



Board of Trustees

Enrollment Management and Student Affairs Committee

February 8, 2024

Minutes

Horace Mann Building
President's Boardroom

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

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

MEMBERS PARTICIPATING REMOTELY:

MEMBERS EXCUSED:

TRUSTEE GUESTS PRESENT: Trustees Melissa Alvarado, Chris Montemayor

TRUSTEE GUESTS PARTICIPATING REMOTELY:

Committee Chair Reichelt called the meeting to order at 9:00am. It was announced that the meeting was being livestreamed and captured as recorded.

MOTION made by Trustee Daniel Currier, seconded by Trustee Robert Martin, to approve the minutes of the December 13, 2023, meeting.

Motion passed unanimously.

1. Update on Fall 2024 Admissions

- As of 31 December very little change in our position
- we are 5 deposits behind for first year students
- Completion of applications has been great
- Question from Bob Martin about financial aid-How will we manage/deal with the FAFSFA delay-how might it impact these numbers?
 - 3-month delay in FASFA – This will be challenging for the board
 - Families will probably not be able to make a decision for another 6 to 8 weeks
 - Meeting with senior enrollment directors in the state about every two months as well as weekly emails and WSU is in the same spot as every other institution
 - This affects anyone who is applying for aid, high school, future students, students that are already here
- Question from Trustee Salehi – Past couple of years we have had higher accept rates, do we have any reason that those accept rates would yield a higher deposits and enrollments?
 - Dr. Hearn spoke - We are yielding applications from similar markets in the past, how those markets respond is an uncertainty. Outreach and service has been key to keep families informed
 - About 6 weeks ago our strategy was to let people know that they should not worry about the FASFA at this time to give parents an opportunity to breath
- Question from Trustee Salehi - do we think we have bottomed out? Dr. Hearn – No, the FASFA has transformed the marketplace and how people will choose. Optimistic we will hit that 704 number
 - we have changed are strategy and are in a stronger position
 - A lot of information the Board would have gotten today is now 6 to 8 weeks out due to the delay of the FASFA
- Running ahead at the top of the funnel and slightly behind in deposits
- Add spring events to the schedule – fall events have over performed
- Action Items moving forward
 - Improvements in all communication to students and parents
 - Improvement in our yield activities – yield went down 2% last year
 - Continued execution of excellence regarding on-campus events
 - Flexibility in education around financial aid
 - Stacking out claim regarding outcomes in career readiness as a part of our brand

2. Student Affairs Fall 2024

- Continued and increase support for student programs
 - Additional programs, better attendance at programs
- Support of SGA efforts to improve campus spirit through branding and other activities
- Providing programmatic and personnel support for multicultural programming
- Continued development of strategic plan for residence life-making sure that current and prospective students know the value of living on campus
- Piloting program for extension of health and counseling service for our residential graduate students – in prior years graduate students could not access these services – this will give us an opportunity to understand expense and resources needed

3. CGCE Presentation

- Introduction of Jessica Tansey
- What is a DCGE student-who are they?
 - Undergraduate
 - part time is one class to 3 classes per semester
 - Non matriculated – anyone who wants to take a class but not fulltime
 - noncredit side – students not getting credit but still considered CGCE students
 - Second bachelor's degree
 - Dual enrollment and Westfield Promise student
 - Graduate
 - Teacher licensure certificate – not formal degree
 - Graduate degrees and Graduate certificates
 - Non-matriculated – coming back for professional development reasons
 - Non-credit
 - Students that are not getting credit for a class
- What does DCGE offer
 - 9 master's degrees, 3 may now be completed on line- 2 of these are our Masters in Social Work and Masters in Science and Criminal Justice – these are on-line and in-person programs as well as Masters of Education in Physical Education
 - Under these umbrellas fall 2 concentrations Public Administration added the health care administration concentration as well as counseling program has forensic mental health and adjustment counseling
 - 4 Graduate certificate -Spanish Certificate, completely online
 - 10 online undergraduate completion programs
 - 3 undergraduate certificates
 - Non-credit programing – Certificates, test prep, EMT, Phlebotomy
- Who does DGCE support
 - Service the adult, post-traditional student
 - Typically 25 years or older – at WSU average age is 32 for graduate, undergrad is 29 – but we have 19 year olds as well as students 20 years after graduation
 - Typically working full time or part time
 - Taking care of families or parents
 - Undergraduate side, about 90% are transfers
 - These students are looking for flexibility - students have changed their pathways or majors to graduate earlier
 - Affordable tuition, most are independent
 - Graduate side looking for career development
 - Looking for good customer service very important to these students– timely information
 - About 3800 adult learners were surveyed by EAB and about 80% identified as stealth shoppers – they are just using our website for information – one of the goals is making sure that our pathways and website is updated
- Enrollments

- Undergraduate
 - Optimistic about hitting last year's numbers – we are ahead of FY22 even with a lower inquiry pool
 - Working on RFP for marketing to roll out to focus on this population
- Graduate
 - We do expect this number to grow
 - FY25 social work program has an additional 35 to 40 applications from last year that are currently being reviewed
- Opportunities in DCGE
 - Flexibility with the state which allows quicker approval process
 - Growing market – current learners are Gen Z – Gen Z expected to grow by 60% by 2031 – which tells us we need to be a premier and know spot
 - Able to expand on relevant credentials, skills, micro-credentials
 - Expand and grow partnerships to develop pipelines into existing and new programming creating programming specifically for organizations

4. Questions

- Trustee Martin
 - Seems like to me for CGCE the success is ultimately going to depend on program development, stability and recruitment. All of these things depend on other divisions not just people in CGCE office – they depend on faculty, Deans, chairs to think about new ways of offering those programs – can you speak to that kind of work and are you getting support from them?
 - Jessica Tansey - already departments working on programs, we have always worked well across divisions. Very positive that this will be a collaborative experience. There to support and guide these initiatives through the process
- Trustee Martin
 - When you go out and market to community colleges is DCGE apart of this marketing?
 - Dr. Hearn - the language is being used as Westfield State University as a whole. There is a lot of work in admission transfer that moves to CGCE
- Trustee Martin
 - boundary of students who are part time and full timeline gets blurrier and blurrier. How does this affect things at the college?
 - Dr. Hearn - We think there is a great awakening at school. A lot of students who live on campus take online courses. We don't use the term traditional student anymore. We have a long way to go but there is a general awareness that students are different now, but we are moving very quickly. At cabinet level there are a lot of conversations on how things can be handled with the overall students
- Trustee Salehi
 - Every state including MA provides workforce training grants, this is worth looking into – using this at his company right now. The State gives company the money the company gives the manhours – a great avenue to look into.
 - Can we offer international students online programing?
 - Jessica Tansey - We have international students looking at WSU.

Committee Chair Reichelt ...

There being no further business,

MOTION made by Trustee Daniel Currier, seconded by Trustee Robert Martin, to adjourn.
Motion passed unanimously.

Meeting adjourned at 9:49am.

Attachments presented at this meeting:

- a. Draft Minutes of December 13, 2023
- b. PowerPoint Presentation

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees Enrollment Management and Student Affairs Committee meeting held on __, 2024.

Dr. Robert Martin, Secretary

Date

Westfield State University

Board of Trustees

**Enrollment Management &
Student Affairs Committee**

April 2024



OUTLINE

- 1) **Call to Order**
- 2) **Approval of Minutes (5 minutes)**
- 3) **Vice President's Report (40 minutes)**
 - a. Admissions Update
 - a. Accepted Student Days
 - b. Fall 2024 First-year and Transfer Funnel
 - b. Financial Aid Update
 - a. FAFSA Simplification and Delays
 - b. Current progress
 - c. Student Affairs Presentation
- 4) **Open Discussion (10 minutes)**
- 5) **Adjournment**

Westfield State University

Accepted Student Day 2024



CLICK



Accepted Student Days (ASD) Spring 2024 (data as of 4/9)

Accepted Student Days	Spring 2023	Spring 2024	1year Delta	Goal	% to Goal
Accepted Student Day I	96	182	86	96	189.6%
Accepted Student Day II	159	209	50	159	131.4%
Accepted Student Day III	263	221	-42	263	84.0%
Accepted Student Day IV	39	*116	*77	39	*297%
Totals	557	728	171	557	130.7%

* Registered

Summary:

- 1) Despite FAFSA issues, attendance has exceeded goals
- 2) Feedback from students, families, and internal audiences (students, staff and faculty)
 - Feedback has been outstanding
- 3) Integration of multiple strategies to engage the audience
 - videos, games, giveaways, presentations, lecture/discussion, personal interactions!
- 4) Examples of excellence in campus-wide collaboration & customer experience
- 5) Goal is to move from prospective to deposited student

Campus Visits

Tour Numbers											
	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal		Sp 2023	Sp 2024	1yr Delta	Goal	% to Goal
Fall	9/19-12/16	9/18-12/15				Spring	1/23-4/7	1/4-4/5			
Daily Tours/Info. Sessions	273	267	-6	273	97.8%	Daily Tours/Info. Sessions	188	272	84	418	65.1%
Saturday Tours	110	86	-24	110	78.2%	Saturday Tours	49	21	-28	84	25.0%
Totals	383	353	-30	383	92.2%	Totals	237	293	56	502	58.4%
Open House	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal	Accepted Student Days	Sp 2023	Sp 2024	1yr Delta	Goal	% to Goal
Open House 1	115	129	14	115	112.2%	Accepted Student Day 1	96	182	86	96	189.6%
Open House 2	90	165	75	90	183.3%	Accepted Student Day 2	159	209	50	159	131.4%
Open House 3	110	165	55	110	150.0%	Accepted Student Day 3	263	221	-42	263	84.0%
Totals	315	459	144	346	132.7%	Accepted Student Day 4	39	0		39	0.0%
						Totals	557	612	94	557	109.9%

Summary:

- 1) Visit to campus are increasing! (Likelihood of enrolling increases with each visit)
- 2) Event attendance has exceeded expectations
 - a. 46% increase over previous year
 - b. All ASD events have SOLD OUT!
- 3) Increasing sophomore and junior audiences (enrollment marketing investment)
- 4) Move of admissions to Parenzo Hall has been significant
 - a. Easier access for families
 - b. More effective use of time-on-tour
- 5) An additional 157 students are registered to visit campus between April 15-19

First-year & Transfer Funnel 2024 (data as of 4/5)

Fall 2024											
First Years						Transfers					
	Fall 2023	Fall 2024	^	Goal	% to Goal		Fall 2023	Fall 2024	^	Goal	% to Goal
Prospects	120,413	142,075	21,662	121,180	117.2%	Prospects	n/a	n/a	n/a	n/a	
Inquiries	50,323	59,507	9,184	50,206	118.5%	Inquiries	748	641	-107	941	68.1%
Applications	5,927	6,456	529	6,245	103.4%	Applications	461	402	-59	637	63.1%
Complete Applications	5,192	5,406	214	5,429	99.6%	Complete Applications	226	264	38	385	68.6%
Accepts	4,769	5,013	244	5,069	98.9%	Accepts	216	258	42	362	71.3%
Deposits (Total)	409	413	4	839	49.2%	Deposits (Total)	101	91	-10	253	36.0%
Deposits	405	411	6	750	54.8%	Deposits	100	90	-10	200	45.0%
Denied	297	257				Denied	8	3			

Summary:

- 1) Despite FAFSA, we are running ahead of goals
- 2) Despite waiving deposited in 2023, we are running ahead of FY goals
- 3) This will be a very challenging and late cycle
- 4) Search for Fall 2025 & 2026 is already underway

Westfield State University

Student Affairs Presentation:

A Journey Toward Student Engagement

Maggie Balch, Dean of Students
Chris McKenzie Willenbrock, Director of Residential Life



AGENDA

✓ Where Have We Been

✓ Where Are We Now

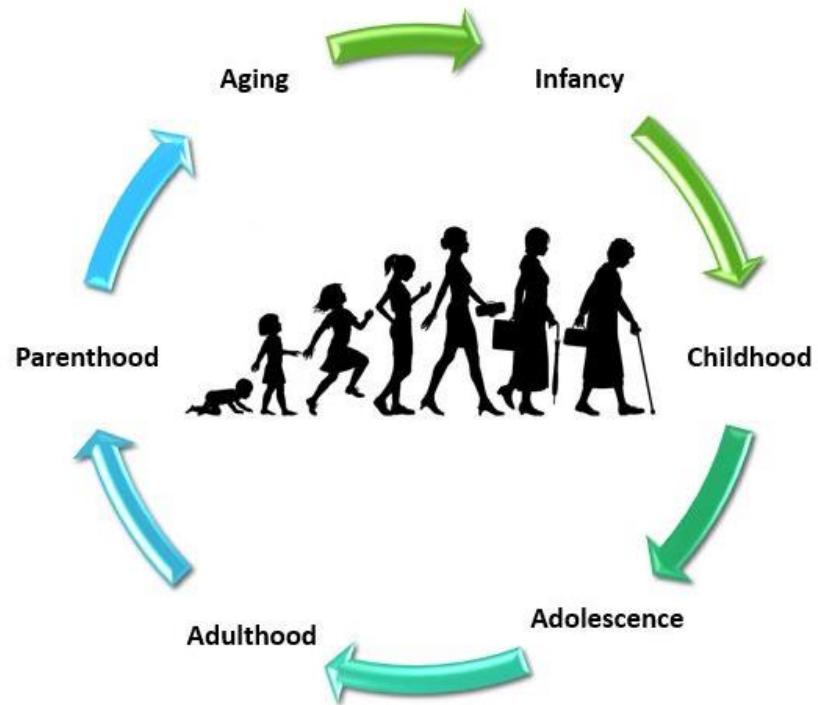
✓ Where Are We Going



WHERE HAVE WE BEEN?



From Human Development



to

Student Development



Foundational Theories



Sense of Belonging

Pascarella and Terenzini

...is hard in 2024

Institutional

- Mission + Values
- Size + Demographics
- Equity + Inclusion

Family

- Encouraging connections
- Engaged in education
- Supportive

Academic

- More neuro-divergent students
- On-line classes + Innovative Pedagogy
- Connections with faculty

Social

- Events + Programs
- More Anxiety = More Single Rooms
- Finances



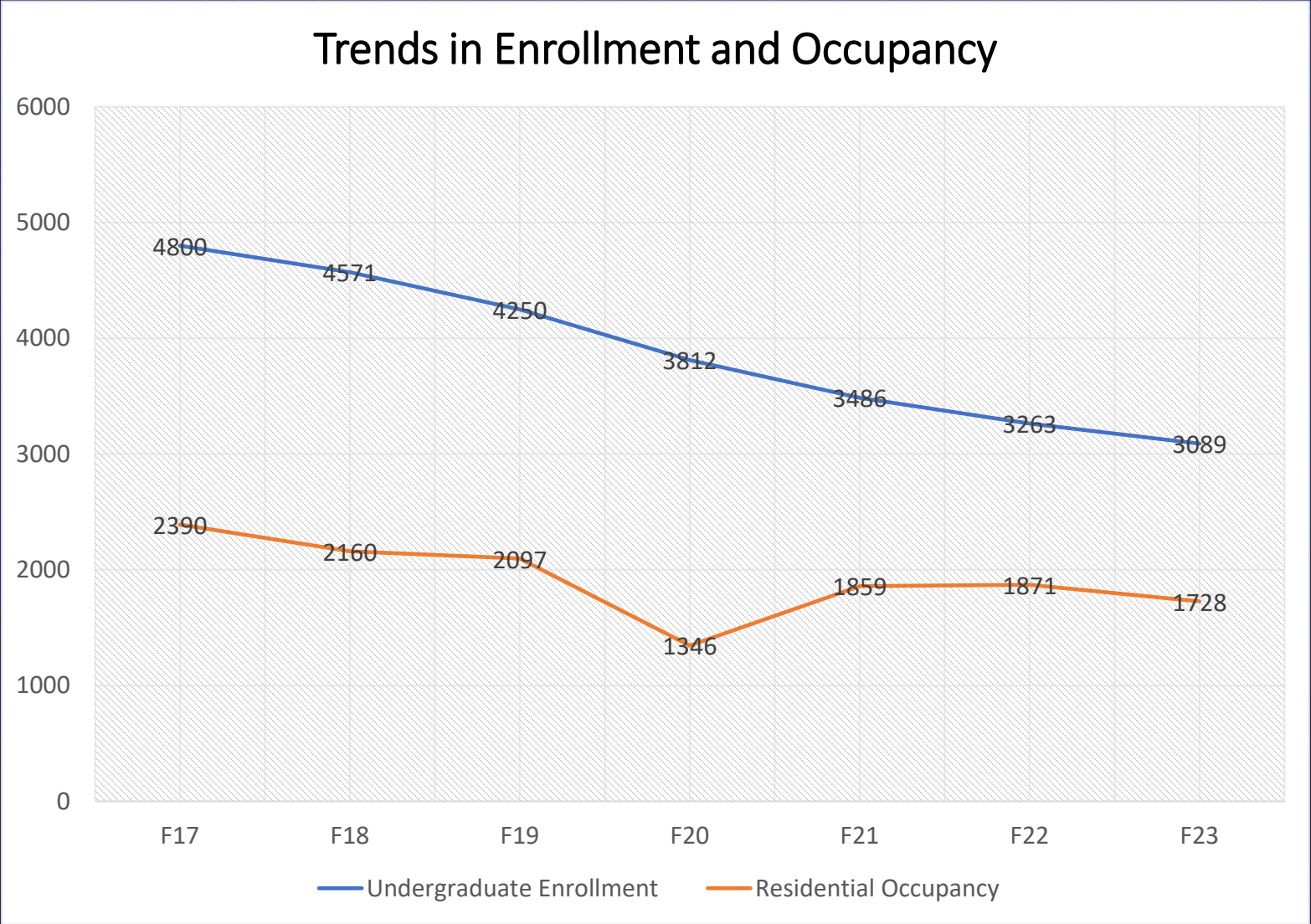
From Housing to Residence Life

- Dormir = To Sleep

WHERE ARE WE NOW?



Embracing a New Reality



Challenges We Face

- ✓ A Post-COVID World
- ✓ Overinvestment Resulting in Underinvestment
- ✓ Transitions in Leadership
- ✓ Tactical versus Strategic Planning

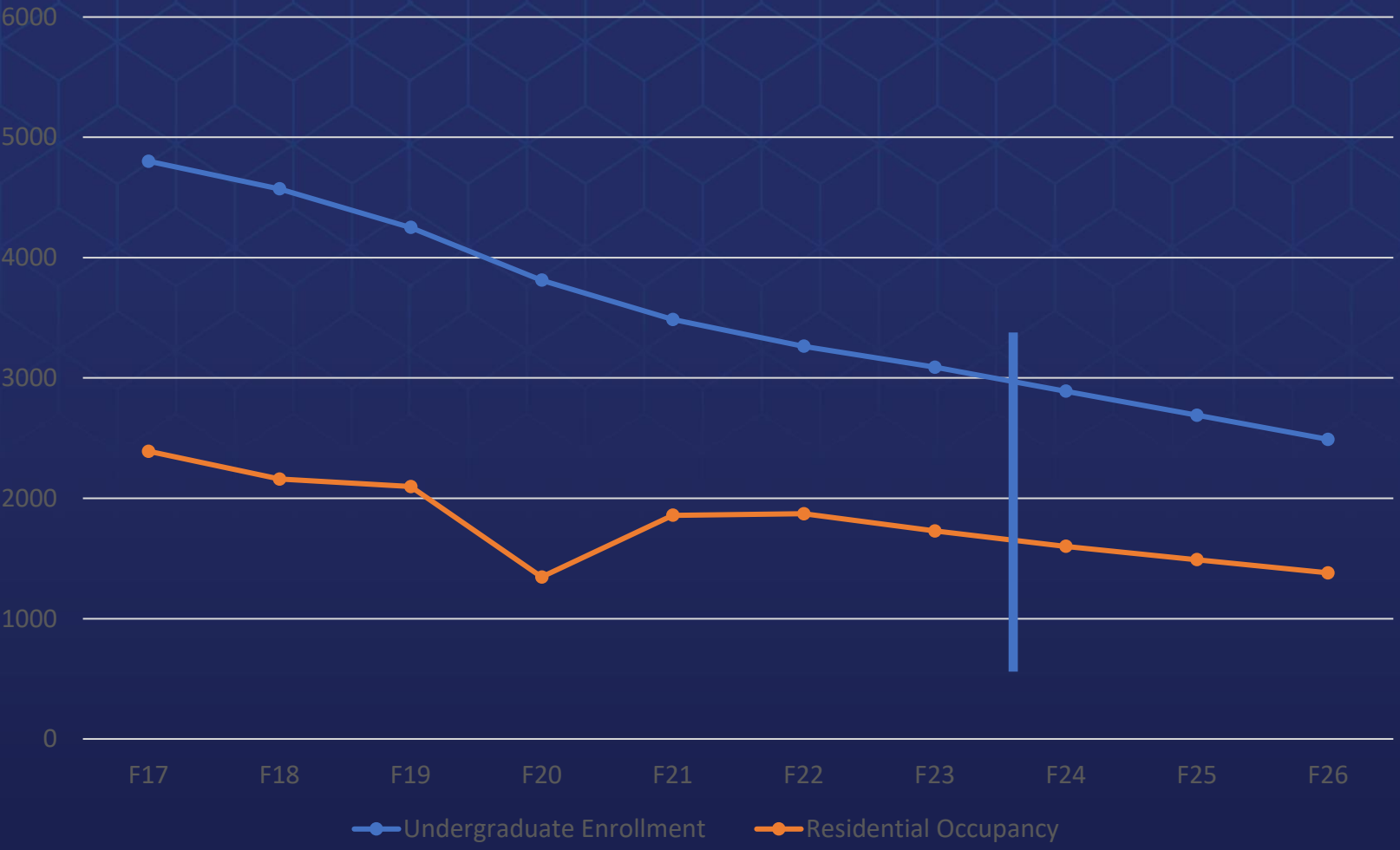


WHERE ARE WE GOING?



Embracing a New Reality

Trends in Enrollment and Occupancy



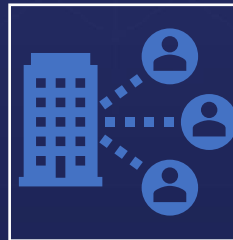
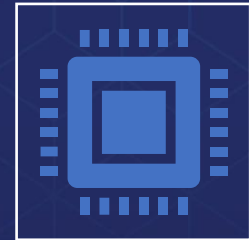
Residential Life Strategic Plan: Enhancing student engagement in the residence environment

- Addressing basic needs (Maslow)
- Introduce exercises/experiences to promote personal development (Chickering)
- Integrate social structures and dynamics to inspire growth of psycho-social skills
- Create and support communities which recognized and support social integration (Pascarella & Terinzini)



Student
Experience

Program
Infrastructure



Staffing

Financial
Stewardship



Current Strategic considerations

- 1st Year Residential Community (Courtney)
- Living Communities
- Living & Learning Communities (LLCs)
 - Faculty Fellows
- 12 month housing
- 1 or 2 year housing requirements

THANK YOU

QUESTIONS?

