



BOARD OF TRUSTEES
Enrollment Management & Student Affairs Committee
October 23, 2024
Minutes
9:30 AM

President's Boardroom, Horace Mann Center

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

MEMBERS PRESENT:

- Committee Chair William Reichelt
- Vice Chair Tessa Lucey
- Secretary Paul Boudreau
- Trustee Daniel Currier
- Trustee George Gilmer

MEMBERS ABSENT: Trustee Paul Boudreau

Also present were;

- Westfield State University President Dr. Linda Thompson
- Vice President of Enrollment Management and Student Affairs Dr. Kevin Hearn
- Director of Admissions, Mike Mazeika
- Senior Executive Director, Westfield World Wide, Dan Forster
- Director of Student Activities, Involvement, and Leadership, Matt Dellea
- Provost, Dr. William Salka
- Vice President of Administration & Finance, Stephen Taksar
- Vice President of Institutional Advancement, Lisa McMahon
- General Counsel, Melinda Phelps.

Trustee Reichelt called the meeting to order at 9:30 AM. 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 Gilmer, to approve the minutes of the June 20, 2024 meeting. There being no discussion, a roll call was conducted, Trustee O'Rourke abstained, motion passed by **majority**.

Review of Fall 2024 admission Success

Director of Admissions, Mike Mazeika presented the Board with good news. An increase of 26% of first year admissions and 28% of transfer students; numbers Westfield State University hasn't seen in ten years. Mike Mazeika presented with what made this increase possible and what's needed to sustain this trend. How Westfield State University compared to other sister universities was discussed along with student aid packages from Westfield State University versus private schools. Covid impacted students in various ways, including how students' study and not going to universities far from home. There was some discussion on Lammers Hall "super singles" but still seeing students engaging in social events. Training sessions for faculty were distributed regarding "seeing the Westfield experience."

Update on DGCE admissions program review

Senior Executive Director, Westfield World Wide, Dan Forster talked about the Division of Graduate and Continuing Education admissions program review. He opened with an analysis of customer data, where there has been a rapid increase of career changers with less adults wanting in-person classes. Adults want to know how much the program will cost and how long it will take. Strengths and weaknesses regarding the program with improvements needed in our website, marketing, and streamlining the application. A website researcher, VisionPoint, will be contracted to work with Westfield State University.

Making the Case for Student Affairs - Summer and Fall 2024

Director of Student Activities, Involvement, and Leadership, Matt Dellea spoke about the strategic points of emphasis for Summer Orientation. Student Affairs focused on brand affinity where there was a sense of belonging during summer orientation. There were vibrant social experiences to stop that "melt" through redesigned summer and fall orientation. Fall orientation was focused on community engagement and offered students multiple events to bring them together.

Introduction of the Strategic Enrollment Planning Process –

Vice President of Enrollment Management and Student Affairs, Dr. Kevin Hearn spoke on the the strategic enrollment plan (SEP) moving forward. SEP process will have 3 committees to focus on the enrollment stream analysis. With a final draft for the Board in June 2025.

There was one goal for all events on campus, to focus on telling their "Why Westfield story."

MOTION made by Trustee Currier, and seconded by Trustee Gilmer, to adjourn. A roll call was completed, motion passed **unanimously**.

Meeting adjourned at 10:54 AM

Attachments:

June 20, 2023 Meeting Minutes
PowerPoint Presentation

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees meeting held on October 23, 2024.

Jason Queenin, Secretary

Date



Enrollment Management & Student Affairs Committee

Board of Trustees Meeting
December 2024

Westfield State University



Explore ~ Experience ~ Excel

Committee Agenda

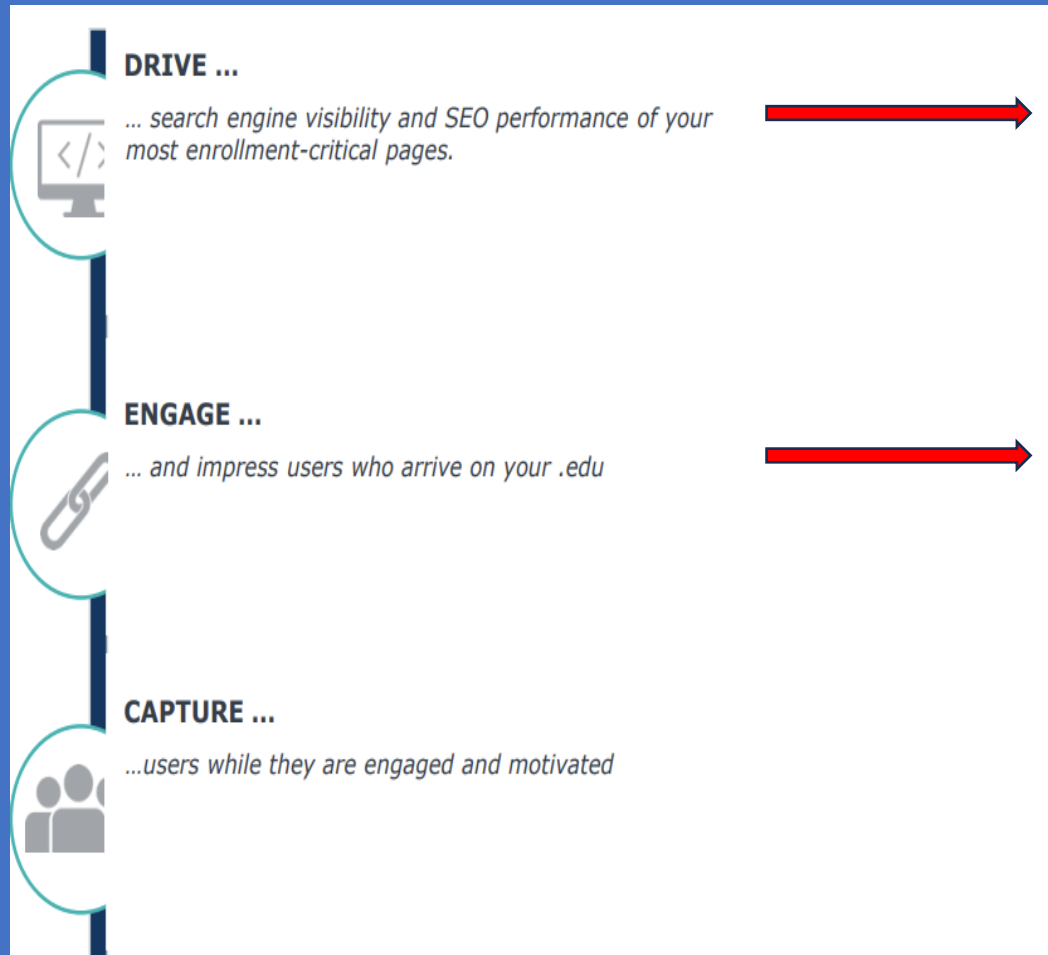
- 1) Call to order
- 2) Approval of minutes from June 20, 2024
- 3) Items for information
 - A. Enrollment Marketing**
 - B. Update on DGCE Admissions**
 - C. Department Reports**
 - A. Health Services – Kelly Palm, Director (MSN-FNP-C)**
 - B. Counseling Services – Brian Cahillane, Director (MSW, LICSW, LCSW, JD)**
- 4) Discussion Open



Enrollment Marketing

- While institutional marketing focuses on the brand (awareness), enrollment marketing builds off the brand and focuses on brand affinity!
- Brand affinity is a connection with the brand, often emotional.
- As emotions are personal, successful brand affinity efforts (enrollment marketing) must be personalized as well.
- Drivers of enrollment marketing
 - Undergraduate (EAB partner, previously 3E)
 - Different, sometimes **competing dominant buying motives**
 - Brand affinity efforts **emphasis the comprehensive portfolio** of university programs and services
 - Graduate (VisionPoint partner, no previous partner)

Enrollment Marketing



- Our .edu website is the anchor of the entire digital communications.
- Social media, email and text are meant to draw prospective students and families to our site to learn more.
- Consequently, SEO is critical to our strategic success

* >80% are stealth applicants

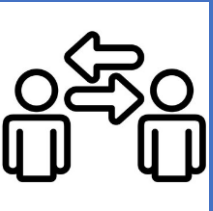
Enrollment Marketing



Drive – search visibility and SEO performance of the most critical enrollment pagers



- Our .edu website is the anchor of the entire digital communications.



Engage – and impress other visitors to the .edu site



- Social media, email and text are meant to draw prospective students and families to our site to learn more.



Capture users while they are engaged and motivated.

- Consequently, SEO is critical to our strategic success

* >80% are stealth applicants

Enrollment Marketing w EAB

Enroll360's Insight Engine Roadmap



Hyperpersonal Content



Optimized Campaigns



Actionable Models

Already Doing	- AI Virtual Tour - AI-Powered Multilingual Translation	Machine Learning Global Overperformance Analysis	- Ecosystem Yield Scoring - Ecosystem Inquiry Scoring
"In Development"	- Hyper-Personalized Outbound Emails - Apply AI Student Planning Resource	- AI Email Deliverability Modulator - AI Audience Selection Optimizer	- Conversational Reporting - Ecosystem Prospect Scoring
Actively Investigating	- AI-Powered Custom Offers - Hyper-Personalized Mailings - Omnichannel Conversation Node	AI-Powered Campaign Targeting Engine	- Dynamic AI-Powered Personas - Holistic NTR Maximizer

Implement Best Practice:

- Tone
- Frequency
- Copy
- Placement
- Drip marketing
- Urgency
- Call to Action
- Deadlines
- Graphic Elements

Enrollment Marketing

“

You're not a number. I think that's the most important thing for me here, because I like to get to know my professors and classmates. People know you by name, and I feel that's something Westfield State offers that other schools can't. The University not only supports its students but makes it feel like home.

Shea Hamel '26
Elementary Education major with a minor in Spanish
Member of the Commonwealth Honors Program



Westfield
STATE UNIVERSITY

Undergraduate Admissions
Horace Mann Center
333 Western Avenue, Westfield, MA 01086

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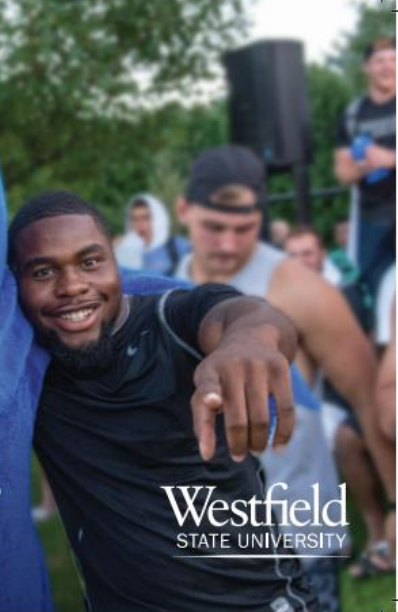
XXXXXXFNAMEXXX,
discover how to find a college that give a HOOT about YOU!
(deets inside)





**EXPLORE.
EXPERIENCE.
EXCEL.**

Westfield
STATE UNIVERSITY





Help with your high schooler's college plans



Westfield
STATE UNIVERSITY

DISCOVER MORE

Westfield
STATE UNIVERSITY



Hoot hoot from [Westfield State University](https://www.westfield.edu)!

Westfield
STATE UNIVERSITY

Enrollment Marketing

Conclusions:

- 1) Enrollment marketing is dependent on institutional marketing – the brand we build!
- 2) Multiple, coordinated, hyper-personalized approaches to communicating with various customers is required.
- 3) Continuous assessment, optimization, and investment in digital is critical.



Update on DGCE Admissions

Dan Forster

Executive Director of Enrollment Management

Board of Trustees Meeting
December 9, 2024

Westfield State University



Explore ~ Experience ~ Excel

Westfield State University Graduate Programs

- Accounting, M.S.
- Counseling, M.A.
- Criminal Justice, M.S.
- Education, M.Ed.
- English, M.A.
- Physician Assistant Studies, M.S.
- Applied Behavior Analysis, M.A.
- Public Administration, M.P.A.
- Social Work, MSW

Spring Update for Continuing Education

SPRING 2025 as of (12/3/2024)	SPRING 2024 as of (Final)	Delta
Applications 122	Applications 139	-17
Deposits 50	Deposits 54	-4*

**We will continue to process applications and accept deposits until the start of classes in January.
Many students will wait until the last week to make decisions about attending.*

Spring Update for Graduate Education

SPRING 2025 as of (12/3/2024)	SPRING 2024 as of (Final)	Delta
Applications 48	Applications 58	-10
Deposits 17	Deposits 21	-4*

**We will continue to process applications and accept deposits until the start of classes in January.
Many students will wait until the last week to make decisions about attending.*

Fall 2025 Update for Graduate Education MSW

Program	Fall 2024	Fall 2025	As of December 5th
MSW Online and On-campus Early Applications	Applications 70	Applications 68 43 online/25 on campus	-2

MSW has an early application deadline of December 1st, and a regular deadline of February 1st.

Next Steps

Vision Point Marketing

- Quick start campaign
- Long term marketing strategy for adult learners
- Research with a variety of constituents
 - Alums
 - Faculty
 - Inquiry survey
 - CRM audit
- Multi-channel campaign

Prepare for launch of new programs

- M.A. Counseling/CJ
 - Master of Arts in Counseling (CIP #42.2803), Law Enforcement Co-Response Concentration (CIP #42.2802)
 - Certificate of Achievement, Law Enforcement & Mental Health Co-Response (CIP #42.2802)

Update on DGCE Admissions



Westfield State University



Explore ~ Experience ~ Excel

COUNSELING CENTERS
AND
HEALTH SERVICES
IN 2024

Several thin, white, parallel diagonal lines are positioned on the right side of the image, extending from the top right towards the bottom left.

CHANGES IN COUNSELING CENTERS

In 2008-2009:

- 266 students were seen, and had 1033 attended appts (any year in the past six exceeds these numbers)
- Examples of limited outreach programming: yoga, student orientation, RA training, various committee work
- 2 Off-campus partners (Noble Hospital and the Carson Center)
- More stable family relationships, less housing instability, less wide-spread suicidal ideation, requiring less case management

WSU COUNSELING CENTER

- 92% “Counseling helped me resolve or deal with my problems.”
- 96% “Counseling has been an important factor in my continuing/succeeding at WSU.”

We are the only Massachusetts state university counseling center accredited by the International Accreditation of Counseling Services



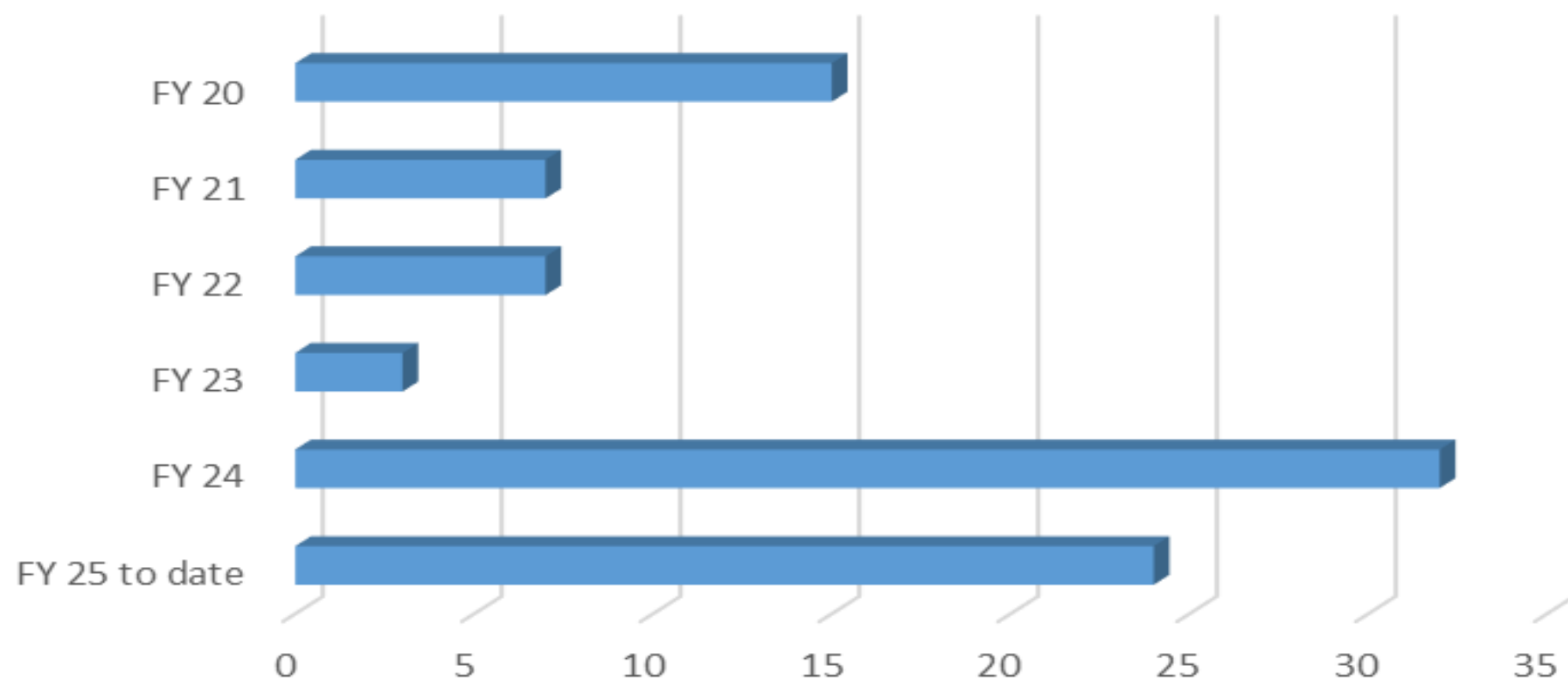
Counseling Centers in 2024

Top issues students were seen in counseling for:

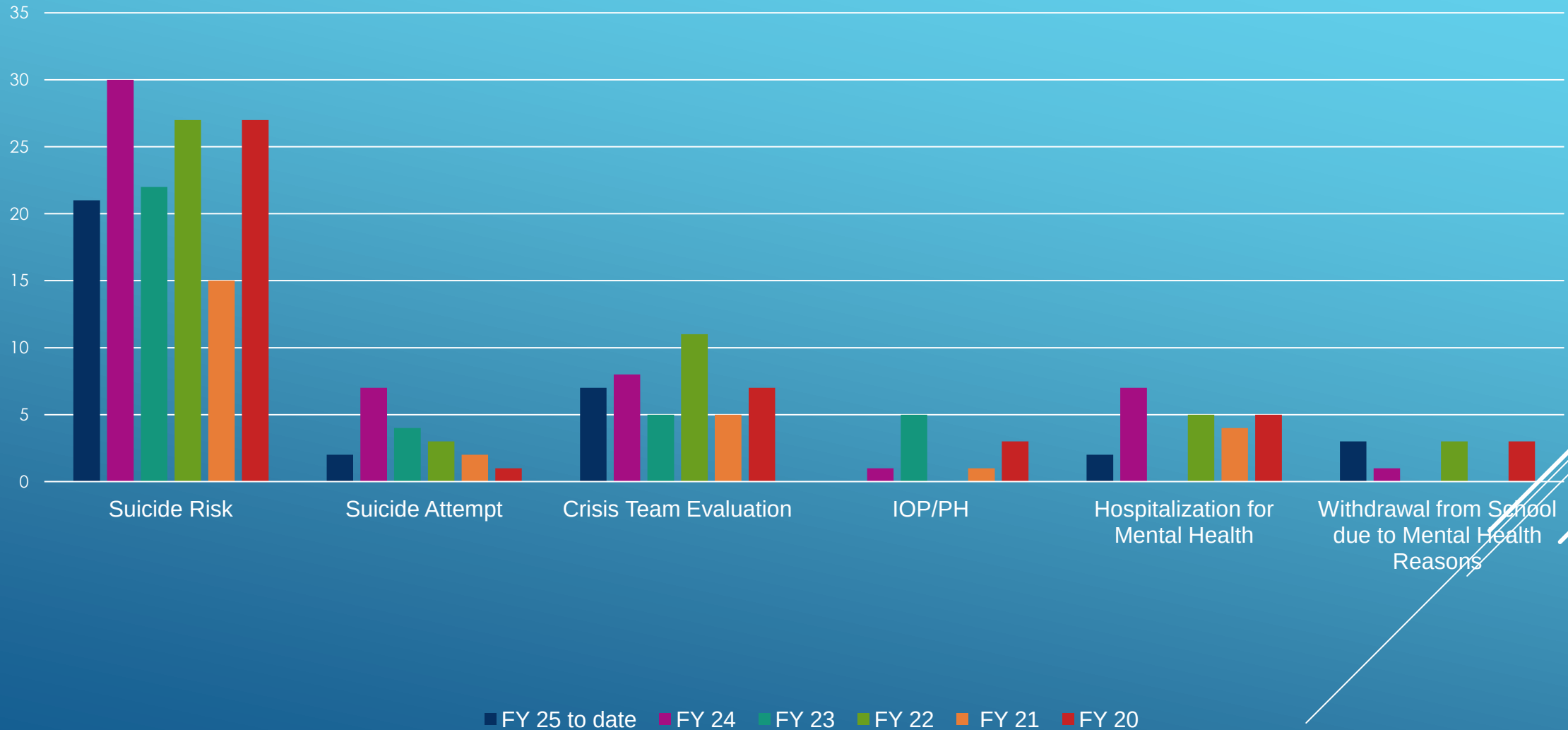
- 1) Anxiety
- 2) Depression
- 3) Relationship problems with romantic partners, friends, roommates, family
- 4) Other: Bipolar Disorder, Personality Disorders, Trauma.

Academic Year	Counseling Hours Provided	Estimated Staff FTEs Dedicated to Counseling Appointments	Ratio of Counseling Hours to FTEs	Number of Students Seen	Number of Appointments Attended	Number of Appointments Offered
2023-2024	1204*	2.5	480.8	295	1518	1982
2022-2023	1115*	2.75**	405	288	1452	1971
2021-2022	1360	3.25	418.5	359	1762	2266
2020-2021	730	3	243	230	1085	1464
2019-2020	1313	4.25	309	512	1892	2456

After-Hours Crisis Calls



RISK DATA



~~EXTENDED~~ AND

OUTREACH SERVICES

► Telehealth

space – 125

appts (121

so far)

Mental

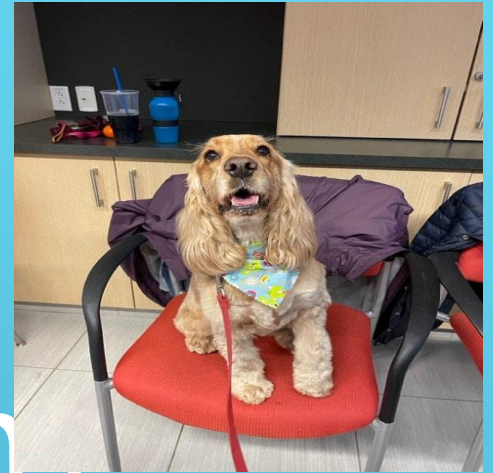
Health

Program

► Stress

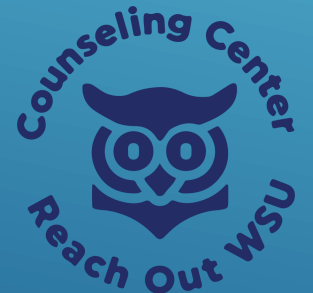
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MANAGEMENT OF OFF-CAMPUS PARTNERSHIPS AND STATE AND FEDERAL GRANTS





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CHANGES IN HEALTH CENTERS

- Registered Nurses
- Paper operation—including written scripts, health forms, ordering supplies
- Wrote 'sick' notes for students
- Episodic - sore throats, colds, band-aids
- Sending them on their way - may never

Today's Health Center

- ▶ Nurse Practitioner Model
- ▶ Moving to electronic—scheduling, prescribing, health forms
- ▶ Hybrid of Urgent + Primary Care
 - ▶ More follow up
 - ▶ More integrated care with specialists/follow up
 - ▶ More community partners
 - ▶ More prescribing
- ▶ Education, including assistance navigating today's health care system

APPOINTMENTS

ACADEMIC YEAR

22-23	2,252
23-24	2,439
Thus far	1,221

PRESCRIPTIONS

ACADEMIC YEAR

22-23	612
23-24	562
Thus far	300

What's Walking In

- More allergies—Anaphylaxis
- STI's
- Contraception—education + prescribing
- Unplanned pregnancy
- Disordered eating
- GI issues (due to anxiety)
- Respiratory illness (flu, covid, mono, strep)
- Diabetes
- Blood draws
- Seizure disorders
- Emergency Room Follow Ups
- Coordination/communication w family members

COMMUNITY OUTREACH

- ▶ COMMUNITY PARTNERS: STOP&SHOP WESTFIELD, BAYSTATE HEALTH, TAPESTRY HEALTH, PLANNED PARENTHOOD, LABCORP, YWCA
- ▶ COVID AND FLU CLINICS—over 300 vaccines given
- ▶ 6 NALOXONE BOXES ON CAMPUS
 - ▶ campus trainings
- ▶ HEALTH EDUCATION FOR STUDENTS AND STAFF—over 600 this semester
 - ▶ Safer sex, importance of vaccination, nutrition, sleep hygiene

Thank You
and
Questions

