



Board of Trustees

Advancement and Enrollment Management Committee

June 29, 2021

Minutes

Meeting held In Person and virtually via Zoom

In accordance with Massachusetts Gov. Charlie Baker's Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

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

MEMBERS PARTICIPATING IN PERSON: Committee Vice Chair Boudreau and Trustees Alvarado, Martin, Neves, and Salehi

MEMBERS PARTICIPATING REMOTELY: Committee Chair Martinez-Alvarez

TRUSTEE GUESTS PARTICIPATING IN PERSON: Trustee Queenin

Dr. Roy H. Saigo, Interim President, and Dr. Linda Thompson, President-elect, of Westfield State University were also in attendance.

The meeting was called to order at 8:31 AM by Committee Chair Martinez-Alvarez and a roll call was taken of the committee members participating as listed above.

MOTION made by Trustee Martin, seconded by Trustee Neves, to approve the minutes of the April 29, 2021 meeting.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Martinez-Alvarez	Yes
Trustee Boudreau	Yes	Trustee Neves	Yes
Trustee Martin	Yes	Trustee Salehi	Yes

Motion passed unanimously.

It was announced that the meeting is being livestreamed and captured as recorded.

Fall Enrollment Numbers. Mr. Daniel Forster, Vice President for Enrollment Management, and Ms. Jessica Tansey, Director of the College of Graduate and Continuing Education (CGCE), gave updates on fall enrollment.

- A large number of students did not participate in the college search process at all this year. This is a challenging time for a tuition dependent university. The current junior interest is good and the common app will increase admissions.

- CGCE Summer I session is being wrapped up with overall increased credits from last year, mostly in graduate and day student enrollments. Matriculated CE and non-matriculated undergraduate students are down. Graduate and Continuing Education deans across the state are seeing similar trends.
- CGCE Summer II begins next week. Overall credits are slightly down but there is an increase for graduate students. Non-matriculated and matriculated undergraduates are also down for Summer II. Students are identifying being overwhelmed and needing a break over the summer.
- CGCE Fall 2021 shows an increase in undergraduate and graduate applications from a date to date basis. It is early to report on fall registrations, but it is looking positive so far. Recruitment and application assistance will continue through the summer.
- FAFSA applications have been reduced by 10-15%. They are used to track the interest of students so the CRM communication plan sent information to students on filling out the FAFSA.
- The current funnel report was discussed and more names have been purchased due to the summer push. We are down 100 deposits since May, currently at 1,022 deposits. There are 660 students who have accepted but not committed. New housing awards were distributed, showing a 10% yield on that population. Awards of \$2,000-\$4,000 were not enough to change students' minds. The full reserve amount predicted for financial awards will not be used.

Summer Melt/Summer Push Strategy. Mr. Forster stated a texting campaign had an outstanding return rate of 50% and helped identify the students to concentrate on in the active pool, communicating as follows:

- Coordinating with area high schools to identify potential and interested students
- Active phone, email, direct mail, athletics contacts, financial aid (targeted toward housing), and parent contact
- Targeting commuters to live on campus
- Purchasing names for the 2022 cycle
- Orientation is a huge help in reducing the summer melt. Students who do not attend are flagged for follow-up. It is important for the campus to be open and active in summer and advising is really important.
- There is a 100 deposit push in the admissions and enrollment department, with the belief that the 1,040 mark will be hit, with hopefully 40-50 more deposits.
- A critical phase is the conversion from inquiries to applications and then complete applications.
- Applications have been dropping each year because we were not utilizing the common application, which is being implemented this August. That will generate more inquiries because they are coming from a wider field outside Massachusetts. All state universities are down 500-1,000 in applications. Westfield State created a 1-2-3 app to make it easier to apply. The goal for 2022 is 5,000 apps with the expectation to convert many of them.
- Fit, affordability and outcome are constantly being stressed.
- The admissions team is continually reaching out to students to find out how their issues can be fixed if their application is denied or why they didn't complete their applications. The top three reasons for not completing applications are not sending transcripts, not completing all the paperwork, and not getting into a specific program. The biggest challenge is making contact, as it takes 10-15 calls to talk with a person and 5-7 emails to get one opened.

President Saigo stated the quality of education provided here is very high and the entire campus needs to be talking positively about the University, each one identifying and encouraging 3-4 students they know to attend. Everyone needs to believe in the cause and take responsibility for the community. A deficit of 200-300 students equals \$2-3 million. What is each person doing to make a difference? Without buy-in, the institution will not survive.

President-elect Thompson questioned how students are being targeted for high needs majors, creating pathways for physician's assistant, nursing, and criminal justice majors. If students do not get into their desired major, work with them to connect with a different major, for example, health science instead of nursing. Connect nontraditional students to online programming.

Institutional Advancement Dashboard. Dr. Erica Broman, Vice President for Institutional Advancement, discussed the dashboard, stating that since it was printed at the end of May, the total of \$3.063 million has jumped to \$3.8 million since receiving a substantial portion of the Dower trust and year-end appeals in June. Despite losing the annual fund coordinator, the total donors of 1,062 is now 1,227, coming on par with last year. Since Dr. Broman has been in her position, Advancement has brought in \$1 million every year. Without planned gifts, this year the total is \$1.3 million and their office is budgeting for \$1.4 million next year. The hockey locker room has raised over \$70,000 and the Gala is now over \$30,000. They continue to build relationships one at a time.

Take A Seat Campaign Launch. A \$200,000 campaign to replace the Dever Auditorium seating has been launched, asking people to "take a seat." Chair Queenin stated that Dr. Broman coordinated meetings between him as the Board of Trustees chair, the Alumni Association president, the Foundation chair, and Trustee Alvarado. These meetings have created a space to work together as leaders in the institution to focus on relationships, fundraising, friendraising, and encouraging the alumni base.

There being no further business, **MOTION** made by Trustee Alvarado, seconded by Trustee Martin, to adjourn.

There being no discussion, **ROLL CALL VOTE** taken:

Trustee Alvarado	Yes	Trustee Martinez-Alvarez	Yes
Trustee Boudreau	Yes	Trustee Neves	Yes
Trustee Martin	Yes	Trustee Salehi	Yes

Motion passed unanimously.

Meeting adjourned at 9:33 AM.

Attachments presented at this meeting:

- a) Minutes – April 29, 2021
- b) CGCE Fall Recruitment Funnel Comparison
- c) CGCE FY22 Graduate Funnel
- d) CGCE Summer 2021 Enrollment Report
- e) Fall Enrollment Numbers - Admissions Funnel Report
- f) Fall Enrollment Numbers - Admissions Velocity Report
- g) Fall Enrollment Numbers - Housing Scholarship Summary
- h) Summer Melt/Summer Push
- i) Institutional Dashboard - May 31, 2021