



Board of Trustees
Enrollment Management & Student Affairs Committee

February 8, 2024
8:30am

President's Boardroom
Horace Mann Building

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
1. December 13, 2023 | Trustee William Reichelt |
| 3. Items for Information
1. Update on Spring 2024 admissions
2. Preview of Fall 2024 admissions
a. FASFA Simplification and launch
b. Projections
3. CGCE Presentation
4. Discussion | Dr. Kevin Hearn
Dr. Kevin Hearn
Dr. Kevin Hearn
Dr. Kevin Hearn |
| 4. Items for Discussion | |

Attachments:

- a. Minutes December 13, 2023



Board of Trustees

Enrollment Management and Student Affairs Committee

December 13, 2023

Minutes

Parenzo Hall, Room 107

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, Secretary Paul Boudreau, and Trustees Daniel Currier, George Gilmer, and Board Chair Ali Salehi, ex-officio member

MEMBERS PARTICIPATING REMOTELY: Paul Boudreau, George Gilmer, Theresa Jasmin

MEMBERS EXCUSED:

TRUSTEE GUESTS PRESENT: Trustees Melissa Alvarado, Theresa Jasmin, Chris Montemayor

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

Committee Chair Reichelt called the meeting to order at 8:00 AM and a roll call was taken of the committee members participating as listed above. It was announced that the meeting was being livestreamed and captured as recorded.

MOTION made by Trustee Currier, seconded by Trustee Martin, to approve the minutes of the October 11, 2023, meeting.

Discussion:

There being no further discussion, Motion passed.

ROLL CALL VOTE:

Trustee Martin	Yes
Trustee Boudreau	Yes
Trustee Currier	Yes
Trustee Gilmer	Abstain
Trustee Reichelt	Yes

Trustee Gilmer abstained from voting and There being no (further) discussion, **ROLL CALL VOTE** passed motion unanimously with Trustees voting in the affirmative: Martin, Boudreau, Currier, Gilmer, and Reichelt

1. Vice President Report

- Presentation of the new WSU anthem video
 - Gives visitors an opportunity to view who we are in an exciting and dynamic format and speaks to the diversity of students, programs and initiatives at WSU
 - There are no less than 56 points of interest represented in the video
 - Used for Admission Open Houses and tours
 - Put together by Mike Mazeika, Director of Admissions and Alex Simisky, media services

2. Enrollment Management

- Spring 2024 preview
 - Currently running behind from where we want to be with last years numbers
 - running roughly at par with first year students and accepts, one deposit behind
 - Transfer students - behind in accepts, one deposit ahead
 - Big hurdle - FASFA still not open, usually opens on October 1st
- Fall 2024 Preview
 - Currently as of today, December 6, we are at 106 applications ahead and 335 accepts ahead
 - Continue to see increases each day as we approach fall.
 - We have seen 8 or 9 years of decreases but now stabilized and holding our own.
 - Trustee Martin asked if we could put our finger on any factors that are accounting for the difference in numbers
 - Training in the Admissions office
 - All counselors are alumni
 - Talented tour guides trained on communication
 - Being in Parenzo gives a central on campus advantage of walking by critical offices
 - Dr. Hearn's second office on campus allows students ease of communicate and fosters conversations
 - Trustee Salehi asked if we have lowered the standards for Admissions – answer: No we have not, but this is a strategy that a lot of colleges have employed
 - Dr. Freeman spoke about the marketing investment
 - Investment marketing with 3E has been significant – “Why You” Campaign
- Open Houses
 - Working on a brand affinity
 - Campus tours have declined over all Universities – a lot of virtual shopping going on
 - Transformed the open house strategy
 - Scheduled 3 events – saw a 50% increase in attendance
 - Last year, 3 events, 315 students (not total visitors)-this year we saw 459 students – an increase of 144 more than last year
 - Every student tends to bring 2.5 family members with them
 - Last year we saw 110 at our 3rd open house. This year we saw 165

- This year will be a late class – appear maybe in late May or June – the FASFA is slowing the process down
 - Parents and students still shopping for schools – we have never had an open house as late as December
- Great collaboration across campus. Every area on this campus participated in this event
 - Student athletes helped park
 - Academic support programs
 - Great feedback from parents
- Open House for Juniors in late spring
- Accepted Student Days
 - Rebuilding Accepted Student Program-will be different from Open House
 - 3 Accepted Student days in the spring
 - ASD will be more financial aid driven
 - Review of our financial aid matrix and bringing additional dollars to students
 - Series of summer events will be happening to help prevent summer melt
 - Funding from Board of Trustees used
 - created two communication avenues. One to perspective families and one to current families
 - Communication strategies are multi moto – phone, text, social media, email
 - Putting together an email program with Alumni
 - New branding initiative – Explore, Experience and Excel
 - Emphasis on Career Services – what can you do with a degree from WSU?
- Enrollment Management Summary
 - Summer and fall visits are down
 - Making strategic efforts in prospects-spoke about in our last meeting
 - Currently running at par with last year, possibly a little ahead
 - Actions moving forward
 - Generate more interest
 - Continuous marketing
 - Meeting with families where they are and addressing their needs
 - New deposit and melt strategies
- CGCE Update
 - Next Board meeting we will be spending more time on CGCE
 - Room for growth – positive revenue
 - Ran ahead in the summer by \$92,000.00
 - Ran ahead in the fall by \$339,000.00
 - Redesign of CGCE, new programs, new initiatives, new services
 - Demographics are falling everywhere with the exception of graduates
 - This should continue to be a revenue generator for us
 - Certificate programs will be pushed more. President is excited about the state support
 - Geographically where we are seeing most students coming from
 - Biggest decrease in the 5-to-7-year mark is in our local markets

- Seeing small strategic gains in Hartford and eastern Mass
- Bringing events to Eastern Mass in the spring

3. Student Affairs

- Major issues
 - Use of Lammers, this impacted the welcome of students and families
 - Death of student
 - Disturbances by off campus groups
 - Break-ins in South lot
- Discussing expansion of services for graduate students
- Re-addressing funding for program funds with students so we can do more and bigger events
- Programming and student support data
 - Counseling – 621 appointments
 - Residential Life – over 80 events with nearly 4000 attendees
 - Conduct – 151 investigations
 - SAIL office – 65 events – 1119 visitors to their programs
- Challenging the campus activities board to do more, they are challenging us to provide funding to do more
- Trustee Martin – “We have seen numbers like this before.” “Can we see fall 24 vs fall 23 numbers, like we see with Enrollment to provide a little more context.”
 - Dr. Hearn will provide those numbers the next time the board meets
- Last slide is a summary slide
 - Challenging year - increase in student support and increase in external pressures on students
 - Made some investments that we might want to turn away from moving forward – cannot afford
 - We believe students are reengaging in student life post COVID. Excited to see the level of engagement this year by this class
 - Challenged the Dean in Student Affairs to put together a three-year strategic plan for Student Affairs
 - Residential life needs to be the cornerstone of our student experience
 - Last important point – The leadership has been outstanding in this challenging semester working with two new Vice President’s in Enrollment Management and Academic Affairs

4. Open Discussion

- Trustee Martin spoke – It is important for the board to hear something each time about retention
 - Dr. Hearn spoke that this will be a part of every presentation moving forward
- Hoped to have a draft of the Strategic Enrollment plan, we are not there yet. This will be presented in the spring. A group of administrators has just been put together to lead this initiative
- Trustee Salehi – discussed dealing with unwanted protests and condemning violence
 - Put our best foot forward in terms of financial aid – fell back last year and came back too late to the market
 - Question – How is the mental health of our students given what is going on?
 - Dr. Hearn replied that student mental health needs have increased
 - It’s a crisis situation at the national level and we are aware of it

- Dr. Hearn spoke - on the Financial Aid side we have made a strategic decision not to offer merit-based awards because we did not know where it would fall. We do not want to set the bar until we know how high we can set it. This will come after an aggressive review of what we are capable of doing financially
- Protest – these are professional demonstrators who get a paycheck to be disruptive. We have asked our Public Safety and Student Affairs personnel to stand at the ready and use discretion
 - We have had a peaceful demonstration on campus. We are a public institution and this should be an environment where people can see how complex these issues are. They should be civil and non-disruptive to students
- Trustee Martin spoke – Wondering if there is a way in terms of recruitment to bringing residential life into the picture with allowing students to spend 2 days and a night in the residence hall, attending classes, eating meals. Liabilities could be an issue but there could be an upside
 - Dr. Hearn spoke – We are looking at overnight experiences to showcase Residential life. We are not overly concerned about liability issues

There being no further business, Committee Chair Reichelt asked for a motion to adjourn

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

ROLL CALL VOTE:

Trustee Martin	Yes
Trustee Boudreau	Yes
Trustee Currier	Yes
Trustee Gilmer	Yes
Trustee Reichelt	Yes

ROLL CALL VOTE passed motion unanimously with Trustees voting in the affirmative: Martin, Boudreau, Currier, Gilmer, and Reichelt

Meeting adjourned at 8:57 AM.

Attachments presented at this meeting:

- a. Draft Minutes of October 11, 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 __, 2023.

Dr. Robert Martin, Secretary

Date

Enrollment Management & Student Affairs Committee

Board of Trustees

February 8, 2024

- 1) Call to Order**
- 2) Approval of Minutes (5 minutes)**
- 3) Vice President's Report (40 minutes)**
 - a. Update on Spring 2024 admissions
 - b. Preview of Fall 2024 admissions
 - 1) FASFA simplification and launch
 - 2) Projections
 - c. CGCE Presentation
- 4) Open Discussions (15 minutes)**
- 5) Adjournment**

Enrollment Management (as of 1/31)

Fall 2024

First Years					
	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal
Prospects	120413	142075	21662	121180	117.2%
Inquiries	43993	46077	2084	50206	91.8%
Applications	4900	5395	495	6245	86.4%
Complete Applications	4156	4394	238	5429	80.9%
Accepts	3536	3708	172	5069	73.2%
Deposits (Total)	92	87	-5	839	10.4%
Deposits	92	87	-5	704	12.4%
Denied	119	75			

Transfers					
	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal
Prospects	n/a	n/a	n/a	n/a	
Inquiries	441	397	-44	941	42.2%
Applications	217	175	-42	637	27.5%
Complete Applications	52	79	27	385	20.5%
Accepts	51	74	23	362	20.4%
Deposits (Total)	11	14	3	253	5.5%
Deposits	11	13	2	200	6.5%
Denied	0	0			

Enrollment Management (as of 1/31)

Fall 2024

Summary to-date

- Running ahead in top of funnel
- Running slightly behind in deposits
- Focus on:
 - Strategy, communication and flexibility regarding financial aid
 - Spring Events

Action items going forward

- Improvement to ALL communications (students and parents)
- Improvement to all yield activities
- Continued execution of excellence regarding on-campus events
- Flexibility and education regarding financial aid (largely, but not exclusively the FASFA)
- Stacking out claim regarding outcomes/career readiness

Student Affairs (Fall 2024)



1) Update

- a) Continued increase in support for student programs
- b) Support of SGA efforts to improve campus spirit through branding and other activities
- c) Programmatic and personnel support for multicultural programming
- d) Continued development of strategic plan for residence life
- e) Pilot program for residential graduate students (health & counseling)

Division of Graduate and Continuing Education

Jessica Tansey
Assistant Dean

Explore ~ Experience ~ Excel



Explore ~ Experience ~ Excel

Westfield State University

Populations served by DGCE

Division of Graduate and Continuing Education

Undergraduate

- Part-time and evening
- Online Completion
- Undergraduate Certificates
- Second Bachelor
- Non-matriculated
- Dual enrollment/Westfield Promise

Graduate

- Post-Baccalaureate – Teacher Licensure
- Graduate degrees
- Graduate Certificates
- Non-matriculated

Non-Credit

- Non-degree and non-credit seeking student

Explore ~ Experience ~ Excel



Explore ~ Experience ~ Excel

Westfield State University

What does DGCE Offer?

Division of Graduate and Continuing Education

DGCE Offerings

9 – Master's Degrees (3 may be completed online)

32 with concentrations and tracks in graduate programs

4- Graduate Certificates (one online certificate)

10 – Online Undergraduate Completion Programs

3 – Undergraduate Certificates

Non-credit programming

Certificates, test prep, EMT, Phlebotomy, etc.

Explore ~ Experience ~ Excel



Explore ~ Experience ~ Excel

Westfield State University

Who does DGCE Support?

Division of Graduate and Continuing Education

- Known to service the adult, post-traditional student
- Typically, 25 years of age or older
 - WSU average age: 32 for Graduate/ 29 for Undergraduate
- Typically working full-time or part-time
- Typically have families or are care-takers themselves
- Typically have undergraduate transfer coursework and coming back to school
- 80% are stealth shoppers

What do they require?

- Flexibility in course offerings, timings, course load, and breaks
- Affordable tuition – most are independent
- Programming relevant to career advancement
- Excellent customer service

Explore ~ Experience ~ Excel



Explore ~ Experience ~ Excel

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New Student Enrollments DGCE

<u>DGCE Undergraduate</u>			
	<u>FY24*</u>	<u>FY23</u>	<u>FY22</u>
Inquiries	590	688	614
Applications	325	337	282
Accepted	184	243	208
Enrolled	165	185	149
<u>DGCE Graduate</u>			
	<u>FY24*</u>	<u>FY23</u>	<u>FY22</u>
Inquiries	1175	1179	1145
Applications	460	481	513
Accepted	306	355	359
Enrolled	226	326	324
*FY24 Still Pending summer enrollment. PA only included in Enrolled count			

Explore ~ Experience ~ Excel



Explore ~ Experience ~ Excel

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Opportunities in DGCE

Division of Graduate and Continuing Education

- Expedited process of market demand and program creation
- Access to a growing market – current adult learners are Gen Z. Portion of adult learns from Gen Z is expected to grow 60% by 2031
- Able to expand upon relevant credentials, skills, micro-credentials, etc.
- Expand and grow partnerships to develop pipelines into existing and new programming; creating programming specifically for organizations.

Explore ~ Experience ~ Excel



Explore ~ Experience ~ Excel

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