



## **Board of Trustees**

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

June 11, 2025

11:15 PM

Conference Rooms A & B, University Hall

Committee Members: Chair William Reichelt, Vice Chair Tessa Lucey, Secretary Jason Queenin, Daniel Currier 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>                   | Trustee William Reichelt |
| 1. April 22, 2025                               |                          |
| <b>3. Items for Information</b>                 | Dr. Kevin Hearn          |
| a. Fall 2025 Undergraduate admission projection |                          |
| b. DGCE Admissions                              |                          |
| c. New Student Orientation Overview             |                          |
| d. Marketing update                             |                          |
| a. Social media strategy                        |                          |
| b. LinkedIn Tutorial                            |                          |
| <b>4. Open Discussion</b>                       |                          |
| <b>5. Adjournment</b>                           |                          |

#### **Attachments:**

- a. Minutes, April 22, 2025
- b. Powerpoint Presentation



## **BOARD OF TRUSTEES**

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

**April 22, 2025**

**Minutes**

11:00 a.m.

President's Boardroom, Horace Mann Center

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:**

- Vice Chair Tessa Lucey
- Secretary Jason Queenin
- Trustee Daniel Currier

Absent were;

- Committee Chair William Reichelt
- Trustee George Gilmer

Also present and participating were;

- Westfield State University President, Dr. Linda Thompson
- Vice President of Enrollment Management and Student Affairs, Dr. Kevin Hearn
- General Counsel and Vice President for Government and Community Relations, Melinda Phelps

Trustee Lucey called the meeting to order at 11:00 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 Currier seconded by Trustee Queenin, to approve the minutes of the February 20, 2025 meeting. There being no discussion, a roll call was conducted, **motion passed**.

#### **Review of initial Student Affairs KPI report**

- Dr. Kevin Hearn introduced a new Key Performance Indicator (KPI) report from the Student Affairs Division.
  - The report highlights outcomes and is intended for internal discussion and to inform success programs.
  - The March report includes data on counseling appointments (273), conduct cases (47), residence hall programs (22), student activities programs (154), and health services clinical visits (243).
- Residence Life successfully managed the housing selection process for 2025-2026.

- Student Activities, Involvement and Leadership (SAIL) hosted the annual Relay for Life event, meeting fundraising goals.
- The Class of 2025 is celebrating "50 days to graduation."
- Professional development training was provided for health and counseling teams.
- Dr. Hearn noted the large numbers of student outreach and support, especially considering the week-long closure for spring break.
- A full spring summary report is anticipated for the next meeting.

### **Update on Marketing**

- Alyssa Goodreau, Director of Marketing, provided lapel pins to the Board encouraging trustees to wear them to promote the University.
- The marketing office is reviewing contracts with EAB (undergraduate marketing) and VisionPoint (DGCE admissions marketing).
- Reinvestment projects, including website redesign and creation of digital assets, are being revisited.
- The University has engaged a third party, BVK, to perform a branding study.
- The University is currently using "Explore, Experience, Excel" as a tagline.

### **Review of Spring 2025 undergraduate events**

- In response to a decline in daily tours and individual visits, the undergraduate admissions staff created new Saturday tours to address scheduling challenges for families.
  - New Saturday programs exceeded the loss of individual and daily tours.
  - The team predicted, identified, and solved challenges in the traditional admission cycle.
  - Dr. Hearn meets with other directors/vice presidents of enrollment management at other state universities and is part of national admissions organizations, noting that this trend is not specific to Westfield State University.

#### Accepted Student Days (ASD) Events

- Fall open houses and spring accepted student days aim to answer questions and encourage deposits.
- Numbers are down by about 22 students with one event remaining.
- ASD4/OPD is a hybrid event, combining the fourth accepted student day with a spring open house for high school juniors.
- 150 students are registered for ASD Core and Owl Preview Day.
- Collaboration with faculty colleagues, including Dr. Sackett Taylor and Dr. Thompson, enhances events.
- The events showcase the University's community and receive positive feedback.
- Student athletes welcome visitors, and student ambassadors play a crucial role in shaping the experience.

### **Fall 2025 undergraduate admissions projections**

- Spring events contribute to the success of the Fall preview, outpacing last year's increase in undergraduate admissions.
- Year-over-year comparisons are problematic due to FAFSA delays last year.
- The University is experiencing a 24% increase year-over-year.
- It's premature to revisit the goal of 857 students until after the May 1st deadline.

#### Factors Contributing to Success

- Changes in marketing messages, increased communication, and improved assets.
- Faculty training to help "sell the experience"
- Coalescence around central values and feelings about students.

- Investments in financial aid optimization.
- Consistent rhetoric about Westfield State's identity.

#### Admissions Data

- The goal is set based on financial aid optimization.
- The number at 857 isn't a significant change from 833 last year but we need to be prepared to see numbers closer to 704 which is what we saw two years ago.
- The difference between deposit totals and deposits is that some have requested their deposits back.

#### Demographic Cliff

- The demographic cliff is tracked with different data sets that say anywhere between an 8% and 13% decline in the state alone.
- Investments in retention are very important at this point to solving the overall enrollment equation.
- Dr. Hearn calls it an "enrollment equation and not an enrollment problem."

#### Partnerships and Market Focus

- A two-year audit in partnership with Holyoke Community College (HCC), sponsored by the Aspen Institute, aims to increase student enrollment and success.
- There is a review of a new marketing proposal for the Springfield market to increase market share.
- Most state universities are experiencing declines in transfer students.

#### Free Community College Impact and Non-Traditional Students

- The impact of Free Community College on the institution is still unclear.
- Two-thirds of community college students are 25 or older and in non-traditional programs.
- There are opportunities to use Division of Graduate and Continuing Education (DGCE) to reformat programs and delivery models to serve non-traditional students.

### **Policy Revision**

General Counsel, Melinda Phelps, spoke further about the free speech policy change;

- Revisions to this policy were made based on work with students and professional colleagues.
- The revised policy was reviewed by the General Counsel, Melinda Phelps, and others.
- The policy aims to balance free expression rights with the regular operation of the university.
- The policy delineates three areas for expressive activities: traditional public forums, limited public expression places, and internal buildings.
- An application form will be developed for expressive activities on campus to ensure coordination.
- The policy encourages free speech while maintaining a classroom learning environment.

**MOTION** made by Trustee Carrier seconded by Trustee Queenin, The Enrollment Management and Student Affairs Committee recommends to the full Board: To approve the revised Free Speech, Demonstration and Picketing Policy (2030) as presented. There being no discussion, a roll call was conducted, **motion passed.**

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

Meeting adjourned at 11:40 AM

**Attachments:**

- a. Minutes February 20, 2025
- b. BOT Powerpoint
- c. March 2025 KPI Report
- d. Free Speech, Demonstration and Picketing Policy (2030) CLEAN
- e. Free Speech, Demonstration and Picketing Policy (2030) TRACK CHANGES

**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 22, 2025.

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Jason Queenin, Secretary

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Date



# Enrollment Management, Marketing & Student Affairs (EMMSA) Committee

Board of Trustees Meeting  
June 2025

**Westfield State University**



**Explore ~ Experience ~ Excel**

# Committee Agenda

**1) Call to Order**

**2) Approval of minutes from April 22, 2025**

**3) Items for Information**

- a) Fall 2025 Undergraduate admission projection
- b) Division of Graduate and Continuing Education (DGCE) Admissions
- c) New Student Orientation Overview
- d) Marketing update
  - a) Social Media Strategy
  - b) Linked-In Tutorial

**4) Open Discussion**

**5) Adjournment**







# Fall 2025 Undergraduate Admissions Projections

Westfield State University



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# UG Admissions Projection

(as of 6/2/25)

| First Years (FY)      |            |            |           |             |            |               | Transfers (TR)        |            |            |           |              |            |              |
|-----------------------|------------|------------|-----------|-------------|------------|---------------|-----------------------|------------|------------|-----------|--------------|------------|--------------|
|                       | Fall 2024  | Fall 2025  | 1yr Delta | %           | Goal       | % to Goal     |                       | Fall 2024  | Fall 2025  | 1yr Delta | %            | Goal       | % to Goal    |
| Prospects             | 142075     | 152419     | 10344     |             | 152419     | 100.0%        | Prospects             | n/a        | n/a        | n/a       |              | n/a        |              |
| Inquiries             | 62360      | 19420      | -42940    | -68.9%      | 62689      | 31.0%         | Inquiries             | 767        | 776        | 9         | 1.2%         | 890        | 87.2%        |
| Applications          | 6656       | 6345       | -311      | -4.7%       | 6905       | 91.9%         | Applications          | 564        | 500        | -64       | -11.3%       | 650        | 76.9%        |
| Complete Applications | 5753       | 5883       | 130       | 2.3%        | 6077       | 96.8%         | Complete Applications | 366        | 356        | -10       | -2.7%        | 470        | 75.7%        |
| Accepts               | 5426       | 5632       | 206       | 3.8%        | 5713       | 98.6%         | Accepts               | 358        | 326        | -32       | -8.9%        | 440        | 74.1%        |
| <b>Deposits</b>       | <b>806</b> | <b>860</b> | <b>54</b> | <b>6.7%</b> | <b>857</b> | <b>100.4%</b> | <b>Deposits</b>       | <b>169</b> | <b>162</b> | <b>-7</b> | <b>-4.1%</b> | <b>220</b> | <b>73.6%</b> |
| Denied                | 305        | 228        |           |             |            |               | Denied                | 8          | 14         |           |              |            |              |

## FY Analysis:

- 1) Leading over 2024!
- 2) Lead is flattening as expected (2024 FAFSA delay)
- 3) Will need another strong summer
  - a) Additional yield
  - b) Control/decrease melt

## TR Analysis:

- 1) Trailing
- 2) Additional marketing in the field
- 3) New TR specific orientation activities



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# DGCE Admissions

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# DGCE Admissions

(data as of 6/4/25)

|                       |  | 2022 | 2023 | 2024 | 2025* | Goal | % to goal |
|-----------------------|--|------|------|------|-------|------|-----------|
| <b>Program</b>        |  |      |      |      |       |      |           |
|                       |  |      |      |      |       |      |           |
| <b>UG</b>             |  | 89   | 100  | 104  | 39    | 104  | 38        |
|                       |  |      |      |      |       |      |           |
| <b>2nd Bachelors</b>  |  | 6    | 5    | 11   | 7     | 11   | 64        |
|                       |  |      |      |      |       |      |           |
| <b>Post Bac</b>       |  | 16   | 8    | 4    | 13    | 6    | 217       |
|                       |  |      |      |      |       |      |           |
| <b>Certifications</b> |  | 3    |      | 1    | 2     | 2    | 100       |
|                       |  |      |      |      |       |      |           |
| <b>GR MPA</b>         |  | 9    | 5    | 8    | 7     | 8    | 88        |
| <b>GR Acct</b>        |  | 8    | 6    | 3    | 2     | 3    | 67        |
| <b>GR MSW</b>         |  | 114  | 111  | 110  | 122   | 110  | 111       |
| <b>GR Counseling</b>  |  | 21   | 29   | 20   | 21    | 20   | 105       |
| <b>GR ABA</b>         |  | 13   | 6    | 7    | 3     | 7    | 43        |
| <b>GR PA (spring)</b> |  | 30   | 30   | 30   | 30    | 30   | 100       |
| <b>GR CJ</b>          |  | 34   | 26   | 10   | 10    | 10   | 100       |
| <b>GR EDU</b>         |  | 22   | 19   | 19   | 5     | 19   | 26        |
|                       |  |      |      |      |       |      |           |
| <b>GR Non Matric</b>  |  | 85   | 174  | 181  | 54    | 181  | 30        |
| <b>UG Non Matric</b>  |  | 46   | 102  | 122  | 63    | 122  | 52        |



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# New Student Orientation (NSO) Summer 2025

Westfield State University



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# New Student Orientation

(data as of 6/4/25)

|                        | 2025       | 2024       |
|------------------------|------------|------------|
| <b>Deposits</b>        | 860        | 752        |
|                        | Registered | Registered |
| Session 1 - June 16th  | 251        | 120        |
| Session 2 - June 25th  | 245        | 79         |
| Session 3 - July 17th  | 144        | 57         |
| Session 4 - August 5th | 0          | 0          |
| Excused/Other Format   | 7          | 4          |
|                        |            |            |
| Sub-Total              | 645        | 260        |
| % of Total             | 75.2%      | 34.6%      |
|                        |            |            |
| Not Registered         | 214        | 492        |



## Program Strategy:

- 1) Parent and student involvement, separate schedules with different goals
- 2) Progressive education and communication about the university
- 3) Engagement of the faculty and academic affairs leadership
- 4) Continue to build brand affinity (connectedness)



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# Marketing Update

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# Marketing Update

- 1) Restructure MarCom functions (on-going)
  - a) Marketing
  - b) Communications
  - c) Public Relations
  - d) Institutional / departmental / event support
- 2) Emphasis on our marketing initiatives
  - a) Branding Study
  - b) Integration/support/leadership of existing marketing relationships
    - i. EAB – Undergraduate Admissions
    - ii. VisionPoint – DGCE Admissions
- 3) Lead strategic projections
  - a) Re-launch of the .edu website
  - b) Creation and activation of a digital suite
  - c) Campus branding



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# Our website

Since 2024:

- **123** websites redesigned for majors and minors pages
- **10** individual MSW program websites
- **1** Model Congress page (Political Science, new page)
- Numerous space project/pages created
  - Biliteracy page
  - Office of Belonging, Inclusion, and Learning (new page)
  - Dual Enrollment Credit page (new page)
  - Admissions Staff page (redesign)
  - Transfer FAQ page (redesign)
  - International Students page (redesign)



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# Our website



Meet our new chatbot

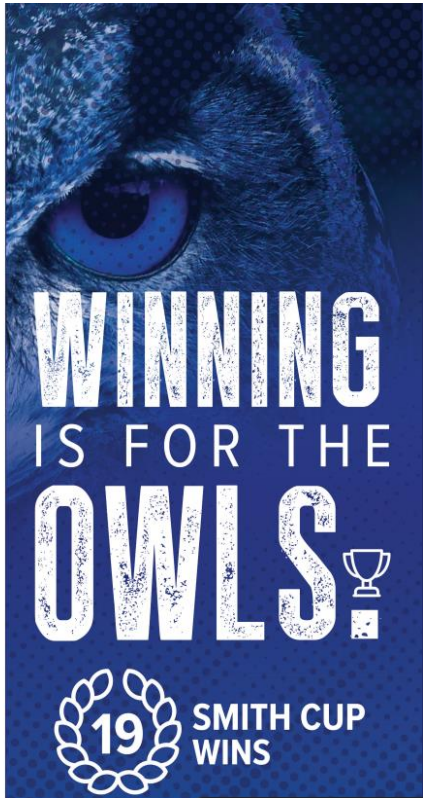
Hi there! My name is Nestor, your personal helper bot. You can ask me questions about Westfield State University. What can I help with today?

Their sites











# Social Media Strategy

Westfield State University



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**MORE THAN JUST SOCIAL:**  
**WHY SOCIAL MEDIA IS CRITICAL TO  
INSTITUTIONAL SUCCESS**

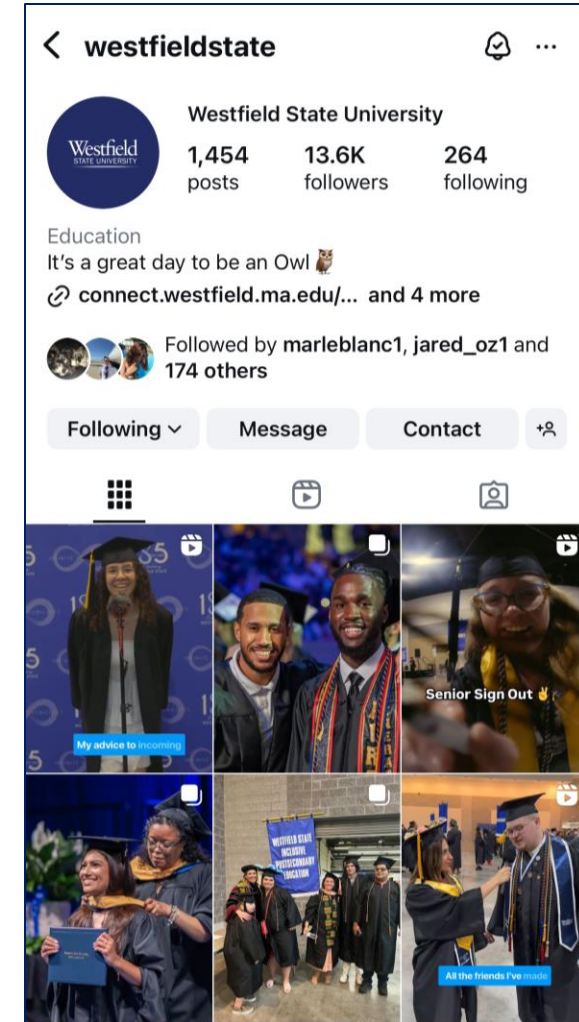


# THE NEW FRONT PAGE OF THE NEWSPAPER

Social media **WAS** an accessory to brand marketing, supporting traditional marketing.

Social media **IS the first impression** for most prospective students, families, and donors!

- They are using it as a primary resource to make decisions about EVERYTHING !?!
  - \* politics, purchases, socialization (people, travel, recipes, etc...)
- Users are using/depending/trusting less traditional media
  - \*TV, radio, billboards and brochures
- They are visiting, watching, **and sharing** photos, reels, impressions, recommendations.\*
- **Why This Matters:**
  - \* **97%** use the internet daily (Pew Research Center, 2023)
  - \* **51%** visit a social media site multiple times a day
  - \* Teens spend an average of **4.8** hours/day on social media
  - \* **84%** of high school seniors used it as their **primary** college research tool



# NEW STRATEGY LAUNCH

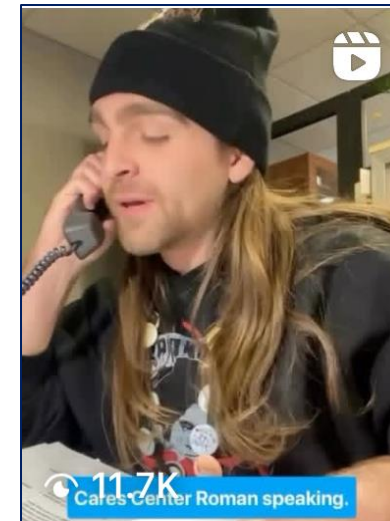
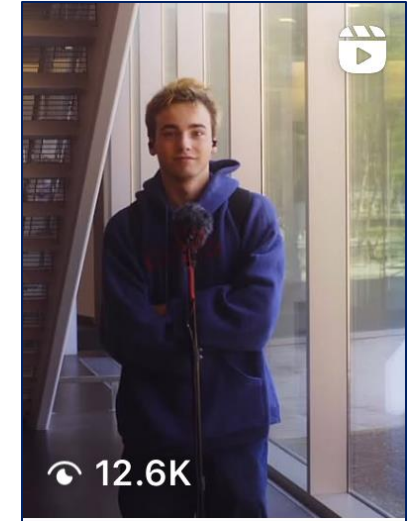
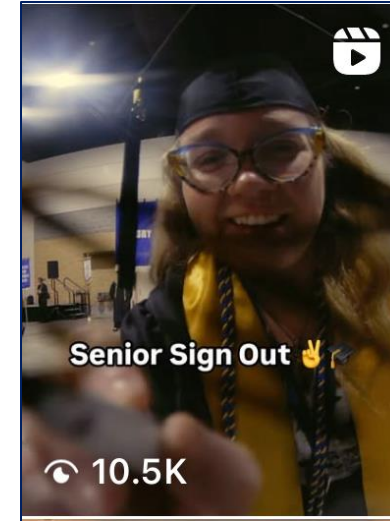
In April 2025, we launched Westfield State's new social media strategy and began using it as a guide for all content planning and posting.

## Strategy Overview:

- Each official university social media platform has a clear purpose based on its audience
- Content is posted with **intention**: Timing, Frequency, Messaging, Authenticity
- Increased focus on student-lead content to show the real Westfield State experience
- Sharing student voices helps create a more relatable and authentic presence

## Why This Strategy Matters:

- Prospective students want to see genuine, day-to-day campus life
- Tailored content boosts engagement and strengthens audience connections
- Each audience (students, families, alumni, applicants) receives content that resonates
- Strategy supports key goals: Admissions, Retention, University reputation in the marketplace.



# MAXIMIZING IMPACT ACROSS PLATFORMS

Just like TV, radio, and newspapers served different purposes, each social platform speaks to a unique audience in a unique way. Each platform plays a distinct role in our strategy, allowing us to share the right message with the right audience in the most effective way.

| Platform  | Primary Audience               | Content Focus                          | Strategic Purpose                |
|-----------|--------------------------------|----------------------------------------|----------------------------------|
| Instagram | Prospective & Current Students | Campus life, student takeovers, reels  | Admissions + Student Engagement  |
| Facebook  | Parents & Grandparents         | Events, success stories, announcements | Parent engagement & Transparency |
| TikTok    | Prospective Students           | Trends, student life, places on campus | Recruitment & Relatability       |
| LinkedIn  | Alumni, Faculty & Staff        | Academic excellence, alumni stories    | Reputation + Partnerships        |



# PEER INSTITUTION COMPARISON

February 2025

## Instagram Follower Ranking

1. UMASS Amherst 97.5K
2. University of New Hampshire 51.1K
3. UMASS Lowell 23.9K
4. Bridgewater State University 19.4K
5. Salem State University 13.3K
6. **Westfield State University 13.2K**
7. Worcester State University 12.3K
8. Western New England University 11.8K
9. Eastern Connecticut State University 9,311
10. Fitchburg State University 7,070
11. Framingham State University 6,363

## Facebook Follower Ranking

1. UMASS Amherst 118K
2. University of New Hampshire 73K
3. UMASS Lowell 39K
4. Bridgewater State University 31K
5. Salem State University 21K
6. **Westfield State University 21K**
7. Eastern Connecticut State University 20K
8. Western New England University 18K
9. Worcester State University 16K
10. Fitchburg State University 14K
11. Framingham State University 13K

March 2025

## Instagram Follower Ranking

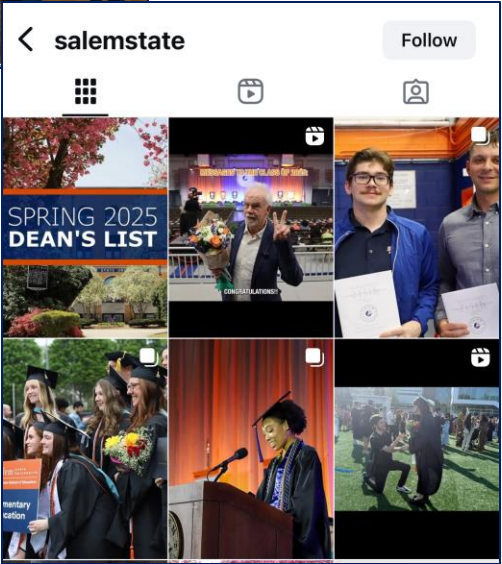
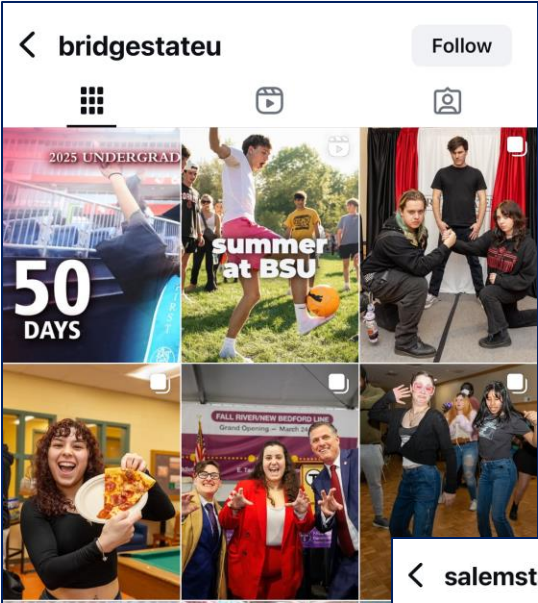
1. UMASS Amherst 98.8K
2. University of New Hampshire 51.4K
3. UMASS Lowell 24.1K
4. Bridgewater State University 19.7K
5. Salem State University 13.5K
6. **Westfield State University 13.4K**
7. Worcester State University 12.5K
8. Western New England University 11.9K
9. Eastern Connecticut State University 9,490
10. Fitchburg State University 7,191
11. Framingham State University 6,434

## Facebook Follower Ranking

1. UMASS Amherst 117K
2. University of New Hampshire 73K
3. UMASS Lowell 39K
4. Bridgewater State University 30K
5. Salem State University 21K
6. **Westfield State University 21K**
7. Eastern Connecticut State University 20K
8. Western New England University 18K
9. Worcester State University 16K
10. Fitchburg State University 14K
11. Framingham State University 13K

# PEER INSTITUTION COMPARISON

| State Institution | Instagram Followers | Facebook Followers | Social Media Staff                                            |
|-------------------|---------------------|--------------------|---------------------------------------------------------------|
| Bridgewater State | 20.6K               | 32K                | 5 full-time social media staff members + student content team |
| Salem State       | 13.8K               | 22K                | 3 full-time social media staff members                        |
| Westfield State   | 13.7K               | 21K                | 1 full-time social media staff member + 3 students            |

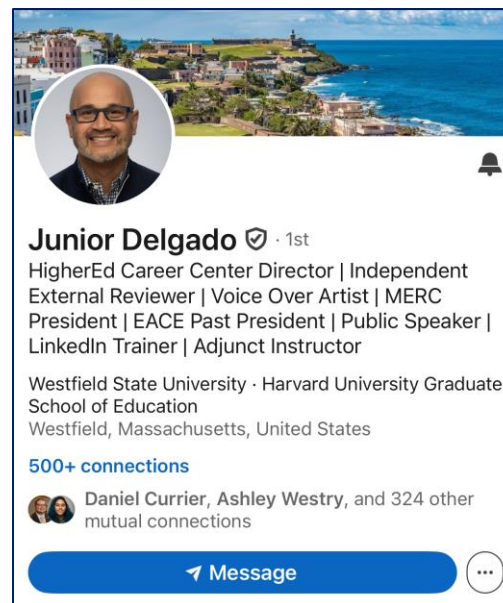
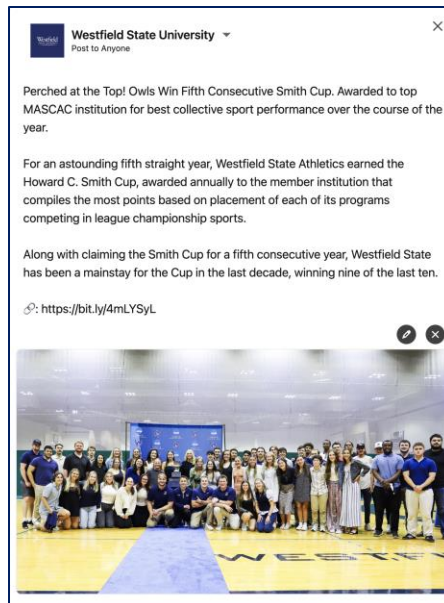


# OPTIMIZING YOUR LINKEDIN PROFILE

Your LinkedIn profile is essentially a modern-day business card. By simply following Westfield State University, adding your affiliation as a member of the Board of Trustees, and engaging with our content, you're helping expand our reach to your network of professionals, business leaders, and future partners. It's a digital endorsement, and it carries weight.

Years ago, this kind of visibility required printed mailers or paid campaigns. Today, it's **completely free**. By simply liking, commenting, or sharing a post from the university, you're amplifying our message to hundreds, even thousands of people who might otherwise never see it.

## Challenge: Fifth Consecutive Smith Cup Win Post



# STEPS TO OPTIMIZING OUR LINKEDIN PROFILE FOOTPRINT

👍 **Like** - A like on LinkedIn is shown to all your connections, signaling that you engaged with the post. This increases its visibility across your network.



📤 **Send** - Sending the post directly shares it with individuals, encouraging them to view and engage with it personally.

🔄 **Share** - Sharing the post puts it in front of your entire network, expanding its reach and influence.

💬 **Comment** - A comment boosts engagement and helps the post get seen by more people, including those outside our immediate network.

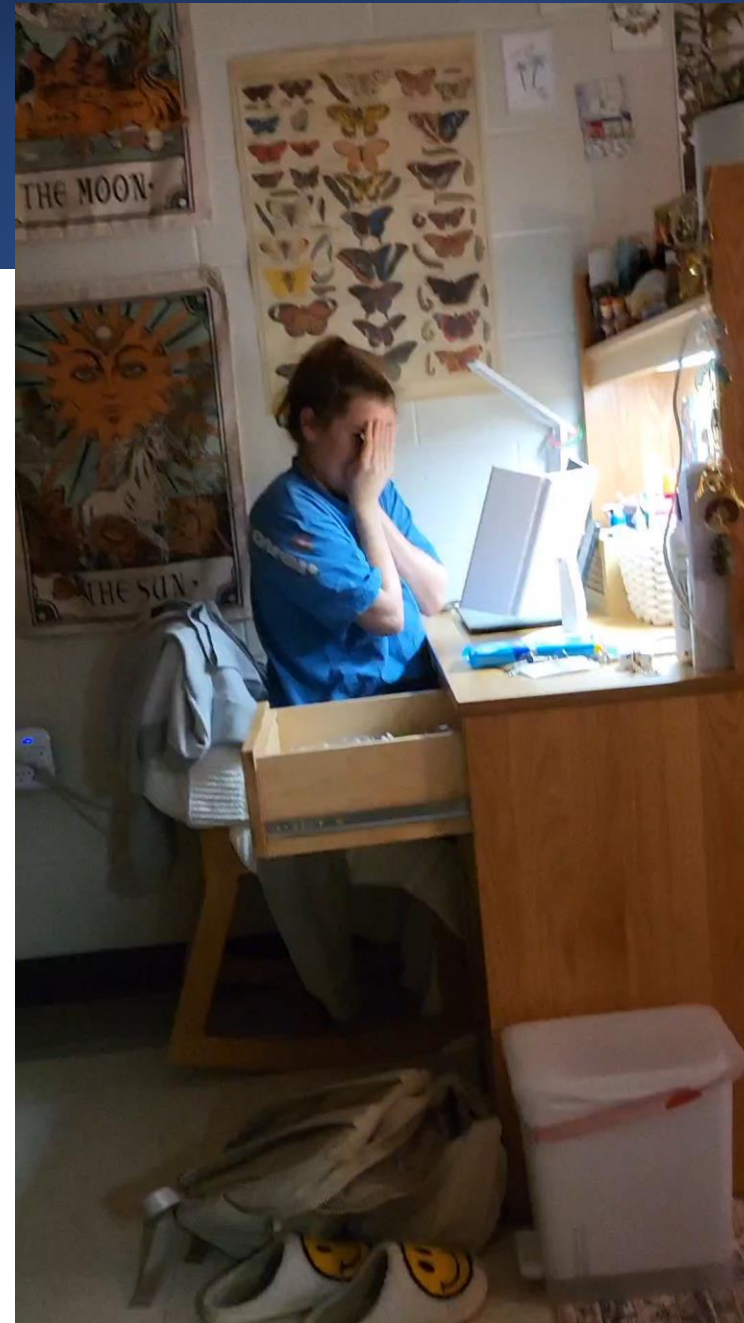


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FYJ Amy Deni's FYJ Course  
Once Second a Day



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