



**BOARD OF TRUSTEES**  
**Enrollment Management & Student Affairs Committee**

June 20, 2024

Minutes

12:30 p.m.

Conference Rooms A & B, University Hall

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

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**MEMBERS PRESENT:**

- Committee Chair William Reichelt
- Vice Chair Tessa Lucey
- Secretary Paul Boudreau
- Trustee Daniel Currier

**MEMBERS PARTICIPATING REMOTELY:** Trustee George Gilmer

Also present were;

- Westfield State University President Dr. Linda Thompson
- Vice President of Enrollment Management and Student Affairs Dr. Kevin Hearn
- Dean of Students Maggie Balch
- Director of Admissions, Mike Mazeika

Trustee Reichelt called the meeting to order at 12:30 PM. A roll call was taken of the Trustees participating as listed above and it was announced that the meeting was being livestreamed and recorded.

**MOTION** made by Trustee Currier seconded by Trustee Martin to approve meeting minutes from the Enrollment Management & Student affairs committee meeting on April 16, 2024.

**ROLL CALL VOTE** taken:

Trustee Boudreau	Yes
Trustee Currier	Yes
Trustee Gilmer	Yes
Trustee Lucey	Out of the room
Trustee Reichelt	yes

There being no discussion, **ROLL CALL VOTE** passed motion **unanimously**.

Undergraduate Admission & Financial Aid Update

Dr. Hearn started his presentation discussing the federal level issues with financial aid. He mentioned his concerns that families may choose to do something else rather than seek higher education due to the difficulties with the government's financial aid issues.

Mike Mazeika, Director of Admissions gave an update of undergraduate admissions for freshmen. We are trending upwards from last year's admissions and admissions events have seen positive feedback. Transfer student numbers are the same as last year's. WSU is partnering with Holyoke Community College to attempt to get more transfer students.

Student Affairs – Year in Review

Dean of Students, Maggie Blach, discussed Maslow's hierarchy of needs, Tuckman's stages of group development, Chickering's theory of identity development, and Terenzini's out of class experiences.

She also addressed student activism and how it's handled on campus. This was followed by the need for expansion in certain aspects of Student Affairs.

Division of Graduate & Continuing Education Update

Senior Executive Director, Dan Forster, spoke about DGCE students; their wants, needs, and expectations when deciding on a school to attend. Graduate inquiries are up, applications have increased, and accepted students are about the same as last year.

On going marketing and operational initiatives will focus on social media, and unlike undergraduate admissions, be more specific to individual academic programs.

Discussion Regarding Student Culture & Climate

Trustee Reichelt opened a discussion about the academic calendar, and how there was a large gap between the end of classes and graduation. He mentioned these schedules work against efforts to build a senior week or other efforts to celebrate our graduates.

**MOTION** made by Trustee Boudreau seconded by Trustee Currier to adjourn.

**ROLL CALL VOTE** taken:

Trustee Boudreau	Yes
Trustee Currier	Yes
Trustee Gilmer	Yes
Trustee Lucey	Yes
Trustee Reichelt	yes

Meeting adjourned at 1:57 PM.

**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 June 20, 2024.

\_\_\_\_\_  
Paul Boudreau, Secretary

\_\_\_\_\_  
Date



# Enrollment Management & Student Affairs Committee

Board of Trustees Meeting  
October 2024

Westfield State University



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# Committee Agenda

- 1) Call to order
- 2) Approval of minutes from June 20, 2024
- 3) Items for information
  - A. Review of Fall 2024 Admissions Success**
  - B. Update on the Division of Graduate & Continuing Education (DGCE) Admissions**
  - C. Making the Case for Student Affairs**
  - D. (Re-)Introduction of the Strategic Enrollment Planning (SEP) Process**
- 4) Discussion
- 5) Open Agenda





# Review of Fall 2024 Admissions Success

- Mike Mazeika, Director of Admissions

Board of Trustees Meeting  
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# Admission Overview

## Unprecedented Institutional Success

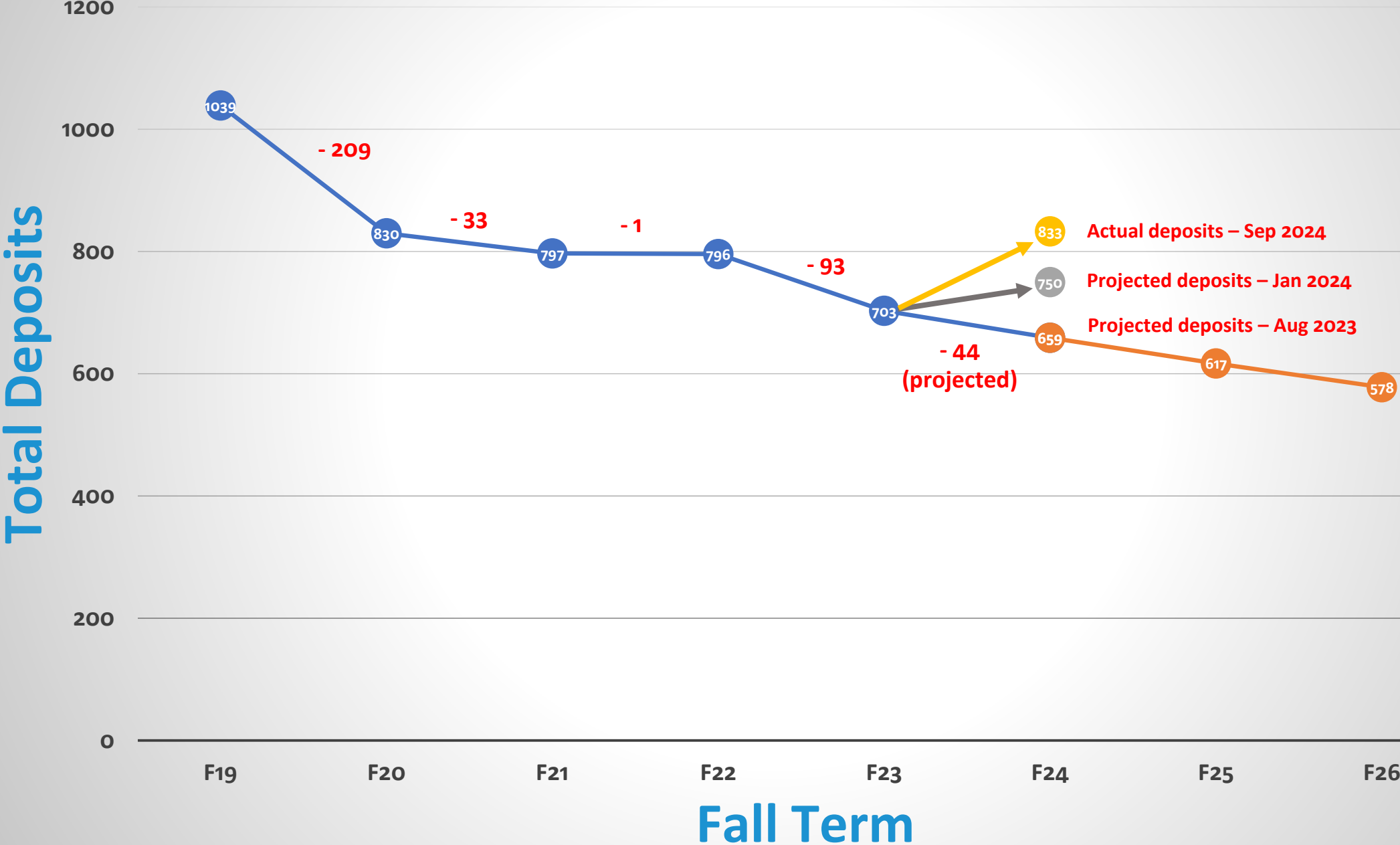
- 26% increase in first-year admissions
- 28% increase in transfer admissions
- 1<sup>st</sup> increase in ten years!



## Institutional Strategy

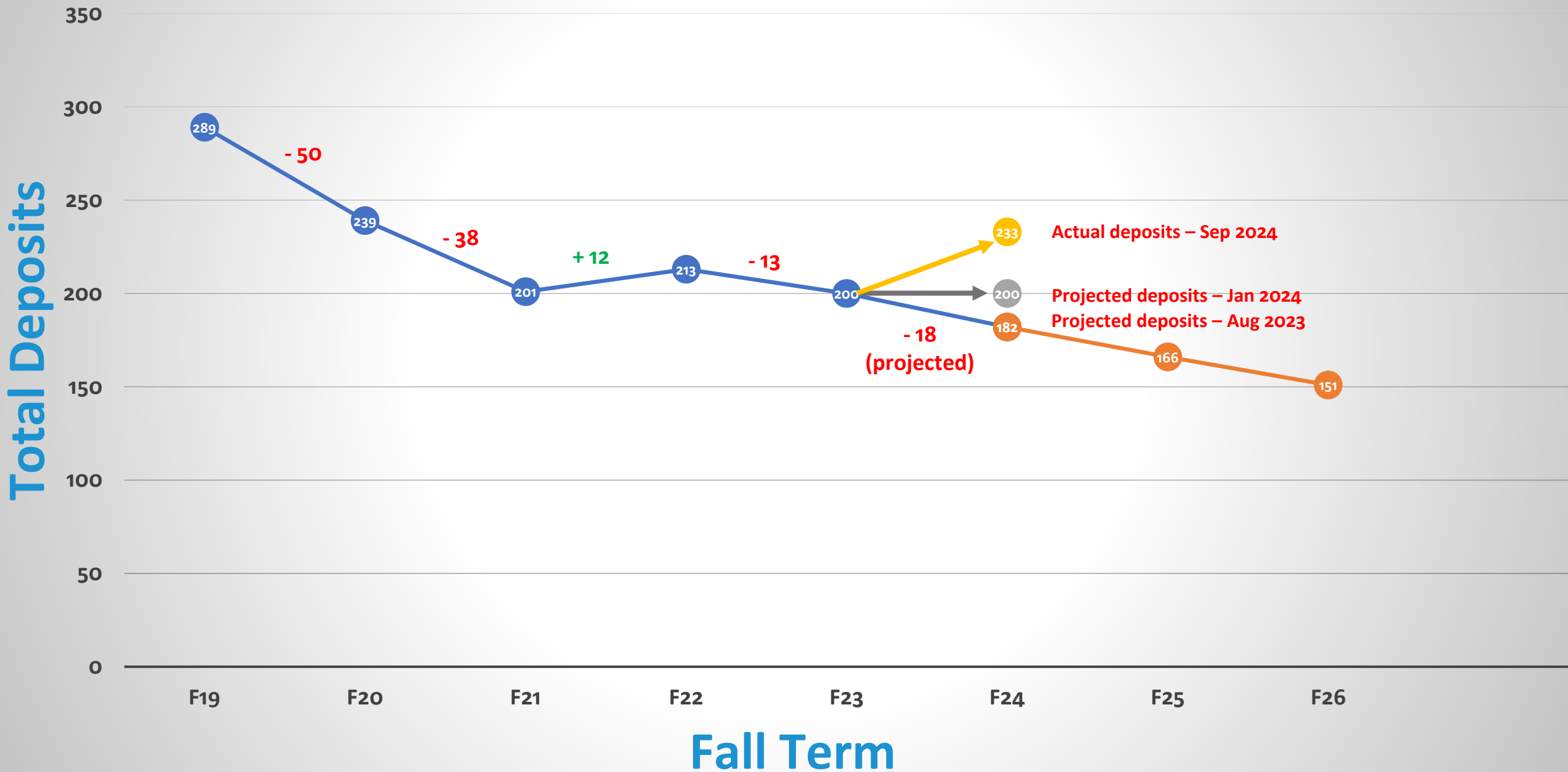
- Build brand awareness and affinity
- Focus on the student/customer centric practice (rather than the institutional past practice)
- Stay flexible and dynamic in approaches
- Improve the customer experience and service, particular emphasis on digital communications

# First Year Admission

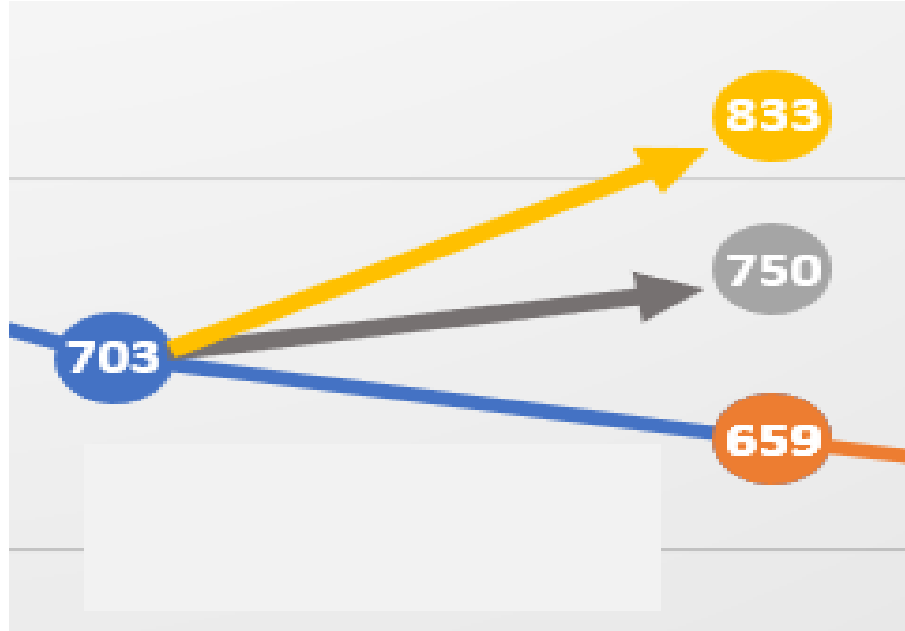




# Transfer Admission

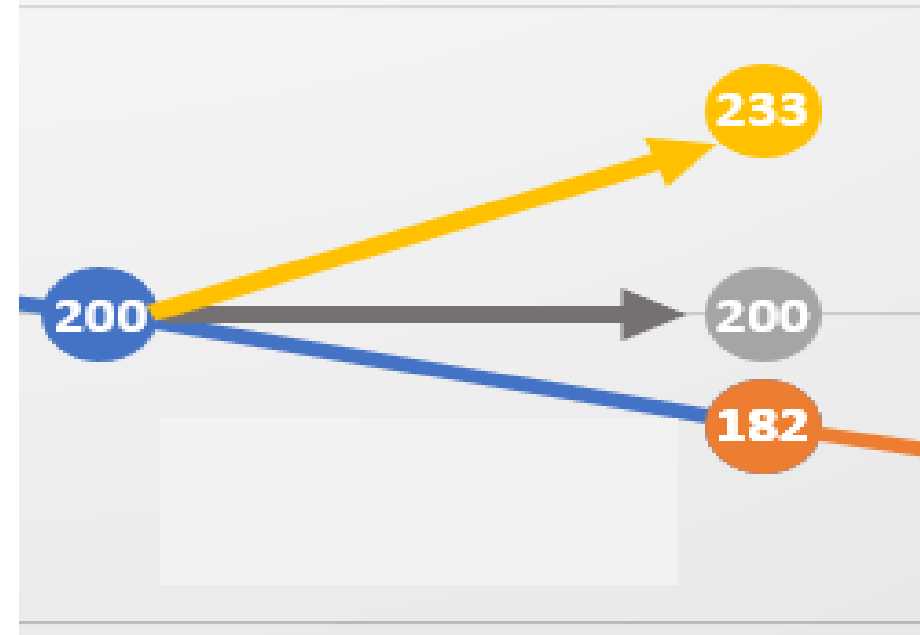


# First Year



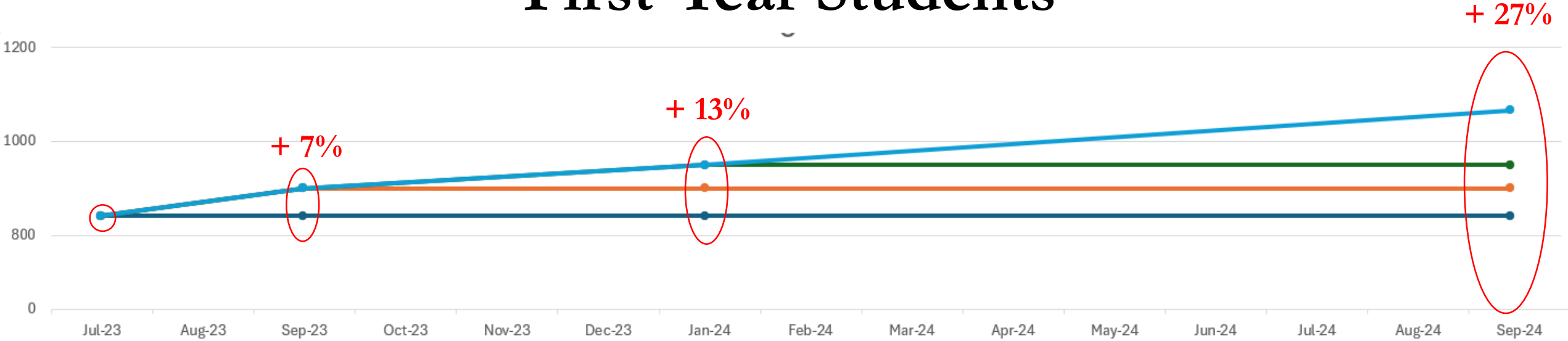
	#	^
July 2023	659	-
Sept 2023	700	41
January 2024	750	91
Sept 2024	833	174

# Transfer



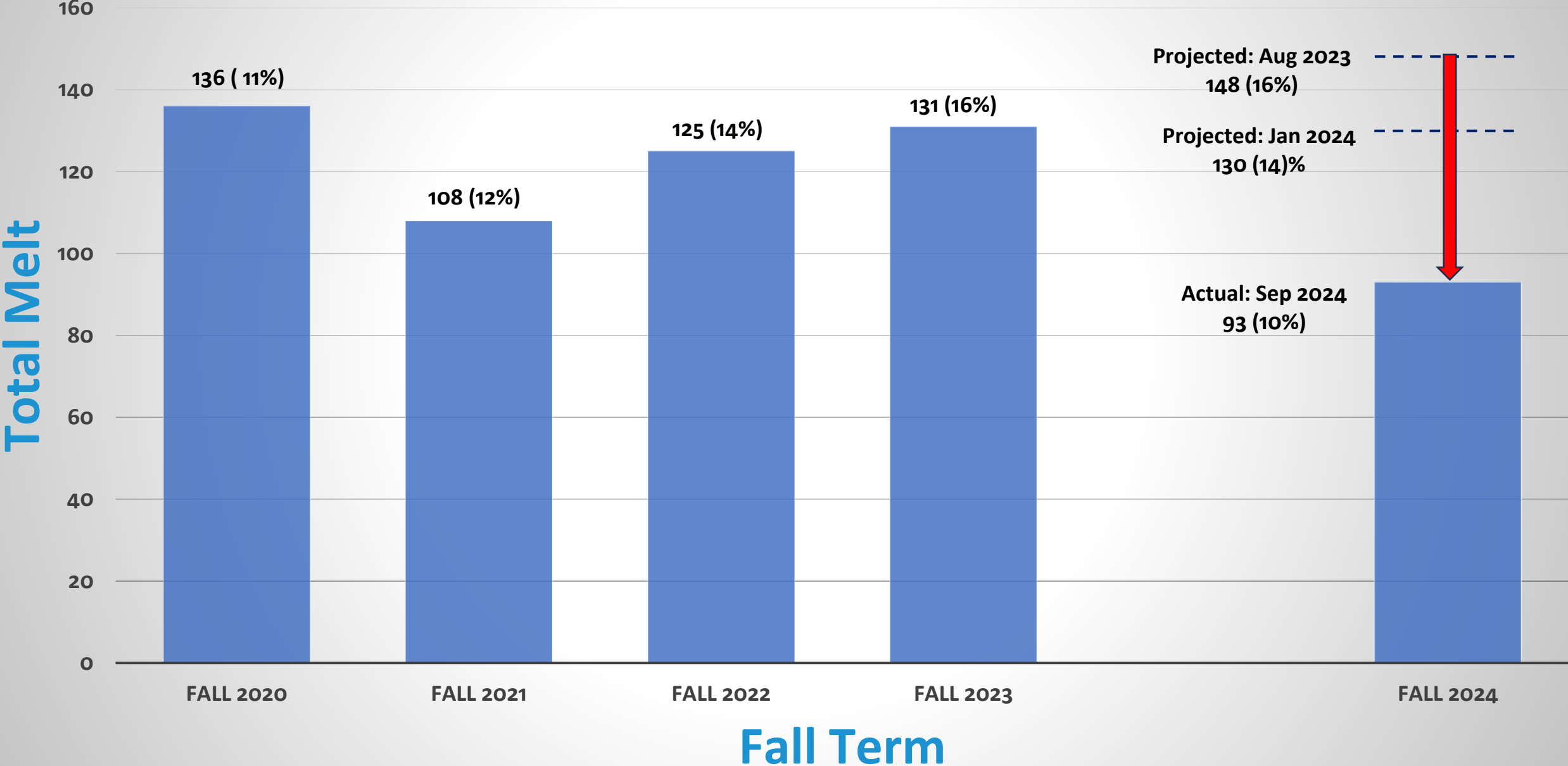
	#	^
July 2023	182	-
Sept 2023	200	18
January 2024	200	18
Sept 2024	233	33

# First-Year Students

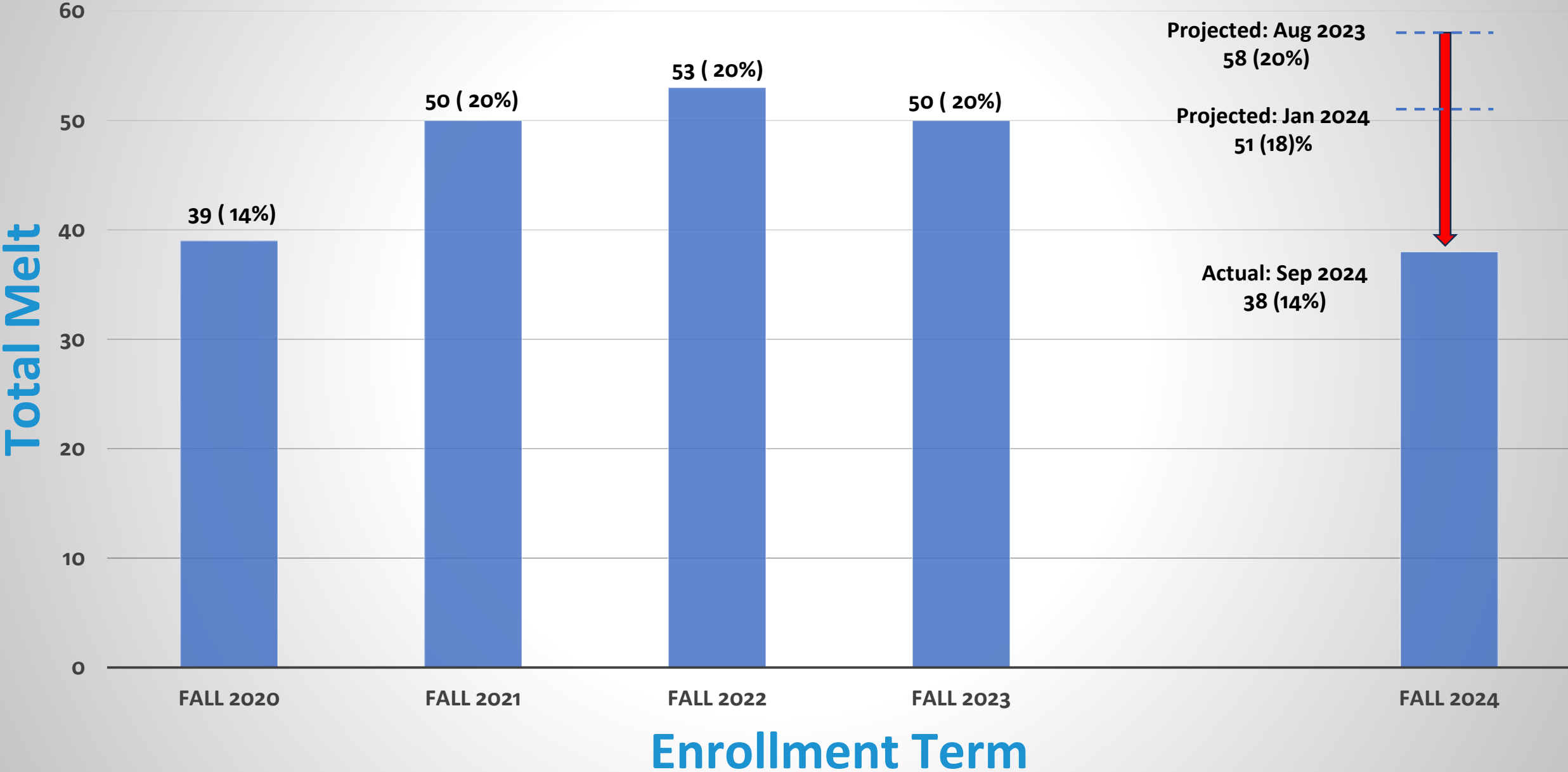


	FY+TR	Total	^
July 2023	659+182	841	-
Sept 2023	700+200	900	<b>+59</b>
January 2024	750+200	950	<b>+109</b>
Fall 2024 Census	833+233	1066	<b>+225</b>

# First Year Melt



# Transfer Melt



# Timeline of Improvements

**Fall 2023**

- July 2023 – internal Office of Admission review / set initial admissions goals
- August 2023 – **redesigned** Open Houses events and Application Review Process
- September 2023 – Admissions Retreat / reset admissions goals
- October 2023 – FAFSA delayed until December 2023

**Winter 2024**

- December 2023 – **redesigned** new campaign to “YOU Campaign”
- January 2024 – **redesigned** Accepted Student Day invites
- February 2024 – **redesigned** Accepted Student Day

**Spring 2024**

- March/April – host Accepted Student Days
- March 2024 – more FAFSA delays

**Summer 2024**

- Begin to receive records from Department of Education
- May 2024 – **redesigned** New Student Orientation program
- Summer 2024 – enhanced, integrated communications and outreach
  - Admission Counselors
  - Student Accounts Office

# What worked this year

## **Further implemented CRM**

- Being on Slate allowed for more messaging at a faster pace
- Native text messaging capabilities allowed for instantaneous outreach
- Improved process for reviewing applications

## **Financial Aid Optimization**

- Commitment to increasing scholarships to be competitive with other state universities
- Increased state financial aid through MassGrant Plus and MassGrant Plus Expansion

## **Financial Aid Adjustments**

- Prepared throughout the cycle to award once FAFSA's were available
- FAFSA presentations at Accepted Student Days focused on bottom line cost
- Outreach to students to offer help with FAFSA
- Financial aid staff getting financial aid awards out by end of April (earlier than most state institutions)

# What worked this year

## Communications

- Refocuses messaging to be student centered (i.e. YOU campaign with 3E)
- New CRM allowed for mass messaging without spreading message out over several days
- Introduced metrics to evaluate likelihood to enroll

## Curated Messaging

- Managed messaging at Open Houses & Accepted Student Days to ensure main topics were highlighted
- Developed handouts for Departments that were branded, highlighted areas of success and outlined key differentiators
- CQM – continuous quality improvement

## Improved Outreach

- Admission Counselors were able to review applications faster, leading to more individual communication
- Text messaging through Slate allowed for mass communication as well as individual messages
- Social media presence for the University is pushing our message out there



# What worked this year

## **Social Media**

- Coordinated with new social media specialist to increase social media presence
- Leaned more into social media trends
- Analyzed data to find what performed well

## **Improved Customer Experience and Service (and Events)**

- Redesigned both Open House & Accepted Student Day Programs
- Met with Deans & Faculty to craft presentations and ensure messaging was consistent
- Designed events to put students at the forefront of the event.

## **Showed the love!**

- Deposit boxes & lawn signs
- Shirts given out at major events
- Frequent phone calls, text messages and outreach from the Admission Counselors

# How do we sustain the success

## Marketing

- Website
  - Current site is 3 years old and hard to navigate for target audiences (prospective students, parents, donors, and alumni)
  - Need to improve the functionality (60% of our students are stealth shoppers...and that number is rising!)
    - Need functionality to capture visitors to be able to retarget ads and improve communication
- Brand awareness
  - Need to build a brand and message that will resonate

## Commitment to Financial Aid

- We won because we improved our awards (both scholarships and grants)
- Other schools will recalibrate, so we need to as well
- Combat free Community College with a free option of our own (and brand it!)

## Continued Outreach

- Social media tells our story in a relatable way to prospective students
- The extra spends this year (pop-up owls, deposit boxes, t-shirts at Open House, Accepted Student Days, and Orientation, lawn signs, etc.) built our community organically – efforts must continue!
- Increased communication through the admission cycle and into the summer ensured that students knew who we were. More resources need to be directed to keeping students engaged.

# Fall Admission Data

## Fall First Year & Transfer Deposit Data: 2019 - 2024

	Fall 2019	Fall 2020	% Change 2020	Fall 2021	% Change 2021	Fall 2022	% Change 2022	Fall 2023	% Change 2023	Avg % Decrease	Initial 2024 (Sep 2023)	FAO Adjustment (Jan 2024)	FAO Projections	Fall 2024
First Year	1039	830	-20.1%	797	-4.0%	796	-0.1%	703	-11.7%	-6.3%	659	750	91	833
Transfer	289	239	-17.3%	201	-15.9%	213	6.0%	200	-6.1%	-9.1%	182	200	18	233
<b>Total</b>	<b>1328</b>	<b>1069</b>	<b>-19.5%</b>	<b>998</b>	<b>-6.6%</b>	<b>1009</b>	<b>1.1%</b>	<b>903</b>	<b>-10.5%</b>	<b>-7.0%</b>	<b>841</b>	<b>950</b>	<b>109</b>	<b>1066</b>

## Fall Melt Data: 2020 - 2024

	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
First Year	136	108	125	131	93
	11%	12%	14%	16%	10%
Transfer	39	50	53	50	38
	14%	20%	20%	20%	14%

# Fall Admission Data

## Fall First Year Deposit Data: 2024 vs 2023

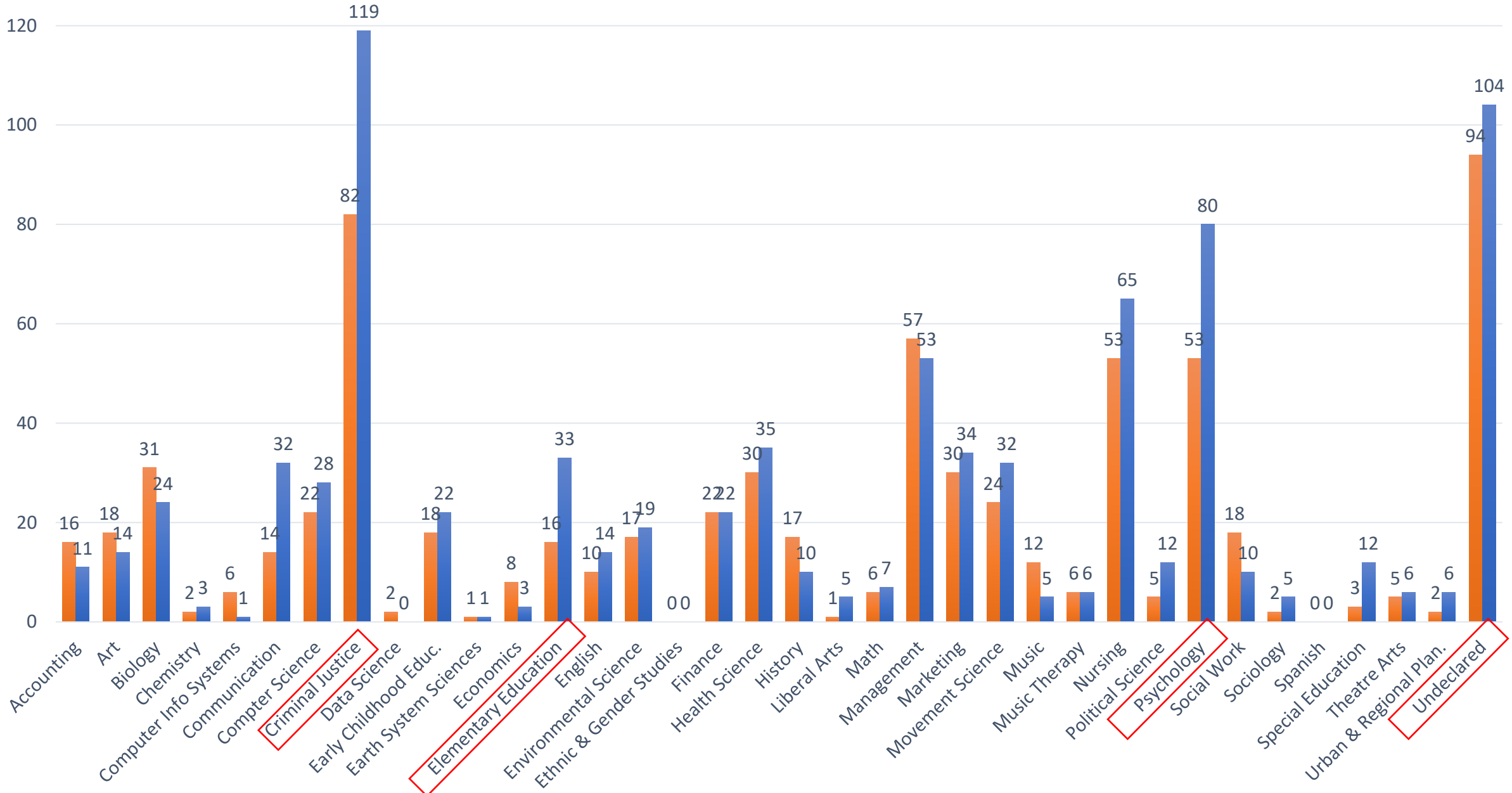
Total Deposits					
Total Deposits	833		Total Deposits	703	
In-state	736	88.4%	In-state	603	85.8%
Out-of-state	97	11.6%	Out-of-state	100	14.2%
Race/Ethnicity					
AALANA	29.8%		AALANA	30.0%	
Housing					
Housing	660	79.2%	Housing	556	79.1%
Commuter	173	20.8%	Commuter	147	20.9%
MA Enrollment by County					
Hampden	283	34.0%	Hampden	249	35.4%
Worcester	102	12.2%	Worcester	75	10.7%
Middlesex	73	8.8%	Middlesex	58	8.3%
Hampshire	46	5.5%	Norfolk	53	7.5%
Norfolk	45	5.4%	Hampshire	49	7.0%
Essex	44	5.3%	Berkshire	38	5.4%
Berkshire	40	4.8%	Plymouth	26	3.7%
Plymouth	39	4.7%	Bristol	18	2.6%
Bristol	28	3.4%	Essex	15	2.1%
Barnstable	13	1.6%	Barnstable	11	1.6%
Franklin	13	1.6%	Franklin	7	1.0%
Suffolk	9	1.1%	Suffolk	6	0.9%
Dukes	1	0.1%	Dukes	1	0.1%
Nantucket	0	0.0%	Nantucket	0	0.0%

## Fall Transfer Deposit Data: 2024 vs 2023

Total Deposits					
Total Deposits	232		Total Deposits	200	
In-state	194	83.6%	In-state	174	87.0%
Out-of-state	38	16.4%	Out-of-state	26	13.0%
Race/Ethnicity					
AALANA	29.7%		AALANA	31.0%	
Housing					
Housing	103	44.4%	Housing	85	42.5%
Commuter	129	55.6%	Commuter	115	57.5%
MA Enrollment by County					
Hampden	116	50.0%	Hampden	123	61.5%
Hampshire	32	13.8%	Worcester	15	7.5%
Worcester	12	5.2%	Hampshire	12	6.0%
Middlesex	9	3.9%	Berkshire	5	2.5%
Berkshire	8	3.4%	Norfolk	4	2.0%
Franklin	5	2.2%	Plymouth	4	2.0%
Essex	3	1.3%	Bristol	3	1.5%
Bristol	3	1.3%	Essex	3	1.5%
Barnstable	2	0.9%	Franklin	3	1.5%
Norfolk	2	0.9%	Middlesex	3	1.5%
Plymouth	1	0.4%	Suffolk	2	1.0%
Dukes	1	0.4%	Barnstable	0	0.0%
Suffolk	0	0.0%	Dukes	0	0.0%
Nantucket	0	0.0%	Nantucket	0	0.0%

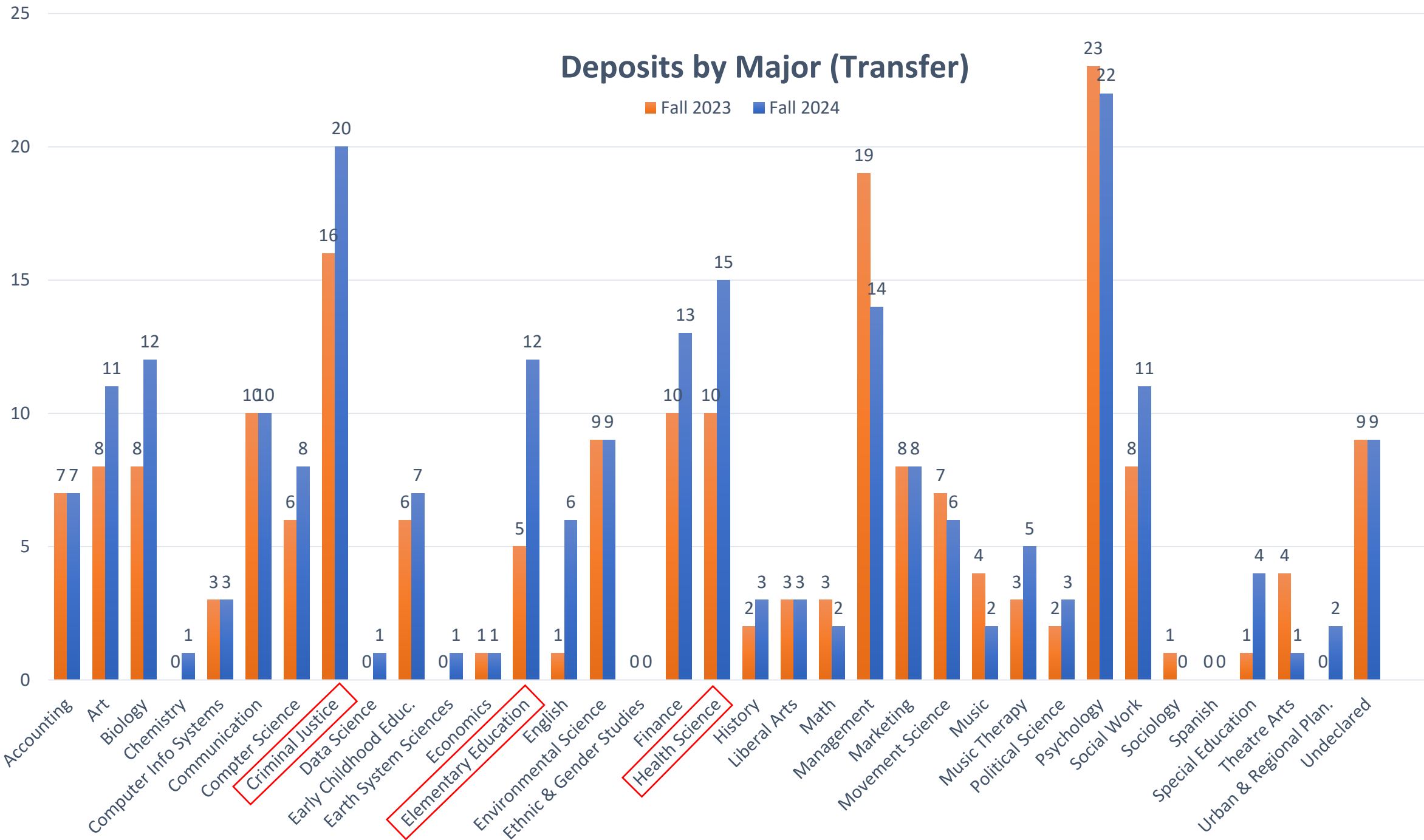
# Deposits by Major (First Year)

Fall 2023 Fall 2024



# Deposits by Major (Transfer)

Fall 2023    Fall 2024



# Review of Fall 2024 Admissions Success



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# Update on DGCE Admissions

- Dan Forster, Executive Director of Enrollment  
Management

Board of Trustees Meeting  
October 2024





# Update on the Division of Graduate & Continuing Education (DGCE)

- 1) Continued work with academic leadership to sustain and build enrollments
- 2) Current effort: **Admissions Program Review** (done in collaboration with academic leadership)
  - A. Collection and analysis of customer data
  - B. Evaluation of existing programs to identify recruitment opportunities (challenges)
  - C. Comprehensive review of the program portfolio (through the lens of admissions & with academic leadership)

# Admissions Program Review

## A. Collection and analysis of customer data

1. 80% (and growing) of prospects are stealth shoppers, meaning we need to improve our website / digital presence
2. Less than 30% (and growing) want in-person classes, meaning we need to evaluate our program delivery methods
3. Demographic cliff means future graduate declines, meaning we need to grab market share - quickly!
4. Rapid increase (nationally) in career changers, meaning we need programs focused on professional development AND professional transition

# Admissions Program Review

- B. Evaluation of existing programs to identify recruitment opportunities (challenges)
  - 1. Program-by-program SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis
    - a. Act on immediate (opportunities and threats)
    - b. Plan for future (opportunities and threats)
  - 2. Research and design new programs/certificates to address workforce / customer needs
  - 3. Build timeline for new program/certificate launches
  - 4. Create a dynamic, compelling and continuous communications strategy to increase awareness and build the DGCE brand

# Admissions Program Review ~ Initial Findings

- 1) Need to improve the website (80% stealth shoppers)\*
- 2) Need to improve digital marketing and communications\*
- 3) Need to streamline the application process
- 4) Begin Item C: Comprehensive review of the program portfolio (through the lens of admissions & with academic leadership)\*\*

\* VisionPoint

\*\* VisionPoint & Burning Glass (**external** market research)

# Update on DGCE Admissions



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# Making the Case for Student Affairs

- Matt Dellea, Director of Student Activities,  
Involvement, and Leadership (SAIL)

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Brand Awareness → Brand Affinity → Enrollment

Fall Open Houses → Accepted Student Days → Summer Orientation

## Strategic Points of Emphasis for Summer Orientation

- 1) Seamless integration with admissions
- 2) Program re-design, focus on students and families
- 3) Direct engagement (opt-OUT philosophy)
- 4) Excellence in customer experience and service
- 5) Continued, integrated communications (social media)



## Summer Orientation

- 4 new events throughout the summer (Re-designed)
- Strategic focus on Engagement and Retention
- 87% of students attended (increase of 55% over 2023)
- Overwhelming positive feedback from students and parents



## Fall Orientation

- 2.5 day event, (Re-designed)
- Continued strategic focus on Engagement
- % of students attended at least one portion of NSO
- Students were engaged and attended throughout the program





# Fall 2024 Activities

- More events planned than any previous year since the pandemic
  - o 88 events planned
- 1,639 unique students attending at least 1 event
  - o 16% increase over 2023
  - o 58% increase over 2022
- Involve: <https://westfield.presence.io/admin>



# Making the Case for Student Affairs



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# Introduction of the Strategic Enrollment Planning (SEP) Process



- Dr. Kevin Hearn, Vice President for Enrollment  
Management & Student Affairs

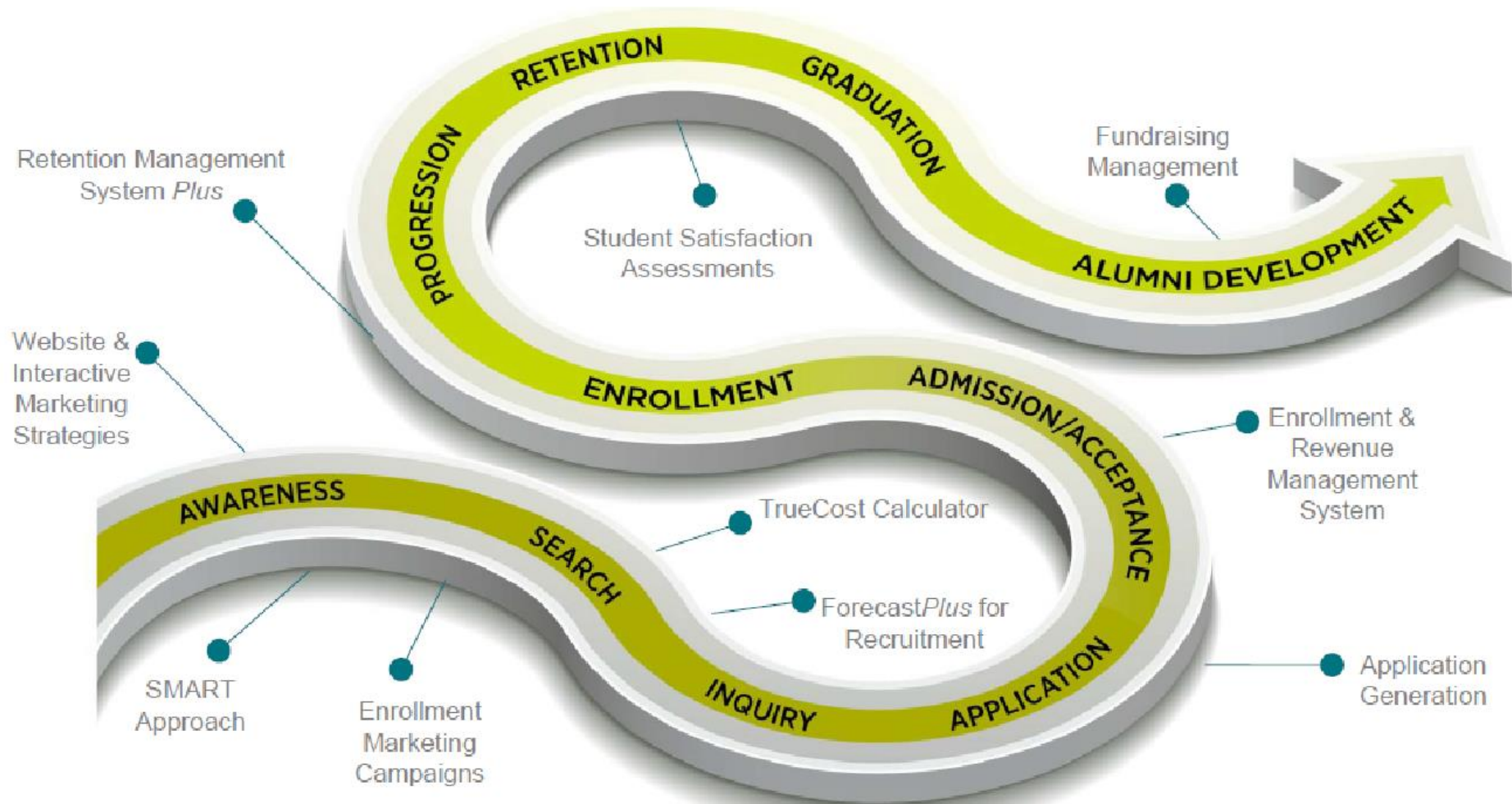
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# SEP Analysis of the Enrollment Stream



# SEP Process

## 1) Development of the Strategic Enrollment Committee (SEC) - FA/24

**Charge:** The SEC is charged with the development and implementation of a 3-year strategic enrollment plan (SEP). The SEP will include assessment and development of specific tactical (short-term) and strategic (long-term) initiatives to address and overcome challenges associated within the enrollment stream analysis.

### Committees (3):

- a.) Recruitment (Undergraduate and DGCE)
- b.) Retention

## 2) Timeline

- a. Convene in FA/24
- b. Initial Draft by 2/2025
- c. Campus involvement and input (2/2005 – 4/2024)
- d. Final Draft by 6/1/2025





# Why Westfield?



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**4) Discussion**

**5) Open Agenda**