



Board of Trustees

Advancement and Enrollment Management Committee Minutes

President's Boardroom, Horace Mann Center
December 7, 2017

Board of Trustees committee members in attendance: Committee Chair Landrau, Vice Chair Hagan, Secretary Martin and Trustees Magovern, Martinez-Alvarez, Queenin, and Swan.

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 by Committee Chair Landrau at 10:48 AM.

Committee Chair Landrau moved forward to agenda item Approval of Minutes and asked for a Motion.

MOTION was made by Trustee Swan, and seconded by Trustee Hagan, to approve the minutes of the October 12, 2017 meeting. **Motion passed unanimously.**

Committee Chair Landrau moved to the first Item for Information - Annual Fund Update and Database Progress, and welcomed Dr. Erica Broman, Vice President of Institutional Advancement, to the table.

Dr. Broman stated that there have been many hours invested in the database cleanup and major improvements made to the annual fund in-house. The floor was given to Julie Phillips, Annual Giving Coordinator, who shared a PowerPoint presentation on the annual fund.

The student phonathon made 6,000 calls and reached 382 people. Out of those conversations, there was a conversion rate of 40% in pledges or gifts with a pledge fulfillment rate of 47%. Ms. Phillips circulated some feedback cards that donors had sent back with their donations. Records were updated for 319 people. Costs were lowered by using an excel spreadsheet for donor information instead of an expensive software program and then Advancement staff loads data into the Raiser's Edge program. An anchor mailing was recently sent under President Torrecilha's signature to every single mail-able alumni in the database (38,000 people), which has never been done. This kicks off the academic year and will be continued annually. The direct mail average gift size is approximately \$75 and the average phonathon gift is \$40. The average gift size is smaller this year, but there are many more donors in the base.

The cost per dollar raised of \$10.56 to NON-DONORS was questioned on the Anchor Mailing slide and it was explained that if there is no response from a potential donor in two to three years, that name will be archived. Ms. Phillips noted that on the Segmentation slide, the SYBUNTS figures should be in the NON-DONORS row and the NON-DONORS figures should be in the SYBUNTS row.

The floor was turned over to Kelly Galanis, Associate Director of Institutional Advancement, who continued the PowerPoint presentation with an update of the records in the database, which is the nerve center for

the Advancement office. Over the last two decades, the database has gone through multiple conversions to different programs and it has been cumbersome to manage.

Database infrastructure has been cleaned up to trim down duplicated funds to 129 active funds, which are still consistent with the donor wishes. Mailings and phone appeals have been reduced from 262 to 39 active appeals and the numbers of titles and relationships available in the system has been reduced. Database integrity figures were given which showed the extent of unmeaningful records bogging down the database. Faculty and staff are now being coded correctly in the system. Wealth screening is being completed with the use of Research Point to identify constituents' giving capacity. The department is utilizing RE:NXT, a web-based version of Raiser's Edge, which can be accessed on the road by Advancement staff.

Dr. Broman continued to the next agenda item and presented the Institutional Advancement calendar from November to the next board meeting in February.

Dr. Broman handed out a Dashboard updated to today's date. The FY18 number shows \$2.278 million, which is the most ever raised by the institution. Lisa McMahon, Director of Institutional Advancement, explained a scholarship gift received in the last couple of weeks from the widow of an alumnus from the class of 1950 who went on to receive graduate degrees and then worked with the Springfield public schools. The gift was for over \$350,000 and will benefit Springfield students attending Westfield State as education majors. The scholarship will also benefit the Reach to Teach program where Springfield students of color completing education careers at Westfield State return to Springfield for a guaranteed teaching position.

The format of the dashboard was discussed and Trustee Swan asked for a median gift column. Trustee Martin also stated that in the future, it would be helpful to hear about what kinds of things Institutional Advancement and Student Affairs are doing with current students.

Dr. Broman introduced Marnie Dacko, the new Major Gift Officer, who has a history of a concentration on donor gifts from \$25,000 to \$1 million. Ms. Dacko said it will be very rewarding to understand Westfield State alumni and their passion, ability and capacity to donate. It is her goal to meet as many alumni and donors as possible and looks forward to the opportunity of working with the Advancement team.

Dan Forster, Vice President for Enrollment Management, took the floor and said that the Customer Relationships Manager (CRM) software has been implemented and is working well. A communication plan has been set up and communication has been sent to prospective seniors who have received 5 emails from Westfield State over the last several months. There has been increased participation in both student visits and open houses this year, and applications are up 30%.

Vice President Forster stated that the open houses in the fall provide tours that are very structured to see the classrooms, athletics, housing, participation in panels for academic, study abroad & internship opportunities, and a free lunch at the dining commons. The spring open houses will have more speakers, including President Torrecilha, some trustee involvement, faculty representation and hopefully some interactive activities that will hook the students. Staff will be prepared for questions from students and parents about the recent bias incidents on campus with talking points provided by our Director of Communications.

Vice President Forster directed the Trustees' attention to the Out-of-State Student Scholarship brochure, which explains a new scholarship being offered from between \$1,000 and \$5,000.

The draft Four-year Strategic Plan for Enrollment Management was discussed and Vice President Forster stated he believes in the numbers projected as an increase in admission because of the efforts invested this year in a unified message and better operations. With the current positioning and the quality of the faculty

and leadership, there is a large opportunity to grow. It was stated that the base is there, the yield needs to be increased. Progress in decreasing the acceptance rate also needs to be made, together with discussion on the right class size and the relationship between acceptance rates and retention.

President Torrecilha stated that there needs to be an increase in our commitment to financial aid. The average package is approximately \$900 per student but the financial gap is still increasing between fees and aid. Our sister institutions are spending much more on financial aid than we are.

Committee Chair Landrau stated that the committee charter will be discussed at the February meeting, and there being no further business, she asked for a Motion to adjourn.

MOTION was made by Trustee Martin, seconded by Trustee Hagan, to adjourn. **Motion passed unanimously.**

The meeting was adjourned at 11:51 AM.

Attachments presented at this meeting:

- a. Minutes of the October 12, 2017 meeting
- b. 2017-2018 Annual Fund Update including Database Progress
- c. Institutional Advancement Calendar
- d. Updated Dashboard 11-29-17
- e. Handout: Updated Dashboard 12-7-17
- f. Admission Funnel Report (Fall 2018 Update)
- g. Out-of-State Scholarship Rack Card
- h. 4-year Enrollment Management Strategic Plan
- i. 4-year Enrollment Revenue Projection