



Board of Trustees
Enrollment Management & Student Affairs Committee

February 20, 2025

Time

Location: Owl's Nest, Ely Campus Center

Committee Members: Chair William Reichelt, Vice Chair Tessa Lucey, Secretary Jason Queenin, Daniel Currier and George Gilmer

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
a. December 9, 2024 | Trustee William Reichelt |
| 3. Items for Information
a. Spring 2025 Review (20 min)
1. Undergraduate
2. Graduate
b. Fall 2025 Preview (20 min)
3. Undergraduate
4. Graduate
c. Department Spotlight: Career Center (10 min)
d. Update on Strategic Enrollment Planning (10 min) | Dr. Kevin Hearn

Dr. Kevin Hearn

Junior Delgado
Dr. Kevin Hearn |
| 4. Open Discussion | |
| 5. Adjournment | |

Attachments:

- a. Minutes December 9, 2024
- b. EMSA Presentation PPT



BOARD OF TRUSTEES
Enrollment Management & Student Affairs Committee

December 9, 2024

Minutes

1:00 – 2:30 PM

Loughman Living Room, Scanlon Hall

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 Jason Queenin
- Trustee Daniel Currier
- Trustee George Gilmer

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
- Chief of University Police, Tony Casiano,
- Police Captain, Mike Foyle
- Dean of Students, Maggie Balch
- Director of Marketing, Leslie Rice
- Assistant Dean of DGCE, Jessica Tansey
- Director of Counseling Services, Brian Cahillane
- Director of Health Services, Kelly Palm

Trustee Reichelt called the meeting to order at 1:00 PM. 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 Lucey, to approve the minutes of the October 23, 2024 meeting. There being no discussion, a roll call was conducted, **motion passed.**

Enrollment Marketing

Dr. Kevin Hearn spoke about enrollment marketing which is dependent on institutional marketing which builds off the brand we build. Multiple hyper-personalized approaches to communicating with potential students through social media platforms, texts, emails, and AI platforms available 24/7. Focusing on students and their affinity or emotions. Continuous assessment and investment into digital forms is critical.

73 prospective students attended a Saturday Tour event held this past Saturday (December 7, 2024) with 137 total visitors. Positive feedback for the Westfield State University promotional commercial held on national television during a MIAA football game.

DGCE Admissions

Senior Executive Director, Westfield Worldwide, Dan Forester spoke about the programs at the graduate level. He updated the committee regarding Spring 2025 applications, putting us ahead from last year.

Vision Point Marketing has been acquired for research in marketing strategy for adult learners. They will be doing an inquiry survey to understand why a customer engaged, or did not engage with Westfield State University. Vision Point will assist in preparing for the launch of a new program for Master of Arts in Counseling for Law Enforcement Co-Response Concentration along with a certificate program.

Department Reports: Counseling Services

Director of Counseling Services, Brian Cahillane, spoke about historical data from 2008 regarding number of appointments, and types of services. Today the types of services have remained the same, but the intensity and severity have increased. The numbers of appointments and after-hours counseling calls have increased leaving the counseling department understaffed.

The department offers, a nutritionist, a private room to have off-site remote counseling services (booked 122 appointments FY2024-2025 semester already), massage therapist, UWILL (on call afterhours counselor, satellite counseling center in athletic department, suicide prevention training for faculty/ staff, mental health liaison program to work with others, peer to peer programs- Togetherall, and The Bandana Project to train students to be listeners.

Department Reports: Health Services

Counseling services and health services work hand in hand due to the side effects from mental health issues. Four Nurse Practitioners run Health Services which is a hybrid of Urgent and Primary Care services. In the past, students would be sent back to their PCP for basic needs but now on-campus health services supply many options for health care needs. On the rise, health services see more allergies, sexually transmitted infections, unplanned pregnancies, eating disorders, GI issues, respiratory illnesses, diabetes, and blood draws. Newly added are emergency room follow-ups.

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

Meeting adjourned at 2:24 PM

Attachments:

October 23, 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 December 9, 2024.

Jason Queenin, Secretary

Date



Enrollment Management & Student Affairs (EMSA) Committee

Board of Trustees Meeting
February 2025

Westfield State University



Explore ~ Experience ~ Excel

Committee Agenda

- 1) Call to order
- 2) Approval of minutes from December 2024
- 3) Items for information
 - A. Spring 2025 Undergraduate Admissions Review
 - B. Fall 2025 Undergraduate Admissions Preview
 - C. Update on Strategic Enrollment Planning
 - D. EMSA Department Report
 - Career Center
- 4) Open Discussion



Spring 2025 Undergraduate Admissions Review

First Years							Transfers						
	Sp 2024	Sp 2025	1yr Delta	%	Goal	% to Goal		Sp 2024	Sp 2025	1yr Delta	%	Goal	% to Goal
Inquiries	161	180	19	11.8%	169	106.5%	Inquiries	216	247	31	14.4%	283	87.3%
Applications	112	147	35	31.3%	110	133.6%	Applications	170	205	35	20.6%	204	100.5%
Complete Applications	53	86	33	62.3%	49	175.5%	Complete Applications	127	149	22	17.3%	138	108.0%
Accepts	45	76	31	68.9%	44	172.7%	Accepts	122	138	16	13.1%	135	102.2%
Deposits	19	26	7	36.8%	20	130%	Deposits	73	75	2	2.7%	75	100%
Denied	7	5					Denied	5	3				

Summary:

- 1) **Met aggressive model / goals**
 - Improved admissions strategy and performance
- 2) **Increases throughout the funnel**
 - Improved admissions systems
- 3) **Largest Spring FY cohort in 4 years**
 - Increase related to 2024 FAFSA delay
 - Increase in non-traditional students (fall admissions)

Fall 2025 Undergraduate Admissions Preview

First Years						
	Fall 2024	Fall 2025	1yr Delta	%	Goal	% to Goal
Prospects	142075	152419	10344		152419	100.0%
Inquiries	51240	18666	-32574	-63.6%	62689	29.8%
Applications	5767	5584	-183	-3.2%	6905	80.9%
Complete Applications	4765	5043	278	5.8%	6077	83.0%
Accepts	4163	4525	362	8.7%	5713	79.2%
Deposits (Total)	124	199	75	60.5%	971	20.5%
Deposits	124	199	75	60.5%	857	23.2%
Denied	153	53				

Fall 2025 Undergraduate Admissions Preview

Summary:

- 1) Top of funnel decreases reflective of change in admissions strategy
- 2) Significant increases in lower portions of the funnel
- 3) Concerns
 - a) Year-to-date assessments are problematic due to issues related to the 2024 FAFSA
 - b) Currently 3% behind in ISIRs (FAFSA) submissions
 - c) Initial concern about public reluctance to provide data to the federal government
 - d) Deposit increases among non-FAFSA filers
 - e) Springfield market

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Fall 2025 Undergraduate Admissions Preview

Current Efforts:

- 1) Continued integration of technology (SLATE)
- 2) Improved communications with student and parent audiences
- 3) Continued development/improvement of campus programs
- 4) New strategic initiatives to improve admissions position
 - a) Assessment and re-design of the university website
 - b) Creation of a digital suite of video assets
- 5) Strategic focus on value proposition and outcomes
- 6) Striving for exceptional customer service as a differentiator

Update on Strategic Enrollment Planning (Spring 2025)

- 1) Creation of the Strategic Enrollment Planning Committee
 - a) Three sub-committee structure
 1. Undergraduate (UG) Admissions
 - chaired by the director of UG admissions
 2. Graduate and Continuing Education (DGCE) Admissions
 - chaired by the director of DGCE admissions
 3. Retention
 - chaired by new associate provost
 - b) Chaired by administrators, but staffed by faculty, staff and students
 - c) All divisions will be represented

Update on Strategic Enrollment Planning (Spring 2025)

Committee Charge:

The committee is responsible for the development and implementation of a 3-year strategic enrollment plan (SEP).

The SEP will include assessment and development of specific, tactical/short-term **AND** specific strategic/long-term initiatives to address and overcome enrollment challenges associated with:

- 1) Undergraduate admissions
- 2) Graduate admissions
- 3) Student retention.

Update on Strategic Enrollment Planning (Spring 2025)

- 2) Development of a 3-year comprehensive enrollment plan
 - a) Operational necessity
 - 1. To be used to lead institutional strategy, conversations, and decision-making
 - 2. To be used to set budget
 - 3. Designed as a 3-year plan to be flexible AND continuously updated
 - b) Considerations
 - 1. Demographics
 - 2. Program enrollments and new program development
 - 3. Workplace and employment statistics
 - 4. Persistence and retention data

Update on Strategic Enrollment Planning (Spring 2025)

3) Immediate Actions

- a) Preliminary 3-year Enrollment projection
- b) Further data collection and analysis
- c) Institute existing best practices (this semester/immediately)
 - i. Weekly registration reports during fall registration process (March)
 - ii. Action on those eligible to return but not registered



EMSA Department Spotlight: Career Services

Junior Delgado
Director of Career Center

Westfield State University

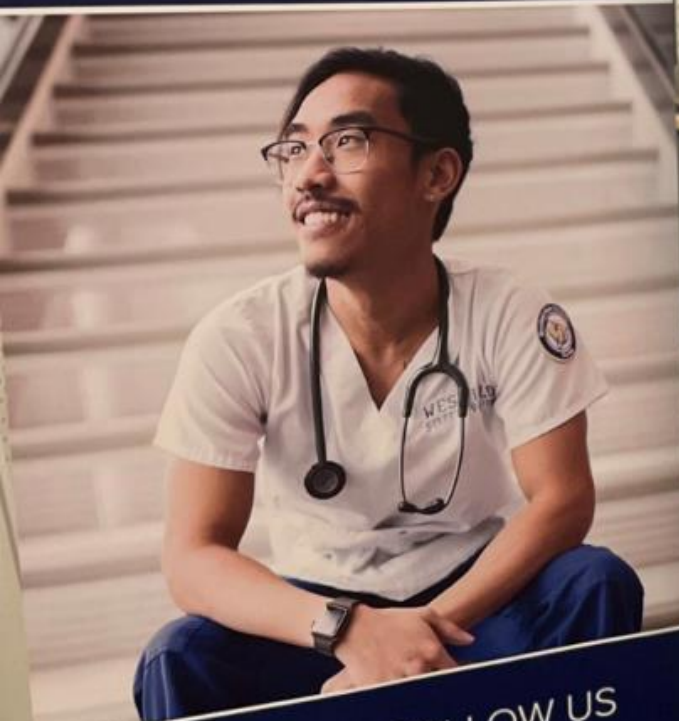


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CAREER CENTER

Services

CAREER DEVELOPMENT · INTERVIEW PREPARATION
GRADUATE SCHOOL ADVISING · NETWORKING/CAREER FAIRS
JOB/INTERNSHIP POSTINGS · RESUME/COVER LETTERS



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To learn more, visit westfield.ma.edu/CareerCenter

Career Center Team

Advisors
Junior Delgado
Giselle Frechette
Dino Innarelli
Jennifer Dobiecki

Administrative Staff
Sharon Welch
Lori Putnam

Graduate Assistant
Rachel Gelina

STRADA AND GALLUP EXAMINE CONSUMERS' TOP MOTIVES FOR CHOOSING THEIR EDUCATIONAL PATHWAYS:

“ More than 86,000 U.S. adults with experiences at over 3,000 institutions were asked to share, in their own words, the main reason for choosing their educational pathway and school. Results confirm that work outcomes are the main reason most people chose higher education, with **58% reporting job and career outcomes as their primary motivation.**”



THE 4 FOUNDATIONS OF THE CAREER ECOSYSTEM ERA

- 1 A PROMISE FOR EVERY STUDENT**
- 2 OF CAREER LEARNING OUTCOMES**
- 3 THROUGH EMBEDDED MILESTONES**
- 4 FROM AN EMPOWERED COMMUNITY**

OUTREACH & PROGRAMMING EFFORTS

Campus Engagement



524 Students



1281 Students



New Student Orientation

Twice per Year



Career Fairs

~10% student participation



Career Strategies Seminar for Graduating Education Students

Twice per Year



Admissions Events

Open Houses & Accepted Students



Presentations

175 Visits
3574 students



LEAD Scholars



Satellite Office Hours



Industry Nights for 15 Majors

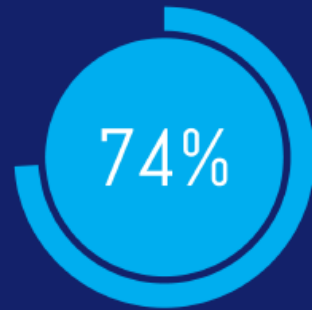
% OF POST-GRADUATE SURVEY RESPONDENTS

24% Average Response Rate

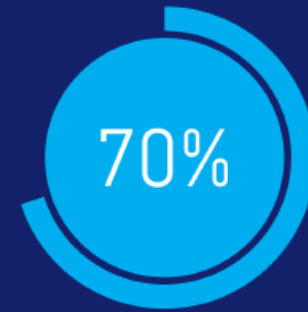
Secured Employment Within 6 months



FY 2021



FY 2022



FY 2023

Secured Full-Time Employment or Graduate School



FY 2021



FY 2022



FY 2023

UCONNECT

OVERALL INSIGHTS

Page Views: 6,121 (one month)

Active Users: 2,643

Engaged Sessions: 1,599



TOP COMMUNITY PAGES

1. WSU Career Fairs & Events
2. Employers
3. Students & Alumni
4. Discovery & Exploration
5. Criminal Justice, Govt. & Law
6. Prospective Students
7. Arts, Media, Marketing & Comm.
8. Business Management
9. Faculty & Staff
10. Counseling & Social Justice

TOP PAGES

1. Career Center Homepage
2. Jobs
3. Meet Your Team
4. WSU Career Fairs & Events
5. Disney College Program
6. Employers
7. Jobs - Page 2
8. Students & Alumni
9. Internship Search
10. Resumes & Cover Letters



LABOR MARKET INSIGHTS

400M

Career Profiles

100M

Salary Observations

1900

Unique Occupations

30,000

Unique and Open Access Skills

Challenges & Opportunities

- 1) Improve the campus career ecosystem
 - a) Create additional work-study and other campus employment positions
 - b) Work with faculty to highlight existing internship opportunities and create new ones
 - c) Use these experiential learning opportunities to differentiate the university

- 2) Integrate career learning into the student life cycle
 - a) Continued engagement with admissions and orientation activities
 - b) Explore feasibility of 'Career Champions Network'
 - c) Integrate post-graduate survey

- 3) Target and invest in relationships with employers and external agencies
 - a) Solicit new corporate partnerships
 - b) Engage partners in the development of new/needed programs and credentials



Westfield State University



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Update on Strategic Enrollment Planning (Spring 2025)

Undergraduate	Retention Rate	2024-2025	2025-2026	2026-2027	2027-2028
FY		833			
FY-SO	76.8%		640		
SO-JR	67%			429	
JR-SR	97%				416