



Board of Trustees

Institutional Advancement Committee with Enrollment Management Minutes

President's Boardroom, Horace Mann Center
October 12, 2017

Board of Trustees committee members in attendance: Secretary Martin, Trustees Magovern, Queenin, and Swan.

Excused absence: Committee Chair Landrau, Vice Chair Hagan, and Trustee Martinez-Alvarez.

Trustee guests present: Trustees Hill, Marcus, and Slakey.

Dr. Ramon S. Torrecilha, President of Westfield State University, was also present.

The meeting was called to order at 11:10 AM by Committee Secretary Martin, who stated that with the absence of Chair Landrau and Vice Chair Hagan, a Chair Pro Tempore must be elected and asked for a Motion.

MOTION was made by Trustee Queenin, seconded by Trustee Magovern, to elect Secretary Martin as the Chair Pro Tempore for this meeting. **Motion passed unanimously.**

Chair Pro Tempore Martin moved forward to agenda item Approval of Minutes and asked for a Motion.

MOTION was made by Trustee Magovern, seconded by Trustee Queenin, to approve the minutes of the June 15, 2017 meeting. **There being no discussion, Motion passed unanimously.**

Chair Pro Tem Martin moved to the first Item for Information and welcomed Dr. Erica Broman, Vice President of Institutional Advancement. Dr. Broman reviewed the First Quarter Dashboard through September 30 and said the figures are closing in on what was raised for the entire last year. These figures reflect the partial receipt of the large anonymous gift in honor of Professor Dower and also a timing issue. Half of the large anonymous gift was received in the last fiscal year and half in this fiscal year. An additional disbursement from the Dower estate should also be received by the end of this month, which would make year-to-date donations match the total number of dollars raised last year. The total donor number of 706 for this quarter is misleading as the Celebrate Westfield attendance has always been included in the donor calculation. Without Celebrate Westfield, the donor range would be around 350. The Phonathon effort has just begun with new students beginning by making thank you calls for gifts received last year and updating cell numbers, email addresses and finding new people

through Linked In. The donors are offered the option of receiving an emailed thank you note, which is a good way for us to get their email address and it is far more efficient.

Dr. Broman continued that the large increase in the number of prospect meetings is mostly because there weren't many meetings happening in the past. The hiring of another gift officer is underway and the hope is to have the individual within a month's time. Advancement has invested in EverTrue, a software program that will help plan Advancement visits more effectively by showing geographically where our alumni are concentrated, which will be a much more efficient use of time.

During the week of March 18 to 25, there will be alumni/donor events and individual visits in Florida, with stops at Fort Lauderdale, Sarasota and maybe Orlando. The President will also be attending these events. Dr. Broman also confirmed there will be an event at Bill Hogan's house on March 22, 2018 in Naples.

In addition, in early September an "anchor mailing" was sent out under the President's signature to all alumni and a pocket of parents who are current donors. This mailing will be dropped every fall as a way to update alumni on the highlights of the previous year and engage them in the new academic year. Responses have started to come in providing needed reengagement.

Committee Chair Pro Tem Martin welcomed Mr. Daniel Forster, Vice President of Enrollment Management, to the table. Vice President Forster indicated that Enrollment Management/Admissions has purchased SAT names using criteria given to the College Board and those names are now being loaded into the system and emails are being generated and sent to students. Westfield State budgeted for the purchase of 100,000 names, with a goal of 75,000. Some of those names are juniors, which must be targeted, together with sophomores, and these will be added for the next recruitment cycle. By the time students are seniors, they are already narrowing their choices, so our information has to be in front of them before that.

Names were purchased for students from Massachusetts, New York, New Jersey, Connecticut, New Hampshire, Vermont and Maine. We need to be able to compete outside our state, and students from these nearby states are more likely to travel to Western Mass.

Vice President Forster explained the Funnel Report he distributed in detail and stated this report will be shared weekly with the Cabinet. There has been an increase of 100 to 200 visits this year. Applications are up, and there is a good number identifying an interest in the spring of 2018. The increase looks strong, although it is still early.

Vice President Forster stated that the process for setting goals for admission deposits, accepts, and applications is both an art and a science. The science in making goals is analyzing the numbers from the past three years, modeling and extrapolating from that. If just the historical information were used, the goals would be lower. The art of setting goals is drawing on what is most important to families: fit, affordability and outcome and marketing these messages. The messaging being sent to students is much more action-oriented now, inviting them to act on something stated in the communication directed to them.

President Torrecilha also stated that we know how many applications are needed to get to the 1,100 deposits, given the yield rate of 28 to 30 percent. This gives you the information to push more

applications or visits to campus. The number of students visiting campus would be a good addition to the Funnel Report. Vice President Forster agreed and stated that he would look into adding that information to the report.

It was stated that the intent of the marketing plan should be to attempt to deliberately get the attention of those students who would not have applied to Westfield State in the past and to also make sure the university is a good fit with their goals and interests. Hiring a firm to generate applications for us or going to the Common App may mean increased applications but not necessarily with students who are seriously interested in Westfield State. It was stated that we need to lower the acceptance rate. More applications allow us to be more selective, which should increase the retention rate.

Vice President Forster said the Admissions staff regularly goes to the high schools and college fairs, and is expanding our presence in the area. The primary goal is to get the prospective students here on campus. The open house format has been changed to a more focused and controlled visit where we feed them well, put key faculty members in front of them and show them residential life. This increases the yield from 27 to 40 percent. There has been an increase in the number of fall visits and the registrations for the October 21 open house are more than they have ever had.

The End of the Year Stats for 2013-2017 were reviewed and it was agreed that this spreadsheet will be more important next year to see how successful the return on our investment and goals were.

Vice President Forster shared the Four-Year Revenue Projection and stated the goal is to come up with an Enrollment Management plan for four years, which will tie in with the long-range budget. The retention rate was looked at to predict classes for future years. Large classes are graduating over the next several years so there is a need to plan for the changes in enrollment so there are no surprises. He stated the revenue numbers in the projection are not real at this time, but rather placeholders.

President Torrecilha stated that the historical retention rates indicate there is a lot of work to do in retention.

The Trustees agreed this information will result in a good in-depth discussion on data to analyze and believe Enrollment Management is going in the right direction.

Committee Chair Pro Tem Martin welcomed Dr. Broman back to the table to explain revisions to the Non-Cash (In-Kind) Contributions policy which will simplify and streamline the process. Before accepting any in-kind gifts, the university needs to know whether the gifts could actually be used by the university and any costs and labor involved in obtaining or maintaining them. With the Acceptance Form, the Vice President of Administration and Finance will have to sign off on the items being donated.

Committee Chair Pro Tem Martin said this change to the policy needed to be voted on. It was questioned whether the policy needed to be reviewed annually and it was agreed that it only needed review every three years.

MOTION made by Trustee Queenin, seconded by Trustee Magovern, to approve and adopt the updated Westfield State University policy on Non-Cash (In-Kind) Contributions

(0330), as presented but amended to change the review of the policy to every three years instead of annually. **There being no further discussion, the Motion passed unanimously.**

Committee Chair Pro Tem Martin brought forward the next agenda item, Bylaw Change to Recognize Committee Name Change and stated that the committee name change to Advancement and Enrollment Management Committee had been agreed upon at a previous meeting and that the name change will happen as the revised bylaws get adopted.

The proposed Committee Charter was discussed. Trustee Slakey stated that there should be wording in the charter to cultivate mutual awareness of student characteristics being recruited between Enrollment Management and Academic and Student Affairs. This issue transcends Enrollment Management and belongs in other charters as well since enrollment management and retention needs to be an entire institutional goal and discussion.

Committee Chair Pro Tem Martin asked about the Mass Transfer program. Vice President Forster stated that there has been an increase in transfers but not attributed to Mass Transfer. He has been encouraged by the efforts and progress this year. Admissions has a steady presence at the community colleges. President Torrecilha stated that there is a good likelihood that the transfer program will work, but depends on whether the state makes a push. It was agreed that we need to make transferring here a smooth transition for students.

There being no further business, Committee Chair Pro Tem Martin asked for a Motion to adjourn.

MOTION was made by Trustee Magovern, seconded by Trustee Slakey, to adjourn.
Motion passed unanimously.

The meeting was adjourned at 12:00 PM.

Attachments presented at this meeting:

- a. First Quarter Advancement Dashboard
- b. Fall Numbers/Funnel Report
- c. Admission Stats
- d. Enrollment Revenue
- e. Gift In-Kind Policy (0330)
- f. Gift In-Kind Acceptance Form
- g. Draft BOT Advancement & Enrollment Management Committee Charter
October 2, 2017