



Board of Trustees
Enrollment Management & Student Affairs Committee

October 21, 2025
11:15 AM
President's Boardroom

Committee Members: Chair William Reichelt, Vice Chair Tessa Lucey, Secretary Jason Queenin, Member, Barney Garcia and George Gilmer

A live stream of the meeting for public viewing will also take place at the following link: <https://www.westfield.ma.edu/live>

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| 1. Call to Order | Trustee William Reichelt |
| 2. Approval of Minutes
1. June 11, 2025 | Trustee William Reichelt |
| 3. Items for Information
1. Review of Orientation and Student Activities 2025
2. Enrollment Update
a. Admissions
b. Retention
3. Update on Strategic Enrollment Plan
4. Update on new brand platform |
Mr. Matt Dellea
Dr. Kevin Hearn

Dr. Kevin Hearn
Dr. Kevin Hearn |
| 4. Open Discussion | |
| 5. Adjournment | |

Attachments:

- a. Minutes, June 11, 2025
- b. EMSA BOT PPT



BOARD OF TRUSTEES

Enrollment Management & Student Affairs Committee

Minutes

June 11, 2025

11:15 PM

Conference Rooms A & B, University Hall

A live stream of the meeting for public viewing will also take place at the following link: <https://www.westfield.ma.edu/live>

MEMBERS PRESENT:

- Committee Chair William Reichelt
- Vice Chair Tessa Lucey
- Secretary Jason Queenin
- Trustee Daniel Currier
- Trustee George Gilmer

Also present and participating were;

- Westfield State University President, Dr. Linda Thompson
- Vice President of Enrollment Management, Marketing and Student Affairs, Dr. Kevin Hearn
- Senior Executive Director, Westfield Worldwide, Dan Forster
- Director of Student Activities, Involvement, and Leadership, Matt Dellea
- Director of Marketing, Alyssa Goodreau
- Social Media Specialist, Madeline Leblanc

Committee Chair William Reichelt called the meeting to order at 11:17 a.m. A roll call was taken of the Trustees participating as listed above and it was announced that the meeting was being livestreamed and recorded.

MOTION made by Trustee Gilmer seconded by Trustee Currier, to approve the minutes of the April 22, 2025 meeting. There being no discussion, a roll call was conducted, **motion passed.**

Undergraduate Projections for Fall 2025

- The final report for fall 2025 looks strong with a lean over last year.
- Currently at 865 first-year students and 167 transfer students.
- Goal for transfer students adjusted down to 220, confident in reaching the goal.
- 677 students brought to campus for accepted student days.

Questions and Answers

- Question about fallout in the next couple of months.
 - Fallout for first-year students usually starts around the beginning to middle of July.

- Projecting for 12% melt of total number of deposits.
- First bills will be released on July 1, 2025 with a plan to make the process less stressful for students.

Admissions Professionals' Ethical Responsibility

- When/where appropriate, admissions professionals counsel students and parents away from enrollment for economic or personal reasons.
- Admissions counselors develop trust with students and parents to discuss personal finance.
 - They are trained to address concerns about costs and payback after graduation.
- Admissions is doing financial aid consulting and student account work.
 - Significant cross-training has occurred.
- One-on-one counseling is provided, especially for those who haven't completed the bill process.
 - Students are given options like commuting or attending community college before transferring.

Financial Aid and Support

- Individual meetings with financial aid officers are offered at accepted student days.
- Financial aid officers follow up with students and refer them to federal resources.
- There is a significant amount of education offered on the admission side to support students and families.

Enrollment and Competition

- The University is running pretty similarly to last year in terms of yield.
- The biggest concern is students deciding not to go to college anywhere.
 - Competing with the message that college may not be worth it.
- Programs are redesigned to show quantifiable outcomes to parents, like job placement and salary.

Enrollment Trends and Retention

- The University has been in a situation where they are not replacing as many students as they are losing.
- They are starting to level off total undergraduate enrollment.
- Retention numbers are key to affecting the equation of incoming versus outgoing students.
 - Retention is a campus-wide initiative.

Division of Graduate and Continuing Education (DGCE) Admissions

- Dan Forster, Senior Executive Director of DGCE Admissions, presented the DGCE admissions numbers.
- The chart combines graduate and undergraduate programs and includes all aspects of the programs.
- The goal represents where they were last year in the fall.

Undergraduate Numbers

- 39 students have registered for some classes.
- 58 have confirmed by attending an orientation session or email.
- Large programs: Criminal Justice, Psych Management, Liberal Arts Studies, and Nursing.
- Almost half of the confirmed students are in an online program or online completion program.

Graduate Programs

- Masters Public Administration (MPA): 7 registered, 14 confirmed.

- Accounting: 2 registered, 6 confirmed.
- Masters Social Work (MSW): Ahead of last year, 2/3 of students are online.
 - The advanced standing course starts in summer session two.
- Counseling program: Currently at 21 registered, with more applications being processed.
- Physician's Assistant (PA) program: Spring start, cohort of 30 students per year.
 - The application process starts in July.
- Applied Behavior Analysis (ABA) program: Low numbers, confidence in at least 11 confirmed.
- Criminal Justice (CJ) is on target.

Marketing

- Engaged with Vision Point for digital ads across platforms.
- Saw an effect from a quick-to-launch campaign in January for MSW.
- Additional increase in applications this summer.

Questions

- Online programs are becoming more regionalized.
- MSW did a great job converting some students from online to on-ground programs.
- Vision Point's market reach is beyond the state but still regional.

Online Programs

- Most colleges now have some type of online program, are launching programs, or have partnered with an OPM (online platform).
- COVID forced many universities to offer online programs.
- Marketing strategies include contacting grads, working with the undergraduate population, and reaching out to students who left without a degree.
- The vast majority of online learners (excluding major players) still study within 35-60 miles of campus.

Certificate Programs

- Launching a Business Leadership Certificate and will reach out to regional business leaders.
- Two more certificates are planned for the spring.

New Student Orientation

- Orientation starts on Monday, June 16, 2025.
- 75.2% of incoming students registered for a summer orientation session, closer to 80% as of today, compared to 35% last year.
 - Integrated orientation registration into admissions CRM (Slate program).
 - Outreach to students has been easier and more automated.
- The financial aid office speaks directly to families and is available for individual meetings.
 - A program facilitated by Dan Forster and co-presented by the director of financial aid and the director of student accounts will educate on bill pay.

Orientation Program Design

- Tailored and impactful experience for both students and parents with separate schedules.
- Unique track for first-year and transfer students.
- Part of a broader progressive engagement strategy.
- Faculty engagement includes faculty speaking to the transformative power of education and Provost Salka and Hilary Sackett-Taylor discussing academic priorities.
- Students will register on their own for their first-year Journey class online.

Enhancements to the Program

- Collaboration with campus partners has been strengthened to ensure consistent messaging across all departments.
- More opportunities have been created for one-on-one interactions between students and professional staff to support relationship building and belonging.
- Intentional time is built into the schedule for families to connect with one another.
- The University's values and expectations are articulated throughout the program to reinforce a shared commitment to student success.

Shift Away from Overnight Orientation

- Finance and the level of anxiety contributed to the move away from overnight orientation programs.
- Participation rates in summer involvement overnight programs were falling nationally, even pre-pandemic.
- The current program is a quick opportunity for families and students to come together.
- The student group is focused on social engagement, while families receive a "boot camp" to prepare them for the next eight weeks before fall.

Marketing Update

- Marketing has been restructured to build a strategic, data-driven approach to elevate, drive enrollment, and strengthen community.
- Assessments, inventory management, and the allocation of marketing projects will be in partnership.
- Marketing has realigned and strengthened partnerships with key vendors to ensure seamless integration and alignment with institutional priorities.
- Focus is on evolving the brand, improving navigation and overall user experience, and seamlessly integrating web content with the Slate CRM system.
- Exploring the creation and activation of a digital media suite to serve as a centralized hub for producing high-quality video, photography, and audio content.
- "Our brand is more than just a logo. It's more than just a tagline. It's the perception that people have of who we are and what we offer getting. It's what people think, it's what they feel."

Branded Environmental Graphics

- The installation of branded environmental graphics is underway.
 - Building signage and banners are being installed.
 - Goal is to create a more cohesive campus experience that reflects pride and identity.

Community Partnerships

- Strategic marketing partnership launched with the Westfield Starfighters baseball team.
 - Strengthens community ties and builds awareness.
 - Connect with local families, alumni, and prospective students.
- The partnership has connected with nearly 1400 students from Westfield Intermediate School.
 - Opportunity to inspire future outlook early on.
- Dr. Thompson will throw out the first pitch at the Starfires game on June 25, 2025.

University Website Progress

- Websites are one of the most powerful marketing tools.
- Content specialist Kylie Hensley has led a massive content transformation.
 - Redesigning and optimizing 123 academic program pages.
 - Launching 10 MSW program pages.

- These are strategic tools to improve prospective student engagement and boost search engine visibility.
- The Foundation provided financial support for some of this work.

AI Chatbot

- University site-wide AI Chatbot launched on June 2, 2025.
 - Led by marketing copywriter, in collaboration with 29 campus offices.
- Allows users to get quick, reliable answers 24/7.
 - Reduces the burden on staff and enhances user experience.
- Usage has already tripled in one week.

Website Updates

- Updating the University website with a new dynamic video for the hero image.
- Enhancement keeps the website visually competitive while maintaining accessibility.
- Moving aggressively to create video content to be as engaging as some competitors.

Campus Branding Initiative

- Focused on the lived experience of the Westfield State brand.
- Interior of Ely Campus Center transformed with Westfield State-inspired details.
 - Vibrant staircase graphics and a collage of student life photography.
 - New lounge features include video games, an air hockey table, and fresh furniture.
- Exterior of Parenzo Hall is being reimaged with welcoming and inspirational entrance banners.
 - Commitment, community, collaboration, champion.
 - "You can play anywhere, but you win at Westfield."

Banners and Marketing

- The banners currently displayed are drafts and will be presented to the cabinet for approval.
- The large banners say: Commitment, Community, Collaboration, Champion.
- External illustrations will be added to buildings to help students understand their location and its importance.
- There's a suggestion to include information that would "get people jazzed," such as the percentage of graduates who find jobs in their field.
- The marketing team produces creative concepts, with Alyssa's leadership being key.
- The goal is to "put the pedal down on marketing and lift up our brand."
- There's a discussion about the visual appeal of the banners, with some finding one side more appealing than the other.
- Academic achievements, publications, and faculty research will also be highlighted.

Social Media Strategy

- Madeline LeBlanc, the social media coordinator, is introduced to discuss the social media strategy.
- Social media is considered "future forward" and fundamentally important to the institution's direction.

Social Media's Importance

- Social media is the "new front page of the newspaper" for prospective students and families.
- It often serves as the first impression of Westfield State University.
- Students are increasingly using platforms like Instagram and TikTok to assess if a campus feels right for them.
- 84% of high school seniors use social media as their primary research tool for colleges.

- Students use social media for news, shopping, and finding information, moving away from traditional marketing.

Social Media Strategy and Impact

- A social media strategy was launched in April.
- Each platform now serves a specific purpose, with intentional posting to reach the right audience with the right message.
- Content is posted with intention, timing, frequency, messaging, and authenticity.
- Increased focus on student-led content to showcase the real Westfield State experience.
 - Supports goals in admissions, retention, and university reputation.
- Each social media platform serves a unique purpose and an audience.
 - Instagram: Prospective and current students, campus life, student engagement.
 - Facebook: Parents and grandparents, student success, parent engagement and transparency.
 - TikTok: Prospective students, trends, student life, recruitment and relatability.
 - LinkedIn: Alumni, faculty, staff, academic excellence, reputation and partnerships.

Social Media Performance and Resources

- Westfield State University is sixth in Instagram and Facebook followers compared to top competing schools.
- Averages about 100 new followers each month.
- More focus on social media efforts since the separation of social media, marketing and communications departments.
- Need for additional social media staff to plan, publish content, track trends, and develop daily touch points.
- Bridgewater State University has five full-time social media staff members and a student content team.
- Salem State University has three full-time social media staff members.
- Westfield State University has one full-time social media staff member and three students.

The Value of Social Media

- Social media is critically important for brand elevation and activation.
- Authenticity is key and comes through an intentional approach.
- Madeline Leblanc, a recent alum, has firsthand experience of what it's like to be a student on campus and how to reach different audiences.

Board Activation

- Board members are encouraged to engage with and share Westfield State University content on their LinkedIn profiles.
- LinkedIn is a modern-day business card.
- A “like” on LinkedIn gets shown to all of your connections signaling that you've engaged with this post and increases visibility across your network.
- A comment boosts the engagement and helps to be seen by more people, including those outside of your immediate network.
- Sharing the post allows it to go in front of your entire network experience.

MOTION made by Trustee Currier, and seconded by Trustee Gilmer, to adjourn. There being no discussion, **motion passed.**

Meeting adjourned at 12:39 p.m.

Attachments:

- a. Minutes, April 22, 2025
- b. Powerpoint Presentation

Secretary's Certificate

I hereby certify that the foregoing is a true and correct copy of the approved minutes of the Westfield State University Board of Trustees meeting held on June 11, 2025.

Jason Queenin, Secretary

Date



Enrollment Management & Student Affairs (EMSA) Committee

Board of Trustees Meeting
October 2025

Westfield State University



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Committee Agenda

- 1) Call to Order
- 2) Approval of minutes from June 11, 2025
- 3) Items for Information
 - A. Student Engagement: From Orientation to Involvement**
 - B. Enrollment Update**
 1. Admissions
 2. Retention
 - C. Update on Brand Platform**
- 4) Open Discussion
- 5) Adjournment







Building Connections: Orientation and Student Involvement

Department of Student Activities, Involvement, and Leadership

|Our Purpose

Connection

Summer Orientation and
Summer Outreach



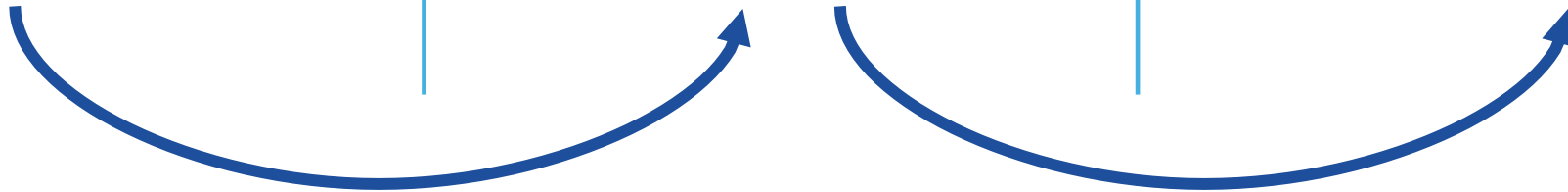
Engagement

Fall Orientation



Belonging

Welcome Owls Week and
Continuous Programming



Summer Orientation Highlights



Campus Partner Collaborations

Strengthened collaborations, ensuring consistent messaging across departments



Family and Champions Program

Fostering community and trust in us and the process



Brand Affinity

Helping students and families see themselves as part of the university community



University Values

Reinforcing our shared commitment to student success from day one.



Summer Orientation 2025

- Strong Participation
 - Total Students Attended: 775
 - Increase of 5% over 2024
- Quotes from Participants
 - I've had other children go to college and this program (by far) has been the most engaging and welcoming we have had the chance to attend." – Dad of student
 - "At the welcome we were told we belong here and now I know what that means" – First Year Student

Orientation is not just about information — it's the foundation of belonging and persistence.



Fall Orientation Highlights



Opening Day

Strong collaboration with Residential Life and Fall Opening Committee for a seamless first day for students and families



Owlympics

Providing space for students to build community and pride.



Evening Programming

The fun continued into the night with over 500 students participating in events each night.



Traditions

Fall Orientation is the best time to introduce Traditions like the annual Glow Party and the Paper Airplane Toss.



| Fall Orientation 2025

- Attendance Information
 - 763 Students attended at least 1 session
 - *Increased from 2024 by 63 students*
 - 574 Students attended on day 3
 - *Increased from 2024 by 226 students*
- Quick Evaluation Data
 - 88.7% of students made a new connection
 - 93% of students claimed they knew how to get involved on campus this fall
 - 87.8% of students agreed or strongly agreed that they, *based only on Orientation*, made the right choice in attending Westfield State

Students didn't just attend orientation — they stayed engaged. Early involvement is one of our strongest predictors of retention.



| Welcome Owls Week Recap



September Involvement Highlights

Drone Show

First-ever Westfield State Drone Show with light displays in the sky.



Family Weekend

Family Weekend 2025 had record attendance of 1,200 participants, nearly double 2024.



Involve

Increased usage on the platform and continuous training available.



|September Involvement

- Data from Involve
 - Total Attended Events: 74
 - Total Advertised Events: 156
 - At the end of Welcome Owls Week 1,549 students had attended at least 1 event.
 - At the end of September 1,773 students had attended at least 1 event.
- Quotes from Students
 - “There is always something to do on campus. It’s very busy”
 - “Events on campus are getting bigger and better”

We’re not just running events — we’re designing pathways that connect students to belonging and success.





Westfield State University



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Enrollment Update

Westfield State University



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Fall UG Admissions (Final Funnel)

(as of 9/22/25)

First Years						
	Fall 2024	Fall 2025	1yr Delta	%	Goal	% to Goal
Prospects	142075	152419	10344		152419	100.0%
Inquiries	62689	19501	-43188	-68.9%	62689	31.1%
Applications	6759	6426	-333	-4.9%	6905	93.1%
Complete Applications	5837	5952	115	2.0%	6077	97.9%
Accepts	5486	5689	203	3.7%	5713	99.6%
Deposits (Total)	926	947	21	2.3%	971	97.5%
Deposits	833	838	5	0.6%	857	97.8%
Denied	327	244				



Fall UG Admissions (Final Funnel)

(as of 9/22/25)

Transfers						
	Fall 2024	Fall 2025	1yr Delta	%	Goal	% to Goal
Inquiries	928	887	-41	-4.4%	890	99.7%
Applications	688	609	-79	-11.5%	650	93.7%
Complete Applications	495	447	-48	-9.7%	470	95.1%
Accepts	462	409	-53	-11.5%	440	93.0%
Deposits (Total)	271	242	-29	-10.7%	257	94.2%
Deposits	233	195	-38	-16.3%	220	88.6%
Denied	16	26				



DGCE Admissions

	Fall 2024	Fall 2025	Fall 2026	Spring 2024	Spring 2025
Program				Total	Total
UG	109	94		54	62
2nd Bachelors	11	14			
Post Bac	3	7			
Certifications	4	16			
Total	127	131			
Grad				54	57
MPA	17	21			
Accounting	10	10			
MSW	110	112			
Counseling	20	21			
ABA	7	11			
PA	30	29	27		
CJ	7	7			
EDUC	18	20			
Total	219	231			
Grad Non Matric	100	110			
UG Non Matric	24	35			



UG Retention Baseline

	Fall 2022	Fall 2023	Fall 2024
First-Year	64.9%	72.6%	70.2%
Sophomore	83.5%	88.9%	84.2%
Junior	89.5%	88.7%	88.1%
Senior	83.6%	86.1%	86.9%





Westfield State University



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OFFICE OF MARKETING

THE POWER OF BRAND AT WESTFIELD STATE

ALIGNING OUR STORY,
STRENGTHENING OUR IMPACT.

10/16/2025



| A Brand Is More Than a Logo and Tagline

Brand → *The perception people have of who we are — built through every experience and interaction*

Logo → *The visual symbol that represents our brand — it's recognition, not reputation*

Tagline → *A short phrase that expresses our brand's promise or essence in words*

Together: *They create a consistent identity — what people see, hear, and feel every time they experience Westfield State University*

***"A brand is what people say about you when you're not in the room."
— Jeff Bezos***



Why Westfield State's Rebrand Matters

We haven't given our brand the attention it needs!

- Materials, messaging, visuals are fragmented and disconnected
- Inconsistency dilutes our brand; creating confusion, uncertainty for all audiences (prospective and current students, community, alumni, etc...)
- It costs us, significantly (time, budget, lost recognition, etc...)

But the biggest cost?

- **Impact on enrollment and fundraising.**
- When people don't understand the value of what they're buying or investing in, they don't! And they turn to a brand that communicates value effectively."



The brand is like the
foundation of a house.
It supports everything built
on top of it.

Strong brands don't happen by accident; they're built intentionally through purpose, clarity, and consistency.



Successful Branding Includes:

Driving Adoptions

- Clear communication and stakeholder buy-in drive adoption
- Communication and clarity create alignment
- Shared understanding fuels adoption
- Campus-wide buy-in builds momentum
- Clear messaging and engagement ensure adoption
- Alignment through clarity and communication

Strategic Success

Successful launches use a **brand platform** approach:

- Umbrella concept that aligns with the brand's core value and message
- Multiple campaign ideas can ladder up from a single platform
- Safeguards brand consistency across all touchpoints
- Shared storytelling, tools, and training
- Builds measurable brand lift



| Rebrand Timeline: BVK + Westfield State Partnership

Fall 2023—Spring 2025

Discovery → Research → Brand Framework → Brand Platform & Logo Identity Concepts

Significant work went into the branding study with our partners at BVK, including campus-wide surveys, in-depth assessments, and the development of multiple brand platform and logo identity concepts

Summer—Fall 2025

Final Iteration of Brand Platform → Building the Brand Foundation

Beginning Spring 2026

Platform Launch & Activation → Optimize & Expand



| A Sneak Peak at What's Next

"Your story isn't defined by where you start, but by how far you're willing to go."

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At Westfield State we don't just prepare you for the future. We help you build it, one bold step at a time.



Thank you!

Questions?



WESTFIELD STATE
UNIVERSITY