



Board of Trustees

Advancement and Enrollment Management Committee

April 30, 2020

Minutes

Meeting held virtually via Zoom

In accordance with Massachusetts Gov. Charlie Baker’s Executive Order Suspending Certain Provisions of the Open Meeting Law, G.L. c. 30A, § 20 dated March 12, 2020.

A live stream of the meeting for public viewing also took place on YouTube.

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

TRUSTEE GUESTS PARTICIPATING REMOTELY: Trustees Landrau, Queenin, and Williams

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

The meeting was called to order at 10:15 AM by Committee Chair Martinez-Alvarez, who gave a shout out to all the students trying to maneuver online learning.

MOTION made by Trustee Martin, seconded by Trustee Hagan, to approve the minutes of the December 11, 2019 meeting.

Roll call vote:

Trustee Alvarado	Yes
Trustee Boudreau	Not yet present
Trustee Hagan	Yes
Trustee Magovern	Yes
Trustee Martin	Yes
Trustee Martinez-Alvarez	Yes
Trustee Neves	Yes

Motion passed unanimously.

The following informational items were shared:

Funnel Reports for Day Admissions and CGCE. Mr. Daniel Forster, Vice President for Enrollment Management, stated the day admissions are showing early gains in deposits with the first funnels, especially with the nursing program. The deadline was extended to June. It is too difficult to estimate where the numbers will be, but there is some concern with existing numbers. The tuition is set by the state, but a fee differential may be considered.

Dr. Stefanie Sanchez, Interim Dean of the College of Graduate and Continuing Education (CGCE), gave an update on their funnel. Great traction has been made on the numbers since the date the documents were provided for this meeting. The date-to-date comparison is slightly down from last year but not as significant as stated in the report. Down 6% in credits from last year, but still have two weeks until the May 18 summer session. The Continuing Education undergraduate matriculated students may be most impacted by unemployment and children at home, but they have started to register, a positive sign they are invested in their education. Summer II starts in July and registrations are a little lower than this time last year. Down 13% in overall credits. Fall recruitment is running very close to last year. The Summer I and II sessions will be held remotely. All students have been notified and none have dropped.

Enrollment Management Financial Aid Model. Mr. Michael Mazeika, Director of Financial Aid, shared a newly designed packaging model which focuses on first-year students, resulting in more scholarships for students up front while reducing institutional grant aid. The goal is to meet 15% of demonstrated need for all students through a combination of funds. Scholarship funds are based on academics where institutional grant aid is based on need. There will not be a dramatic change in institutional grant funds because the totals are very similar. The University made a large commitment to financial aid this year and was able to offer a little more in scholarships. An EAB scholarship grid and six case studies of students were shared. This model looked at the scholarships in the last three years and addressed the weaker yield, increasing the number of merit awards dramatically.

Changes to Admission Visit Schedule. Dr. Kelly Hart, newly appointed Executive Director of Admissions, shared admission updates, stating that 244 students attended the first Accepted Student Day in February. Once COVID-19 unfolded, the entire campus community moved into virtual admissions. The Accepted Student website was shown. Virtual Accepted Student Day events have reached over 500 visitors, including over 325 guests attending virtual department meetings. Pure Chat software was purchased and launched, allowing staff to monitor guests visiting the website and answer questions. Social media presence has been increased and ecards are being sent to high school counselors and community college advisors in New England through constant contact. The Customer Relationships Manager (CRM) communication has changed. The admissions team is very focused and will strive to meet the goal set in the fall.

Enrollment Projections. Mr. Forster shared that Cabinet met and discussed several scenarios on where enrollment may be in the fall and agreed on the model presented, showing a reduction of approximately 700 students (closer to 900 with last year's budget). Proposed budget numbers will be shared at the Finance and Capital Assets Committee meeting.

Marts & Lundy Development Assessment & Campaign Planning Study. Mr. Philippe Hills, President and CEO of Marts & Lundy, shared a presentation and stated they were hired to conduct an assessment of the University's Advancement organization to determine the potential for sustainable growth in philanthropic support and a future campaign. The methodology, strategic recommendations, feasibility study responses, and online survey executive summary (with an approximate 10% response rate) were shared. A leadership change and COVID-19 will impact giving in the short term. Top level observations in staffing, funding, alumni, reorganization roles, and cost per dollar raised were discussed. Marts & Lundy suggest a \$6 million to \$10 million fundraising goal over six-to-seven years if the Advancement office were to be fully staffed. Before starting the public campaign, internal housekeeping and preparing a team needs to take place. If the planning phase will be one-to-three years, now is the time to start that, with plans to incorporate the new president's messaging. It may need to be recalibrated during that time.

The minimum amount of investment to prepare for a campaign is three-to-five additional staff members over the planning phase, some being more critical now, such as a prospect researcher. Take this year to

look at the infrastructure in engagement and prospect planning, building the alumni director into the planning. Dr. Erica Broman, Vice President for Institutional Advancement, stated the information from Marts & Lundy has been taken to guide the process, taking data from the online and in-depth surveys as major gift officers reach out to all participants. For the next committee meeting, a report will be provided on additional staffing needs. At this point, no capital-type expense is needed for a campaign, just some modest investment in technology. The time frame for a campaign would include this year and the next one-to-two years to plan and determine the campaign number, with an overall campaign lasting approximately seven years.

Public Higher Education Endowment Incentive Program. Dr. Broman stated that with this incentive program, the state will match 2:1 any funds that are raised from July 1, 2019 to June 30, 2021 toward scholarships, endowed scholarships, and funds for capital improvement, such as Parenzo Hall. A \$75,000 match has been received so far. The matched funds will be placed in unrestricted funds.

Institutional Advancement Dashboard. Dr. Broman stated the dashboard shows significantly less funds raised compared to past years. The format of the dashboard was changed last year so that the dollars counted are just from donations, not non-gift revenue or events. If it were a true comparison to 2016 through 2018, then the numbers would be higher. The Give a Hoot campaign went really well and there has been great success with the Owls Helping Owls Emergency Fund for students still living on campus, raising nearly \$20,000 for them. Another request for those students will go out in June.

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

Roll call vote:

Trustee Alvarado	Yes
Trustee Boudreau	Yes
Trustee Hagan	Yes
Trustee Magovern	Yes
Trustee Martin	Yes
Trustee Martinez-Alvarez	Yes
Trustee Neves	Yes

Motion passed unanimously.

Meeting adjourned at 11:49 AM.

Attachments presented at this meeting:

- a. Minutes, December 11, 2019
- b. Funnel Report Day Admissions
- c. Funnel Report CGCE Enrollment Data
- d. Funnel Report CGCE Fall Recruitment Funnel Comparison
- e. Funnel Report CGCE FY21 Recruitment Funnel
- f. Enrollment Management Financial Aid Model
- g. Changes to Admission Visit Schedule
- h. Enrollment Projections
- i. Marts & Lundy Development Assessment & Campaign Planning Study
- j. Marts & Lundy Campaign Planning Study Report
- k. Institutional Advancement Dashboard