



Board of Trustees

Advancement and Enrollment Management Committee Minutes

President's Boardroom, The Horace Mann Center
December 11, 2019

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

MEMBERS EXCUSED: Committee Vice Chair Hagan

TRUSTEE GUESTS PRESENT: Trustee Queenin

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

Committee Chair Martinez-Alvarez called the meeting to order at 8:40 AM.

MOTION made by Trustee Magovern, seconded by Trustee Martin, to approve the minutes of the October 10, 2019 meeting. There being no discussion, **Motion passed unanimously.**

Committee Chair Martinez-Alvarez welcomed Dr. Erica Broman, Vice President for Institutional Advancement, who presented the Marts & Lundy draft Case for Support, highlighting:

- The focus was to present a case for 1) increasing student success, 2) expanding efforts within CURCA, the Center for Undergraduate Research and Creative Activity, and 3) reaching out to businesses and nonprofits to partner with them in order to strengthen students and the community through CoLab. All funds raised will also help the College of Graduate and Continuing Education.
- Conversations will take place with individuals in nonprofit leadership roles (trustees, foundation, and alumni) for feedback.
- The \$10 million goal is variable, depending on feedback and staffing. With two departmental staff leaving with the Voluntary Separation Incentive Program (VSIP), it will be impossible to meet that goal if those positions are not filled.
- The draft has not been presented to students but the Advancement office will work with Trustee Neves and the Student Government Association for feedback. It was also suggested to present the draft to the entire Westfield State Experience committee for comment.
- Trustees gave feedback saying they liked the focus on student success and high-impact practices. Targeting students and initiatives that improve student academic experience is important.

Dr. Broman then submitted the staff emeriti nominations and stated that the committee reviewing the applications consisted of herself and representatives of the APA and AFSCME unions. The nominees are all worthy of emeriti status and are rich in history, with one and one-half centuries of combined service to the University.

MOTION was made by Trustee Magovern, seconded by Trustee Martin, to approve the granting of Staff Emeritus/a status, effective December 11, 2019 to the following individuals:

Ms. Deborah Adams
Ms. Susan LaMontagne
Ms. Maureen McCartney
Dr. Carlton Pickron
Ms. Catherine Ryan

Motion passed unanimously.

Dr. Broman continued with the following updates:

- The Marts & Lundy benchmarks on adding staff compared to fundraising and the return on investment were shared. It is critical to hire additional staff to clean up the database so the major gift officers are working with correct information before the start of the campaign. It was questioned whether the department could use senior interns or graduate students for this work. A draft restructuring plan for the department has been created, which would facilitate cleaning the database within a year, but it would need to be maintained by a permanent employee.
- The True Blue and You faculty and staff appeal has gone out. Because there was not a faculty and staff appeal for a number of years, the jump in donations was significant for the first two years of the new appeal, but has dropped.
- The Board of Trustees appeal has been sent and the Foundation and Alumni Boards will be contacted soon. There is not yet 100% participation on any of boards.
- The Institutional Advancement Dashboard was presented noting a gift of \$32,000 from the Beveridge Foundation for the Westfield Pride scholarship.

Mr. Daniel Forster, Vice President for Enrollment Management, was welcomed who gave the following updates:

Admission Projections:

- The internal funnel shows the comparison from 2019. We had a successful summer tour season. There were less prospects so there is expected to be a slight dip in both tours and open houses, but it is still a comfortable margin.
- Admissions is staffed appropriately but technological support is lacking with the Banner program. We need to be moving toward the common app but it will cost hundreds of thousands of dollars to update Banner and the software to help process the application.
- It was suggested to put together a business plan that can identify what the University needs to accomplish to get Enrollment Management where it needs to be and to bring that plan, together with the stage currently in, to the next meeting. Mr. Forster stated that Enrollment Management has created a wish list and has been able to implement the CRM and other projects.
- Dr. Stephanie Sanchez, Interim Dean of College of Graduate and Continuing Education, discussed the comparison between 2018 and 2019 funnels. There was an overall increase between matriculated and non-matriculated students in the fall. Westfield State is in the middle range of tuition and fees relative to neighboring public two- and four-year institutions. Students are much more price conscious and come for price and flexibility. Sixty-five thousand dollars has been earmarked for aid. Agreements are in place with community colleges to make a clear path for their students to come here.

Financial Aid Packaging:

- Mr. Forster stated simulations are being created on strategies prepared by EAB Consultants on changes in amounts and types of awards, resulting in a restructuring of how to package students' financial aid. The state budget needs to be approved before we can determine what to award. EAB suggested three models and we are committed to the second model by infusing \$200,000 with what we have for funds. Net revenue increases with the change in model.

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

Meeting adjourned at 9:31 AM.

Attachments presented at this meeting:

- a. Minutes, October 10, 2019
- b. Draft Case for Support
- c. Staff Emeritus/a Justifications
- d. Motion: Staff Emeritus/a Status
- e. IA Dashboard
- f. Admission Projections
- g. Financial Aid Packaging