



**Board of Trustees**  
**University Success Committee**

June 11, 2026

Time: 11:00 a.m.

Loughman Living Room, Scanlon Hall

Committee Members: Chair William Reichelt, Vice Chair Tessa Lucey, Secretary Dr. Gloria Williams, Melissa Alvarado, Barney Garcia, George Gilmer, and Jay Queenin

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 |
| a. April 28, 2026, meeting minutes |                          |
| <b>3. Items for Information</b>    |                          |
| a. Fall 2026 Admissions Preview    |                          |
| a. Undergraduate                   | Mike Mazeika             |
| b. DGCE                            | Dan Forster              |
| c. Summer Orientation              | Maggie Balch             |
| b. Marketing                       |                          |
| a. Update on the Brand Launch      |                          |
| b. New asset development           |                          |
| <b>5. Adjournment</b>              | Trustee William Reichelt |

**Attachments:**

- a. Minutes – April 28, 2026
- b. University Success PowerPoint Presentation



## BOARD OF TRUSTEES

University Success Committee

Minutes

April 28, 2026 10:30 a.m.

Loughman Living Room, Scanlon Hall

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### MEMBERS PRESENT:

- Committee Chair William Reichelt
- Vice Chair Tessa Lucey
- Secretary Dr. Gloria Williams
- Trustee Melissa Alvarado
- Trustee Barney Garcia
- Trustee Jay Queenin

### MEMBERS ABSENT:

- 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
- Provost and Vice President of Academic Affairs, Dr. William Salka
- Senior Executive Director, Westfield Worldwide, Dan Forster
- Director of Marketing, Alyssa Goodreau
- Director of Undergraduate Admissions, Michael Mazeika

Committee Chair William Reichelt called the meeting to order at 10:30 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 Garcia and seconded by Trustee Lucey, to approve the University Success Committee minutes of February 19, 2026 meeting. There being no discussion, a roll call was conducted, and **motion passed**.

### Strategic Enrollment Plan Overview

- Three main goals: growing enrollment, improving retention, enhancing student experience.
  - Year one: foundational data review.
  - Year two: focus on growth and maintaining numbers in a declining market.
  - Year three: optimization of recruitment strategies and partnerships.

### Brand Update

- Modifications to the website for ADA compliance and live video on homepage.
- Over 15,000 followers on social platforms.

- Brand launch scheduled for the fall semester with multiple programs from April to August.

#### Video Production Shoot/ Anthem Video

- Kicked off a three-day video production shoot after over eight weeks of preparation.
- An 11-person video crew is on campus to capture real moments and experiences at Westfield State. Focus on highlighting energy, support, opportunities, and skills, all centered on outcomes.
- Creating roughly two and a half minutes of high production value content for the University.
- Content will be used by the president at various events and for future campaigns.
- Anticipated to be cut into shorter segments for social media and campus events.
- The project is a result of the Board of Trustees' strategic investment in marketing in 2023.
- Concerns raised about unspent strategic investment funds; detailed expenditure was provided to the finance committee.
- Expect to spend allocated funds to zero by the end of the fiscal year.

#### Undergraduate Admissions Update

- Mike Mazioka joins to discuss the current status of undergraduate admissions.
- Previous report indicated a 25% decline in deposits year over year.
- Recent progress has closed that gap; current status is ahead of previous year.
- Admissions office has successfully reduced the decline in deposits over the last three weeks.

##### Residence Life:

- 6% increase in housing applications year over year.
- Positive indicator of returning students' interest in residential community.

##### Key Achievements

- As of the latest update:
  - 699 first-year deposits.
  - 130 transfer deposits.
- Year over year comparisons show:
  - Up 7.2% in applications for first years.
  - Up 5.8% in completed applications.
  - Up 6.4% in accepted applications.

##### Strategies Implemented

- Robust communication strategy via email, phone, and text.
  - Phone calls are still effective; voicemails are transcribed for easier follow-up.
- Personalized connections made with students during events.
- Four successful events hosted, along with daily tours.

##### Community Engagement/ Significant Events

- Show rates are nearly 80%.
- Fresh Check Day:
  - National day to measure student suicide and mental health organized by the counseling office. 400 students participated.
  - Flight Fest: Second annual event celebrating the end of the semester.
  - Owl Ball: Successful event organized by the SGA.
  - Veteran Military Services: Graduation ceremony and MRE Day event.
- Future Owl Flight Tours conducted at local high schools.
  - Celebrated student admissions with certificates and goodie bags.
- Increased requests for lawn signs, indicating community visibility.
- Efforts to assist students from Anna Maria College due to its closure.

- 34 inquiries collected at a recent college fair, with a focus on nursing students.

#### Enrollment Goals and Progress

- Current enrollment is at approximately 700 with a goal of 804 for first-year students.
- Anticipation of exceeding enrollment goals based on current trajectory.
- Previous years' enrollment totals were 834 first years and 232 transfer students.
- Anticipated demographic decline starting in fall 2028.
- Current enrollment model shows stable numbers but highlights challenges with transfer data variability.
  - Incoming class projections for fall 2022 at 796 and fall 2029 at 804.
- New data ecosystem being developed to improve reliability in enrollment models.

#### Marketing and Brand Awareness

- Acknowledgment of ongoing marketing and brand issues despite 200 years of history.
- Development of a special landing page for Anna Maria students on the website.
- "Our new brand platform says outcomes are our responsibility."
- Transfer information is available on the website through undergraduate admissions.
- Marketing office will provide information on out-of-home digital billboard purchases.

#### **Faculty Development Update**

- Importance of faculty development emphasized for teaching effectiveness.
  - Many faculty lack pedagogical training despite advanced degrees.
  - Students today expect skills-based, high-impact teaching practices.
- Need for improved assessment practices highlighted for student learning outcomes.
  - Current lack of assessment data hampers understanding of teaching effectiveness.
- Goal to measure teaching of crucial skills and identify areas for improvement.

#### Funding and Support for Faculty Development

- Majority of faculty development funded by grants, notably from the Davis Educational Foundation.
  - Current grant totals \$499,980 for two years.
- Faculty center re-established to support teaching and learning initiatives.
- Grant funds used for course development stipends for faculty.
  - Professional development conferences held annually for skill enhancement.
- New certificate programs introduced for faculty specialization in teaching areas.
- Initiatives to improve faculty advising capabilities.
  - Dual advising model implemented for better student support.
- Peer mentors funded to enhance first-year student experiences and resources.
- Shift in perception of assessment from compliance to valuable teaching tool.
  - Assessment aims to measure student mastery of critical skills.
- Aggregate data used to evaluate overall teaching effectiveness without individual faculty evaluation.

#### Professional Development

- Importance of continuous professional development emphasized.
- Encouragement for ongoing training and development.
- Discussion on the "train the trainer" model for faculty development.
  - Cost-effective compared to hiring external consultants. Encourages ongoing support and collaboration among faculty.

- Faculty involved in AI pedagogy project sponsored by the AAC.
  - Positive feedback on faculty collaboration and discussions about AI.

**MOTION** made by Trustee Garcia, and seconded by Trustee Alvarado, to adjourn. There being no discussion, a roll call was conducted, **motion passed**.

Meeting adjourned at 11:48 a.m.

**Attachments:**

Minutes – February 19, 2026

University Success PPT

**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 University Success Committee meeting held on April 28, 2026.

\_\_\_\_\_  
Dr. Gloria Williams, Secretary

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Date

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# University Success

Board of Trustees

June 2026



**WESTFIELD STATE**  
UNIVERSITY



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# Agenda

## → Fall 2026 Admissions Preview

- Undergraduate
- DGCE
- Summer Orientation

Mike Mazeika

Dan Forster

Maggie Balch

## → Marketing



# Fall 2026 – UG Admissions Preview (First-years)

|                       | Fall 2024 | Fall 2025 | 1yr Delta | Fall 2026 | 1yr Delta | %      | Goal  | % to Goal |
|-----------------------|-----------|-----------|-----------|-----------|-----------|--------|-------|-----------|
| Prospects             | 142075    | 152419    | 10344     | 77081     | -75338    | -49.4% | 78000 | 98.8%     |
| Inquiries             | 62360     | 19420     | -42940    | 21625     | 2205      | 11.4%  | 20000 | 108.1%    |
| Applications          | 6656      | 6345      | -311      | 6817      | 472       | 7.4%   | 6650  | 102.5%    |
| Complete Applications | 5753      | 5883      | 130       | 6256      | 373       | 6.3%   | 6100  | 102.6%    |
| Accepts               | 5426      | 5632      | 206       | 5995      | 363       | 6.4%   | 5875  | 102.0%    |
| Deposits (Total)      | 826       | 889       | 63        | 874       | -15       | -1.7%  | 935   | 93.5%     |
| Deposits              | 806       | 860       | 54        | 843       | -17       | -2.0%  | 804   | 104.9%    |
| Denied                | 305       | 228       | -77       | 238       | 10        |        |       |           |



# Fall 2026 – UG Admissions Preview (Transfers)

|                       | Fall 2024 | Fall 2025 | 1yr Delta | Fall 2026 | 1yr Delta | %     | Goal | % to Goal |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-------|------|-----------|
| Inquiries             | 767       | 776       | 9         | 757       | -19       | -2.4% | 890  | 85.1%     |
| Applications          | 564       | 500       | -64       | 548       | 48        | 9.6%  | 650  | 84.3%     |
| Complete Applications | 366       | 356       | -10       | 373       | 17        | 4.8%  | 470  | 79.4%     |
| Accepts               | 358       | 326       | -32       | 338       | 12        | 3.7%  | 440  | 76.8%     |
| Deposits (Total)      | 176       | 173       | -3        | 203       | 30        | 17.3% | 250  | 81.2%     |
| Deposits              | 169       | 162       | -7        | 187       | 25        | 15.4% | 205  | 91.2%     |
| Denied                | 8         | 14        | 6         | 16        | 2         |       |      |           |



# Fall 2026 – UG Admissions Preview

## First-years

- Admissions funnel growth is extremely positive
  - Largest applicant pool ever; most accepts ever
  - Fewer purchased names, but better messaging
- Deposits tracking slightly behind 2025 (~2%)
- Deposits tracking on target for admissions goal of 804

## Transfer

- Shallowing of transfer inquiries
  - Free Community College is keeping people enrolled longer
  - Most transfers tend to be stealth applicants
- Significant growth from apps through deposits



# Fall 2026 – DGCE Admissions Preview (Continuing Education)

|                                | Fall 2025 |        |     |  | Fall 2026 |        |     | App<br>^ | Admits<br>^ | Deposit<br>^ |    |
|--------------------------------|-----------|--------|-----|--|-----------|--------|-----|----------|-------------|--------------|----|
| Program                        | Apps      | Admits | Dep |  | Apps      | Admits | Dep |          |             |              |    |
| Social Work (Preliminary)      | 12        | 8      | 7   |  | 42        | 27     | 18  |          | 30          | 19           | 11 |
| Psychology                     | 34        | 13     | 8   |  | 38        | 21     | 15  |          | 4           | 8            | 7  |
| Nursing, RN - BSN              | 26        | 8      | 5   |  | 35        | 14     | 10  |          | 9           | 6            | 5  |
| Finance                        | 3         | 1      |     |  | 12        | 7      | 5   |          | 9           | 6            | 5  |
| Criminal Justice               | 30        | 12     | 10  |  | 30        | 14     | 14  |          | 0           | 2            | 4  |
| Special Education              | 1         |        |     |  | 4         | 3      | 2   |          | 3           | 3            | 2  |
| Nursing                        | 18        | 1      | 1   |  | 33        | 4      | 2   |          | 15          | 3            | 1  |
| Health Sciences                | 5         | 4      | 1   |  | 8         | 5      | 2   |          | 3           | 1            | 1  |
| Data Science                   | 2         |        |     |  | 1         | 1      | 1   |          | -1          | 1            | 1  |
| Computer Information Systems   | 1         |        |     |  | 1         | 1      | 1   |          | 0           | 1            | 1  |
| Chemistry                      |           |        |     |  | 1         | 1      | 1   |          | 1           | 1            | 1  |
| English                        |           |        |     |  | 1         | 1      | 1   |          | 1           | 1            | 1  |
| Master of Social Work (Online) |           |        |     |  | 1         | 1      | 1   |          | 1           | 1            | 1  |
| Political Science              |           |        |     |  | 1         | 1      | 1   |          | 1           | 1            | 1  |



|                                  | Fall 2025 |        |     |  | Fall 2026 |        |     | App ^ | Admits ^ | Deposit ^ |    |
|----------------------------------|-----------|--------|-----|--|-----------|--------|-----|-------|----------|-----------|----|
| Program                          | Apps      | Admits | Dep |  | Apps      | Admits | Dep |       |          |           |    |
| Management                       | 16        | 6      | 5   |  | 28        | 9      | 5   |       | 12       | 3         | 0  |
| Biology                          | 4         | 3      | 1   |  | 4         | 2      | 1   |       | 0        | -1        | 0  |
| Marketing                        | 4         | 1      | 1   |  | 4         | 1      | 1   |       | 0        | 0         | 0  |
| Urban & Regional Planning        | 3         |        |     |  |           |        |     |       | -3       | 0         | 0  |
| Art                              | 2         |        |     |  | 1         |        |     |       | -1       | 0         | 0  |
| Communication                    | 2         |        |     |  |           |        |     |       | -2       | 0         | 0  |
| Computer Science                 | 1         |        |     |  | 2         | 1      |     |       | 1        | 1         | 0  |
| Music                            | 1         |        |     |  |           |        |     |       | -1       | 0         | 0  |
| Music Therapy                    | 1         | 1      | 1   |  | 5         | 2      | 1   |       | 4        | 1         | 0  |
| Undergraduate Certificate in GIS | 1         |        |     |  | 3         | 1      |     |       | 2        | 1         | 0  |
| UG Certificate in CIS            |           |        |     |  | 2         |        |     |       | 2        | 0         | 0  |
| Liberal Arts                     | 20        | 7      | 5   |  | 15        | 5      | 4   |       | -5       | -2        | -1 |
| Accounting                       | 15        | 6      | 3   |  | 8         | 5      | 2   |       | -7       | -1        | -1 |
| History                          | 6         | 4      | 2   |  | 6         | 3      | 1   |       | 0        | -1        | -1 |
| Sociology                        | 5         | 2      | 1   |  | 1         | 1      |     |       | -4       | -1        | -1 |
| Elementary Education             | 3         | 1      | 1   |  | 5         | 1      |     |       | 2        | 0         | -1 |
| Undeclared/Exploratory           | 3         | 2      | 1   |  | 1         |        |     |       | -2       | -2        | -1 |
| Environmental Science            | 2         | 1      | 1   |  | 1         | 1      |     |       | -1       | 0         | -1 |
| Movement Science                 | 2         | 1      | 1   |  |           |        |     |       | -2       | -1        | -1 |
| Spanish                          | 1         | 1      | 1   |  |           |        |     |       | -1       | -1        | -1 |
| Early Childhood Education        | 2         | 1      | 2   |  | 2         |        |     |       | 0        | -1        | -2 |
| Total                            | 227       | 84     | 58  |  | 296       | 133    | 89  |       | 69       | 49        | 31 |

# Fall 2026 – DGCE Admissions Preview (Graduate)

| Program                                                      | Fall 2025 |        |          | Fall 2026 |        |          | Apps ^ | Admits ^ | Deposit ^ |
|--------------------------------------------------------------|-----------|--------|----------|-----------|--------|----------|--------|----------|-----------|
|                                                              | Apps      | Admits | Deposits | Apps      | Admits | Deposits |        |          |           |
| Master of Social Work (Online)                               | 157       | 120    | 75       | 206       | 159    | 126      | 49     | 39       | 51        |
| M.A. in Counseling                                           | 52        | 35     | 20       | 103       | 60     | 37       | 51     | 25       | 17        |
| Master of Business Administration (M.B.A)                    |           |        |          | 29        | 20     | 16       | 29     | 20       | 16        |
| Master of Social Work (Westfield On-Campus)                  | 93        | 71     | 38       | 91        | 71     | 49       | -2     | 0        | 11        |
| M.S. in Nursing Psychiatric Mental Health Nurse Practitioner |           |        |          | 32        | 15     | 11       | 32     | 15       | 11        |
| M.A. in Applied Behavior Analysis                            | 20        | 11     | 5        | 37        | 16     | 12       | 17     | 5        | 7         |
| Reading Specialist Licensure                                 | 1         |        |          | 9         | 5      | 5        | 8      | 5        | 5         |
| M.Ed. in Reading Education                                   | 2         | 1      | 1        | 8         | 5      | 5        | 6      | 4        | 4         |
| M.A. in English                                              | 3         |        |          | 8         | 6      | 3        | 5      | 6        | 3         |
| M.Ed. in Mathematics                                         | 4         | 2      |          | 4         | 2      | 2        | 0      | 0        | 2         |
| M.Ed. in History                                             | 2         | 1      | 1        | 5         | 3      | 3        | 3      | 2        | 2         |
| Master of Public Administration                              | 23        | 15     | 6        | 14        | 8      | 7        | -9     | -7       | 1         |
| M.S. in Criminal Justice (Online)                            | 9         | 5      | 2        | 10        | 5      | 3        | 1      | 0        | 1         |
| Early Childhood Education Licensure                          | 7         | 2      | 1        | 3         | 2      | 2        | -4     | 0        | 1         |
| M.Ed. in Early Childhood Education                           | 2         |        |          | 2         | 1      | 1        | 0      | 1        | 1         |
| M.Ed. in Movement Science                                    | 2         |        |          | 3         | 1      | 1        | 1      | 1        | 1         |

# Fall 2026 – DGCE Admissions Preview (Graduate)

| Program                                                               | Fall 2025 |        |          | Fall 2026 |        |          |        |          |           |
|-----------------------------------------------------------------------|-----------|--------|----------|-----------|--------|----------|--------|----------|-----------|
|                                                                       | Apps      | Admits | Deposits | Apps      | Admits | Deposits | Apps ^ | Admits ^ | Deposit ^ |
| M.S. in Criminal Justice (Westfield)                                  | 11        | 3      | 2        | 4         | 3      | 2        | -7     | 0        | 0         |
| M.Ed. in Elementary Education                                         | 5         | 1      |          | 1         |        |          | -4     | -1       | 0         |
| Graduate Certificate in Law Enforcement and Mental Health Co-Response | 3         |        |          | 3         |        |          | 0      | 0        | 0         |
| M.Ed. in Moderate Disabilities, 5-12                                  | 3         |        |          |           |        |          | -3     | 0        | 0         |
| M.Ed. in Biology                                                      | 1         |        |          | 1         |        |          | 0      | 0        | 0         |
| Graduate Certificate in Data Analytics                                |           |        |          | 3         |        |          | 3      | 0        | 0         |
| Graduate Certificate in Applied Behavior Analysis                     | 6         | 3      | 1        |           |        |          | -6     | -3       | -1        |
| Elementary Education Licensure                                        | 4         | 3      | 2        | 3         | 2      | 1        | -1     | -1       | -1        |
| M.Ed. in Vocational Education                                         | 2         | 1      | 1        | 1         |        |          | -1     | -1       | -1        |
| M.Ed. in Moderate Disabilities, PreK-8                                | 3         | 3      | 3        | 4         | 1      | 1        | 1      | -2       | -2        |
| M.S. in Accounting                                                    | 17        | 8      | 4        | 6         |        | 1        | -11    | -8       | -3        |
| Totals                                                                | 432       | 285    | 162      | 590       | 385    | 288      | 158    | 100      | 126       |



# Fall 2026 – DGCE Admissions Preview

## Continuing Education

- Social Work, Psychology, Nursing
- RN/BSN Concurrent Enrollment

## Graduate Education

- Social Work, Counseling, MBA
- PMHNP, ABA
- M.S. CJ pending incentive for Master's Degree
  - o Noticeable increase for our inquiries



# Fall 2026 – Summer Orientation

## Orientation Philosophy

- Students begin to learn/think about: independence, creating own structure and habits, own values
- Transition begins when they commit to WSU—early March/April—not the fall, as early connections are key to the student's success

## Early Engagement

- As soon as they commit they begin to receive information about Orientation from the SAIL Office
- Admitted Students Day they sign up for Summer Orientation dates
- Collaboration between Admissions and SAIL
- Proven positive: 91% of incoming first-year students + 84% transfers registered
- Continued outreach for the 103 students not registered—invited to August

# Fall 2026 – Summer Orientation

## Dual approach: Families and Students

### Family:

- Builds confidence for resources and support systems
- Introduce student development through challenge and support model

### Students:

- Helps students connect to the university
- Schedules and first-year journey class
- Identifies resources
- Begin building social network—meet their roommate, like minded people

### Results:

- BOTH audiences build confidence, sense of safety/familiarity, sense of belonging



# Fall 2026 – Summer Orientation

## Preparation for Fall Orientation

Orientation Leader small groups

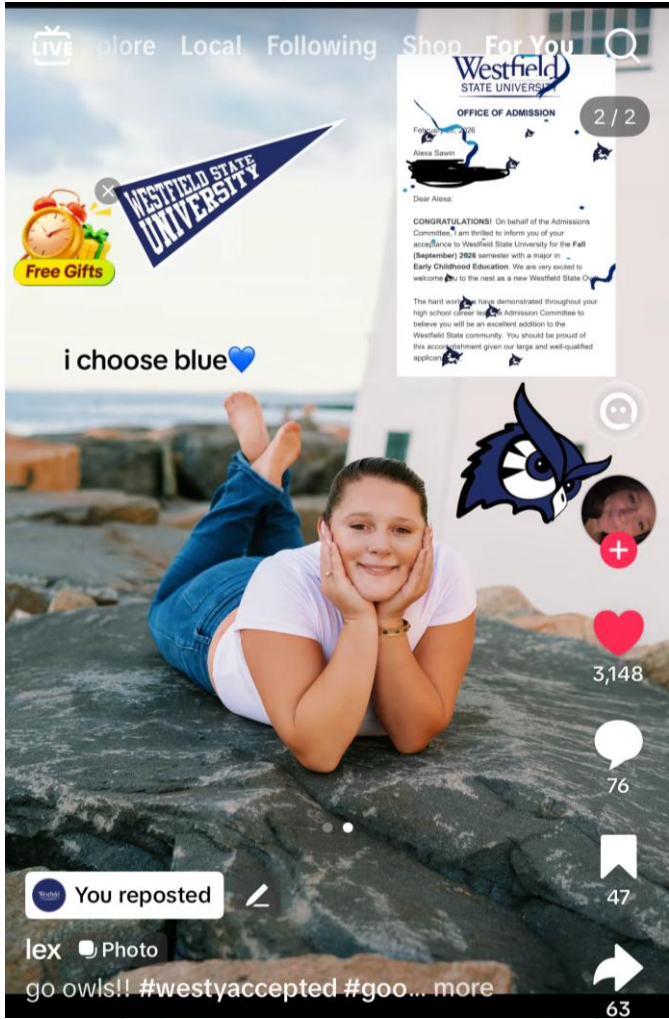
- Creates a peer-to-peer educational connection
- Smaller groups help to build friendships and stronger community — less likely to be overwhelmed
- Topics include compliance education: Title IX, substance use

Connections continue:

- Stay connected through early fall (last September/early October or longer)
- Students feel connected to each other once classes begin
- Intentionality creates more confidence, awareness, and support



# Marketing – Building Brand Affinity



WESTFIELD STATE UNIVERSITY

# Marketing – Building Brand Affinity

[https://www.tiktok.com/@xaviergf26/video/7639942047125753119?is\\_from\\_webapp=1&sender\\_device=pc](https://www.tiktok.com/@xaviergf26/video/7639942047125753119?is_from_webapp=1&sender_device=pc)



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# Questions?



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