Board of Trustees
Advancement and Enrollment Management Committee
Minutes

President’s Boardroom, Horace Mann Center
December 5, 2018

Board of Trustees committee members in attendance: Vice Chair Hagan, Secretary Hill and Trustees Magovern, Martin (remotely) and Swan.

Excused absence: Committee Chair Landrau.

Trustee guests present: Trusteess Queenin and Sullivan.

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

The meeting was called to order at 11:00 AM by Committee Vice Chair Hagan, who stated that Trustee Martin was participating in the meeting remotely and all votes would be by roll call. He welcomed Andy Oleksak, Chair of the Westfield State Foundation, and then asked for a motion to approve the minutes of the October 9, 2018 meeting.

**MOTION** was made by Trustee Swan, seconded by Trustee Hill, to approve the minutes of the October 9, 2018 meeting. There being no discussion, a roll call vote was taken.

Roll call vote:
- Trustee Hagan    yes
- Trustee Hill     yes
- Trustee Magovern yes
- Trustee Martin   abstained
- Trustee Swan     yes

**Motion passed.**

Committee Vice Chair Hagan welcomed Daniel Forster, Vice President of Enrollment Management, who gave an update on financial aid as follows:

- The out-of-state scholarship has created interest and we are up 3,000 inquiries from out-of-state students from last year.
- An appeal for the owl’s scholarship for students having issues finalizing financial aid helped a great deal with melt over the summer.
- A bid was put out in the fall for a financial aid consultant to analyze the last three years of financial aid to see how it can be reapportioned and if increased slightly, what the return would be. Data is being compiled on students that have come to Westfield and those who have not. The consultant will analyze the data to show what the return on financial aid investments will be which will help bring clarity on financial aid performance and improvements needed. The discount rate is currently
about 6% for our students. Lowering the Presidential merit scholarship from $4,000 to $2,000 increased the return on the investment. President Torrecilha added that Westfield State awards $2.8 million of its own funds for financial aid. It is being increased, but it is hard to compete with the private institutions.

Committee Vice Chair Hagan welcomed Janet Garcia, Executive Director of Marketing and Communications, and the following update on marketing strategies was given.

- Applications were down slightly in October, even though inquiries were up dramatically. An effective marketing campaign took place waiving the application fee for a three-week period, resulting in a 12% click-through rate, 7,000 views of the page, 2,900 views of the “apply now” page, and 800 applications.
- There has been a lot of positive movement in the funnel with no deposits yet, but it is still very early and looks better than last year.
- The Massachusetts College Application Celebration (MCAC) is a new initiative at the high schools where colleges are accepting transcripts and SAT scores and granting college acceptances and scholarships on the spot.
- The marketing department has met with the chairs and faculty of 14 academic departments to have the faculty give new perspectives and take a more centralized role in marketing. Some of the academic department websites have been redesigned and videos created for them which resonate well for prospects, making the sites easier to view. Marketing has also created academic rack cards to take on the road and handed some out to the Trustees for viewing.

Committee Vice Chair Hagan welcomed Dr. Erica Broman, Vice President of Institutional Advancement, to the table to share the following.

- Stewardship materials were shared showing how the Institutional Advancement office communicates with donors of endowed scholarships in recognition of their funds, as well as the personal touches supplied to them such as the annual stewardship statement, the name of the student who received their scholarship, and the thank you note from the student. They also send an update to donors relative to any expenditures, donations or revenue generated by the endowed fund. The Institutional Advancement office would like to obtain software which will enhance the donor relationship to show all the details of donations, including the recipients’ names and their thank-you notes, and will create transparency to see where their donations are going. It would also allow the entire process to be online. The cost has been added to the Strategic Plan, and the first piece of the software has been obtained.
- The first quarter dashboard was reviewed which showed more alumni participation in terms of numbers and data regarding size of gifts that have been received. We are ahead of 2017 at this same point in time. An athletics mailing was just done for the first time in several years and trustee and foundation year-end letters are going out within a week.
- The True Blue and You employee campaign was kicked off in the fall with 90 employees giving to date, compared to 130 for the entire year during last year’s campaign. The plan is to gain momentum in employee giving every year.
- #GiveAHoot will last for 1839 minutes from April 10 to 11, with a goal of 500 donors and $50,000. The Institutional Advancement team hopes for a variety of challenge gifts to generate greater interest by a wider audience.
- The new Westfield Tartan, which has been registered with the Scottish Register of Tartans, has been made into scarves and ties which will be sold to help support the Westfield Pride scholarship being awarded to the highest-achieving students at the three local high schools.
There being no further business, Committee Vice Chair Hagan asked for a motion to adjourn.

**MOTION** was made by Trustee Hill, seconded by Trustee Swan, to adjourn.

Roll call vote:
Trustee Hagan
Trustee Hill
Trustee Magovern
Trustee Martin
Trustee Swan
Motion passed unanimously.

The meeting was adjourned at 11:51 AM.

Attachments presented at this meeting:
  a. Minutes of October 9, 2018
  b. Financial Aid Update
  c. Marketing Update
  d. Admission Funnel
  e. Stewardship Statement
  f. First Quarter FY19 Dashboard
  g. True Blue & You Employee Campaign
  h. #GiveAHoot Update – 1839 Minutes in April
  i. Westfield Pride Scholarship
  j. Handout: Departmental Rack Cards