



BOARD OF TRUSTEES
Enrollment Management & Student Affairs Committee
April 16, 2024
Minutes

President's Boardroom, Horace Mann Center

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

MEMBERS PRESENT: Committee Chair William Reichelt, and Trustee Daniel Currier.

MEMBERS PARTICIPATING REMOTELY: Trustee Paul Boudreau and Dr. Robert Martin.

MEMBERS ABSENT: Trustee George Gilmer

Also present were Westfield State University President Dr. Linda Thompson, Dr. Kevin Hearn, Vice President of Enrollment Management & Student Affairs; Maggie Balch, Dean of Students and Chris McKenzie Willenbrock, Director of Residential Life.

Trustee Reichelt called the meeting to order at 4:00 PM and 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 Currier seconded by Trustee Martin to approve meeting minutes from the Enrollment Management & Student affairs committee meeting on February 8, 2024.

ROLL CALL VOTE taken:

Trustee Boudreau	Yes
Trustee Currier	Yes
Trustee Martin	yes
Trustee Reichelt	yes

There being no discussion, **ROLL CALL VOTE** passed motion **unanimously**.

Dr. Hearn's presentation started with a video shown on accepted student day. The accepted student days have been very well attended. Campus visits to date (data is a week old) 144 more visitors to the fall open houses and 94 more students registered to attend accepted student days in the Spring. Event attendance increased by 46% over previous years and has sold out. We are seeing an increase

of high school junior and sophomores in attendance. Registered 157 more students just this week.

Holding pace with deposits despite FAFSA issues. We have been receiving positive feedback from family's that have visited campus. WSU is running ahead of our goals regarding 1st year students but slightly down with transfer students coming in.

Trustee Currier conducts campus tours and just came from a tour to this meeting, which had 40 people in it, predominately high school juniors. There seems to be a new energy around student acceptance days even with FAFSA issues.

During student acceptance days, Enrollment Management takes a student inventory; what are students current interests, what draws them to the university, where are they also applying?

Deans of Students, Maggie Balch started her presentation with a history of student development, how they study together, socialize together etc. It was found that students needed to be offered more services. Theorists focused on Maslow's hierarchy for self-actualization, if basic needs are met then students can optimally learn. Moving through vectors of learning, students need to feel this is a place to belong. Which bring us to a study done by Pascarella and Terenzini where a sense of belonging has 4 sections:

1. Institutional
 - a. Mission, values, size, demographics, equity, inclusion
2. Academic
 - a. More neuro-divergent students, online classes, innovative pedagogy, connections with faculty
3. Family
 - a. Encouraging connections, engaged in education, supportive
4. Social
 - a. Events, programs, more anxiety, more single rooms, finances

Everyone is different at making connections on campus. The cornerstone of community building occurs in residence halls. History of residence halls have evolved from just a place to study and sleep to a place for socialization, where 90% of student engagement occurs in these buildings.

Director of Residential Life, Chris McKenzie Willenbrock started her presentation with a graph of the last 7 years for trends in undergraduate enrollment and occupancy. WSU is bringing in smaller classes but have strong retention numbers.

- Current challenges in a post covid world as we're still pulling ourselves out of it.
 - We lost years of development from covid.
 - Overinvestment to 2 new residential halls but underinvestment with programs.
 - Transitions in leadership
 - Tactical day to day planning versus strategic planning long term goal setting
- Where are we going?
 - stabilize and minimize loss – continue to see leveling off
 - 3 year strategic plan – 4 tiers
 - 1) student experience

- 2. Program infrastructure
 - 3. Staffing
 - 4. Financial stewardship
- Strategic considerations
 - Courtney hall- solely used as first year hall
 - Living communities – piloted sensory friendly community for neuro-divergent people / gaming community
 - Homeless and housing insecure -12-month housing
 - Encourage 1-to-2-year housing requirements – possibly attached to scholarships
 - Off campus market housing- Asked those developments to not promote student living / promoting market cost comparison (more expensive to live off campus)

MOTION made by Trustee Carrier seconded by Trustee Martin to adjourn.

ROLL CALL VOTE taken:

Trustee Boudreau	Yes
Trustee Carrier	Yes
Trustee Martin	yes
Trustee Reichelt	yes

Meeting adjourned at 5:05 PM.

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 February 27, 2024.

Paul Boudreau, Secretary

Date

Enrollment Management & Student Affairs Committee

Board of Trustees

June 2024

8:30-10am



Committee Agenda

- 1) Call to order
- 2) Approval of minutes
- 3) Items for information
 - A. Vice President Report (Dr. Kevin Hearn)
 - B. Fall 2024 Undergraduate Admissions (Mike Mazeika)
 - C. DGCE Update (Dan Forster)
 - D. Student Affairs – Year in Review/Preview (Maggie Balch)
- 4) Items for Discussion
 - A. Chair Report
 - B. Discussion of Student Culture and Climate
- 5) Open Agenda / Discussion



VP Report



1) Enrollment Management

- A. Unprecedented / unpredictable times
- B. Chaos and confusion in the market (**the FAFSA Simplification was/is Difficult**)
 - 1) Customer/student/families
 - 2) Institutions
 - 3) Short and long-term consequences could outpace COVID implications on higher education

2) Student Affairs

- A. Making the case for Student Affairs
- B. Continued / expanding sense of student discontent
- C. Design and support of multicultural programs

3) Enrollment Management & Student Affairs

- A. Contagious optimism (master's in change management)
- B. Responsive, Flexible, innovative, and timely and efficient execution
- C. 3 Cs (Communication / Collaboration / Celebration)

Fall 2024 Undergraduate Admissions Update

First-time / Full-time (Freshmen)

	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal
Prospects	120,413	142,075	21,662	121,180	117.2%
Inquiries	50,596	62,374	11,778	50206	124.2%
Applications	6,193	6,665	472	6,245	106.7%
Complete Applications	5,365	5,760	395	5,429	106.1%
Accepts	4,985	5,435	450	5,069	107.2%
Deposits (Total)	757	837	80	900	93.0%
Deposits	739	815	76	750	108.7%

Data as of 6/10/24

- Original projections for flat admissions (at best)
- Improvement/increases in all areas of the funnel
- Increased attendance in fall open houses (32%) & spring accepted student days (27%)
- **Everything**



Fall 2024 Undergraduate Admissions Update

Transfers

	Fall 2023	Fall 2024	1yr Delta	Goal	% to Goal
Prospects	n/a	n/a	n/a	n/a	
Inquiries	925	789	-136	941	83.8%
Applications	578	572	-6	637	89.8%
Complete Applications	325	383	58	385	99.5%
Accepts	299	371	72	362	102.5%
Deposits (Total)	188	183	-5	253	72.3%
Deposits	181	176	-5	200	88.0%

Data as of 6/10/24

- Original projections for flat admissions (at best)
- Improvement/increases in completed applications and accepts
- Increase in 4x4 apps & accepts



DGCE Update

- 1) Overview of the DGCE student(s)
- 2) Admission numbers
- 3) Current marketing and operational initiatives



DGCE Update

1) Overview of the DGCE student(s)

- Continuing, part-time, on-line and graduate students
- According to Collegis survey from 2021 these students want:
 - Program** – to be known, in demand, select disciplines/strengths
 - Affordable** – Competitive price and generous with transfer credits
 - Flexible** – Online, asynchronous, stop out reentry supported
 - Ease of Entry** – multiple starts, minimal transcript requirements
 - Quality** – Career relevant, Employer recognized, Faculty engagement
 - Experience** – frictionless, personalized prospective student experience
- According to a 2023 EAB student survey of adult and grad learners:
 - 80% are unknown to the institution prior to applying, compared to 20% in 2012
 - 39% spent at least 12 months searching for information about going back to school
 - 56% want all online classes, 28% want in person
 - 50% are not willing to pay more than \$15,000 per year on education

DGCE Update

2) Admission numbers

Undergraduates	FALL 2023	FALL 2024	^
Inquiries	372	346	-26
Applications	101	123	22
Accepts	83	116	33
Deposits	74	71	-3

Graduates	FALL 2023	FALL 2024	^
Inquiries	990	1012	22
Applications	295	457	62
Accepts	256	257	1
Deposits	209	206	-3

**This is a comparison of similar data from June 1, 2023, to June 11, 2024*

DGCE Update

3) Current marketing and operational initiatives

- Retain an agency to help us create comprehensive, integrated marketing strategy
 - Messages
 - Frequency
 - Modality (digital, email, social media, direct, paid, SEO)
- Optimize Slate utilization
 - Staff training
 - Dedicated Slate captain
 - Continued integration of Slate
- Continued training of staff
- Establish a walk-in/reception area
- Coordinate with AA/DGCE/EMSA staff to ensure we are student-ready

Student Affairs – Year in Review/Preview

- 1) Making the case for Student Affairs
 - A. From Maslow to Tuckman, Chickering to Terenzini
 - B. Sanford – Challenge and Support
 - C. Psycho-social development
 - D. Societal /national / global issues
- 2) Anticipating and addressing student activism
 - A. Student voice (verbal, digital, etc..)
 - B. Student opinion
 - C. Student action
- 3) Need for expansion and improvement of services
 - A. Wellness (Counseling and Health)
 - B. Graduate students (online, part-time, etc...)
 - C. Improved communications and integration of systems



Items for Discussion

- A. Chair's Report
- B. Discussion of Student Culture and Climate



