



## Board of Trustees

Advancement and Enrollment Management Committee

June 25, 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 and Trustees Alvarado, Magovern, Martin and Neves

**MEMBERS EXCUSED:** Committee Vice Chair Hagan and Secretary Boudreau

**TRUSTEE GUESTS PARTICIPATING REMOTELY:** Trustee Queenin

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

The meeting was called to order at 8:30 AM by Committee Chair Martinez-Alvarez, who asked for a Motion to approve the previous meeting’s minutes.

**MOTION** made by Trustee Magovern, seconded by Trustee Martin, to approve the minutes of the April 30, 2020 meeting.

There being no discussion, **ROLL CALL VOTE** taken:

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

**Motion passed unanimously.**

### Institutional Advancement Staffing

Dr. Erica Broman, Vice President for Institutional Advancement, stated that Marts and Lundy, campaign consultants, previously indicated the need for five-to-six additional staff in Institutional Advancement to run a multi-year campaign in the range of \$10 million to \$12 million. While that is not realistic at this time, alumna Sara Borden has been hired to fast-track data integrity and Kate Burke was hired as the Alumni Relations and Annual Fund Associate Director. Due to savings from the Voluntary Separation Incentive Plan, the department was able to give back over \$100,000 to the University. Because staffing levels do not

support a comprehensive campaign, Advancement will be starting a targeted campaign for a dedicated hockey locker room and seating for Dever Auditorium.

#### Public Higher Education Endowment Incentive Program

Dr. Broman shared that the state offered this incentive program earlier this year. For funds received from July 1, 2019 through June 30, 2021, every \$2 raised in capital, permanent or restricted gifts and pledges will create a state match of \$1, up to a total of \$277,000. Applicable donations received from July 1, 2019 to March 5, 2020 were \$140,000, and a match of \$70,000 was received. Since March 25, the donations have been much smaller, but the fundraiser for athletics and Dever seating will count toward the match. The matched funds will be directed to go into unrestricted funds to help build our unrestricted endowment, helping the University in the long run. Not counted in the match are unrestricted and temporarily unrestricted funds.

#### Board of Trustees Yearly Gifts

Dr. Broman noted that there is not yet 100% donor participation from the Board of Trustees. When approaching foundations for support in the targeted campaigns mentioned above, we are always asked if we have 100% participation from our Trustees and Foundation Boards. Yearly gifts should be made before June 30.

#### Institutional Advancement Dashboard

Dr. Broman shared the dashboard and stated that giving will continue to be more erratic, and low donor amounts are disappointing but mostly related to COVID-19. The Pathways event was canceled this year (usually raising up to \$200,000), and many other alumni engagement events were also canceled. It was anticipated that this year donations would get to \$1 million to \$2 million in order to grow the program. Calls to donors through our phonathon program did not happen because the students left campus. A planned gift is being cultivated and hoped to be realized in FY21. It would be used to increase student opportunities and support and would count toward the match. The Advancement and Alumni offices are taking advantage of every opportunity to contact people. Ms. Burke will be doing outreach through the summer through calls, emails, and notes. Except for FY20, all other years listed on the dashboard are for full years.

#### Deposit Numbers and Fall Projections

Daniel Forster, Vice President for Enrollment Management, stated that all decisions on housing, online and on-ground classes, and social interactions will have an effect on enrollment.

- Dr. Stefanie Sanchez, Interim Dean of the College of Graduate and Continuing Education, stated that their summer enrollments have stayed steady and strong, with Summer I breaking even with last year and Summer II trending higher to date than last year. Matriculated undergraduate and graduate numbers are the strongest highest yield. Non-matriculated numbers are still down and private schools have been offering incentives. Virtual information and chat sessions are being offered for fall information.
- The Fall 2019 to Fall 2020 Funnel shows 200 less incoming first-year students this year. There were many less denials this year. A new standard for SATs was implemented because the College Board did not hold the March SAT. State universities can waive the SAT for those unable to take it and Westfield has applied to participate in a SAT optional pilot program next year.
- We were on target at the beginning of March and COVID-19 is the number one reason for the shortfall. As people went into shutdown, deposits slowed at all universities. Other schools repackaged financial aid, which is common when deposits are low. The new financial aid strategy is increasing the yield for the pool. Marketing to students will continue through the summer with rolling admissions.

- President Torrecilha shared that the guidelines have changed where institutions will be penalized for doing financial aid repackaging. Mr. Forster stated that that is tied more directly with the CARES Act. Some campuses did not use financial aid offices to process CARES Act funds. Westfield State did. Of the \$2.2 million received, over \$1.2 million has been issued so far through applications and then over 3,000 block grants were awarded based on whether the student had qualified for financial aid for 2019-2020. There were many appeals requesting additional funding and 40 to 50 students received additional amounts over previously awarded funds. Appeals are submitted because the family situation may have changed since filing or the student really wants to come to Westfield State but just cannot afford it. In some cases, we can offer a grant that may help make the difference in their making a deposit.
- Students who decided against coming to Westfield are being polled. They are choosing other state universities closer to home and are hesitant to commit financially. There has not been a tremendous amount of MELT. We projected a smaller number of first-time, first-year and transfer students and a higher percentage of returning students this year, but it has not happened yet.
- This summer the Owl's Nest is being launched, a great virtual program to keep students and families engaged to campus.
- Lansdowne would be the best place to quarantine students if needed. Health and dining support would be given at that location. There are 85 students currently assigned to Lansdowne who would need to be moved to housing on campus.
- Housing for returning students has been steady as opposed to the MELT typically seen. There has been phenomenal contact with new students with 78% of them selecting housing before last week.

Plans for Fall Visitation

Dr. Kelly Hart, Executive Director of Admissions, stated that when students visit campus, the yield is higher. While keeping the safety of guests and staff in mind, they are creating opportunities for smaller visits on campus and hybrid events. Admissions staff are exploring a phone app to download a GPS-type device to walk the campus and incorporate videos of programs. They are continually looking for creative new ways to introduce the campus to prospective students.

Trustee Neves questioned how the 85 students registered in Lansdowne are going to find out they will need to move. It was answered that there will be communication sent to each student to work with them to find the best alternative housing.

In response to a question by Trustee Martin, it was stated that most campuses were down 15% to 25% this spring and the decline in community colleges is approximately 30%. We were consistent in deposits with sister institutions.

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

There being no discussion, **ROLL CALL VOTE** taken:

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

**Motion passed unanimously.**

Meeting adjourned at 9:27 AM.

Attachments presented at this meeting:

- a. Minutes of April 30, 2020
- b. Institutional Advancement Dashboard
- c. Deposit Numbers: CGCE Fall 2020 Funnel
- d. Deposit Numbers: Summer 2020 CGCE Enrollment Data
- e. Deposit Numbers: FY21 Graduate Funnel
- f. Deposit Numbers: Day Admissions
- g. Plans for Fall Visitation