



Board of Trustees

Enrollment Management, Marketing & Student Affairs Committee

June 11, 2025

11:15 PM

Conference Rooms A & B, University Hall

Committee Members: Chair William Reichelt, Vice Chair Tessa Lucey, Secretary Jason Queenin, Daniel Currier 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. April 22, 2025 | Trustee William Reichelt |
| 3. Items for Information
a. Fall 2025 Undergraduate admission projection
b. DGCE Admissions
c. New Student Orientation Overview
d. Marketing update
a. Social media strategy
b. LinkedIn Tutorial | Dr. Kevin Hearn |
| 4. Open Discussion | |
| 5. Adjournment | |

Attachments:

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



BOARD OF TRUSTEES
Enrollment Management & Student Affairs Committee
April 22, 2025
Minutes
11:00 a.m.
President's Boardroom, Horace Mann Center

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:

- Vice Chair Tessa Lucey
- Secretary Jason Queenin
- Trustee Daniel Currier

Absent were;

- Committee Chair William Reichelt
- Trustee George Gilmer

Also present and participating were;

- Westfield State University President, Dr. Linda Thompson
- Vice President of Enrollment Management and Student Affairs, Dr. Kevin Hearn
- General Counsel and Vice President for Government and Community Relations, Melinda Phelps

Trustee Lucey called the meeting to order at 11:00 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 Currier seconded by Trustee Queenin, to approve the minutes of the February 20, 2025 meeting. There being no discussion, a roll call was conducted, **motion passed.**

Review of initial Student Affairs KPI report

- Dr. Kevin Hearn introduced a new Key Performance Indicator (KPI) report from the Student Affairs Division.
 - The report highlights outcomes and is intended for internal discussion and to inform success programs.
 - The March report includes data on counseling appointments (273), conduct cases (47), residence hall programs (22), student activities programs (154), and health services clinical visits (243).
- Residence Life successfully managed the housing selection process for 2025-2026.

- Student Activities, Involvement and Leadership (SAIL) hosted the annual Relay for Life event, meeting fundraising goals.
- The Class of 2025 is celebrating "50 days to graduation."
- Professional development training was provided for health and counseling teams.
- Dr. Hearn noted the large numbers of student outreach and support, especially considering the week-long closure for spring break.
- A full spring summary report is anticipated for the next meeting.

Update on Marketing

- Alyssa Goodreau, Director of Marketing, provided lapel pins to the Board encouraging trustees to wear them to promote the University.
- The marketing office is reviewing contracts with EAB (undergraduate marketing) and VisionPoint (DGCE admissions marketing).
- Reinvestment projects, including website redesign and creation of digital assets, are being revisited.
- The University has engaged a third party, BVK, to perform a branding study.
- The University is currently using "Explore, Experience, Excel" as a tagline.

Review of Spring 2025 undergraduate events

- In response to a decline in daily tours and individual visits, the undergraduate admissions staff created new Saturday tours to address scheduling challenges for families.
 - New Saturday programs exceeded the loss of individual and daily tours.
 - The team predicted, identified, and solved challenges in the traditional admission cycle.
 - Dr. Hearn meets with other directors/vice presidents of enrollment management at other state universities and is part of national admissions organizations, noting that this trend is not specific to Westfield State University.

Accepted Student Days (ASD) Events

- Fall open houses and spring accepted student days aim to answer questions and encourage deposits.
- Numbers are down by about 22 students with one event remaining.
- ASD4/OPD is a hybrid event, combining the fourth accepted student day with a spring open house for high school juniors.
- 150 students are registered for ASD Core and Owl Preview Day.
- Collaboration with faculty colleagues, including Dr. Sackett Taylor and Dr. Thompson, enhances events.
- The events showcase the University's community and receive positive feedback.
- Student athletes welcome visitors, and student ambassadors play a crucial role in shaping the experience.

Fall 2025 undergraduate admissions projections

- Spring events contribute to the success of the Fall preview, outpacing last year's increase in undergraduate admissions.
- Year-over-year comparisons are problematic due to FAFSA delays last year.
- The University is experiencing a 24% increase year-over-year.
- It's premature to revisit the goal of 857 students until after the May 1st deadline.

Factors Contributing to Success

- Changes in marketing messages, increased communication, and improved assets.
- Faculty training to help "sell the experience"
- Coalescence around central values and feelings about students.

- Investments in financial aid optimization.
- Consistent rhetoric about Westfield State's identity.

Admissions Data

- The goal is set based on financial aid optimization.
- The number at 857 isn't a significant change from 833 last year but we need to be prepared to see numbers closer to 704 which is what we saw two years ago.
- The difference between deposit totals and deposits is that some have requested their deposits back.

Demographic Cliff

- The demographic cliff is tracked with different data sets that say anywhere between an 8% and 13% decline in the state alone.
- Investments in retention are very important at this point to solving the overall enrollment equation.
- Dr. Hearn calls it an "enrollment equation and not an enrollment problem."

Partnerships and Market Focus

- A two-year audit in partnership with Holyoke Community College (HCC), sponsored by the Aspen Institute, aims to increase student enrollment and success.
- There is a review of a new marketing proposal for the Springfield market to increase market share.
- Most state universities are experiencing declines in transfer students.

Free Community College Impact and Non-Traditional Students

- The impact of Free Community College on the institution is still unclear.
- Two-thirds of community college students are 25 or older and in non-traditional programs.
- There are opportunities to use Division of Graduate and Continuing Education (DGCE) to reformat programs and delivery models to serve non-traditional students.

Policy Revision

General Counsel, Melinda Phelps, spoke further about the free speech policy change;

- Revisions to this policy were made based on work with students and professional colleagues.
- The revised policy was reviewed by the General Counsel, Melinda Phelps, and others.
- The policy aims to balance free expression rights with the regular operation of the university.
- The policy delineates three areas for expressive activities: traditional public forums, limited public expression places, and internal buildings.
- An application form will be developed for expressive activities on campus to ensure coordination.
- The policy encourages free speech while maintaining a classroom learning environment.

MOTION made by Trustee Currier seconded by Trustee Queenin, The Enrollment Management and Student Affairs Committee recommends to the full Board: To approve the revised Free Speech, Demonstration and Picketing Policy (2030) as presented. There being no discussion, a roll call was conducted, **motion passed.**

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

Meeting adjourned at 11:40 AM

Attachments:

- a. Minutes February 20, 2025
- b. BOT Powerpoint
- c. March 2025 KPI Report
- d. Free Speech, Demonstration and Picketing Policy (2030) CLEAN
- e. Free Speech, Demonstration and Picketing Policy (2030) TRACK CHANGES

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 April 22, 2025.

Jason Queenin, Secretary

Date



Enrollment Management, Marketing & Student Affairs (EMMSA) Committee

Board of Trustees Meeting
June 2025

Westfield State University



Explore ~ Experience ~ Excel

Committee Agenda

1) Call to Order

2) Approval of minutes from April 22, 2025

3) Items for Information

- a) Fall 2025 Undergraduate admission projection
- b) Division of Graduate and Continuing Education (DGCE) Admissions
- c) New Student Orientation Overview
- d) Marketing update
 - a) Social Media Strategy
 - b) Linked-In Tutorial

4) Open Discussion

5) Adjournment







Fall 2025 Undergraduate Admissions Projections

Westfield State University



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UG Admissions Projection

(as of 6/2/25)

First Years (FY)						
	Fall 2024	Fall 2025	1yr Delta	%	Goal	% to Goal
Prospects	142075	152419	10344		152419	100.0%
Inquiries	62360	19420	-42940	-68.9%	62689	31.0%
Applications	6656	6345	-311	-4.7%	6905	91.9%
Complete Applications	5753	5883	130	2.3%	6077	96.8%
Accepts	5426	5632	206	3.8%	5713	98.6%
Deposits	806	860	54	6.7%	857	100.4%
Denied	305	228				

Transfers (TR)						
	Fall 2024	Fall 2025	1yr Delta	%	Goal	% to Goal
Prospects	n/a	n/a	n/a		n/a	
Inquiries	767	776	9	1.2%	890	87.2%
Applications	564	500	-64	-11.3%	650	76.9%
Complete Applications	366	356	-10	-2.7%	470	75.7%
Accepts	358	326	-32	-8.9%	440	74.1%
Deposits	169	162	-7	-4.1%	220	73.6%
Denied	8	14				

FY Analysis:

- 1) Leading over 2024!
- 2) Lead is flattening as expected (2024 FAFSA delay)
- 3) Will need another strong summer
 - a) Additional yield
 - b) Control/decrease melt

TR Analysis:

- 1) Trailing
- 2) Additional marketing in the field
- 3) New TR specific orientation activities



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DGCE Admissions

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DGCE Admissions

(data as of 6/4/25)

	2022	2023	2024	2025*	Goal	% to goal
Program						
UG	89	100	104	39	104	38
2nd Bachelors	6	5	11	7	11	64
Post Bac	16	8	4	13	6	217
Certifications	3		1	2	2	100
GR MPA	9	5	8	7	8	88
GR Acct	8	6	3	2	3	67
GR MSW	114	111	110	122	110	111
GR Counseling	21	29	20	21	20	105
GR ABA	13	6	7	3	7	43
GR PA (spring)	30	30	30	30	30	100
GR CJ	34	26	10	10	10	100
GR EDU	22	19	19	5	19	26
GR Non Matric	85	174	181	54	181	30
UG Non Matric	46	102	122	63	122	52



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New Student Orientation (NSO) Summer 2025

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New Student Orientation

(data as of 6/4/25)

	2025	2024
Deposits	860	752
	Registered	Registered
Session 1 - June 16th	251	120
Session 2 - June 25th	245	79
Session 3 - July 17th	144	57
Session 4 - August 5th	0	0
Excused/Other Format	7	4
Sub-Total	645	260
% of Total	75.2%	34.6%
Not Registered	214	492



Program Strategy:

- 1) Parent and student involvement, separate schedules with different goals
- 2) Progressive education and communication about the university
- 3) Engagement of the faculty and academic affairs leadership
- 4) Continue to build brand affinity (connectedness)



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Marketing Update

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Marketing Update

- 1) Restructure MarCom functions (on-going)
 - a) Marketing
 - b) Communications
 - c) Public Relations
 - d) Institutional / departmental / event support
- 2) Emphasis on our marketing initiatives
 - a) Branding Study
 - b) Integration/support/leadership of existing marketing relationships
 - i. EAB – Undergraduate Admissions
 - ii. VisionPoint – DGCE Admissions
- 3) Lead strategic projections
 - a) Re-launch of the .edu website
 - b) Creation and activation of a digital suite
 - c) Campus branding



Our website

Since 2024:

- **123** websites redesigned for majors and minors pages
- **10** individual MSW program websites
- **1** Model Congress page (Political Science, new page)
- Numerous space project/pages created
 - Bilingual page
 - Office of Belonging, Inclusion, and Learning (new page)
 - Dual Enrollment Credit page (new page)
 - Admissions Staff page (redesign)
 - Transfer FAQ page (redesign)
 - International Students page (redesign)



Our website



Meet our new chatbot

Hi there! My name is Nestor, your personal helper bot. You can ask me questions about Westfield State University. What can I help with today?

Their sites

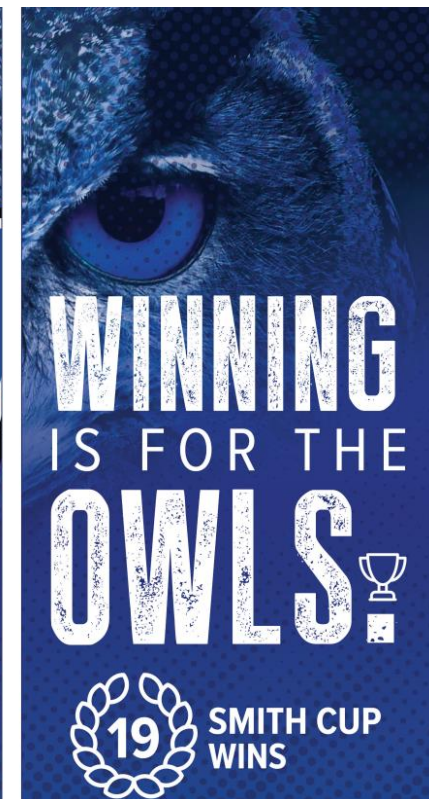








WELCOME TO THE NEST





Social Media Strategy

Westfield State University



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MORE THAN JUST SOCIAL:
WHY SOCIAL MEDIA IS CRITICAL TO
INSTITUTIONAL SUCCESS

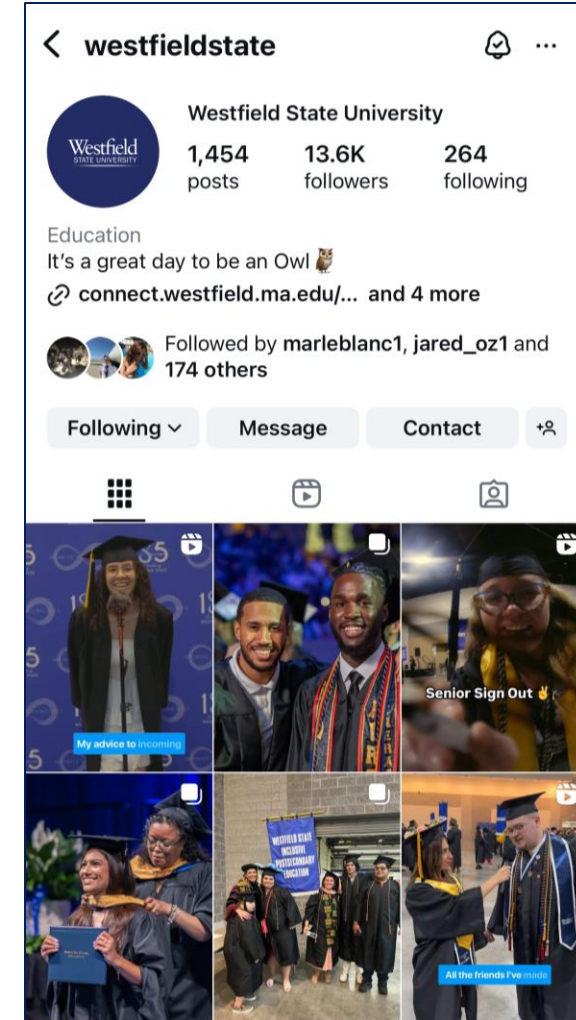


THE NEW FRONT PAGE OF THE NEWSPAPER

Social media **WAS** an accessory to brand marketing, supporting traditional marketing.

Social media **IS the first impression** for most prospective students, families, and donors!

- They are using it as a primary resource to make decisions about EVERYTHING !?!
 - * politics, purchases, socialization (people, travel, recipes, etc...)
- Users are using/depending/trusting less traditional media
 - *TV, radio, billboards and brochures
- They are visiting, watching, **and sharing** photos, reels, impressions, recommendations.*
- **Why This Matters:**
 - * **97%** use the internet daily (Pew Research Center, 2023)
 - * **51%** visit a social media site multiple times a day
 - * Teens spend an average of **4.8** hours/day on social media
 - * **84%** of high school seniors used it as their **primary** college research tool



NEW STRATEGY LAUNCH

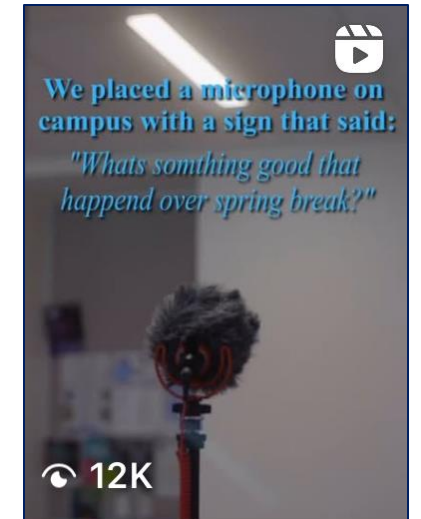
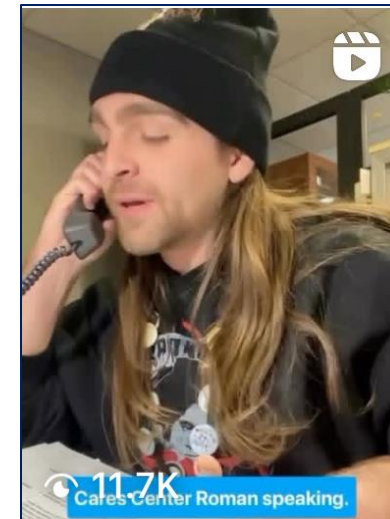
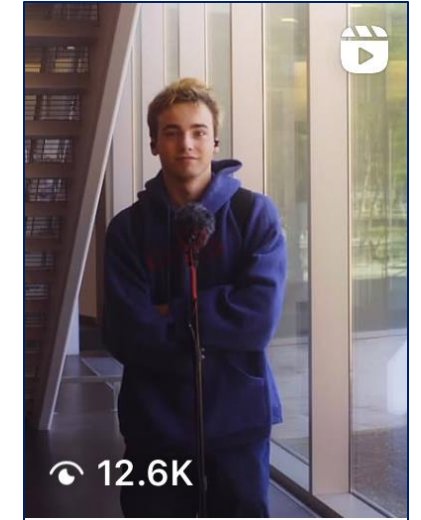
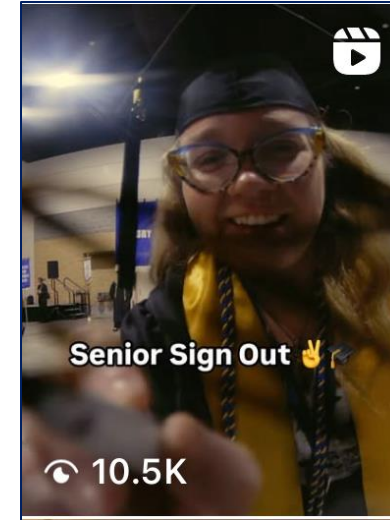
In April 2025, we launched Westfield State's new social media strategy and began using it as a guide for all content planning and posting.

Strategy Overview:

- Each official university social media platform has a clear purpose based on its audience
- Content is posted with **intention**: Timing, Frequency, Messaging, Authenticity
- Increased focus on student-lead content to show the real Westfield State experience
- Sharing student voices helps create a more relatable and authentic presence

Why This Strategy Matters:

- Prospective students want to see genuine, day-to-day campus life
- Tailored content boosts engagement and strengthens audience connections
- Each audience (students, families, alumni, applicants) receives content that resonates
- Strategy supports key goals: Admissions, Retention, University reputation in the marketplace.



MAXIMIZING IMPACT ACROSS PLATFORMS

Just like TV, radio, and newspapers served different purposes, each social platform speaks to a unique audience in a unique way. Each platform plays a distinct role in our strategy, allowing us to share the right message with the right audience in the most effective way.

Platform	Primary Audience	Content Focus	Strategic Purpose
Instagram	Prospective & Current Students	Campus life, student takeovers, reels	Admissions + Student Engagement
Facebook	Parents & Grandparents	Events, success stories, announcements	Parent engagement & Transparency
TikTok	Prospective Students	Trends, student life, places on campus	Recruitment & Relatability
LinkedIn	Alumni, Faculty & Staff	Academic excellence, alumni stories	Reputation + Partnerships



Westfield State
University

PEER INSTITUTION COMPARISON

February 2025

Instagram Follower Ranking

1. UMASS Amherst 97.5K
2. University of New Hampshire 51.1K
3. UMASS Lowell 23.9K
4. Bridgewater State University 19.4K
5. Salem State University 13.3K
- 6. Westfield State University 13.2K**
7. Worcester State University 12.3K
8. Western New England University 11.8K
9. Eastern Connecticut State University 9,311
10. Fitchburg State University 7,070
11. Framingham State University 6,363

Facebook Follower Ranking

1. UMASS Amherst 118K
2. University of New Hampshire 73K
3. UMASS Lowell 39K
4. Bridgewater State University 31K
5. Salem State University 21K
- 6. Westfield State University 21K**
7. Eastern Connecticut State University 20K
8. Western New England University 18K
9. Worcester State University 16K
10. Fitchburg State University 14K
11. Framingham State University 13K

March 2025

Instagram Follower Ranking

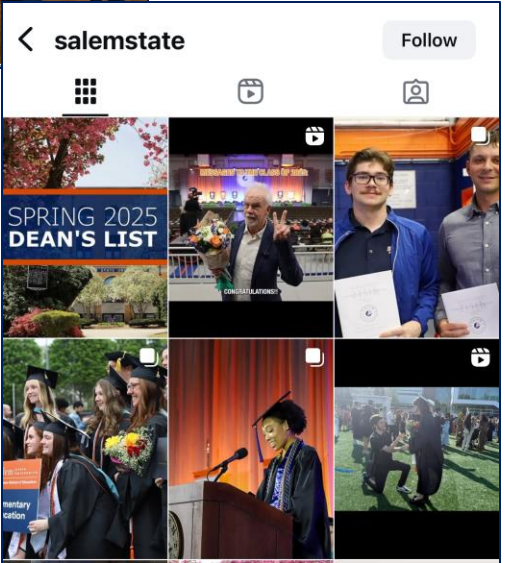
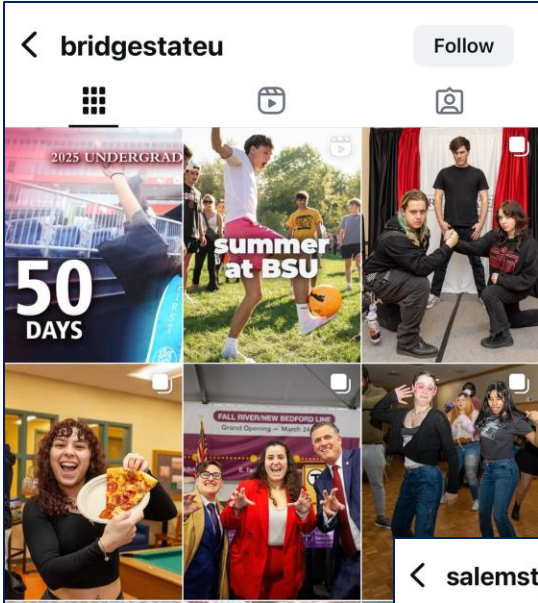
1. UMASS Amherst 98.8K
2. University of New Hampshire 51.4K
3. UMASS Lowell 24.1K
4. Bridgewater State University 19.7K
5. Salem State University 13.5K
- 6. Westfield State University 13.4K**
7. Worcester State University 12.5K
8. Western New England University 11.9K
9. Eastern Connecticut State University 9,490
10. Fitchburg State University 7,191
11. Framingham State University 6,434

Facebook Follower Ranking

1. UMASS Amherst 117K
2. University of New Hampshire 73K
3. UMASS Lowell 39K
4. Bridgewater State University 30K
5. Salem State University 21K
- 6. Westfield State University 21K**
7. Eastern Connecticut State University 20K
8. Western New England University 18K
9. Worcester State University 16K
10. Fitchburg State University 14K
11. Framingham State University 13K

PEER INSTITUTION COMPARISON

State Institution	Instagram Followers	Facebook Followers	Social Media Staff
Bridgewater State	20.6K	32K	5 full-time social media staff members + student content team
Salem State	13.8K	22K	3 full-time social media staff members
Westfield State	13.7K	21K	1 full-time social media staff member + 3 students

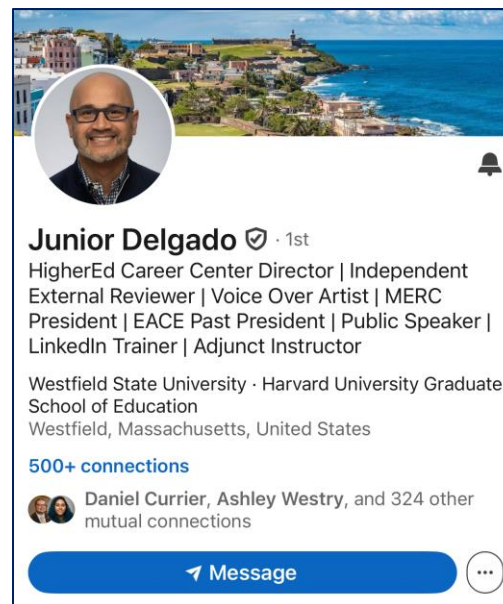
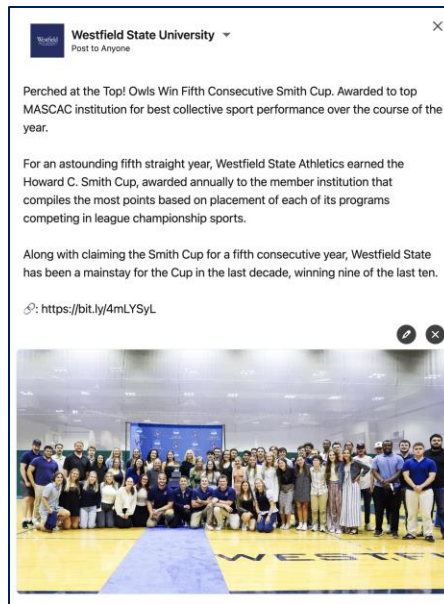


OPTIMIZING YOUR LINKEDIN PROFILE


Your LinkedIn profile is essentially a modern-day business card. By simply following Westfield State University, adding your affiliation as a member of the Board of Trustees, and engaging with our content, you're helping expand our reach to your network of professionals, business leaders, and future partners. It's a digital endorsement, and it carries weight.

Years ago, this kind of visibility required printed mailers or paid campaigns. Today, it's **completely free**. By simply liking, commenting, or sharing a post from the university, you're amplifying our message to hundreds, even thousands of people who might otherwise never see it.


Challenge: Fifth Consecutive Smith Cup Win Post





STEPS TO OPTIMIZING OUR LINKEDIN PROFILE FOOTPRINT

 **Like** - A like on LinkedIn is shown to all your connections, signaling that you engaged with the post. This increases its visibility across your network.



 **Send** - Sending the post directly shares it with individuals, encouraging them to view and engage with it personally.

 **Share** - Sharing the post puts it in front of your entire network, expanding its reach and influence.

 **Comment** - A comment boosts engagement and helps the post get seen by more people, including those outside our immediate network.

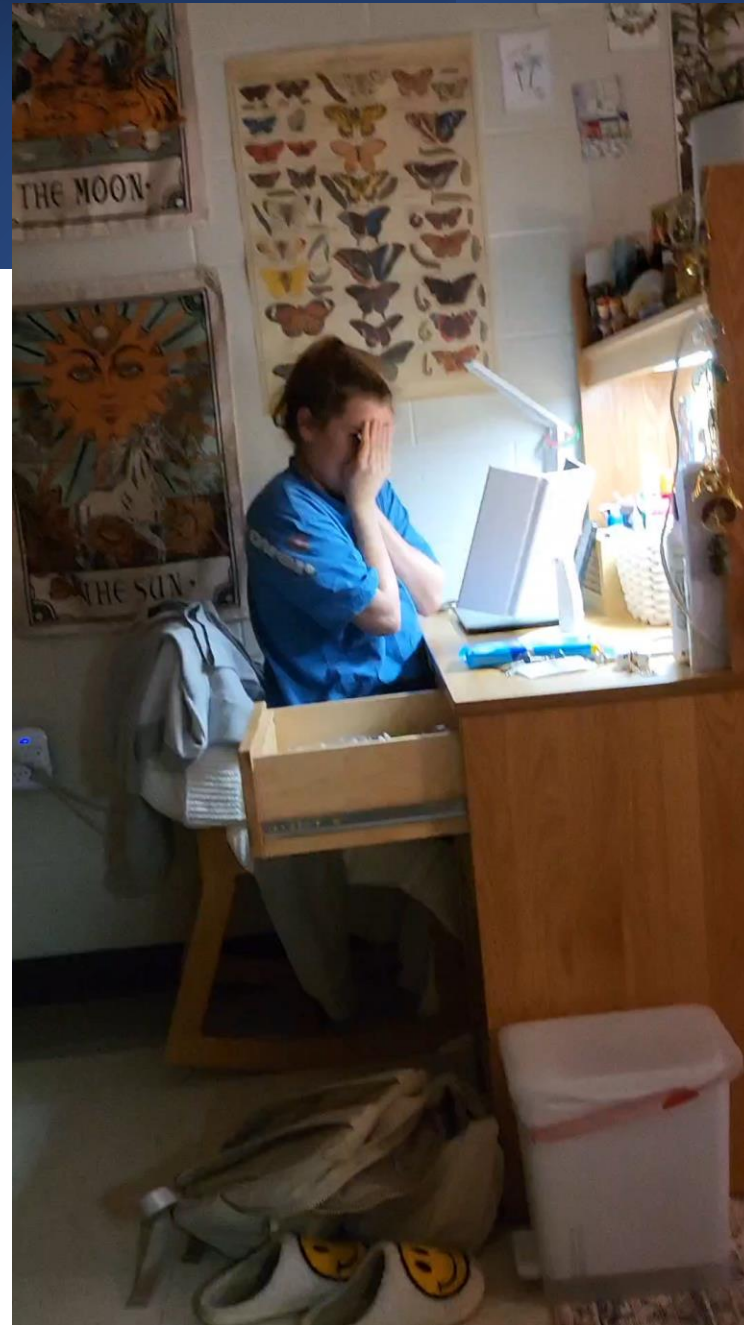


Westfield State University



Explore ~ Experience ~ Excel

FYJ Amy Deni's FYJ Course
Once Second a Day



*Westfield State
University*