



Board of Trustees

Enrollment Management & Student Affairs Committee

December 18, 2025

Time: 10:30 – 11:45 a.m.

Loughman Living Room, Scanlon Hall

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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- | | |
|---|---|
| 1. Call to Order | Trustee William Reichelt |
| 2. Approval of Minutes | Trustee William Reichelt |
| a. October 21, 2025 | |
| 3. Items for Information | |
| a. DGCE Admissions Strategy | Daniel Forster |
| b. Introduction to the new brand platform | Leslie Baldino & Shannon
Lester from BVK |
| 4. Open Discussion | |
| 5. Adjournment | Trustee William Reichelt |

Attachments:

- a. Minutes- October 21, 2025
- b. DGCE Admissions Strategy PowerPoint
- c. Introduction to the new brand platform PowerPoint



BOARD OF TRUSTEES

Enrollment Management & Student Affairs Committee

Minutes

October 21, 2025 11:15 PM

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>

MEMBERS PRESENT:

- Committee Chair William Reichelt
- Secretary Jason Queenin
- Trustee Barney Garcia
- Trustee George Gilmer

MEMBERS PARTICIPATING REMOTELY:

- Vice Chair Tessa Lucey

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
- Director of Undergraduate Admissions, Michael Mazeika

Committee Chair William Reichelt called the meeting to order at 11:15 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 Montemayor and seconded by Trustee Garcia, to approve the minutes of the June 11, 2025 meeting. There being no discussion, a roll call was conducted, **and motion passed.**

Review of Orientation and Student Activities

Director of Student Activities, Involvement, and Leadership (SAIL), Matt Dellea presented the following:

- Incredible demonstration of collaboration and coordination across campus.
- Move in, check in, and orientation kickoff flowed smoothly.
- Students and families experienced a true Westfield welcome.

OWL Olympics

- Signature team building event. Gave students the chance to meet new people, build

connections, and share school pride. Set the tone for the entire semester.

Evening Programming

- Kept the fun and engagement going. Over 500 students participating in events each night during that first week. Community building activities continued with that same growth.
 - Helped new students feel comfortable exploring campus, making friends, and getting involved in campus programming right away.

Tradition

- Fall orientation is the perfect time to introduce hallmark events. Annual glow party (5th year), paper airplane toss (2nd year at the Woodward center).

Data

- 760 students attended at least one orientation session.
 - Increase of 63 students in 2024.
- Day three alone, 574 students attended, 226 more than last year.
- 88.7% of students reported making at least one new connection.
- 93% said that they know how to get involved on campus this fall.
- 87.8% agreed or strongly agreed that they felt they made the right choice in attending Westfield State University.

September Momentum

- Introduction of Westfield State's first ever drone show.
 - Replaces fireworks with an innovative, sustainable and creative tradition.
 - Drew hundreds of attendees. "It was their first wow moment. A memory that ties them emotionally to Westfield State."
- Family Weekend 2025: 1200 participants.
 - Nearly double last year's attendance.

Trainings

- Hosted three involve trainings that brought together 13 departments.
- Involved Platform:
 - 156 events were advertised.
 - 74 of those events have recorded attendance data on the platform.
- By the end of welcome Owls Week, 1,549 students had attended at least one event.
- By the end of September, that number grew to 1,773 students who had attended at least one event.

Program Funding

- First-year student fee: Supports the First Year Student Center program and Welcome Owl's Week. Student activities fee: Funds the Campus Activities Board budget. University funding: Provided to student government.

Diversity and Inclusion

- Concern raised about the lack of students of color in the presentation video.
- The University is aware and intentional in creating digital assets to represent diversity (socioeconomic, racial, etc.).
- Videos aim to include students from various backgrounds (athletes, theater students, introverts).

Enrollment Update

- Early engagement helps with retention, especially in the first few weeks.
- The University is committed to core values of inclusion and belonging for all students.

Fall 2025 New Student Admissions

- There was a slight increase in first-year deposits.
 - This is the first time in over a decade to have back-to-back years of increases.

- Despite a drop in applications overall, there was a higher percentage of completed applications.
 - The applications included about 100 international applications and 75 from California.
- The final deposit numbers were 838, with an increase in out-of-state students (14%).
 - In-state, Hampden County is the most popular area, followed by Worcester and Middlesex counties.
 - Connecticut continues to be the most populous out-of-state area, followed by New York. Increases were seen across all New England states.

Key Performance Indicators (KPIs)

- Measuring success involves looking at the percentage of completed applications.
- Event KPIs are tracked to see the percentage of students attending events, who apply, and deposit.
- Data is tracked to see how many students are met at high school visits who are seniors and have not applied.
- Goals are set by a financial aid assessment that uses benchmark data.
- National Clearinghouse data will be used to see where students who completed applications but didn't come to Westfield went.

Enrollment and Recruitment Strategies

- Focus on local communities (Westfield, West Springfield) for recruitment.
 - Target athletic events, concerts, and summer camps to attract potential students.
- National level: Men are exceeding female ratios of non-starters (students not going to college).
- Acceptance rate is about 96%.
- Very small percentage of the class was international.
 - In the past, agencies were used overseas to target certain countries, but not anymore due to tuition and fees being too low for agency interest. Many international students are from Canada and are athletes. Actively looking at strategies to entice international students.
- Goal is enrollment stabilization and then growth.
- Holding the current number is considered growth due to declining high school graduation rates.
 - Graduation rates are down 2% this year, 2% next year, and 11% the following year.
- Replacing one international student financially takes two domestic students.
- Direct admissions are being used to make it easier for students to apply.

Budget and Yield

- Budget is based on 857 students.
- Yield is calculated based on deposits.
 - Calculated deposits = 838 number divided by the acceptance number.

Financial Aid and Competition

- Maximum presidential merit scholarship is only \$5,000.
- It is a very competitive market for every student.
- Other universities offer any family under \$150,000 can go for free.

Transfer Students

- Saw a down year in transfers.
- Fell short of the goal of 226 students.
- Saw a decrease from Holyoke Community College this past year.
- Transfer numbers are a reflection of a one person shop.
- Working to hire a new person to assist with transfers and improve transfer numbers.
- Need to improve articulations and communicate course transfer information faster.
- Transfer deposits went from 242 to 195.

- About 13 students decided to go part-time. This reflects the new community college enrollment, which includes non-traditional students.
- The University is doing well with "four by four transfers" (students from other four-year institutions). Some students are leaving their institutions and not going anywhere. This creates a competitive marketplace for transfer students.
- Quickness in transitioning curriculum and course credits is key to attracting transfer students.

Community Colleges

- The upcoming fall 2026 semester will be the initial barometer for the impact of two years of free community college in Massachusetts.
- The university will be looking at Clearinghouse data to see where transfer students went and if they stayed at their previous school.
- There is a discussion statewide about the 90-hour versus 120-hour requirement, which may negatively impact state universities.
- There is a slight uptick for transfer enrollment for the fall 2025/spring 2026 semester.

Graduate and Continuing Education (DGCE)

- The chart provides a year-over-year comparison to fall enrollment for new students.
- Headcount is flat for graduate programs and slightly down for undergraduate part-time and online programs.
- Spring enrollment is slightly up versus last year, but not enough to make up for the fall decrease.
- The majority of students come from feeder community colleges.
- The nursing co-enrollment program with HCC has grown from 17 to over 24 students.
- There is potential for a partner program with the social work program.

Marketing and Recruitment

- Assessing marketing efforts regarding digital social media, email, visitation, and on-campus recruitment to entice undergraduate Westfield State students to pursue graduate degrees.
- Recently completed a three-year strategic plan for DGCE admissions, aligning goals with program leads and the overall university strategic plan.

Enrollment Numbers

- Part-time undergraduate enrollment is down.
- Graduate programs have performed well in a competitive market with limited financial aid options (other than loans).
 - The most successful program for students with financial aid needs is graduate assistance, which they are trying to grow.
 - MSW has done well, partially due to a large online component.
 - MPA program had a significant increase from last year, reflecting numbers from two years prior.

Retention Data

- Goal is a 1% increase year over year in retention.
- ACT data shows similar institutions have first-year retention rates between 66% and 70%.
- Challenges to first-year student retention include psychosocial, transitional, and financial issues.
- The state benchmark for first-year student retention is 80%, which will be a "big hill to climb."
- Retention is the biggest challenge, and growth in retention is significant for the institution.

Data Interpretation

- The number of credits affects how students are classified (freshman, sophomore, junior).
 - Many first-year students arrive with college credit.
- Fall 24 first year retention rate of 70.2% means that 70.2% of students enrolled in fall 2024 were still enrolled in fall 2025.

- Retention data does not count graduations against them.
- Sophomore, junior, and senior classifications are based on credit bands, not necessarily years of attendance.
- Data is not tracked as an initial cohort, so there are different ways to slice the data.
- If a transfer student has 60 credits, they would come in as a sophomore.

Rebrand Updates

- The brand is the perception people have of who we are, built from every experience and interaction.
- A logo is the visual symbol of the brand.
- A tagline is a short phrase that expresses our promise or essence in words.
- Jeff Bezos said, "A brand is what people say about you when you're not in the room."

Rebrand Progression with BVK

- Fall 2023 to Spring 2025: Branding study with campus-wide surveys and development of brand platforms and logo identity.
- Summer 2025 to Fall 2025: Reevaluation of branding work, strategic changes to brand evaluation, and focus on outcomes-based messaging.
- Spring 2026: Launching and activating the new brand platform.

Refreshed Identity

- Built around clarity, confidence, community, and successful student outcomes.
- Features portraits and voices of faculty, staff, and alumni.
- The new brand platform will include a cohesive visual identity system, consistent messaging and storytelling framework, and tools and templates.
- The goal is that when people see or hear Westfield State University, they immediately understand who they are and what they stand for.

New Brand Platform

- The new brand platform coalesces with the strategic plan and any capital campaign.
- The goal is to coalesce as a university community around one brand that's outcome focused.
- 96% of graduates are working or in graduate school after commencement.

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

Meeting adjourned at 12:41 p.m.

Attachments:

- Minutes- June 11, 2025
- 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 October 21, 2025.

Jason Queenin, Secretary

Date

Graduate and Continuing Education Admission Update

Daniel Forster, M.Ed.

Senior Executive Director

December 18, 2025



Factors affecting the adult learner market

- Domino affect of the demographic shift
- Less students pursuing higher education (men especially)
- Changing federal loan availability for graduate education
- Applying prior credit or work experience
- Identifying adult learners and establishing a relationship
 - Name purchase not as prevalent
 - Digital dependent
 - Competitive and expensive market by program
 - Diverse group (age, gender, education level, income, family)



What do these institutions have in common?

Amherst
College

Columbia
University

Tufts
University

Wellesley
College

Northeastern
University

Wesleyan
University

Boston
College

Worcester
Polytechnical
Institute





The good news...

Adult learners two biggest concerns:

1. How much does it cost?
2. How long will it take to complete?



Spring 2026 DGCE Admission Update

Undergraduate and Online Projection (as of 12/10/25)

Program	Spring 2025	Fall 2025	Spring 2026	Fall 2026	Spring 2027	Fall 2027	Spring 2028	Fall 2028
Undergraduate	62	94	65	110	65	110	65	110
2 nd Bachelor	4	14	5	15	5	15	5	15
Post Bac	2	7	3	10	3	10	3	10
Certificates	3	16	5	16	5	16	5	16



Three New Programs for Fall 2026

Psychiatric Mental Health
Nurse Practitioner Program
(PMHNPP)

Master in Business
Administration (MBA)

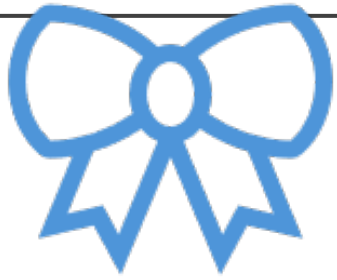
Master of Science in Athletic
Training (MSAT)



Graduate Admission Projection (as of 12/10/25)

Program	Fall 2025	Spring 2026	Fall 2026	Spring 2027	Fall 2027	Spring 2028	Fall 2028
Accounting	5	5	10	5	10	5	10
Counseling	21	NA	25	NA	25	NA	25
ABA	11	NA	15	NA	15	NA	20
CJ	7	5	10	5	15	5	20
Education	20	5	20	5	20	5	20
MPA	21	5	20	5	20	5	20
PA	NA	29	NA	30	NA	30	NA
MSW	115	NA	125*	NA	125	NA	125
English	1	5	10	5	10	5	10
MBA*	NA	NA	10	5	20	5	25
PMHNP*	NA	NA	10	NA	20	NA	25
MSAT*	NA	NA	10	NA	20	NA	25

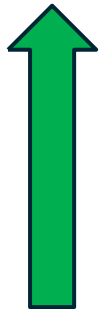




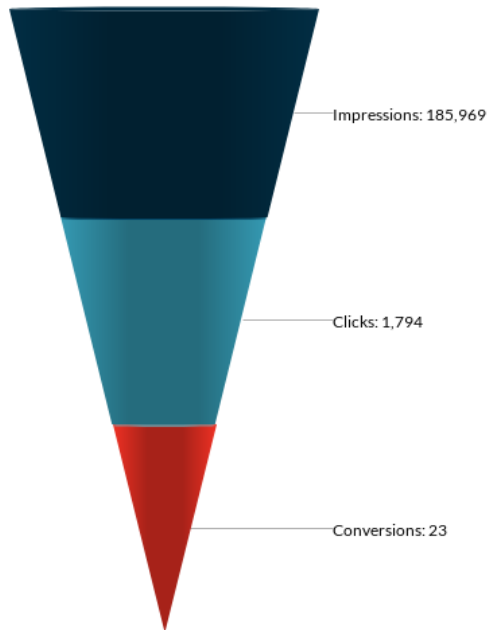
Great News!

Fall MSW Program 2026 3-year Comparison

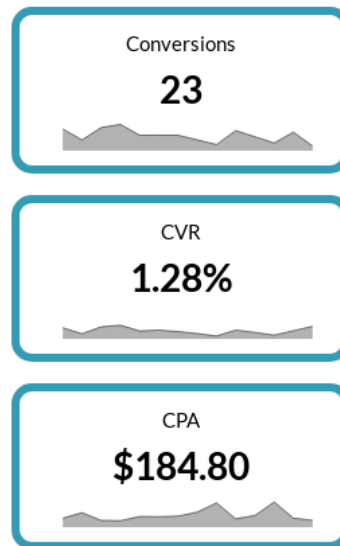
- | | |
|-------------------------------------|-----|
| • MSW December 1 deadline Fall 2026 | 104 |
| • Online | 78 |
| • On-ground | 26 |
| • MSW December 1 deadline Fall 2025 | 69 |
| • Online | 42 |
| • On-ground | 27 |
| • MSW December 1 deadline Fall 2024 | 70 |
| • Online | 47 |
| • On-ground | 23 |



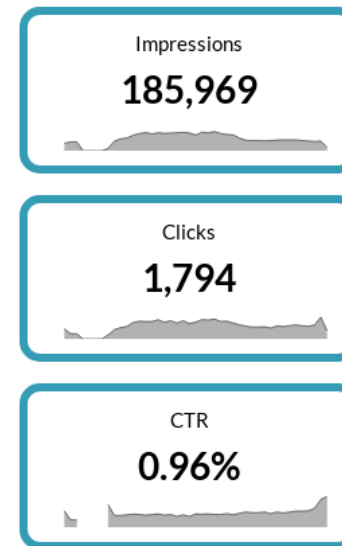
Conversion Funnel



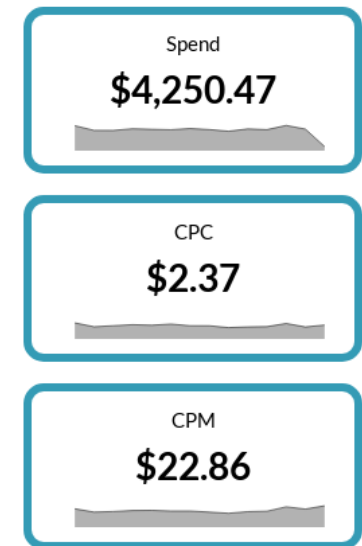
Conversions



Key Metrics



Cost Metrics



WSU Strategies and Tactics



Digital marketing campaign

Redesigned landing pages

Tracking of specific ads and campaigns

Analysis of cost per click and cost per prospect



Email

Personalized and automated

WSU students (juniors and seniors) and grads



Direct mail

With personalized letters from program leads and faculty



Interest sessions by program and general interest sessions

At least 2 sessions per week



Leverage community partners, businesses and associations

Westfield Chamber of Commerce
May Institute



Questions ?



12 | 18 | 25

Westfield State University

Board of Trustees

Brand Training



Today's Agenda

- **Introduction**
- **Why Branding Matters**
- **Current Assessment**
- **Case Studies**
- **Branding Research
Overview & Strategy**
- **Creative Review**
- **Next Steps**
- **Q & A**

ABOUT

BVK

BVK has deep roots in the higher education space. We've helped hundreds of schools across the country. It's our passion.



About BVK

Solving business, brand and marketing problems with creativity, science and humanity.

Research + Brand

- Focus Groups
- Admit/Decline Surveys
- Student/Alumni personas
- Brand Framework + Positioning
- Internal Brand Integration Plans

Paid Media

- Reputation Building
- Full-Funnel Enrollment
- Market Analysis
- Alumni Engagement
- Advancement Campaigns

Digital + Data Analytics

- Website Development
- CRM / Slate Optimization
- Landing Page + Conversion Strategy
- Data + Reporting Strategy

Creative

- Image library audit
- Campus Tour videos
- Brand Anthem
- Collateral Suites
- Short- + Long-Form Content

Enrollment Marketing

- Enrollment Communication Strategy + Messaging Framework
- Admissions Collateral Suite
- Student Journey Mapping
- New Program Launch Strategy
- Optimize Student Search: Digital Campaigns

Comms + Experiential

- Earned Media Strategy
- Thought Leadership
- Reputation + Crisis Management
- Campus Tour Experience

Why Branding Matters

Not a tagline

Not a logo

Not a color

Not even a marketing campaign

Those are all aspects of our brand

**The
Westfield
brand is
much
bigger than
that.**

Our brand is the promise we make, and the experience we deliver. Built from the inside, communicated outwardly.

Current State Assessment

Westfield

Unique strengths are largely unknown among campus constituents.

When asked what Westfield should be known for in the future many did not know. Most just want people to know Westfield exists and has a lot of strengths.

“Hidden gem.”

Humility leads to lack of awareness.

Westfield State University does not currently have a brand platform.

Without a unifying brand strategy, messaging internally and externally is inconsistent and does not build upon itself in any meaningful way.

This weakens differentiation, dilutes recognition and creates internal confusion around what makes Westfield State University unique.

Case Studies

Short-term Admission Results Post Brand Launch



9 months post-launch

- 35% increase in first-year student applications
- 64% increase in housing applications
- 54% increase in student appointments for fall class registration



Year 1

- Undergraduate applications up by more than 1,000
- Deposits up nearly 800

Year 2

- For the second year in a row, the U saw its largest total enrollment in school history for the Fall 2021 semester
- Increases in all categories of students including undergraduates, graduates and transfers

Year 3

- Largest first-year enrollment in UofU history (three years running)
- Most diverse first-year class in UofU history

Successful Brand Launches That Delivered Results



+9.2% enrollment of first-time freshmen increased



- **+10.4% in yield rate**
- **#1 Online bachelors program ranking**



FY25 First YoY enrollment growth in over a decade, reversing decline



+43% FY25 Continuing Studies enrollment



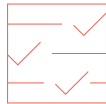
+129% in MBA conversion



- **\$1B raised in the capital campaign**
- **15M+ impressions from hand painted murals, 2,200+ individuals engaged in events**

Branding Research Overview & Creative Process

2023-24 BRAND DISCOVERY

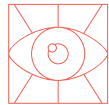


Competitors' marketing comms review

Interviews with Westfield State stakeholders

Quantitative research survey

2024 BRAND STRATEGY



discovery findings

positioning

brand framework

creative brief

2025 CREATIVE CONCEPTS



creative concepts

brand guidelines

2026 IMPLEMENTATION



creative production

audience messaging

Redrawing of logos

brand launch

**No stone
was left
unturned.**

5

Competitors' marketing communications reviewed

40+

Stakeholders interviewed

280+

Quantitative research respondents

600+

Agency hours spent

Connect hard work to student outcomes.

There's an opportunity to connect hard work with impact. Hard work was highly associated with Westfield State, but impact was not. Student outcomes through internship/job opportunities that Westfield is focused on moving forward can help connect the dots between hard work and outcomes.

Hard workers

A top descriptor of Westfield students by current students, faculty and staff. Hard working is the top value to describe Westfield State other than affordability.

Over 79%

of all audiences agree that Westfield prepares its students to get jobs in their industry of choice.

Westfield is more than supportive, it fosters success.

Westfield State as a supportive community is a strength seen across campus. However, it's not a differentiator from other institutions. There's an opportunity to talk more about how Westfield fosters success inside and outside the classroom through small class sizes, student support center and job preparations available to all types of students.

Over 50%

of all audiences say “A supportive campus that focuses on student success in and out of the classroom” best describes Westfield today.

In the future

all audiences want supportive to remain a strength of Westfield State, but want to see how that translates to student success and resources to jumpstart student careers.

Lean heavily into internship offerings.

Internally and externally the messaging around internships was the top rated. It shows opportunities beyond the campus.

88%

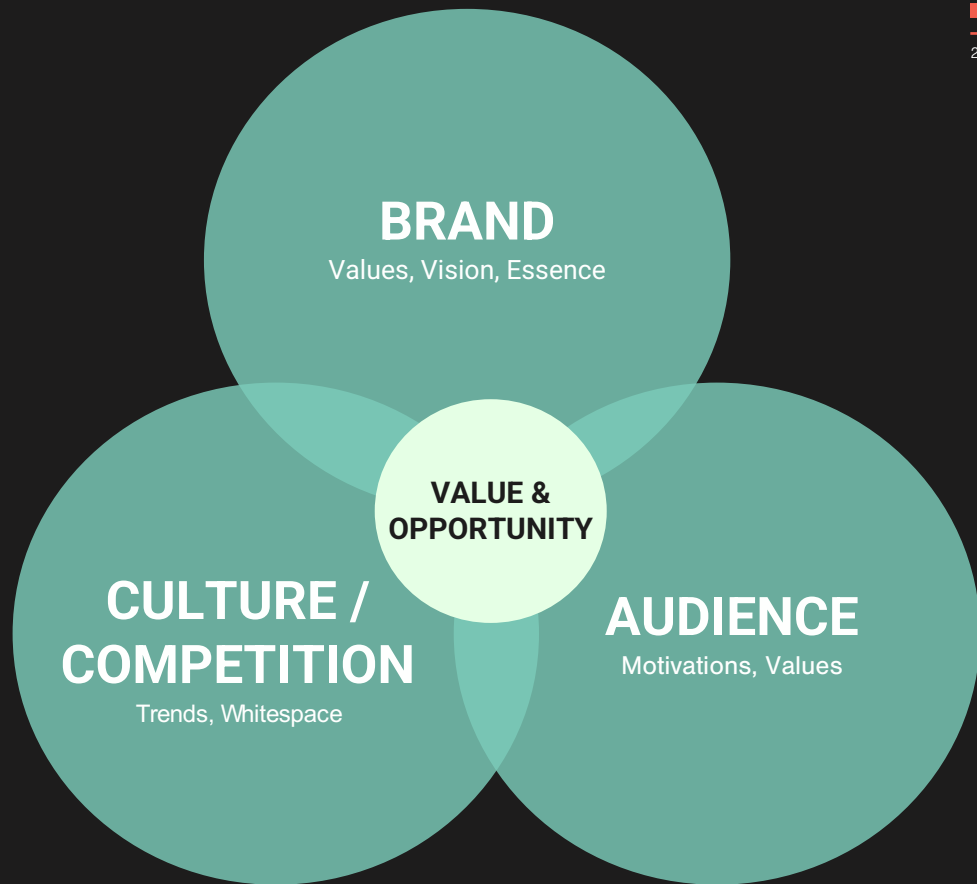
of prospective students selected access to hundreds of internships as a feature that would increase their interest in attending Westfield State.

Over 60%

of all audiences chose statements about “real world active learning” and “career defining opportunities” as most appealing descriptors for Westfield State in the future.

STRATEGY

Build a value-based brand that connects emotionally with the right audiences and conveys the brand essence.



Brand Platform

Admissions

Institutional Advancement &
Capital Campaign

Athletics

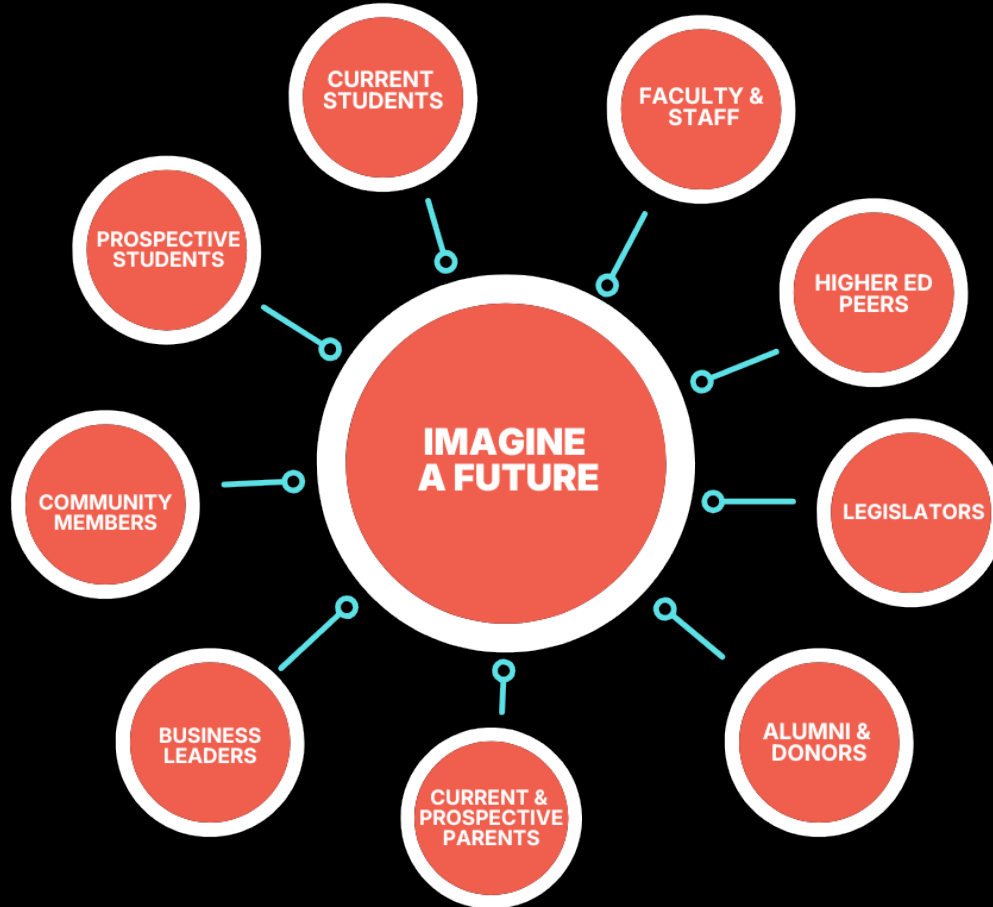
Retention

Foundation

Grants

Academic Programs

This brand platform has flexibility for all stakeholders.



Brand Platform

Imagine a Future.

Above all, the ultimate goal for Westfield State University students is to land a job after graduating. With that in mind, this **platform** is designed to show prospects that we take that goal very seriously. Featuring portraits and the voices of dedicated faculty, staff and successful working alumni, let's show that the path to a rewarding career goes right through Westfield State University.



Key considerations when rolling out a new brand

- Make the internal rollout memorable
- Support needs to come from the top, and be monitored at all levels
- Stakeholder support is crucial, especially with visual identity
- There will be a learning curve
- Invest in the future



| Creative

Campaign Examples

Print Advertising

Throughout print and digital advertising, the look and feel of this campaign is bold and clear: we're here to help put students to work. Through simple and direct messaging, including quotes from students, faculty and alumni, this campaign is designed to stand out. The bold type and large doses of blue helps establish a brand presence that is unmistakably Westfield State.

"I turned my curiosity into my career."

Choose from over 50 degree programs designed for in-demand careers.

Learn from state-of-the-art, interactive equipment, and take advantage of all the resources available to you. Our state-of-the-art facilities and equipment are designed to give you the hands-on experience you need to succeed in your chosen career.

Our state-of-the-art facilities and equipment are designed to give you the hands-on experience you need to succeed in your chosen career.

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Healthcare
Healthcare B.S. '22
 Health Services
 Center

westfield.ma.edu

**“Simply put,
my job is to
prepare you
for yours.”**

Imagine a future. I'll help get you there.

Learn from the best. Our curriculum challenges you and demonstrates the essential knowledge and skills necessary to prepare you to compete in the marketplace. Our faculty are accomplished professionals with extensive experience in their fields. Our faculty are committed to your success. Our faculty are committed to your success. Our faculty are committed to your success.

westfield.ma.edu

Westfield
STATE UNIVERSITY

George Hervey
Dr. George Hervey
President

“There’s a reason 90% of graduates are working.”

At the Westfield State University Career Center, our number one goal is to put you to work.

Love your field or not, careerwise, adapting to life after graduation calls for critical thinking, problem-solving, and communication skills. At Westfield State, we provide the resources and support you need to succeed in the workforce. Our Career Center offers a variety of services to help you prepare for the future. From resume writing to job search strategies, we have everything you need to get started. And, if you're looking for a job, we have a variety of opportunities available. So, whether you're a recent graduate or a seasoned professional, we have what you need to succeed in the workforce.

Michael Smith
Graduate Student

Emily Johnson
Graduate Student

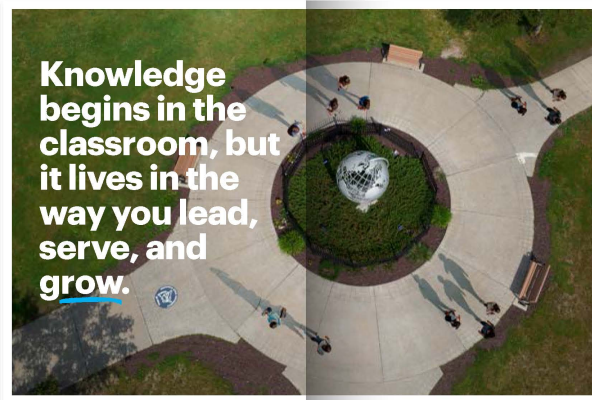
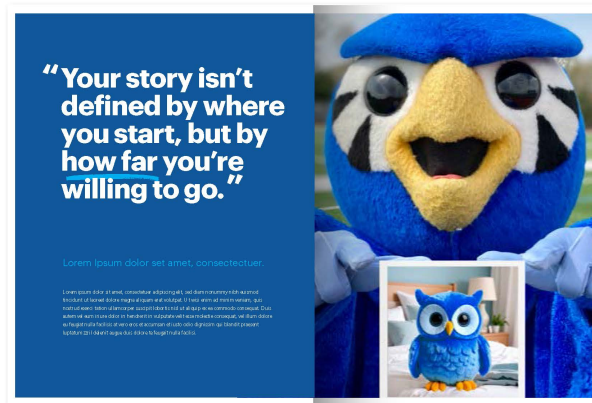
Westfield
STATE UNIVERSITY

westfield.ma.edu

Campaign Examples

Print Collateral

The look and feel of print collateral should be clean and bold, unencumbered by unnecessary graphic adornments. Photos should be displayed full page or across spreads, featuring campus landmarks and student academic and social experiences.



Campaign Examples

Out of Home Advertising

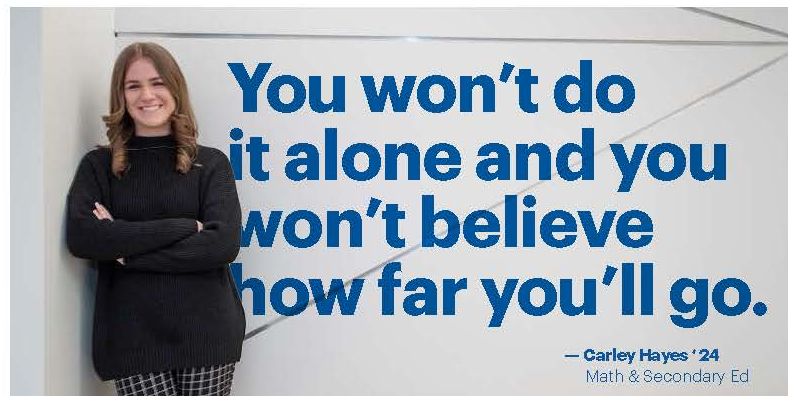
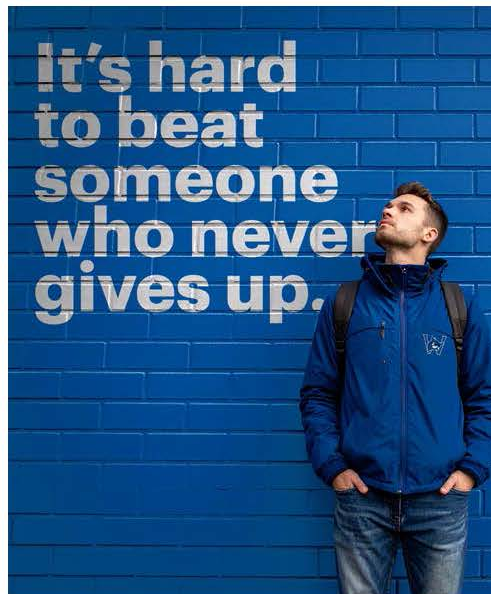
Using portraiture of students and alumni, “out of home” advertising should be simple, clean and bold. Copy should be kept to a minimum to assure legibility at a glance. When possible, use negative space in the photo to apply bold headlines. When not possible, use blue background behind messaging for optimal contrast.



Campaign Examples

On Campus Experiential

Creating photo opportunities on campus through rotating environmental murals on highly trafficked landmarks lets students and prospects share their experiences across social media channels. Using inspirational quotes from famous authors or Westfield's own faculty, students and alumni could provide an unending source of engaging content.



Campaign Examples

Social Media

Social media channels provide an opportunity for the Westfield brand personality to shine and have a little bit of fun. However, imagery and messaging should be consistently clean and clear.





Next Steps

| Key considerations when rolling out a new brand

- Support needs to come from the top, and be monitored at all levels
 - **BOT Presentations (October + December)**
- Stakeholder support is crucial, especially with visual identity
 - **Marketing Road Show**
- There will be a learning curve
 - **Brand Champions**
- Make the internal rollout memorable
 - **Brand Launch Celebration**
- Invest in the future
 - **Aligning brand platform with strategic plan**





Q & A



Appendix

CURRENT



SPIRIT MARK



SPIRIT MARK + W



WESTFIELD STATE
ATHLETICS

SPIRIT MARK + W + ATHLETICS



WESTFIELD STATE
ATHLETICS

SPIRIT MARK + ATHLETICS



WESTFIELD STATE
UNIVERSITY

CURRENTLY USING FOR UNIVERSITY LOGO
NEEDS NEW WORDMARK + LOCKUP



Westfield
STATE UNIVERSITY
BIOLOGY

WESTFIELD STATE
UNIVERSITY
FOUNDATION

Westfield
STATE UNIVERSITY



Westfield State **Alumni
Association**

Westfield
STATE UNIVERSITY
Founded 1838

Westfield
STATE UNIVERSITY



WESTFIELD STATE UNIVERSITY



Previous Logo Options Presented

1



2



3



4





Previous Logo Direction Chosen



Higher Ed Trends

National Trends in Marketing Investment

76% of CMOs at similar-sized institutions say that their marketing investment is not appropriate given the expectations of the marketing department.

“We [marketing] don’t do a good job at communicating our function to the university. We are more than a copy shop.”

—*Westfield State employee, 2023*

The Age of Accountability

Internal and external pressures are forcing institutions to show how a degree ties to outcomes, the typical tenets of a liberal arts college are no longer enough.

“It’s time we better align our outcomes with what the economy demands and the nation needs, placing greater emphasis on the real-world success of our graduates.”

—Jennifer Cowley, *Inside Higher Ed*, August 2025

National Trends in Marketing Investment

Central marketing & communications budget, including staff & operating expenses	<3k	3k-12k
Mean	\$1,872,692.03	\$2,740,010
Grouped Median	\$1,275,290.00	\$2,135,915
Minimum	\$121,000.00	\$100,000
Maximum	\$25,000,000.00	\$9,500,000

- Westfield State annual marketing spend is \$897,000.

National Trends in Marketing Staff

Westfield is on the lower end in terms of staffing among institutions of similar sizes.

Number of FT Employees	Total	<3k	3k-12k	>12k
1-5	9%	26%	5%	2%
6-10	21%	44%	24%	3%
11-15	20%	18%	35%	9%
16-20	14%	9%	13%	18%
21-25	9%	3%	12%	10%
26-30	4%	0%	2%	9%
More than 30	23%	0%	9%	49%

- Westfield State has eight FT marketing staff.

Implementation Timeline & Next Steps

The following components are part of the brand implementation scope and will be completed in 2026.

- Creative Production
- Brand Guidelines and Audience Messaging
- Logo Redrawing