



**Board of Trustees**  
**Enrollment Management & Student Affairs Committee**

October 21, 2025  
11:15 AM  
President's Boardroom

Committee Members: Chair William Reichelt, Vice Chair Tessa Lucey, Secretary Jason Queenin, Member, Barney Garcia and George Gilmer

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>                                                                                                                                                                                                       | Trustee William Reichelt                                                         |
| <b>2. Approval of Minutes</b><br>1. June 11, 2025                                                                                                                                                                             | Trustee William Reichelt                                                         |
| <b>3. Items for Information</b><br>1. Review of Orientation and Student Activities 2025<br>2. Enrollment Update<br>a. Admissions<br>b. Retention<br>3. Update on Strategic Enrollment Plan<br>4. Update on new brand platform | <br>Mr. Matt Dellea<br>Dr. Kevin Hearn<br><br>Dr. Kevin Hearn<br>Dr. Kevin Hearn |
| <b>4. Open Discussion</b>                                                                                                                                                                                                     |                                                                                  |
| <b>5. Adjournment</b>                                                                                                                                                                                                         |                                                                                  |

**Attachments:**

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



## **BOARD OF TRUSTEES**

### **Enrollment Management & Student Affairs Committee**

#### **Minutes**

June 11, 2025

11:15 PM

Conference Rooms A & B, University 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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#### **MEMBERS PRESENT:**

- Committee Chair William Reichelt
- Vice Chair Tessa Lucey
- Secretary Jason Queenin
- Trustee Daniel Currier
- Trustee George Gilmer

Also present and participating were;

- Westfield State University President, Dr. Linda Thompson
- Vice President of Enrollment Management, Marketing and Student Affairs, Dr. Kevin Hearn
- Senior Executive Director, Westfield Worldwide, Dan Forster
- Director of Student Activities, Involvement, and Leadership, Matt Dellea
- Director of Marketing, Alyssa Goodreau
- Social Media Specialist, Madeline Leblanc

Committee Chair William Reichelt called the meeting to order at 11:17 a.m. 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 Gilmer seconded by Trustee Currier, to approve the minutes of the April 22, 2025 meeting. There being no discussion, a roll call was conducted, **motion passed**.

#### **Undergraduate Projections for Fall 2025**

- The final report for fall 2025 looks strong with a lean over last year.
- Currently at 865 first-year students and 167 transfer students.
- Goal for transfer students adjusted down to 220, confident in reaching the goal.
- 677 students brought to campus for accepted student days.

#### **Questions and Answers**

- Question about fallout in the next couple of months.
  - Fallout for first-year students usually starts around the beginning to middle of July.

- Projecting for 12% melt of total number of deposits.
- First bills will be released on July 1, 2025 with a plan to make the process less stressful for students.

#### Admissions Professionals' Ethical Responsibility

- When/where appropriate, admissions professionals counsel students and parents away from enrollment for economic or personal reasons.
- Admissions counselors develop trust with students and parents to discuss personal finance.
  - They are trained to address concerns about costs and payback after graduation.
- Admissions is doing financial aid consulting and student account work.
  - Significant cross-training has occurred.
- One-on-one counseling is provided, especially for those who haven't completed the bill process.
  - Students are given options like commuting or attending community college before transferring.

#### Financial Aid and Support

- Individual meetings with financial aid officers are offered at accepted student days.
- Financial aid officers follow up with students and refer them to federal resources.
- There is a significant amount of education offered on the admission side to support students and families.

#### Enrollment and Competition

- The University is running pretty similarly to last year in terms of yield.
- The biggest concern is students deciding not to go to college anywhere.
  - Competing with the message that college may not be worth it.
- Programs are redesigned to show quantifiable outcomes to parents, like job placement and salary.

#### Enrollment Trends and Retention

- The University has been in a situation where they are not replacing as many students as they are losing.
- They are starting to level off total undergraduate enrollment.
- Retention numbers are key to affecting the equation of incoming versus outgoing students.
  - Retention is a campus-wide initiative.

### **Division of Graduate and Continuing Education (DGCE) Admissions**

- Dan Forster, Senior Executive Director of DGCE Admissions, presented the DGCE admissions numbers.
- The chart combines graduate and undergraduate programs and includes all aspects of the programs.
- The goal represents where they were last year in the fall.

#### Undergraduate Numbers

- 39 students have registered for some classes.
- 58 have confirmed by attending an orientation session or email.
- Large programs: Criminal Justice, Psych Management, Liberal Arts Studies, and Nursing.
- Almost half of the confirmed students are in an online program or online completion program.

#### Graduate Programs

- Masters Public Administration (MPA): 7 registered, 14 confirmed.

- Accounting: 2 registered, 6 confirmed.
- Masters Social Work (MSW): Ahead of last year, 2/3 of students are online.
  - The advanced standing course starts in summer session two.
- Counseling program: Currently at 21 registered, with more applications being processed.
- Physician's Assistant (PA) program: Spring start, cohort of 30 students per year.
  - The application process starts in July.
- Applied Behavior Analysis (ABA) program: Low numbers, confidence in at least 11 confirmed.
- Criminal Justice (CJ) is on target.

#### Marketing

- Engaged with Vision Point for digital ads across platforms.
- Saw an effect from a quick-to-launch campaign in January for MSW.
- Additional increase in applications this summer.

#### Questions

- Online programs are becoming more regionalized.
- MSW did a great job converting some students from online to on-ground programs.
- Vision Point's market reach is beyond the state but still regional.

#### Online Programs

- Most colleges now have some type of online program, are launching programs, or have partnered with an OPM (online platform).
- COVID forced many universities to offer online programs.
- Marketing strategies include contacting grads, working with the undergraduate population, and reaching out to students who left without a degree.
- The vast majority of online learners (excluding major players) still study within 35-60 miles of campus.

#### Certificate Programs

- Launching a Business Leadership Certificate and will reach out to regional business leaders.
- Two more certificates are planned for the spring.

### **New Student Orientation**

- Orientation starts on Monday, June 16, 2025.
- 75.2% of incoming students registered for a summer orientation session, closer to 80% as of today, compared to 35% last year.
  - Integrated orientation registration into admissions CRM (Slate program).
  - Outreach to students has been easier and more automated.
- The financial aid office speaks directly to families and is available for individual meetings.
  - A program facilitated by Dan Forster and co-presented by the director of financial aid and the director of student accounts will educate on bill pay.

#### Orientation Program Design

- Tailored and impactful experience for both students and parents with separate schedules.
- Unique track for first-year and transfer students.
- Part of a broader progressive engagement strategy.
- Faculty engagement includes faculty speaking to the transformative power of education and Provost Salka and Hilary Sackett-Taylor discussing academic priorities.
- Students will register on their own for their first-year Journey class online.

### Enhancements to the Program

- Collaboration with campus partners has been strengthened to ensure consistent messaging across all departments.
- More opportunities have been created for one-on-one interactions between students and professional staff to support relationship building and belonging.
- Intentional time is built into the schedule for families to connect with one another.
- The University's values and expectations are articulated throughout the program to reinforce a shared commitment to student success.

### Shift Away from Overnight Orientation

- Finance and the level of anxiety contributed to the move away from overnight orientation programs.
- Participation rates in summer involvement overnight programs were falling nationally, even pre-pandemic.
- The current program is a quick opportunity for families and students to come together.
- The student group is focused on social engagement, while families receive a "boot camp" to prepare them for the next eight weeks before fall.

### **Marketing Update**

- Marketing has been restructured to build a strategic, data-driven approach to elevate, drive enrollment, and strengthen community.
- Assessments, inventory management, and the allocation of marketing projects will be in partnership.
- Marketing has realigned and strengthened partnerships with key vendors to ensure seamless integration and alignment with institutional priorities.
- Focus is on evolving the brand, improving navigation and overall user experience, and seamlessly integrating web content with the Slate CRM system.
- Exploring the creation and activation of a digital media suite to serve as a centralized hub for producing high-quality video, photography, and audio content.
- "Our brand is more than just a logo. It's more than just a tagline. It's the perception that people have of who we are and what we offer getting. It's what people think, it's what they feel."

### Branded Environmental Graphics

- The installation of branded environmental graphics is underway.
  - Building signage and banners are being installed.
  - Goal is to create a more cohesive campus experience that reflects pride and identity.

### Community Partnerships

- Strategic marketing partnership launched with the Westfield Starfighters baseball team.
  - Strengthens community ties and builds awareness.
  - Connect with local families, alumni, and prospective students.
- The partnership has connected with nearly 1400 students from Westfield Intermediate School.
  - Opportunity to inspire future outlook early on.
- Dr. Thompson will throw out the first pitch at the Starfires game on June 25, 2025.

### University Website Progress

- Websites are one of the most powerful marketing tools.
- Content specialist Kylie Hensley has led a massive content transformation.
  - Redesigning and optimizing 123 academic program pages.
  - Launching 10 MSW program pages.

- These are strategic tools to improve prospective student engagement and boost search engine visibility.
- The Foundation provided financial support for some of this work.

#### AI Chatbot

- University site-wide AI Chatbot launched on June 2, 2025.
  - Led by marketing copywriter, in collaboration with 29 campus offices.
- Allows users to get quick, reliable answers 24/7.
  - Reduces the burden on staff and enhances user experience.
- Usage has already tripled in one week.

#### Website Updates

- Updating the University website with a new dynamic video for the hero image.
- Enhancement keeps the website visually competitive while maintaining accessibility.
- Moving aggressively to create video content to be as engaging as some competitors.

#### Campus Branding Initiative

- Focused on the lived experience of the Westfield State brand.
- Interior of Ely Campus Center transformed with Westfield State-inspired details.
  - Vibrant staircase graphics and a collage of student life photography.
  - New lounge features include video games, an air hockey table, and fresh furniture.
- Exterior of Parenzo Hall is being reimagined with welcoming and inspirational entrance banners.
  - Commitment, community, collaboration, champion.
  - "You can play anywhere, but you win at Westfield."

#### Banners and Marketing

- The banners currently displayed are drafts and will be presented to the cabinet for approval.
- The large banners say: Commitment, Community, Collaboration, Champion.
- External illustrations will be added to buildings to help students understand their location and its importance.
- There's a suggestion to include information that would "get people jazzed," such as the percentage of graduates who find jobs in their field.
- The marketing team produces creative concepts, with Alyssa's leadership being key.
- The goal is to "put the pedal down on marketing and lift up our brand."
- There's a discussion about the visual appeal of the banners, with some finding one side more appealing than the other.
- Academic achievements, publications, and faculty research will also be highlighted.

### **Social Media Strategy**

- Madeline LeBlanc, the social media coordinator, is introduced to discuss the social media strategy.
- Social media is considered "future forward" and fundamentally important to the institution's direction.

#### Social Media's Importance

- Social media is the "new front page of the newspaper" for prospective students and families.
- It often serves as the first impression of Westfield State University.
- Students are increasingly using platforms like Instagram and TikTok to assess if a campus feels right for them.
- 84% of high school seniors use social media as their primary research tool for colleges.

- Students use social media for news, shopping, and finding information, moving away from traditional marketing.

#### Social Media Strategy and Impact

- A social media strategy was launched in April.
- Each platform now serves a specific purpose, with intentional posting to reach the right audience with the right message.
- Content is posted with intention, timing, frequency, messaging, and authenticity.
- Increased focus on student-led content to showcase the real Westfield State experience.
  - Supports goals in admissions, retention, and university reputation.
- Each social media platform serves a unique purpose and an audience.
  - Instagram: Prospective and current students, campus life, student engagement.
  - Facebook: Parents and grandparents, student success, parent engagement and transparency.
  - TikTok: Prospective students, trends, student life, recruitment and relatability.
  - LinkedIn: Alumni, faculty, staff, academic excellence, reputation and partnerships.

#### Social Media Performance and Resources

- Westfield State University is sixth in Instagram and Facebook followers compared to top competing schools.
- Averages about 100 new followers each month.
- More focus on social media efforts since the separation of social media, marketing and communications departments.
- Need for additional social media staff to plan, publish content, track trends, and develop daily touch points.
- Bridgewater State University has five full-time social media staff members and a student content team.
- Salem State University has three full-time social media staff members.
- Westfield State University has one full-time social media staff member and three students.

#### The Value of Social Media

- Social media is critically important for brand elevation and activation.
- Authenticity is key and comes through an intentional approach.
- Madeline Leblanc, a recent alum, has firsthand experience of what it's like to be a student on campus and how to reach different audiences.

#### Board Activation

- Board members are encouraged to engage with and share Westfield State University content on their LinkedIn profiles.
- LinkedIn is a modern-day business card.
- A “like” on LinkedIn gets shown to all of your connections signaling that you've engaged with this post and increases visibility across your network.
- A comment boosts the engagement and helps to be seen by more people, including those outside of your immediate network.
- Sharing the post allows it to go in front of your entire network experience.

**MOTION** made by Trustee Currier, and seconded by Trustee Gilmer, to adjourn. There being no discussion, **motion passed.**

Meeting adjourned at 12:39 p.m.

**Attachments:**

- a. Minutes, April 22, 2025
- 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 meeting held on June 11, 2025.

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Jason Queenin, Secretary

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Date



# Enrollment Management & Student Affairs (EMSA) Committee

Board of Trustees Meeting  
October 2025

Westfield State University



Explore ~ Experience ~ Excel

# Committee Agenda

- 1) Call to Order
- 2) Approval of minutes from June 11, 2025
- 3) Items for Information
  - A. Student Engagement: From Orientation to Involvement**
  - B. Enrollment Update**
    1. Admissions
    2. Retention
  - C. Update on Brand Platform**
- 4) Open Discussion
- 5) Adjournment







# **Building Connections: Orientation and Student Involvement**

Department of Student Activities, Involvement, and Leadership

# |Our Purpose

## Connection

Summer Orientation and  
Summer Outreach



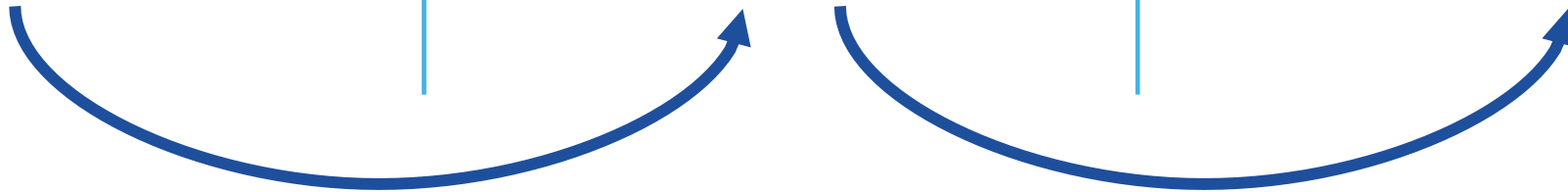
## Engagement

Fall Orientation



## Belonging

Welcome Owls Week and  
Continuous Programming



# Summer Orientation Highlights



## Campus Partner Collaborations

Strengthened collaborations, ensuring consistent messaging across departments



## Family and Champions Program

Fostering community and trust in us and the process



## Brand Affinity

Helping students and families see themselves as part of the university community



## University Values

Reinforcing our shared commitment to student success from day one.



# | Summer Orientation 2025

- Strong Participation
  - Total Students Attended: 775
  - Increase of 5% over 2024
- Quotes from Participants
  - I've had other children go to college and this program (by far) has been the most engaging and welcoming we have had the chance to attend." – Dad of student
  - "At the welcome we were told we belong here and now I know what that means" – First Year Student

Orientation is not just about information — it's the foundation of belonging and persistence.



# Fall Orientation Highlights



## Opening Day

Strong collaboration with Residential Life and Fall Opening Committee for a seamless first day for students and families



## Owlympics

Providing space for students to build community and pride.



## Evening Programming

The fun continued into the night with over 500 students participating in events each night.



## Traditions

Fall Orientation is the best time to introduce Traditions like the annual Glow Party and the Paper Airplane Toss.



# | Fall Orientation 2025

- Attendance Information
  - 763 Students attended at least 1 session
    - *Increased from 2024 by 63 students*
  - 574 Students attended on day 3
    - *Increased from 2024 by 226 students*
- Quick Evaluation Data
  - 88.7% of students made a new connection
  - 93% of students claimed they knew how to get involved on campus this fall
  - 87.8% of students agreed or strongly agreed that they, *based only on Orientation*, made the right choice in attending Westfield State

Students didn't just attend orientation — they stayed engaged. Early involvement is one of our strongest predictors of retention.



# | Welcome Owls Week Recap



# September Involvement Highlights

## Drone Show

First-ever Westfield State Drone Show with light displays in the sky.



## Family Weekend

Family Weekend 2025 had record attendance of 1,200 participants, nearly double 2024.



## Involve

Increased usage on the platform and continuous training available.



# |September Involvement

- Data from Involve
  - Total Attended Events: 74
  - Total Advertised Events: 156
  - At the end of Welcome Owls Week 1,549 students had attended at least 1 event.
  - At the end of September 1,773 students had attended at least 1 event.
- Quotes from Students
  - “There is always something to do on campus. It’s very busy”
  - “Events on campus are getting bigger and better”

We’re not just running events — we’re designing pathways that connect students to belonging and success.





**Westfield State University**



**Explore ~ Experience ~ Excel**



# Enrollment Update

Westfield State University



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# Fall UG Admissions (Final Funnel)

(as of 9/22/25)

| First Years           |           |           |           |        |        |           |
|-----------------------|-----------|-----------|-----------|--------|--------|-----------|
|                       | Fall 2024 | Fall 2025 | 1yr Delta | %      | Goal   | % to Goal |
| Prospects             | 142075    | 152419    | 10344     |        | 152419 | 100.0%    |
| Inquiries             | 62689     | 19501     | -43188    | -68.9% | 62689  | 31.1%     |
| Applications          | 6759      | 6426      | -333      | -4.9%  | 6905   | 93.1%     |
| Complete Applications | 5837      | 5952      | 115       | 2.0%   | 6077   | 97.9%     |
| Accepts               | 5486      | 5689      | 203       | 3.7%   | 5713   | 99.6%     |
| Deposits (Total)      | 926       | 947       | 21        | 2.3%   | 971    | 97.5%     |
| Deposits              | 833       | 838       | 5         | 0.6%   | 857    | 97.8%     |
| Denied                | 327       | 244       |           |        |        |           |



# Fall UG Admissions (Final Funnel)

(as of 9/22/25)

| Transfers             |           |           |           |        |      |           |
|-----------------------|-----------|-----------|-----------|--------|------|-----------|
|                       | Fall 2024 | Fall 2025 | 1yr Delta | %      | Goal | % to Goal |
| Inquiries             | 928       | 887       | -41       | -4.4%  | 890  | 99.7%     |
| Applications          | 688       | 609       | -79       | -11.5% | 650  | 93.7%     |
| Complete Applications | 495       | 447       | -48       | -9.7%  | 470  | 95.1%     |
| Accepts               | 462       | 409       | -53       | -11.5% | 440  | 93.0%     |
| Deposits (Total)      | 271       | 242       | -29       | -10.7% | 257  | 94.2%     |
| Deposits              | 233       | 195       | -38       | -16.3% | 220  | 88.6%     |
| Denied                | 16        | 26        |           |        |      |           |



# DGCE Admissions

|                 | Fall 2024  | Fall 2025  | Fall 2026 | Spring 2024 | Spring 2025 |
|-----------------|------------|------------|-----------|-------------|-------------|
| Program         |            |            |           | Total       | Total       |
| UG              | 109        | 94         |           | 54          | 62          |
| 2nd Bachelors   | 11         | 14         |           |             |             |
| Post Bac        | 3          | 7          |           |             |             |
| Certifications  | 4          | 16         |           |             |             |
| <b>Total</b>    | <b>127</b> | <b>131</b> |           |             |             |
|                 |            |            |           |             |             |
| <b>Grad</b>     |            |            |           | <b>54</b>   | <b>57</b>   |
| MPA             | 17         | 21         |           |             |             |
| Accounting      | 10         | 10         |           |             |             |
| MSW             | 110        | 112        |           |             |             |
| Counseling      | 20         | 21         |           |             |             |
| ABA             | 7          | 11         |           |             |             |
| PA              | 30         | 29         | 27        |             |             |
| CJ              | 7          | 7          |           |             |             |
| EDUC            | 18         | 20         |           |             |             |
| <b>Total</b>    | <b>219</b> | <b>231</b> |           |             |             |
|                 |            |            |           |             |             |
| Grad Non Matric | <b>100</b> | <b>110</b> |           |             |             |
| UG Non Matric   | <b>24</b>  | <b>35</b>  |           |             |             |



Westfield State  
University

# UG Retention Baseline

|            | Fall 2022 | Fall 2023 | Fall 2024 |
|------------|-----------|-----------|-----------|
| First-Year | 64.9%     | 72.6%     | 70.2%     |
| Sophomore  | 83.5%     | 88.9%     | 84.2%     |
| Junior     | 89.5%     | 88.7%     | 88.1%     |
| Senior     | 83.6%     | 86.1%     | 86.9%     |





**Westfield State University**



**Explore ~ Experience ~ Excel**

OFFICE OF MARKETING

# THE POWER OF BRAND AT WESTFIELD STATE

ALIGNING OUR STORY,  
STRENGTHENING OUR IMPACT.

10/16/2025



# | A Brand Is More Than a Logo and Tagline

**Brand** → *The perception people have of who we are — built through every experience and interaction*

**Logo** → *The visual symbol that represents our brand — it's recognition, not reputation*

**Tagline** → *A short phrase that expresses our brand's promise or essence in words*

**Together:** *They create a consistent identity — what people see, hear, and feel every time they experience Westfield State University*

***"A brand is what people say about you when you're not in the room."  
— Jeff Bezos***



# Why Westfield State's Rebrand Matters

*We haven't given our brand the attention it needs!*

- Materials, messaging, visuals are fragmented and disconnected
- Inconsistency dilutes our brand; creating confusion, uncertainty for all audiences (prospective and current students, community, alumni, etc...)
- It costs us, significantly (time, budget, lost recognition, etc...)

*But the biggest cost?*

- **Impact on enrollment and fundraising.**
- When people don't understand the value of what they're buying or investing in, they don't! And they turn to a brand that communicates value effectively."



The brand is like the  
foundation of a house.  
It supports everything built  
on top of it.

*Strong brands don't happen by accident; they're built intentionally through purpose, clarity, and consistency.*



# Successful Branding Includes:

## Driving Adoptions

- Clear communication and stakeholder buy-in drive adoption
- Communication and clarity create alignment
- Shared understanding fuels adoption
- Campus-wide buy-in builds momentum
- Clear messaging and engagement ensure adoption
- Alignment through clarity and communication

## Strategic Success

Successful launches use a **brand platform** approach:

- Umbrella concept that aligns with the brand's core value and message
- Multiple campaign ideas can ladder up from a single platform
- Safeguards brand consistency across all touchpoints
- Shared storytelling, tools, and training
- Builds measurable brand lift



# | Rebrand Timeline: BVK + Westfield State Partnership

## Fall 2023—Spring 2025

**Discovery → Research → Brand Framework → Brand Platform & Logo Identity Concepts**

*Significant work went into the branding study with our partners at BVK, including campus-wide surveys, in-depth assessments, and the development of multiple brand platform and logo identity concepts*

## Summer—Fall 2025

**Final Iteration of Brand Platform → Building the Brand Foundation**

## Beginning Spring 2026

**Platform Launch & Activation → Optimize & Expand**



# | A Sneak Peak at What's Next

**"Your story isn't defined by where you start, but by how far you're willing to go."**

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**At Westfield State we don't just prepare you for the future. We help you build it, one bold step at a time.**



# Thank you!

# Questions?



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