Board of Trustees
Advancement and Enrollment Management Committee
Minutes

President’s Boardroom, The Horace Mann Center
October 10, 2019

MEMBERS PRESENT: Committee Chair Martinez-Alvarez, Vice Chair Hagan, Secretary Boudreau and Trustees Magovern, Martin and Neves

MEMBERS EXCUSED: Trustee Hill

TRUSTEE GUESTS PRESENT: Trustees Queenin and Sullivan (entered at 1:07 PM).

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

The meeting was called to order at 12:31 PM by Committee Chair Martinez-Alvarez, who stated that Ms. Myrna Ghorayeb from Marts and Lundy was joining the meeting remotely.

MOTION made by Trustee Martin, seconded by Trustee Neves, to approve the minutes of the June 20, 2019 meeting. There being no discussion, Motion passed unanimously.

Dr. Erica Broman, Vice President of Institutional Advancement, introduced Ms. Kathy Howrigan of Marts and Lundy, the fundraising consulting firm that assessed how Institutional Advancement is structured and how a capital campaign could work for Westfield State. Ms. Howrigan shared the Phase I Overview with their detailed recommendations, and stated that Phase II would consist of external communications. Points from their internal assessment include:

- Institutional Advancement is under resourced for a campaign
- There is significant improvement in data quality, yet challenges remain
- A comprehensive multi-year plan is needed for Advancement
- Westfield State has had significant growth in leadership and major gift revenue in the past three fiscal years but also a significant decrease in alumni donors
- Westfield State has 16,014 prospects with major gift capacity at $10,000 or over
- $7 to $11 million could be raised in a 5-7 year campaign (which would include a quiet and a public phase)
- Scenarios for a $10M gift pyramid and a $20M gift pyramid were shared
- The staffing analysis shared is the industry standard. If Westfield State could implement these levels of productivity, it would need 5 FTEs (gift officers) for a $10M campaign. It was recommended that fundraising funds not be used to pay for additional staff
- It was questioned what the benefit of adding Assistant/Associate Vice Presidents were instead of gift officers. It was explained that each function is in a silo. The Vice President for Institutional Advancement should not be involved in the day-to-day activities. The most critical position is the Assistant Vice President for Development.
Since Dr. Broman has been here, there have been two major gift officers and one director that have been hired and donations went from $800,000 to more than double that amount.

Realistically, positions could be added over multi years

Marts and Lundy will give benchmarks on adding staff vs. fundraising and send to the assistant to the Board of Trustees to distribute to the Trustees

Dr. Broman shared the following informational items:

- Philanthropy Friday survey form was created to help bring social media awareness of why donors give back to the University
- The Institutional Dashboard has been revised per industry best practices. In an effort to compare accurately throughout each year, the office will produce monthly dashboards
- There is a donor thank-you event with a musical presentation on November 12

Mr. Daniel Forster, Vice President for Enrollment Management, shared the following informational items:

- Opening number funnel report (official numbers will be obtained after October 15 census):
  - 85% of first-year prospects are from Massachusetts
  - Improved in all the conversion rates, review of applications and operational work
  - Visited more high schools, attended more fairs, and provided good support for on-road counselors
  - After hitting the mark in transfers for the last two years, the numbers dipped this past year
- Financial Aid Optimization Analysis from EAB:
  - Consultant looked at the way we award aid. We aim to assist students who need the most help and have a small amount of merit-based aid. We are close to 40% yield for those A-/B+ students offered a $2,000 merit award.
  - Proposed Policy Option #1 does not interest us
  - Proposed Policy Option #2 shows the more you invest in financial aid the better your enrollment.
  - Proposed Policy Option #3 is a larger investment, meeting 20% of need for students and increasing merit amounts considerably to students with higher academics.
  - These options were modeled on meeting no need, 10-20-30% of need, or merit
  - Other universities are meeting higher percentages of need than we are
  - We have been consistently adding to financial aid over the last three years, increasing it by $100,000 per year

- Plans for Social and Digital Media:
  - Working with the most diverse population in history
  - Biggest enrollment growth is those over 25 years of age
  - Education quality is the highest influencer to college selection
  - Family is also a top influencer
  - Communication weighs heavily in the enrollment decision
  - Requesting a bid for a third party vendor to promote Westfield State’s social media

There being no further business, MOTION made by Trustee Martin, seconded by Trustee Neves, to adjourn. Motion passed unanimously.

Meeting adjourned at 1:41 PM.

Attachments presented at this meeting:
  a. Minutes, June 20, 2019
  b. Marts & Lundy PowerPoint
c. Philanthropy Friday Form
d. IA Dashboard
e. Opening Numbers
f. EAB Review
g. Plans for Social & Digital Media