



## Board of Trustees

Advancement and Enrollment Management Committee

October 13, 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, Secretary Magovern, and Trustees Alvarado, Boudreau, Martin, and Neves

**MEMBERS EXCUSED:** Committee Vice Chair Hagan

**TRUSTEE GUESTS PARTICIPATING REMOTELY:** Trustees Queenin and Williams (joined the meeting at 8:45 AM)

Dr. Roy H. Saigo, Interim President of Westfield State University, was also participating remotely.

The meeting was called to order at 8:30 AM by Committee Chair Martinez-Alvarez.

**MOTION** made by Trustee Martin, seconded by Trustee Neves, to approve the minutes of the June 25, 2020 meeting.

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

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

**Motion passed unanimously.**

Focus Group Research – On Campus and Springfield Schools. Mr. Daniel Forster, Vice President for Enrollment Management, shared the need to reach out to Springfield Public School (SPS) students to ascertain what they are looking for in an institution and their perceptions of Westfield State University (WSU). Virtual sessions with WSU counselors and SPS students have taken place and there are plans to bring SPS students to Westfield State to interact with on-campus students to hear what drew them to WSU from Springfield, Holyoke and Chicopee. Conversations need to take place with Westfield Promise students to find out why they are not choosing WSU at the end of their program. Corrections then need to be made to programming to make WSU more prominent and inviting to all these students. President Saigo stated that Holyoke and Springfield Technical Community Colleges have a 25 percent Latinx population and Westfield State is at 11 percent. We need to find the barriers and challenges for these students and turn it around quickly.

Revised Memorandum of Understanding (MOU) between the University and the Foundation. Dr. Erica Broman, Vice President for Institutional Advancement, stated the Memorandum of Understanding was crafted in 2015, and a recent review of the materials was led by Foundation members Mr. Andy Oleksak, Mr. John Davies, and Honorable Elizabeth Scheibel. Hon. Scheibel was participating in the meeting and stated the MOU was updated and contained two substantive changes.

- Language was added that the Foundation would have representation on the search committee for any future Executive Director.
- Foundation funds distributed to the University will be no more than 4% of the Foundation’s restricted investment income based on a twelve-quarter average as the Foundation endeavors to limit its use of unrestricted funds until its unrestricted endowment reaches \$3 million. The Westfield State Foundation endowment is far below all other sister universities. We need to do a better job of raising funds that could be designated as unrestricted in order to give more support to the University.

**MOTION** made by Trustee Martinez-Alvarez, seconded by Trustee Magovern, to accept the revised draft MOA between the Westfield State Foundation and Westfield State University and forward to the Westfield State Foundation for final approval subject to further non-substantive edits.

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

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

**Motion passed unanimously.**

College of Graduate and Continuing Education (CGCE) Fall 2020 Update. Dr. Stefanie Sanchez, Dean of CGCE, shared a presentation on enrollment for CGCE.

- Higher than projected Summer II session with largest gain in day division students, increasing by 19 but number of credits increased to 80 percent over last year.
- A decline of 30 full-time equivalents (FTEs) in undergraduates this fall from last year but the graduate program showed an increase of 50 FTEs from last year, due to the Criminal Justice 4+1 and the counseling programs. There were 27 more FTEs than last year, higher than anticipated.
- Trustee Williams joined the meeting at 8:45 AM.
- Graduate and undergraduate spring recruitment funnels were shared as well as marketing initiatives.
- Risks and opportunities for FY21 were shared. The Continuing Education undergraduate students are showing a decline in enrollment and program rejuvenation is being focused on.
- Enrollment goals have been met or exceeded. Enrollment is reviewed weekly and revenue by term. There is a surplus for Summer II and fall sessions and they are still recruiting. It was requested to share at the next meeting what those goals are and what formula is used is for them.
- CGCE is less affected by the pandemic as most of their classes were already online so the switch to an online format is not as significant. They also offer many professional development opportunities and certificate programs to bolster new enrollments. Their contribution to the University has risen considerably over the last several years.

Day Division Fall 2020 Update. Mr. Forster gave a presentation and shared current funnels, showing we are slightly ahead of projections in all categories. A very successful social media and marketing campaign has been initiated.

- Virtual meetings with high school students are not what they usually are as students are still adjusting to online life.

- In-person tours continue to fill up, but usual open houses cannot be held this fall. Alternatives such as a COMEVO pre-recorded open house event and OnCell phone tour apps are being utilized.
- New Admissions initiatives for spring and fall 2021 have been launched and were shared. These initiatives target students who did not attend college this fall, the NEST Incentive encouraging application by November 15, the Housing Grant Initiative for new commuter and returning students, the Alumni Legacy Award for children of WSU alumni, the WINGS Initiative to nominate a prospective student, and Welcome to the Nest: Where Leaders are Hatched where students will receive a sweatshirt if a student they recommended makes a deposit by May 1.
- The Teams Initiative consists of a team created in each college to work together to market and promote the University and connect with prospective and accepted students.
- Increased communication with prospective students through Customer Relationship Management (CRM) and direct mailings. Additional names have also been purchased in New Jersey, New York, Pennsylvania, and Massachusetts.
- A marketing and social media campaign has started. Contingencies will fund billboards on I-90, I-291, and I-290 and the Spreading our Wings initiative provides lawn signs for a donation of \$10 toward the internship fund for students.

Dr. Broman shared the following information.

Institutional Advancement Dashboard. The first quarter Dashboard has been revised to provide more detail. In-person and extra events cannot be scheduled at this time. This year, fundraising is a little behind last year (due to the annual appeal not being able to be sent out), but ahead of the prior year. We have spent two years cultivating larger gifts and anticipate having a good year. The new campaigns for the hockey locker room and Dever stage seats were explained.

Enhanced Alumni Website. A video clip of the new alumni website was viewed. It is providing great communication engagement with alumni and furthers the work of the major gift officers.

Fall Appeal. An e-appeal will be sent this week followed by a mailer later.

Virtual Sweet Success Event. This year the scholarship event will consist of a virtual portal on the website where donors with endowed scholarships can go online at any time to see where their scholarship is in the process and who received it. There has been 100 percent thank you note participation from students, and donors with endowed scholarships will receive a virtual thank you from the recipient. This event will be uploaded in November.

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

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

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

**Motion passed unanimously.**

Meeting adjourned at 9:37 AM.

Attachments presented at this meeting:

- a) Minutes – June 25, 2020

- b) Draft Revised MOA tracked changes
- c) Draft Revised MOA
- d) Motion - Accept Draft Revised MOA 10-3-2020
- e) CGCE Presentation 2020 (PowerPoint Presentation)
- f) CGCE Summer II 2020 Enrollment Report Final
- g) CGCE Fall 2020 Enrollment Report BOT Oct 2020
- h) CGCE Spring 2021 Recruitment Funnel
- i) Supplemental Information CGCE Fall 2020 Recruitment Funnel
- j) Supplemental Information CGCE Graduate Recruitment funnel Fall 2020
- k) Fall 2020 update (EM PowerPoint Presentation)
- l) Dashboard-2020-September 30
- m) Enhanced Alumni Website Video