



Board of Trustees
Enrollment Management & Student Affairs Committee

December 13, 2023
8:00 to 9:00am

Conference Room 107
Parenzo Hall

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 11, 2023 | |
| 3. Items for Information | |
| a. Vice President Report | Dr. Kevin Hearn |
| 1) Presentation of the new 'Anthem' video | |
| 2) Enrollment Management | Dr. Kevin Hearn |
| a. Spring 2024 preview | |
| b. Fall 2024 preview | |
| c. CGCE update | |
| 3) Student Affairs | Dr. Kevin Hearn |
| a. Major issues | |
| b. Review of programming and student support data | |
| 4) Open Discussion | Dr. Kevin Hearn |
| 4. Items for Discussion | |

Attachments:

- a. Draft Minutes October 11, 2023
- b. Anthem Video Presentation
- c. PowerPoint Presentation



Board of Trustees

Enrollment Management and Student Affairs Committee

October 11, 2023

Minutes

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 Dr. Robert Martin, and Trustees Daniel Currier, and Board Chair Ali Salehi, ex-officio member

MEMBERS PARTICIPATING REMOTELY: Trustee George Gilmerⁱ

MEMBERS EXCUSED: Secretary Paul Boudreau

TRUSTEE GUESTS PRESENT: Trustees Madeline Landrauⁱⁱ, Chris Montemayor, and Dr. Gloria Williamsⁱⁱ

TRUSTEE GUESTS PARTICIPATING REMOTELY: Trustee Melissa Alvarado

Also present and participating were Westfield State University President Dr. Linda Thompson and Enrollment Management and Student Affairs Vice President Dr. Kevin Hearn.

Committee Chair William Reichelt called the meeting to order at 8:30 and a roll call was taken of the committee members participating as listed above.

MOTION made by Trustee Martin, seconded by Trustee Currier, to approve the minutes of the June 6, 2023, meeting.

There being no discussion, **Motion passed unanimously** [Trustee Gilmer joined the meeting via Zoom after the vote].

VP Report, Initial Transition/First 8 Weeks. Dr. Hearn stated there is a national issue of significant enrollment declines due to the demographic cliff. He shared his goals and lessons, starting with stabilizing enrollment, focusing first on retention and then admissions. The focus will be on first year and transfer students. The Enrollment Management and Student Affairs division will be reorganized, building a culture of collaboration.

Enrollment Management Current Efforts.

- Residence Life is being rebuilt and is fully staffed for the first time in many years.
- Summaries were provided of first year and transfer student inquiries, applications, accepts, deposits, withdrawals, and melts.
- Fall 2023 admission events were shared.

- To establish whether goals have been met at the end of the academic year, the committee should look for:
 - Collaboration with the provost and a robust undergraduate funnel for first year and transfer students.
 - Whether the goal identified in the Strategic Enrollment Plan for the number of students registered before they leave for summer has been met.
 - Whether a clearer, more differentiated identity and brand has been created.

Accomplishing these goals requires a targeted, intense outreach using strategic investments and resources for the biggest payoff and creating an aggressive, competitive narrative that speaks to why our location, academic programs, general education, and outcomes (jobs) are better for families.

Student Affairs Current Efforts. There is more focus on the synergy and support of the Student Government Association (SGA). Training, planning, and execution of a comprehensive residence life program to include programs, operations, and retention is being created. Use of the existing campus-wide communication (NestWorks app) will be improved. A comprehensive plan for student engagement is being developed with increased programming and operational support for all sections of Student Affairs.

Development of a Strategic Enrollment Plan. After addressing findings from an admissions audit held in August, the new Strategic Enrollment Committee will draft a new admissions strategy and bring a draft Strategic Enrollment Plan to the Board in December. Information was shared on available students for admission in the commonwealth. First-year admissions funnel for 2018-2022 was reviewed with a conversion analysis scenario using fall 2022 first-time incoming freshmen. A model for a strong strategic enrollment planning structure was shared. When we find an area that we are better in than our peers – that is what we need to market.

Student Affairs Engagement. There needs to be increased collaboration with Institutional Research, the Office of JEDI, and other student life services outside the division. Students want a culture of traditions and getting involved. We need to leverage our existing diversity as a welcoming space to all potential students, creating support services for them that they can identify with. This is a great opportunity to reinvent ourselves and there is a deliberate effort to put students' diversity front and center at the redesigned open houses.

To improve culture, department staff will be challenged to take risks and make decisions, followed by celebration of accomplishments. The new fully staffed Institutional Research office will collect and break down data, and all divisions need to agree on using one data warehouse to make informed decisions.

Investments in financial aid need to be made now instead of December. The federal government is recreating the structure around financial aid and revising the FAFSA, but information surrounding the change will not be provided until the end of the year. The expected family contribution (EFC) is being replaced with a student aid index. A financial aid matrix can still be created, and merit awards need to be offered to stay competitive, before knowing the final changes. The key to navigating these changes is constant communication with students and families.

There being no further business,

MOTION made by Trustee Currier, seconded by Trustee Martin, to adjourn.

There being no discussion, **Motion passed unanimously.**

Meeting adjourned at 9:58 AM.

Attachments presented at this meeting:

- a. Draft Minutes of June 6, 2023
- b. PowerPoint Presentation

Secretary's Certificate

I hereby certify that the foregoing is 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 11, 2023.

Paul Boudreau, Secretary

Date

DRAFT

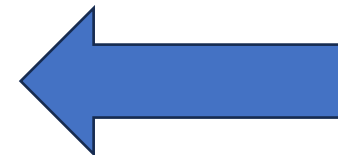
ⁱ Trustee Gilmer joined via Zoom at 8:32 AM and entered the room at 8:44 AM

ⁱⁱ Trustee Landrau entered the room at 9:30 AM and Trustee Williams entered the room at 9:40 AM

Enrollment Management & Student Affairs Committee

Board of Trustees
December 2023

- 1) **Call to Order**
- 2) **Approval of Minutes (5 minutes)**
- 3) **Vice President's Report (30 minutes)**
 - a. Presentation of the new 'Anthem' video
 - b. Enrollment Management
 - 1) Spring 2024 preview
 - 2) Fall 2024 preview
 - 3) CGCE update
 - c. Student Affairs
 - 1) Major issues
 - 2) Review of programming and student support data
- 4) **Open Discussions (25 minutes)**
- 5) **Adjournment**



Westfield State University

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[OPENHOUSE23_D1.mp4](#)



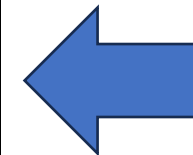
Enrollment Management (as of 12/6)

1) Spring 2024

First Years					
	Sp 2023	Sp 2024	1yr Delta	Goal	% to Goal
Inquiries	161	135	-26	169	79.9%
Applications	101	106	5	110	96.4%
Complete Applications	39	47	8	49	95.9%
Files to be Reviewed	1	3			
Accepts	35	38	3	44	86.4%
Deposits	18	17	-1	22	77.3%
Denied	3	6			



Transfers					
	Sp 2023	Sp 2024	1yr Delta	Goal	% to Goal
Inquiries	256	189	-67	283	66.8%
Applications	180	135	-45	204	66.2%
Complete Applications	113	87	-26	138	63.0%
Files to be Reviewed	0	0			
Accepts	110	87	-23	135	64.4%
Deposits	56	57	1	79	72.2%
Denied	3	0			



Enrollment Management (as of 12/6)

2) Fall 2024

First Years					
	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal
Prospects	95097	137322	42225	121180	113.3%
Inquiries	29038	37911	8873	50206	75.5%
Applications	3164	3244	80	6245	51.9%
Complete Applications	2497	2603	106	5429	47.9%
- Files to be Reviewed	1345	834			
Accepts	1016	1351	335	5069	26.7%
Deposits (Total)	12	15	3	839	1.8%
Deposits	12	15	3	704	2.1%

Enrollment Management (as of 12/6)

2) Fall 2024

Tour Numbers					
	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal
Fall	9/19-12/3	9/18-12/1			
Daily Tours/Info. Sessions	249	234	-15	249	94.0%
Saturday Tours	110	86	-24	110	78.2%
Totals	359	320	-39	359	89.1%
	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal
Open House 1	115	129	14	115	112.2%
Open House 2	90	165	75	90	183.3%
Open House 3	110			110	0.0%
Athletic Event	31				
Totals	346	294		346	85.0%

Enrollment Management (as of 12/6)

2) Fall 2024

Summary to-date

- Summer and fall visits were down
- Significant increase in open house attendance (excellent feedback)
- Strategic effort/investment in prospects
- Currently running at par with the previous year (GOAL)

Action items going forward

- Need to generate more interest -> Applications
- Progressive, consistent, creative communications (engagement)
- Critical importance of future admissions events, must be strategic and student-centered!
- New deposit and melt prevention strategies

Enrollment Management (as of 12/6)

3) CGCE

FY 24	Projected Revenue	Actual Revenue	Deficit/Surplus
Summer II 2023	\$1,324,874.11	\$1,417,227.86	\$92,353.75
Fall 2023	\$4,524,379.86	\$4,864,179.30	\$339,799.44
Winter 2024	\$330,449.35	\$328,512.00	(\$1,937.35)
Spring 2024	\$4,519,829.30	\$3,902,320.50	(\$617,508.80)
Summer I 2024	\$1,441,250.39	\$0.00	(\$1,441,250.39)
TOTAL	\$12,140,783.01	\$10,512,239.66	-\$1,628,543.35

Student Affairs (Fall 2024)

1) Issues

- a) Possible use of Lamars Hall
- b) Student death
- c) Theft/vandalism in South Lot
- d) Off-campus groups seeking to create campus unrest
- e) Expansion of services for graduate students
- f) Program funding



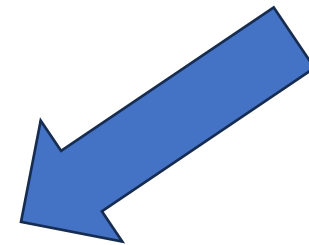
2) Programming / Student Support Data

- a) Counseling – 621 appointment
- b) Residential Life – 80 events, over 3,869 attendees (*1,316 unique)
- c) Conduct – 151 investigation/cases
- d) SAIL events – 65 events, over 3341 attendees (*1,119 unique)

Student Affairs (Fall 2024)

3) Summary

- a) Particularly challenging semester
- b) Increase in student support
- c) Increase in external pressures on students
- d) Need to evaluate available resources and past expenses
- e) Students are re-engaging with various programs
- f) Need for a 3-year strategic plan in student affairs
 - 1. Focus on residence life
 - 2. Review of program integration
 - 3. Critical review of resources
- g) Leadership have been outstanding in providing support
 - 1. **Professional staff**
 - 2. **SGA / Executive Board**
 - 3. **RAs, OLs, tour guides, etc.**





“I just wanted to send you a note that my daughter Taryn, my wife Mary, and I, all walked away extremely impressed with Westfield State and all that it has to offer after visiting the open house Saturday. From the moment we stepped out of our car and started walking in we were cheerfully greeted by many students and staff. We effortlessly made our way through check-in and over to your coffee and breakfast set up which was a nice treat after sitting in the car for a couple of hours! The information provided in the auditorium by ALL of the panel was fantastic. We then headed out with Daphne on our tour. What a great representative of Westfield State! She was awesome and gave great insight into daily living and student life. Our lunch break also proved to be a very positive vibe. As we sat and enjoyed our meals, we could sense the air of excitement in the dining hall. The food/selection was impressive and tasty. After viewing the art building and speaking with some students there, we knew that this place would be an amazing fit for Taryn for the next 4 years. I just wanted to give you my personal take on what was a very enjoyable and exciting day for our family!” *(parent after Open House II)*