for shade.
- Existing interior roadway replaced with pedestrian corridor from the parking lot to the Campus Green.
- Shade trees and mixed seating for gathering.

#### 4 Arrival Experience

- Restored woodland edge along Western Avenue with mix of deciduous and evergreen trees
- Clear campus entry points with gateways to announce arrival.

#### 5 Campus Green

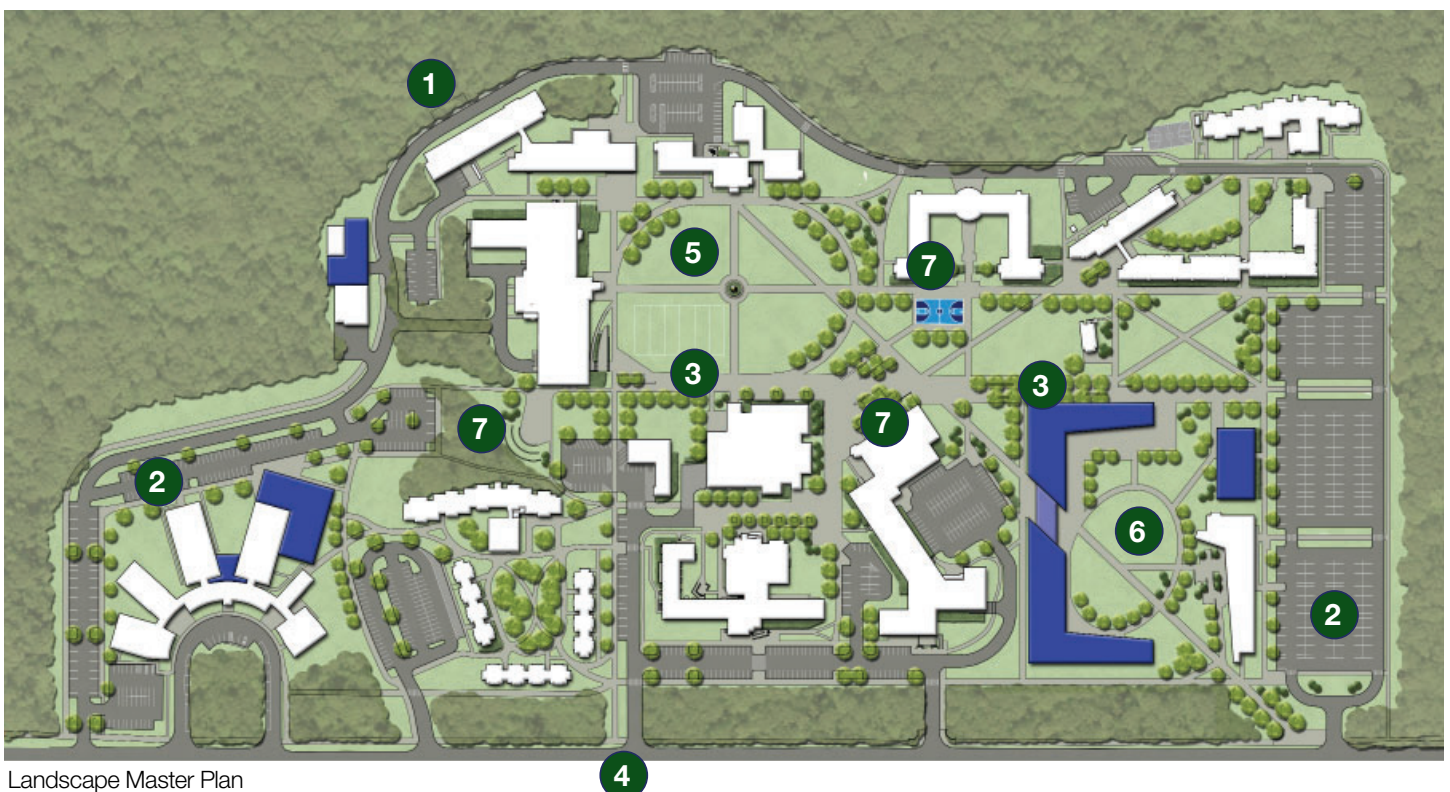
- Enhanced green space with trees for shade.
- Open central area for campus events.
- Improved pedestrian circulation and connections.

#### 6 New Academic Quad

- Large space with lawn and trees.
- Major pedestrian connection into the campus core.
- Gathering areas at building edges with tables, benches, bicycle parking, and trash receptacles.

#### 7 Gathering Spaces

- Large plazas with benches, seatwalls, and tables facing the Campus Green for outdoor dining.
- Smaller gathering spaces to enhance existing green space.
- Recreational areas for physical activity.



Landscape Master Plan

## Grounds Improvements

The campus grounds has a large number of trees and green spaces that requires significant maintenance. It also contains several areas where pedestrian and vehicular traffic intersect. The University has completed landscaping and wayfinding studies focused on creating a sustainable and accessible campus. The creation of a “ring road” that circles the exterior of campus and moves parking away from the center of campus will improve pedestrian safety enhancing the student experience. Expansion of outdoor space use adjacent to buildings will create more opportunities for student gathering and recreational spaces.

In March 2025, the Landscape Guidelines & Master Plan Report **in Appendix D** was issued. This plan guides master planning efforts and informs and directs landscape planning. This Campus Master Plan Report supports these proposals while adding the following recommendations:

- Strengthen campus entrances and edges: Scanlon Road to become a major campus entrance; the pedestrian connection along Western Avenue parallel with Parenzo Road West; the diagonal pedestrian connection from the entrance to the commuter lot into the main Quad; all connections with the Quad.
- With the removal of Wilson Hall, strengthen and extend the Campus Green east towards the commuter lot. Create large and small gathering spaces along a main pedestrian connection from the Commuter Lot to the Dining Commons.
- Create a large internal green quadrangle in the center of the Human Health Hub. The space can accommodate multiple functions that support STEM, such as greenhouses, demonstration gardens, and passive green space.
- With reductions and eliminations of inner-campus roads, provide enhanced pedestrian spaces that also accommodate service vehicles.

The Landscape Master Plan on the previous page identifies these improvements and illustrates these recommendations.

## Lammers Hall

The building is currently closed due to significant infrastructure related issues and has not been renovated since opening in 1972. Before the building can be occupied, critical building systems must be upgraded. The University is evaluating the building for several possible uses, including but not limited to:

- Swing space during other planned projects in the Master Plan
- Expanded administrative space on the main campus
- Convert to student apartments or suites
- Consider an enabling project to expand housing options for grad students and local community.



Lammers Hall

## Scanlon Hall

The University has utilized Scanlon Hall for administrative space beginning with the renovation of Parenzo Hall in 2021. Due to a surplus of residence hall space on campus, the University has continued to house several administrative and academic departments in the building. This usage has created a centralized hub of academic and student support services in Parenzo and Scanlon Halls, located in the heart of the campus. With the change in space utilization, the University will explore the transition of Scanlon Hall from the MSCBA portfolio to DCAMM.



Scanlon Hall



# 5 Outcomes and Next Steps

# Outcomes and Next Steps

## Outcomes

A successful Master Plan implementation will support Westfield State University in implementing their Strategic Plan through impactful and thoughtful interventions. This study recommends projects ranging in scale and cost that include horizontal and vertical work that renovates existing spaces as well as new capital projects where renovations would not appropriately serve the University.

Master Plan projects will modernize applied-learning classrooms and laboratories, update teaching space to meet 21st century curriculum and teaching standards, colocate and centralize academic departments in the academic quad through the replacement of Wilson and Bates Halls with a new Human Health Hub, consolidate visual and performing arts departments and instructional space in the Dower Center, and resolve deferred maintenance projects.

**More detailed description of outcomes are on the following pages.**

## Outcomes

- **Spaces that Support Campus Goals**
- **New Human Health Hub**
- **Colocated Arts Complex at Dower**
- **Improved Student Life**
- **More Desirable Residential Space**
- **Enhanced Pedestrian Experience**
- **Athletic Facilities Improvements**
- **Environmental and Economic Sustainability**
- **Reduced Deferred Maintenance**

## Spaces that Support Campus Goals

In alignment with planning priorities established for this Master Plan, spaces on campus are to be made adequate for current needs, with the overall total building area on campus being reduced from 1,571,000 square feet (SF) to 1,420,000 SF.

**Existing Total Building Area: 1,571,000 SF**

**Residential: 665,000 SF**      **Student & Life Admin: 435,000 SF**      **Academic: 471,000 SF**

(Number of Units: 2,400)

**Proposed Total Building Area: 1,420,000 SF**

**Residential: 587,000 SF**      **Student & Life Admin: 429,000 SF**      **Academic: 404,000 SF**

(Number of Units: 1,962)

The reduction in total building area will happen primarily through three means:

- Rightsizing the number of residential units, as a response to current demographic trends that show a drop in the number of college-bound undergraduates in the next decade. Converting residential units into single-occupancy suites like the Apartments, which are the most desirable spaces. Lammers will be used for swing spaces and other uses as described in previous sections. Scanlon is officially considered a residence hall and is to be transferred to DCAMM as a non-residential building.
- Replacement of outdated, inefficient academic buildings with new space. This will reduce the amount of dedicated academic space by 30,000 SF. This reduction will require careful analysis as part of a future Certified Study; however, the following changes have been considered:
  - Deletion of auditorium space in Wilson. An air-conditioned Woodward Center field house may be used in lieu of this space.
  - More efficient use of “shared” space such as study lounges
  - Reduction in number of classrooms in Bates and Wilson by 10 to achieve the campus total of 47 per the chart to the right.
  - Theatre Arts to join other arts programming in the Dower Center thereby freeing up the Ely Campus Center to better serve student life.
- The consideration of surplus property utilization for Horace Mann and the South Lot, per Executive Order 623 and as noted previously in this report under Commonwealth Priorities.

The Master Plan proposes that the total Assignable Square Footage dedicated to laboratories remains; however, the number of health sciences labs will increase. The total number of labs will increase from 62 to 75; the NASF will remain relatively consistent with labs ranging from 54,004 to 54,892. The number of stations will decrease from 1,089 to 989. Refer to the lab comparison chart in **Appendix C** for more detail.

### Classroom Accommodations

Accounting for classrooms during the transitions between Phase 1 and Phase 2 of the Master Plan.

Classroom Buildings	Phase 1	Phase 2
New Human Health Hub	10	32
Bates	0	0
Dower	6	6
Ely	5	0
Parenzo	6	8
Stevens	1	1
Wilson	24	0
<b>Total Classrooms</b>	<b>52</b>	<b>47</b>
<b>Total Classrooms Needed</b>	<b>47</b>	<b>47</b>
<b>Classroom Surplus</b>	<b>5</b>	<b>0</b>

#### Notes:

Phase 1 excludes:

- Theater classroom and Communications Screening Room in Ely
- Inclusive Concurrent Enrollment Initiative (ICEI) classroom in Parenzo Hall
- PA/HESC dedicated classrooms in Parenzo Hall until released at end of Phase 1
  - In creating the new Human Health Hub, the classroom spaces in Parenzo that had been assigned to Health Sciences (050 and 053), would be released and reassigned to the Registrar classroom pool, thus increasing the number of general classrooms in that building.

# Outcomes and Next Steps

## New Human Health Hub | Colocated Arts Complex at Dower Center

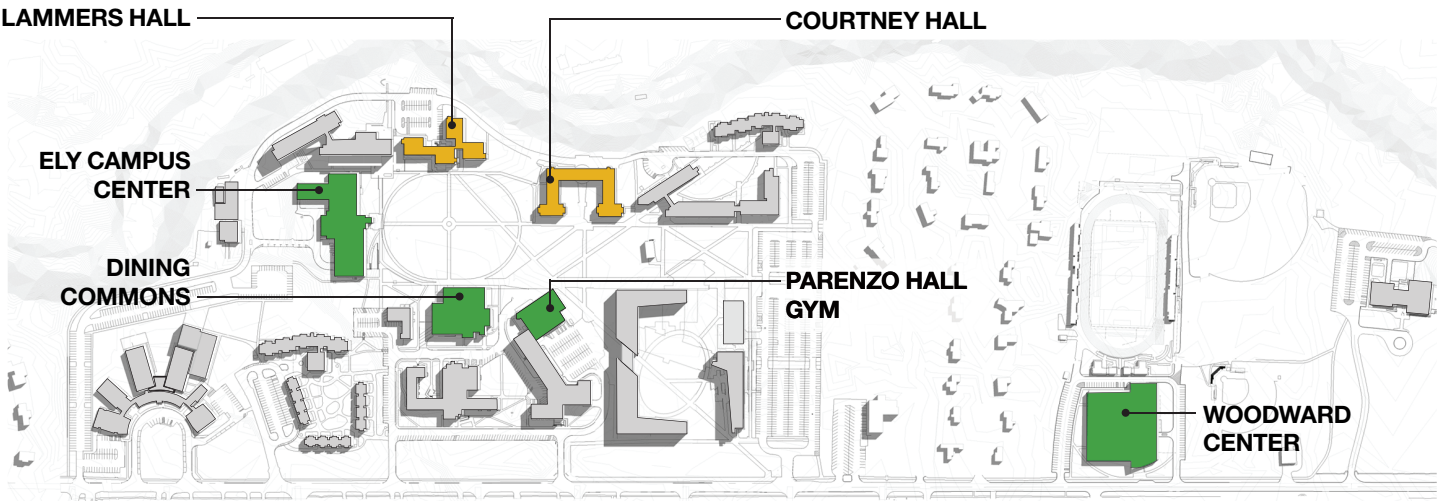


By collocating academics in two hubs - the Human Health Hub as well as the Dower Center – the Master Plan will foster innovative learning by encouraging multidisciplinary learning in spaces that can accommodate the technical needs of classrooms and labs.

### LEGEND

- Academic New Construction
- Academic Renovation

## Improved Student Life | More Desirable Residential Space



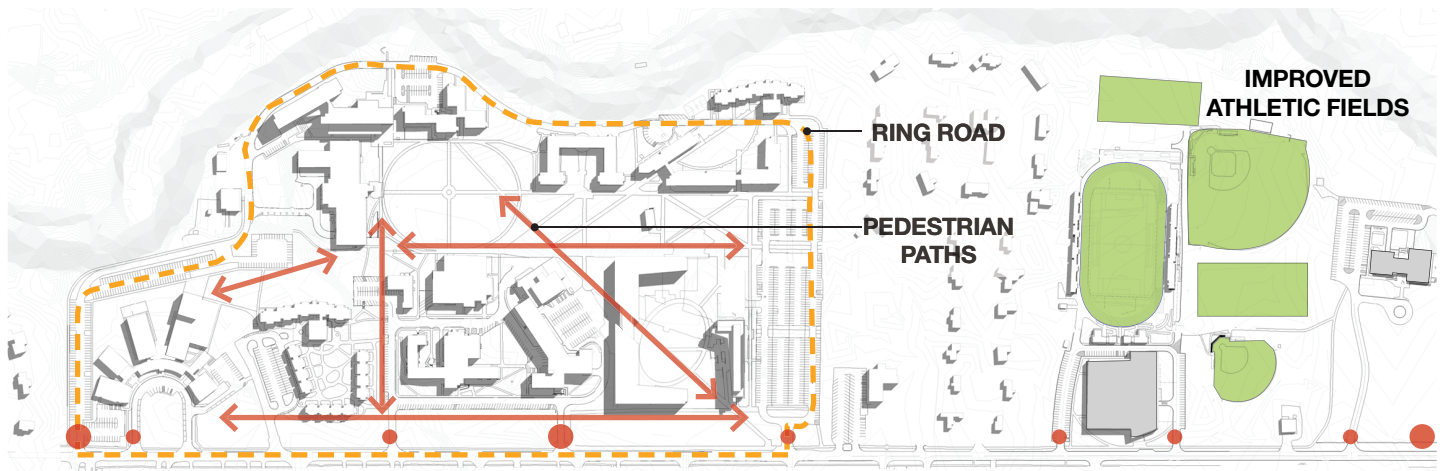
A true student campus center will be created through renovations to the Ely Campus Center as well as improvements to the food prep, server, and dining spaces in the Dining Commons. Residential life upgrades include a housing mix with more suites and apartment style living.

Courtney Hall, which has never undergone a significant renovation, will be made universally accessible, providing an inclusive experience for all first-year students. Lammers, which had outdated rooms and is currently closed, will be reserved for other uses such as swing space.

### LEGEND

- Student Life Renovation
- Residence Hall Renovation

## Enhanced Pedestrian Experience | Athletic Facilities Improvements



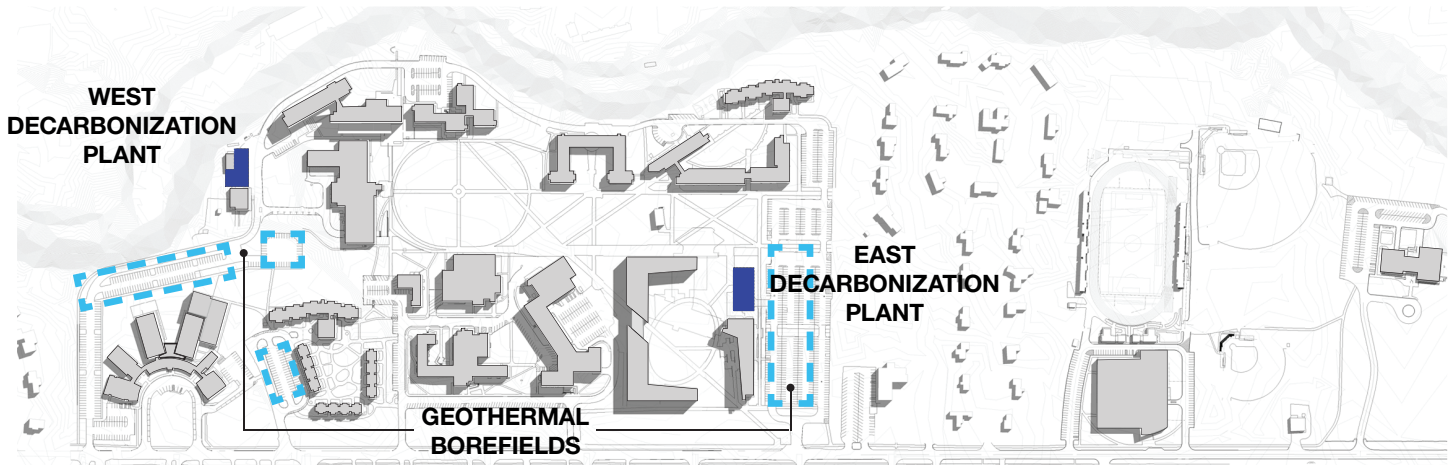
The pedestrian experience will be improved through a new ring road that removes cars and traffic from the campus core while also adding parking at new peripheral parking lots. Upgraded way-finding will reinforce new walking path connections between campus precincts. Enhancements to the landscape are illustrated in the Proposed Landscape Plan in the previous section of this document.

### LEGEND

- Wayfinding Primary Gateway
- Wayfinding Secondary Gateway
- - - Ring Road
- ← Primary Pedestrian Corridors

New turf athletic fields will replace grass fields to enable year round play as well as safety. Movement Science will be relocated from Woodward to the Health Hub to free up space for expanding sports. Air conditioning will be added to the Woodward field house.

## Environmental and Economic Sustainability



Meet the Commonwealth's decarbonization goals through the creation of two plants providing fossil fuel free heating and cooling through electric ground source heat pumps, with anticipated further savings through energy-efficiency upgrades. The two plants can be phased to meet funding availability.

### LEGEND

- New Construction
- - - Geothermal Borefield

Geothermal Borefields should be located as shown above to avoid existing and proposed trees.

# Outcomes and Next Steps

## Reduced Deferred Maintenance

WSU currently faces significant deferred maintenance needs, which will be reduced upon completion of the recommended work in this Master Plan:

- There will no longer be buildings in Critical Condition in the five-year timeframe.
- The number of buildings in critical condition in the ten-year timeframe will be reduced from four to two.
- The number of buildings in poor condition in 10 years will be reduced from ten to six.

These values are based on the Facility Condition Assessment completed in June 2024.

### LEGEND

	<b>Critical Condition in 5 Years</b>
	<b>Critical Condition in 10 Years</b>
	<b>Poor Condition in 10 Years</b>
	<b>Fair Condition in 10 Years</b>
	<b>Good Condition in 10 Years</b>
	<b>Not Fully Accessible</b>

## Existing Deferred Maintenance

### Buildings in Critical Condition:

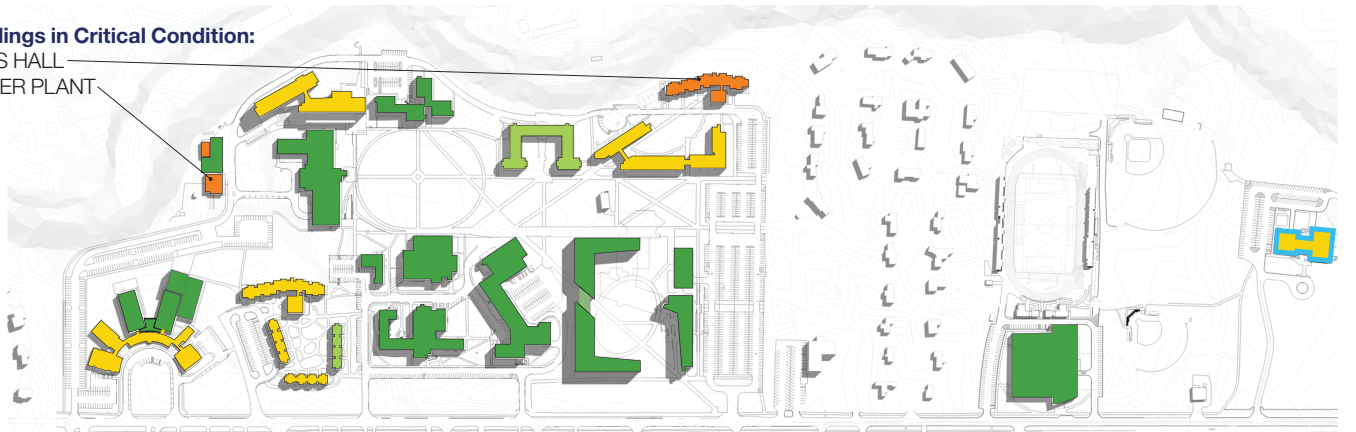
- DAVIS HALL
- LAMMERS HALL
- MAINTENANCE / TRADES
- POWER PLANT



## Reduced Deferred Maintenance

### Buildings in Critical Condition:

- DAVIS HALL
- POWER PLANT



# Outcomes and Next Steps

## Next Steps and Additional Studies

Implementation of this plan's recommendations position Westfield State to meet the goals of the Strategic Plan and to provide a supportive, inclusive, and adaptable learning environment for all students for decades into the future.

This will be achieved through the provision of new, adaptable, and efficient use of academic space; the creation of a true student center; residential space meeting the needs of students; an enhanced landscape and safer walkway and roadway system; and the reduction of deferred maintenance needs that will also make the campus more energy-efficient and fossil fuel free.

This plan provides high-level recommendations for project prioritization and phasing on the Westfield State campus. It should be used as a guide for strategic decisions for capital projects. However, any specific recommendations are provided only as a point of reference for pursuing funding and soliciting proposals for feasibility studies and design or construction documents. All assumptions are to be reviewed, confirmed, and modified during the scope of those future projects.

Specific additional study recommendations include:

- **Formal Traffic Study** to confirm number of parking spaces on Main Campus and opportunities for surplussing all or a part of the South Campus.
- **Certified Feasibility Studies** will be conducted to confirm phasing and sizes for proposed projects to receive state funding. These studies should include:
  - Further, detailed Stakeholder Interviews
  - Existing conditions analyses
  - Programming
  - Design options
  - Cost estimating
  - Review and careful programming of the new Human Health Hub and Dower Center Addition
- **Surplussing Strategy** to further develop an action plan for the Horace Mann Center, the South Lot and the Foundation Land.



## Board of Trustees

June 11, 2026

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### MOTION

Propose to the Board to elect the following slate of officers for the 2026-2027 academic year:

, Chair

, Vice Chair

, Secretary

---

Ali Salehi, Chair

---

Date



## Board of Trustees

June 11, 2026

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### MOTION

To transfer \$1,541,644.00 from the University's investment accounts with Fund Evaluation Group LLC, to the University's operating account at Berkshire Bank, consistent with the University's Investment Policy (0430), for FY26.

\_\_\_\_\_  
Ali Salehi, Chair

\_\_\_\_\_  
Date

**Westfield State University**  
Finance Committee

**Investment Income Drawdown**

June 11, 2026

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**Overview**

The University has invested \$30M of its cash reserves into various investments, including equities and bond funds, currently through Fund Evaluation Group (FEG). To date, these funds have grown to \$45.9M since the investment strategy was implemented several years ago. The earnings from the investments provide ongoing budget support which is built into the annual operating budget of the University.

**Process**

FEG, our current investment advisors, prepares a quarterly projection on the interest income distributions, based on the current spending policy. The spending policy allows the university to draw down 4% of the 12-quarter moving average value of these investments.

For FY26, FEG is projecting the 4<sup>th</sup> quarter value based on the current balances of \$45,935,885, with an average 12 quarter balance of \$38,541,122. Overall, the actual 12-quarter moving average calculation is not expected to vary significantly from this projection.

The updated Investment Policy for the spending allocation is extracted below:

*“The Westfield State University has adopted the following spending policy, which will apply to the University’s investment portfolio.*

1. *This Policy seeks an appropriate balance among the following goals:
  - a. *Provide the University with a predictable and stable stream of revenue.*
  - b. *Ensure the real value (defined as purchasing power) of the invested assets and its revenue stream does not decline over the long-term.*
  - c. *Base the spending policy on best practices for similar organizations or market segments (e.g., treat the invested funds as endowment like).**
2. *Authorized expenditures during an upcoming fiscal year shall be limited to four percent (4%) of the average total market value of the investment portfolio over a trailing twelve quarter period ending June 30 fiscal year, not to include additions during the current fiscal year. In the event the average annualized total return for the trailing three-year period fails to equal or exceed 4%, the Investment Advisor shall calculate the new percentage and provide the calculation for review and/or approval to the Finance Committee for an exception to the 4% threshold. The amount for the upcoming fiscal year is to be calculated quarterly. The final spending calculation and allocation will be provided as soon as practicable, following June 30th and will be reviewed and approved annually by the Finance Committee.*

3. *In making such distributions, the University is authorized to use both Net Income and Net Capital Appreciation (defined as realized and unrealized appreciation in the fair market value of the investments) in accordance with the Uniform Prudent Management of Institutional Funds Act (UPMIFA).*
4. *Exceptions to and/or changes in this spending policy shall only be made by approval of the Board of Trustees based on recommendations from the Finance Committee.”*

**Recommendation**

To approve the motion to allow the transfer of interest income from the investment portfolio to the University for FY26 as represented in the FEG projected calculation.

Quarter	Market Value
Sep-23	\$ 23,079,092.00
Dec-23	\$ 35,139,575.89
Mar-24	\$ 36,345,249.63
Jun-24	\$ 37,159,160.60
Sep-24	\$ 38,795,215.12
Dec-24	\$ 38,498,082.16
Mar-25	\$ 38,325,597.00
Jun-25	\$ 40,619,353.40
Sep-25	\$ 42,729,576.57
Dec-25	\$ 43,767,548.00
Mar-26	\$ 42,099,139.34
Jun-26	\$ 45,935,885.99
Average of the last 12 Quarters	<b>\$ 38,541,122.98</b>
4% distribution	<b>\$ 1,541,644.92</b>

June-26 value is as of 5/29/2026



## Board of Trustees

June 11, 2026

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### MOTION

To establish an account with Charles Schwab as custodian for Fund Evaluation Group LLC for the Westfield Student Investment Fund, a student managed investment fund. The initial investment of \$25,000 will be funded by the Westfield State University Foundation.

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Ali Salehi, Chair

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Date

# Executive Summary - Westfield Student Investment Fund

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April 2026, Liem Nguyen, Dandan Wu

## Program Motivation

Establishing a student managed investment fund will provide WSU students with an experiential learning opportunity in asset management, which is proven to provide educational benefits unmatched by any other pedagogical approaches and is widely adopted in the discipline of Finance across the US and around the world. Such a program offers a capstone experience that deepens understanding of discipline-specific knowledge; it also fosters professional skills in communication, leadership, presentation, and relationship building.

Westfield Student Investment Fund (the “WSIF”) program is an educational program operated within the framework of the Finance curriculum of the Department of Accounting and Finance. It is designed to offer Westfield students who have fulfilled the pre-requisite and co-requisite curricular requirements an opportunity to participate in the management of a funded investment portfolio.

## Fund Investment Guidelines

Advised by faculty members, students participating in the program are responsible for conducting security research and purchasing and selling securities in accordance with the following investment guidelines:

- Investment objective is long-term capital appreciation.
- The fund adheres to the University Investment Policy (2025) to the extent applicable.
- The fund is managed as a broadly diversified buy-and-hold portfolio that largely tracks the S&P 500 Index with some strategic deviations.
  - Initially, all funds will be invested in an ETF that tracks S&P 500.
  - Deviations are accomplished by replacing a portion of this position with individual S&P 500 stocks and/or ETFs designed to track part of the S&P 500 Index.
  - Exposure to an individual stock must be within 150% of its S&P 500 weight or 1% portfolio market value (whichever is greater).
- Security selection is done primarily based on fundamental analysis.
- Gains are to be reinvested.
- The use of margin is not allowed.

These investment guidelines are expected to be approved periodically by the University and adjusted, when necessary.

## Program Operation

### Funding

The seed money of \$25,000 will be funded by the Westfield State University Foundation. The foundation will also support future fundraising efforts to obtain additional funding.

### The Practicum Course

The operation of the WSIF is housed in a 400-level 3-credit course that runs both Fall and Spring semesters. Students in this course form the portfolio management team. Each student will assume the role of either

security analyst or portfolio manager. As a team, they conduct macro-economic, sector, and security research, decide on any strategic deviation from the S&P 500 Index, monitor fund performance, and rebalance the portfolio.

Enrollment in the course is selective, and completion of curricular prerequisite(s) is required. The grade of a student for the course depends how well they perform the responsibilities of their role.

### Managing Advisor

Each semester, instructor of the practicum course will serve as the Managing Advisor and will:

- a) provide students with necessary training for completing their responsibilities
- c) advise and assess students in completing their research and other management responsibilities
- d) document investment decisions and portfolio performance periodically
- e) intervene and revert management decisions when they explicitly violate the fund's investment guidelines
- f) inform relevant offices at the University regarding the management of the fund
- g) organize guest speaker events and other events within the course to facilitate student learning experience and fund management

### Investment/Brokerage Account

An asset management account is expected to be created by the University. The managing advisor will have trade-only access to the account and execute approved student decisions. FEG Investment Advisors, the university's investment advisor, will produce investment reports periodically. (See "FEG Memorandum" in appendix). Alternatively, the managing advisor will communicate approved student decisions and relevant trade instructions to FEG, who will in turn implement them.

In any case, no faculty member or any student will have the ability to withdraw/transfer from the account.

### Advisory Board

An Advisory Board will provide additional advice and monitoring to the WSIF. Members are invited to evaluate and approve student decisions each semester. Ideally, the advisory board will include stakeholders and those with professional experience or training in the field of investments, which may include members of the University's administration, faculty, alumni, and invited guests from the investment industry (e.g., FEG).

## Brief Implementation Timeline

- Summer 2026                      Authority to create an account
- Sept. 2026                        Funds the account
- Oct. – Nov. 2026                Advertise practicum course and enroll students
- January 2027                    Appoint account users with trade and report access  
    Run the first practicum class
- April 2027                        First quarterly report

## Possible Future Plans

- Participate in the GAME Forum, the Student Managed Investment Fund Consortium (SMIFC) Conference, and other nationwide student investment events
- Multiple funds with different investment strategies

**TO:** Westfield State University (WSU)  
**FROM:** Stephen Haines, Vice President, FEG  
**SUBJECT:** Notes on a Student Investment Fund  
**DATE:** March 4, 2026

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FEG works with a number of Higher Education endowments that incorporate a Student Investment Fund into their investment platform. Those Student Funds range in value from several thousand to over \$80 million. Their Fund objectives vary.

The Student Investment Funds tend to be managed by upper-level University classes, where investment movements are directed by a class Professor or Senior Official of the school. The corpus is traditionally owned by the school, although growth has historically been driven by a combination of investment growth and fundraising support. Students receive real world investment experience, and growth can be allocated to any number of causes.

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### **FEG Support**

Below are items where FEG could support WSU in the launch of a Student Investment Fund:

- Setting up Custodial Accounts at Schwab for the Fund
- Monthly and quarterly periodic performance reporting
- Providing periodic guest lecture opportunities for investment related topics
- Helping facilitate presentations by investment manager firms to the class
- Marketing material support for fundraising

### **Key Considerations**

Items FEG would recommend as key considerations in setting up a Student Fund program:

- Designating investment recommendations as directed by a professor. FEG recommends trade execution by a designated class professor, and executed through Schwab's portal
- Define clearly the mechanics of how the Fund will be managed, specifically:
  - Available securities for investment (ie – stocks, etf's, mutual funds)
  - Estimated position sizes at purchase
  - Any constraints by size, sector, country, and market capitalization
  - Approval processes for buy and sell decision authority

**FEG would be honored to work closely with WSU on a Student Investment Fund**



## Board of Trustees

June 11, 2026

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### MOTION

To approve the FY27 provisional 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).

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Ali Salehi, Chair

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Date

**Westfield State University**  
Finance Committee

**FY27 Provisional Operating Budget – Planning and Process**

June 11, 2026

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**Budget Planning – Guiding Principles**

- Spend within our means (achieved with a balanced budget).
- Limit reserves to previously approved projects/initiatives (achieved).
- Strategic plan as basis for resource allocation (in process).

**Improvements to Operating Budget Reporting**

- Eliminate rollovers from operating budget and minimize rollover requests.
- Shift grants, other trust funds, and student success funding out of operating budget.
- Developed new supplemental report for non-general fund spending.

**Budget Process/Assumptions**

- President’s Cabinet collaborated on budget strategies and methodology. Mandatory divisional reductions were required to close the \$5.9M budget gap.
- Established updated revenue and tuition budget based on enrollment projections.
- Reviewed all personnel and non-personnel budgets to align to available funding. Included by not limited to positions, detailed expense review (e.g., consultants, Innovation fund, vacant positions, retirements, etc.). Vacancy factor is included as an expense reduction as not all positions are filled on July 1<sup>st</sup>.
- Restructuring and realignment of services and functions were implemented for Conferences and Events Services, Center for Instructional Technology (CIT), and Office of Belonging and Inclusion.
- Capital projects were reviewed and recommended by the President’s Cabinet.
- State appropriation has not yet been finalized but we are assuming Governor’s budget as a baseline. The fringe rate will be increasing in FY27 and the impact is projected to be \$1.4M for the campus. This is an unresolved issue pending final state appropriation allocations. This issue will need resolution by the October final budget approval.

**Westfield State University**  
Finance Committee

**FY27 Provisional Operating Budget**  
June 11, 2026

**OVERVIEW**

Westfield State University has worked diligently to present a provisional balanced budget of \$131M for FY27, a \$2.3M increase from the FY26 Budget. Based on projected revenues, the anticipated budget gap was estimated to be \$5.9M, which resulted in expense reductions to meet our revenue targets. In order to “live within our means,” reductions were required in several areas of campus operations. At the same time, investments are being made in faculty lines to support program needs.

While full-time undergraduate enrollment continues to be challenging, graduate enrollment is increasing which results in overall higher enrollment of 152 FT students over prior year. Total enrollment is projected to be 4,319 vs 4,167 in FY26. This is the result of strong demand in key programs and the impact of offering new graduate programs.

**PROVISIONAL BUDGET PLAN FY27**

- The FY26 Provisional Budget reflects a balanced budget at this juncture. This was achieved in large part by permanent budget reductions totaling \$5.9M as follows: \$.05M of additional revenue; \$2.9M in compensation adjustments mainly vacant positions/retirements, expense reductions of \$1.9M, and reductions to Auxiliary units and DGCE totaling \$0.6M.
- Total campus enrollment is increasing to 4,319 by 152 students or by 3.6% over the prior year. While enrollment is not increasing in every segment, graduate enrollment is growing while full time undergraduate enrollment is flat. Full time undergraduate enrollment is projected to be 2,896 vs 2,912 last year or a slight decline of 16 students. Deposits continue to roll in over the summer so the gap in full-time undergraduate students may close or exceed the projected target.
- Financial challenges are ongoing in Residential Life, as expected, due to lower occupancy and high fixed costs (primarily debt). Occupancy is projected to remain flat from the FY26 Budget of 1,784, which represents 85% occupancy with an operational capacity of 2,093 which factors Scanlon and Lammers being offline. Approximately 62% of all undergraduate students live on campus. Residential Life is currently projecting a total deficit of \$4.0M. This loss is covered by the primary campus operating budget.
- Dining Services participation rates follow enrollment and occupancy levels with approximately 68% of all students participating in meal plans. Dining Services is expected to contribute \$2.07M to the campus to support their overhead costs next year.
- DGCE revenue is expected to increase by \$1.0M over the prior year at \$15M mainly due to fee increases as well as expansion of graduate and Nursing Programs. It is assumed that DGCE will contribute \$3.4M to the campus, in support of their overhead costs. Furthermore, they are

expecting additional revenue to cover upfront costs totaling \$0.5M for their new programs: Master of Science in Athletic Training, Master of Nursing in Psychiatric Mental Health Practitioner, and MBA and other certificate programs.

- Use of campus reserves is limited to previously approved but ongoing facility projects (\$1.4M) as summarized in the capital budget.

## **SUMMARY**

The FY27 Provisional Budget was developed with the intent of balancing the campus budget through reductions and increased contributions, which took significant effort from the campus and collaboration from the Cabinet. Key revenue indicators such as enrollment and state appropriation will be better known as we approach the fall, at which time the campus will develop a final budget by October. The fringe rate increase of \$1.4M could be a significant reconciling item once final state appropriation funding is confirmed. The campus continues to carefully evaluate the balance between affordability, enrollment, and strategic investments while achieving a balanced budget.

The growth of graduate programs is a very positive development and a critical part of our strategic plan. Further development of the multi-year financial plan will facilitate the projected return on investment needed to continue to grow graduate programs as well as critical investments in the master plan (i.e., Human Health Hub- Phase 1).

**Westfield State University**  
**FY27 Provisional Budget Development**

5/27/2026

	FY25 Actuals	FY26 Budget	FY27 Provisional Budget - DRAFT	FY27 Provisional vs. FY26 Budget Diff Incr/(Decr)	% Difference
<b>Revenue:</b>					
State Appropriation	41,593,810	42,750,329	44,099,532	1,349,203	3%
Total Tuition/Fee Revenue	36,281,872	37,006,082	37,264,889	258,807	1%
Foundation	828,973	1,388,500	1,363,500	(25,000)	-2%
Grant Revenue	4,144,670	-	-	-	0%
Commissions	231,714	218,226	214,277	(3,949)	-2%
Interest Income	1,736,677	2,315,000	2,701,600	386,600	17%
Innovation Fund	800,000	400,000	300,000	(100,000)	-25%
Parking Revenue	203,105	212,328	208,485	(3,843)	-2%
Misc. Revenue	490,983	364,750	360,013	(4,737)	-1%
Summer Conference Revenue			170,000		
Other Trust Fund Revenue	1,901,438	-	-	-	0%
DGCE	13,537,237	14,095,020	15,111,178	1,016,158	7%
Residential Life	15,776,394	16,476,587	17,197,092	720,505	4%
Dining Services	10,413,792	10,703,940	10,764,916	60,976	1%
<b>Total Revenue</b>	<b>\$ 127,940,665</b>	<b>\$ 125,930,763</b>	<b>\$ 129,755,482</b>	<b>\$ 3,824,720</b>	<b>3%</b>
<b>Reserve Funding - Rollovers &amp; Timing</b>					
Planned Use of Reserves	2,949,460	-	100,000	100,000	
Capital - Previously Approved Projects	2,164,968	3,044,462	1,426,031	(1,618,431)	-53%
<b>Total Reserve Funding - Rollovers &amp; Timing</b>	<b>\$ 5,114,428</b>	<b>\$ 3,044,462</b>	<b>\$ 1,526,031</b>	<b>\$ (1,518,431)</b>	<b>-50%</b>
<b>Total Resources</b>	<b>\$ 133,055,093</b>	<b>\$ 128,975,225</b>	<b>\$ 131,281,513</b>	<b>\$ 2,306,289</b>	<b>2%</b>
<b>Expense:</b>					
<i>Compensation</i>	48,122,542	50,261,760	51,108,708	846,948	2%
<i>Fringe</i>	3,284,054	3,685,668	3,594,813	(90,855)	-2%
Compensation & Fringe	51,406,596	53,947,428	54,703,521	756,093	1%
Department Operations	19,399,352	15,925,086	16,207,025	281,939	2%
Utilities	2,944,269	2,875,094	2,961,347	86,253	3%
Financial Aid	6,748,447	8,282,709	9,703,514	1,420,805	17%
Debt Service	1,377,742	1,323,292	1,407,348	84,056	6%
Contingency	296,726	357,400	350,000	(7,400)	-2%
Capital Investments	4,190,188	5,297,153	3,866,644	(1,430,509)	-27%
DGCE	9,994,285	10,876,608	11,691,565	814,957	7%
Residential Life	20,974,157	20,556,153	21,269,907	713,754	3%
Dining Services	9,161,782	8,906,316	8,692,657	(213,659)	-2%
Strategic Investments	5,000	227,984	127,984	(100,000)	-44%
Innovation Fund	554,635	400,000	300,000	(100,000)	-25%
<b>Total Expense</b>	<b>\$ 133,194,567</b>	<b>\$ 128,975,224</b>	<b>\$ 131,281,514</b>	<b>\$ 2,306,289</b>	<b>2%</b>
<b>Unadjusted Net Profit/(Loss)</b>		<b>\$ (3,044,462)</b>	<b>\$ (1,526,031)</b>	<b>\$ 1,518,430</b>	<b>-50%</b>
<b>Use of Reserves - Cash</b>					
SGA Signage Project			\$ 100,000		
Capital Projects - Previously Approved		\$ 3,044,462	\$ 1,426,031		
<b>Total Use of Reserves - Cash</b>		<b>3,044,462</b>	<b>\$ 1,426,031</b>	<b>-</b>	
<b>Net Budget Surplus /(Gap)</b>	<b>(139,474)</b>	<b>-</b>	<b>\$ -</b>	<b>-</b>	

**Westfield State University**  
**FY27 Provisional Budget Development**

5/27/2026

Revenue Assumptions		FY26 Budget	FY27 Provisional Budget - DRAFT
First Year Freshman		864	804
Transfers		196	200
Billable Students		2,949	2,896
Housing Students		1,784	1,777
In-State Tuition and Fees Incr.		2.5%	2.8%
Residential COA Incr. (weighted avg.)		3%	3%
State Appropriation			Flat YoY + CBA funding
Investment Earnings		\$ 2,315,000	\$ 2,701,600
<b>Expense Assumptions</b>			
Compensation			State Funded
Budget Balancing Actions			Permanent
Operating Reserve / Contingency		\$ 357,400	\$ 350,000
Strategic Plan Funding YoY Change		\$ (100,693)	\$ (100,000)
Financial Aid Incr/(Decr)		\$ 1,456,284	\$ 1,420,805
Capital Investment		\$ 2,404,282	\$ 2,550,000
<b>Overhead Contributions</b>			
Dining Contribution		\$ 1,797,624	\$ 2,072,259
DGCE Contribution		\$ 3,218,412	\$ 3,419,613
<b>Net Results</b>			
Residential Housing Deficit (unadjusted)		(4,079,566)	(4,072,815)

Westfield State University  
FY27 Detailed Budget by Trust Fund

	Operating Budget	Innovation Fund	Capital Project Fund	DGCE	Residential Life	Dining Services	FY27 Provisional Budget
<b>Revenue</b>							
State General Appropriations	44,099,532						44,099,532
Tuition and Fees	37,264,889			15,111,178			52,376,067
Foundation Support	1,363,500						1,363,500
Commissions	214,277				22,000		236,277
Investment Income	2,701,600						2,701,600
Innovation Fund		300,000					300,000
Other Operating Revenues	738,498				286,500		1,024,998
Residence Fees					16,888,592		16,888,592
Dining Fees						10,764,916	10,764,916
<b>Total Revenue</b>	<b>86,382,296</b>	<b>300,000</b>	<b>-</b>	<b>15,111,178</b>	<b>17,197,092</b>	<b>10,764,916</b>	<b>129,755,482</b>
<b>Expenses</b>							
Personnel	51,108,708			5,394,694	2,612,930	2,492,510	61,608,843
Fringe Benefits	3,594,813			2,005,479	1,002,843	980,256	7,583,391
Operations	16,207,025			4,216,392	1,816,152	4,576,652	26,816,222
Strategic Investments	127,984						127,984
Utilities	2,961,347				2,298,905		5,260,252
Debt Payments	1,407,348					529,436	1,936,785
Operating Contingency	350,000					113,802	463,802
Capital Projects			3,866,644			-	3,866,644
Scholarships	9,703,514			75,000	521,445	-	10,299,959
Transfers	(3,105,410)	-	(2,340,613)	3,419,613	(45,848)	2,072,259	-
MSCBA Assessment					13,017,633		13,017,633
Innovation Fund Expenditures		300,000					300,000
<b>Total Expense and Transfers</b>	<b>82,355,329</b>	<b>300,000</b>	<b>1,526,031</b>	<b>15,111,178</b>	<b>21,224,059</b>	<b>10,764,916</b>	<b>131,281,514</b>
<b>Net Revenue over Expense</b>	<b>4,026,967</b>	<b>-</b>	<b>(1,526,031)</b>	<b>-</b>	<b>(4,026,967)</b>	<b>-</b>	<b>(1,526,031)</b>
SGA Signage Project			100,000				100,000
Capital - Use of Cash Reserves			1,426,031				1,426,031
<b>Total Use of Reserves</b>	<b>-</b>	<b>-</b>	<b>1,526,031</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,526,031</b>
<b>Net Surplus/(Loss)</b>	<b>4,026,967</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,026,967)</b>	<b>-</b>	<b>-</b>

Notes:

1. Other Operating Revenues consist of parking, application fees, phone fee, non-credit program revenue and other miscellaneous fees
2. Transfers represent the movement of cash from one trust fund to another

Westfield State University  
 FY27 Supplemental Spending Schedule  
 Non-Operations Funding Commitments

6/3/2026

Reserves	Description	FY27 Funding Commitment	Source of Funds	Description
Capital Projects		\$ 1,426,031	Reserves	Previously Approved, See Capital Projects Summary
Strategic Investments		\$ 252,672	Reserves	Previously Approved and Unspent From Prior Years
SGA Capital Project - Signage	Student Fee Funds	\$ 100,000	Reserves	Student generated unspent funds from prior years
<b>Total Reserves</b>		<b>\$ 1,778,703</b>		

Other Funds	Description	FY27 Funding Commitment	Source of Funds	Description
Other Trust Funds	Revenue generating non-operating funds (Estimate)	\$ 1,912,682	Non-Operating	FY27 Other Trust Funds
Student Success Grant		\$ 1,411,305	State	Annual Grant Allocation from State. Estimate for FY27.
Grants	Federal and State Grants	\$ 4,500,000	State/Federal	Grants are estimated
<b>Total Other Funds</b>		<b>\$ 7,823,987</b>		

**Notes:**

1. The amounts represent point in time. Due to timing, spending may still occur between now and year end, lowering the FY26 remaining balance.
2. State will carryforward unspent Student Success Grant funding.
3. Federal and State Grant support varies year to year and is estimated to be between \$4M - \$5M.
4. Other Funds - Category of funds separate from operating budget which rely on alternative revenue sources.

	FY25 Actuals	FY26 October Budget	FY26 Actual	FY27 Provisional Budget	FY26 Actual vs. FY27 Provisional Budget
New Freshman	833	864	838	804	(34)
Transfers	232	196	193	200	7
Returning	2,058	2,017	2,007	2,017	10
<b>Total Fall</b>	<b>3,123</b>	<b>3,077</b>	<b>3,038</b>	<b>3,021</b>	<b>(17)</b>
					-
Spring Est.	2,811	2,822	2,786	2,770	(16)
<b>Full Year Average Billable Students</b>	<b>2,967</b>	<b>2,949</b>	<b>2,912</b>	<b>2,896</b>	<b>(16)</b>

	FY25 Actuals	FY26 October Budget	FY26 Actual	FY27 Provisional Budget	FY26 Actual vs. FY27 Provisional Budget
<i>Enrollment (FTE)</i>					
Graduate	619	645	618	721	103
New Graduate Programs				41	41
PA	58	58	58	58	-
Undergraduate	604	649	579	604	25
<b>Total CGCE Student FTE Conversion</b>	<b>1,280</b>	<b>1,352</b>	<b>1,256</b>	<b>1,424</b>	<b>168</b>
<b>Total UG &amp; CGCE FTE</b>	<b>4,247</b>	<b>4,301</b>	<b>4,167</b>	<b>4,319</b>	<b>152</b>

Notes:

1. DGCE provided credit hours which were converted into billable students. Received UG Day division freshmen and transfers from Admissions.
2. Backed into total returning students using estimated 8.3% melt rate, and avg and XRG estimates.
3. FY27 DGCE incorporates additional FTE related to new programming

**Westfield State University  
FY27 Provisional Capital Plan**

5/27/2026

	Funding Source						Total
	Campus	Previously Funded	SGA Reserves	DCAMM Critical Repair	DCAMM - Fair Share	MSCBA	
<b>1) Physical Plant Projects</b>	<b>1,644,152</b>	-	<b>100,000</b>	<b>364,755</b>	<b>1,650,000</b>	<b>332,857</b>	<b>4,091,764</b>
IT Projects Campus Funded	905,848	-	-	-	-	-	<b>905,848</b>
IT Projects Bond Funded	-	-	-	-	-	2,000,000	<b>2,000,000</b>
<b>2) Total IT Projects</b>	<b>905,848</b>	-	-	-	-	<b>2,000,000</b>	<b>2,905,848</b>
<b>3) Previously Approved Projects</b>	-	<b>1,426,031</b>	-	-	-	-	<b>1,426,031</b>
<b>Grand Total - All Projects</b>	<b>2,550,000</b>	<b>1,426,031</b>	<b>100,000</b>	<b>364,755</b>	<b>1,650,000</b>	<b>2,332,857</b>	<b>8,423,643</b>

		Funding Source					Total	Comment	
		Campus	Previously Funded	SGA Reserves	DCAMM Critical Repair	DCAMM - Fair Share			MSCBA
<b>Physical Plant Projects</b>									
1	DCAMM Match	412,702						412,702	WSU match commitment
2	Water Main Repairs				136,480	600,000		736,480	Continuation of Water Main phase 1 repair
3	Roads & Sidewalks (major project)				228,275			228,275	Repairs to campus roadways, priority TBD
4	Capital Contingency	100,000						100,000	VP contingency fund
5	Studies	75,000						75,000	Misc. studies to prepare for future projects
6	Emergency Infrastructure Repairs	75,000						75,000	Emergency repairs to roads & grounds
7	Emergency Equipment Failure	85,000						85,000	Emergency repairs to mechanical equipment
8	HMC Boiler Replacement	300,000				100,000		400,000	Replacement of boiler in HMC; study & design in FY26
9	Woodward Field House Lighting, Part 2	150,000						150,000	Last Phase
10	Regulatory Testing & Related Repairs	150,000						150,000	Repairs related to regulator testing (sprinklers, fire alarms, etc)
11	Lock Upgrades	70,250						70,250	Installation of card access in SCA & HMC main doors
12	Academic Space Upgrades	120,000						120,000	Upgrades to classrooms/academic spaces; Furniture, Whiteboards, Etc.
13	Grounds Replacement Equipment	36,951						36,951	Replacement of a truck with a Kyboda
14	Apartment Plumbing Project Flood	69,249						69,249	Repair of burst pipe occurred during the APT Plumbing Stacks projects
15	New Hall Chiller						140,000	140,000	Chiller nearing end of useful life & in need of repair/replacement
16	New Hall Façade Repairs						142,857	142,857	Repair of ongoing façade leaks at New Hall roof
17	University Hall Cooling Tower						50,000	50,000	Repairs to extend the life of UNI cooling tower
18	HVAC Controls Improvements Dining Commons					480,000		480,000	Controls replacment, fan coil replacement, necessary repairs, HVAC System
19	Roof - Power Plant					120,000		120,000	Roof is failing and leaking in multiple locations; cost effective long-term fix
20	Roof - Dower Phase 1					350,000		350,000	Roof is failing and leaking in multiple locations; cost effective long-term fix
21	SGA Signage Project			100,000				100,000	
<b>Total Physical Plant Projects</b>		<b>1,644,152</b>	<b>-</b>	<b>100,000</b>	<b>364,755</b>	<b>1,650,000</b>	<b>332,857</b>	<b>4,091,764</b>	
<b>IT Projects - Campus Funded</b>									
22	Yuja Panorama	35,000						35,000	Software - remediating digitally access. documents (Reg. Compliance Req.)
23	Transfer - Bond Funding for IT Projects	45,848						45,848	MSCBA Bond to be reflected in Residential Life Financials
24	Banner	35,000						35,000	Software upgrades for Student Information Systems
25	Wide Format Printer	25,000						25,000	
26	Classroom Technologies	50,000						50,000	Replacing antiquated technologies in classrooms
27	Faculty Staff Lifecycle	125,000						125,000	Replace older computers for faculty and staff
28	Labs	50,000						50,000	Replacing antiquated technologies in computer labs
29	Woodward	350,000						350,000	Replacing equipment (Switches, WAPS); expand wireless into Field House
30	Dower	190,000						190,000	Replacing equipment (Switches, WAPS)
<b>Subtotal - IT Projects Campus Funded</b>		<b>905,848</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>905,848</b>	
<b>IT Projects - Bond Funded</b>									
31	University Hall						560,000	560,000	Switches, Wirelss Access Points (WAP)
32	Davis Hall						235,000	235,000	Switches, Wirelss Access Points (WAP)
33	Apartments						360,000	360,000	Switches, Wirelss Access Points (WAP)
34	Dickinson Hall						90,000	90,000	Switches, Wirelss Access Points (WAP)
35	New Hall Wireless						110,000	110,000	Switches, Wirelss Access Points (WAP)
36	Scanlon Hall						185,000	185,000	Switches, Wirelss Access Points (WAP)
37	Dorm Host Servers						150,000	150,000	Servers for routing and controlling WAP and network traffic
38	Dorm Network Controller Upgrade						25,000	25,000	Network Control Software for Residence Halls
39	UPS Upgrades						285,000	285,000	WAP's upgrade requires power increases to UPS
<b>Subtotal IT Projects Bond Funded</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>2,000,000</b>	
<b>Total - IT Projects All Funding Sources</b>		<b>905,848</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>2,905,848</b>	
<b>Previously Approved Projects</b>									
40	Ely Pool Restoration-DCAMM Match		153,843					153,843	
41	Water main repairs/replacement		592,466					592,466	
42	R22 Replacement-DCAMM Match		43,311					43,311	
43	Switchgear Testing and Repairs		200,000					200,000	
44	Woodward Lighting Upgrades		180,000					180,000	
45	Fire Damper Study & Testing		61,109					61,109	
46	HMC Boiler Rep/Replacement		35,000					35,000	
47	LMS Upgrade		37,740					37,740	
48	Banner Project		38,470					38,470	
49	Capital Contingency		50,192					50,192	
50	Misc. Moves/Studies		33,900					33,900	
<b>Subtotal - Previously Approved Projects</b>		<b>-</b>	<b>1,426,031</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,426,031</b>	
<b>Grand Total</b>		<b>2,550,000</b>	<b>1,426,031</b>	<b>100,000</b>	<b>364,755</b>	<b>1,650,000</b>	<b>2,332,857</b>	<b>8,423,643</b>	

Fund Code	Fund Title	Org	FY26 Total Budget	FY26 Total Spending (Includes Encumb. & Reservations)	FY26 Remaining Balance	Project Complete? Y/N	FY27 Request for Unspent Funds	Notes on Incomplete Projects
91062	State Project - Ely pool	Capital Planning	3,102,968	2,831,463	271,505	N		
91428	Ely Pool Restoration-DCAMM Match	Capital Planning	1,437,425	1,318,777	118,648	N	153,843	Lighting installation. Project nearing final completion
91077	State Project-R22 Replacement	Capital Planning	1,215,002	1,155,704	59,298	N		
91471	Water main repairs/replacement	Capital Planning	808,800	270,461	538,339	N	592,466	Bid timing requires roll into FY27
91470	R22 Replacement-DCAMM Match	Capital Planning	670,405	657,475	12,930	N	43,311	Humidification lines. Project nearing final completion.
91449	MSCBA Project- Apartments	Capital Planning	647,333	-	647,333	Y		
91469	Switchgear Testing and Repairs	Capital Planning	458,819	268,690	190,129	N	200,000	Funds to address repairs identified during 2026 testing
91357	IT Server Replacements	Information Technology Operations	440,000	443,095	(3,095)			
91487	Woodward Lighting Upgrades	Capital Planning	180,000	-	180,000	N	180,000	Preparing RFP with full funding from FY26 and FY27
91451	Emergency Equip Failure	Capital Planning	162,428	145,744	16,684	Y		
91354	Faculty/Staff Computer Replacements	Academic Technology Services	125,000	124,753	247			
91085	State Project-Lab Assessment Study	Capital Planning	115,470	115,470	-	N		
91012	State project - Solar Panels	Facilities Planning	112,847	-	112,847			
91231	MSCBA Shower Proj-Reimb	Capital Planning	101,000	14,575	86,425	Y		
91476	Fire Damper Study & Testing	Capital Planning	100,000	38,891	61,109	N	61,109	Bid timing requires roll into FY27
91486	HMC Boiler Rep/Replacement	Capital Planning	100,000	87,000	13,000	N	35,000	Bid timing requires roll into FY27
91482	LMS Upgrade	Information Technology Operations	96,358	58,618	37,740		37,740	Title II Implementation (Yuja Panorama) software for digital accessibility requirements in the LMS
91225	Banner Project	Information Technology Operations	83,000	41,435	41,565		38,470	Argos Migration Reporting migration/consultation continuing to FY27
91355	Classroom Technology Equipment	Academic Technology Services	75,000	74,932	69			
91437	Emergency Infrastructure Rep	Capital Planning	75,000	29,193	45,807	Y		
91427	Road/Sidewalk Rep-DCAMM Match	Capital Planning	70,003	70,000	3	Y		
91488	Dower 194 142 Computer Rep	Information Technology Operations	62,000	62,000	-			
91201	Capital Contingency	Capital Planning	50,192	-	50,192		50,192	APT change order status still unknown
91356	Computer Lab Equipment	Academic Technology Services	50,000	49,890	110			
91457	Misc. Moves/Studies	Capital Planning	50,000	16,100	33,900	N	33,900	Studies related to fair share funding are still ongoing
91477	Steam Line Emergency Repairs	Capital Planning	50,000	28,903	21,097	Y		
91489	BMS Controls Upgrades	Capital Planning	50,000	47,934	2,066	Y		
91205	Miscellaneous Projects	Capital Planning	48,000	24,360	23,640	Y		
91490	Scanlon-2nd Fl-Tiered Plan	Capital Planning	41,730	41,232	498	Y		
91481	ODA Hardware Replacement	Information	13,828	13,828	-			
91433	Common area upgrades/furniture	Capital Planning	8,844	8,844	-	Y		
91222	DCAMM Match Proj. Unallocated	Capital Planning	4,149	-	4,149	Y		
<b>Grand Total</b>			<b>\$ 10,605,602</b>	<b>\$ 8,039,367</b>	<b>\$ 2,566,235</b>		<b>\$ 1,426,031</b>	

**MEMORANDUM**

TO: Linda Thompson, President

FROM: Stephen Taksar, Vice President, Administration and Finance

DATE: May 20, 2026

RE: FY27 Vehicle Acquisitions

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As required by the Motor Vehicle Acquisition and Replacement Policy (0280), the University is required to seek approval by the Board of Trustees to add and/or replace campus fleet vehicles. Currently, the University is not planning to add and/or replace any campus vehicles in FY27.

The Division of Administration and Finance is in the process of reviewing and updating the Motor Vehicle Acquisition and Replacement Policy to streamline the approval process for vehicle acquisition and/or replacement, possibly eliminating it. We anticipate further action by the Board of Trustees regarding the policy will be needed in FY27.



## Board of Trustees

June 11, 2026

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### MOTION

To approve an allocation of \$100,000 from Student Activities Reserves in support of a new campus sign project. The Student Government Association has requested the use of their accumulated reserves for this multi-generational project. Preliminary design and bidding efforts are underway but are not yet complete. This request will fund the construction and procurement of a sign as shown in the supporting documentation.

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Ali Salehi, Chair

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Date

# MEMORANDUM

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**TO:** Steve Taksar, VP for Administration and Finance

**FROM:** Dr. Kevin Hearn, VP Enrollment Management, Marketing and Student Affairs

**DATE:** May 12, 2026

**RE:** Campus Logo Sign – Proposed Installation at Ely Center

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The construction of a campus logo sign represents a strategic investment in institutional identity, visibility, and community engagement. It is widely supported by the Student Government Association and other campus constituents. As colleges and universities compete for student attention and differentiation in an increasingly competitive higher education landscape, strong visual branding has become an essential component of campus culture and recruitment. A prominently placed logo sign serves as a physical symbol of institutional pride and belonging, creating a recognizable landmark for our campus that reinforces the university's identity for students, faculty, staff, alumni, and visitors alike. It also enhances the campus environment by providing a welcoming and memorable focal point that reflects the university's values, tradition, and forward-looking vision.

In addition to its symbolic value, the WSU sign would support student engagement and brand affinity through everyday interaction and social visibility. Modern campus landmarks frequently become gathering spaces, celebratory backdrops, and high-traffic photo locations for prospective students, campus events, athletic achievements, commencement activities, and social media engagement. These shared experiences help foster emotional connection and institutional loyalty while organically extending the university's brand reach through user-generated content and digital storytelling. By creating a visible and enduring representation of campus spirit, the logo sign would contribute meaningfully to recruitment efforts, alumni engagement, and a stronger sense of community across the institution.

Installation is proposed in the front of the Ely Center, to the right of the front doors. This location has been selected with the intention of finding a highly visible, trafficked location which is visible from far distances, such as New Hall, the Dining Commons, and the Banacos Center. This location is also convenient to various student resources including the campus green, the student center, the student activities office, and the campus bookstore.

Please let me know if you and/or the designer need additional information.

Best,  
Kevin

Attachment-Estimate

**Westfield State University**  
Finance Committee

**Student Reserves Request**  
June 11, 2026

- Proposed Projects Sample Graphic -

