



**Board of Trustees**  
**University Success Committee**

June 11, 2026

Time: 11:00 a.m.

Loughman Living Room, Scanlon Hall

Committee Members: Chair William Reichelt, Vice Chair Tessa Lucey, Secretary Dr. Gloria Williams, Melissa Alvarado, Barney Garcia, George Gilmer, and Jay Queenin

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. <b>Call to Order</b>            | Trustee William Reichelt |
| 2. <b>Approval of Minutes</b>      | Trustee William Reichelt |
| a. April 28, 2026, meeting minutes |                          |
| 3. <b>Items for Information</b>    |                          |
| a. Fall 2026 Admissions Preview    |                          |
| a. Undergraduate                   | Mike Mazeika             |
| b. DGCE                            | Dan Forster              |
| c. Summer Orientation              | Maggie Balch             |
| b. Marketing                       |                          |
| a. Update on the Brand Launch      |                          |
| b. New asset development           |                          |
| 5. <b>Adjournment</b>              | Trustee William Reichelt |

**Attachments:**

- a. Minutes – April 28, 2026
- b. University Success PowerPoint Presentation



## BOARD OF TRUSTEES

University Success Committee

Minutes

April 28, 2026 10:30 a.m.

Loughman Living Room, Scanlon Hall

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### MEMBERS PRESENT:

- Committee Chair William Reichelt
- Vice Chair Tessa Lucey
- Secretary Dr. Gloria Williams
- Trustee Melissa Alvarado
- Trustee Barney Garcia
- Trustee Jay Queenin

### MEMBERS ABSENT:

- Trustee George Gilmer

Also present and participating were;

- Westfield State University President, Dr. Linda Thompson
- Vice President of Enrollment Management, Marketing and Student Affairs, Dr. Kevin Hearn
- Provost and Vice President of Academic Affairs, Dr. William Salka
- Senior Executive Director, Westfield Worldwide, Dan Forster
- Director of Marketing, Alyssa Goodreau
- Director of Undergraduate Admissions, Michael Mazeika

Committee Chair William Reichelt called the meeting to order at 10:30 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 Garcia and seconded by Trustee Lucey, to approve the University Success Committee minutes of February 19, 2026 meeting. There being no discussion, a roll call was conducted, and **motion passed**.

### Strategic Enrollment Plan Overview

- Three main goals: growing enrollment, improving retention, enhancing student experience.
  - Year one: foundational data review.
  - Year two: focus on growth and maintaining numbers in a declining market.
  - Year three: optimization of recruitment strategies and partnerships.

### Brand Update

- Modifications to the website for ADA compliance and live video on homepage.
- Over 15,000 followers on social platforms.

- Brand launch scheduled for the fall semester with multiple programs from April to August.

#### Video Production Shoot/ Anthem Video

- Kicked off a three-day video production shoot after over eight weeks of preparation.
- An 11-person video crew is on campus to capture real moments and experiences at Westfield State. Focus on highlighting energy, support, opportunities, and skills, all centered on outcomes.
- Creating roughly two and a half minutes of high production value content for the University.
- Content will be used by the president at various events and for future campaigns.
- Anticipated to be cut into shorter segments for social media and campus events.
- The project is a result of the Board of Trustees' strategic investment in marketing in 2023.
- Concerns raised about unspent strategic investment funds; detailed expenditure was provided to the finance committee.
- Expect to spend allocated funds to zero by the end of the fiscal year.

#### Undergraduate Admissions Update

- Mike Mazieka joins to discuss the current status of undergraduate admissions.
- Previous report indicated a 25% decline in deposits year over year.
- Recent progress has closed that gap; current status is ahead of previous year.
- Admissions office has successfully reduced the decline in deposits over the last three weeks.

#### Residence Life:

- 6% increase in housing applications year over year.
- Positive indicator of returning students' interest in residential community.

#### Key Achievements

- As of the latest update:
  - 699 first-year deposits.
  - 130 transfer deposits.
- Year over year comparisons show:
  - Up 7.2% in applications for first years.
  - Up 5.8% in completed applications.
  - Up 6.4% in accepted applications.

#### Strategies Implemented

- Robust communication strategy via email, phone, and text.
  - Phone calls are still effective; voicemails are transcribed for easier follow-up.
- Personalized connections made with students during events.
- Four successful events hosted, along with daily tours.

#### Community Engagement/ Significant Events

- Show rates are nearly 80%.
- Fresh Check Day:
  - National day to measure student suicide and mental health organized by the counseling office. 400 students participated.
  - Flight Fest: Second annual event celebrating the end of the semester.
  - Owl Ball: Successful event organized by the SGA.
  - Veteran Military Services: Graduation ceremony and MRE Day event.
- Future Owl Flight Tours conducted at local high schools.
  - Celebrated student admissions with certificates and goodie bags.
- Increased requests for lawn signs, indicating community visibility.
- Efforts to assist students from Anna Maria College due to its closure.

- 34 inquiries collected at a recent college fair, with a focus on nursing students.

### Enrollment Goals and Progress

- Current enrollment is at approximately 700 with a goal of 804 for first-year students.
- Anticipation of exceeding enrollment goals based on current trajectory.
- Previous years' enrollment totals were 834 first years and 232 transfer students.
- Anticipated demographic decline starting in fall 2028.
- Current enrollment model shows stable numbers but highlights challenges with transfer data variability.
  - Incoming class projections for fall 2022 at 796 and fall 2029 at 804.
- New data ecosystem being developed to improve reliability in enrollment models.

### Marketing and Brand Awareness

- Acknowledgment of ongoing marketing and brand issues despite 200 years of history.
- Development of a special landing page for Anna Maria students on the website.
- "Our new brand platform says outcomes are our responsibility."
- Transfer information is available on the website through undergraduate admissions.
- Marketing office will provide information on out-of-home digital billboard purchases.

### **Faculty Development Update**

- Importance of faculty development emphasized for teaching effectiveness.
  - Many faculty lack pedagogical training despite advanced degrees.
  - Students today expect skills-based, high-impact teaching practices.
- Need for improved assessment practices highlighted for student learning outcomes.
  - Current lack of assessment data hampers understanding of teaching effectiveness.
- Goal to measure teaching of crucial skills and identify areas for improvement.

### Funding and Support for Faculty Development

- Majority of faculty development funded by grants, notably from the Davis Educational Foundation.
  - Current grant totals \$499,980 for two years.
- Faculty center re-established to support teaching and learning initiatives.
- Grant funds used for course development stipends for faculty.
  - Professional development conferences held annually for skill enhancement.
- New certificate programs introduced for faculty specialization in teaching areas.
- Initiatives to improve faculty advising capabilities.
  - Dual advising model implemented for better student support.
- Peer mentors funded to enhance first-year student experiences and resources.
- Shift in perception of assessment from compliance to valuable teaching tool.
  - Assessment aims to measure student mastery of critical skills.
- Aggregate data used to evaluate overall teaching effectiveness without individual faculty evaluation.

### Professional Development

- Importance of continuous professional development emphasized.
- Encouragement for ongoing training and development.
- Discussion on the "train the trainer" model for faculty development.
  - Cost-effective compared to hiring external consultants. Encourages ongoing support and collaboration among faculty.

- Faculty involved in AI pedagogy project sponsored by the AAC.
  - Positive feedback on faculty collaboration and discussions about AI.

**MOTION** made by Trustee Garcia, and seconded by Trustee Alvarado, to adjourn. There being no discussion, a roll call was conducted, **motion passed**.

Meeting adjourned at 11:48 a.m.

**Attachments:**

Minutes – February 19, 2026

University Success PPT

**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 University Success Committee meeting held on April 28, 2026.

\_\_\_\_\_  
Dr. Gloria Williams, Secretary

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Date

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# University Success

Board of Trustees

June 2026



**WESTFIELD STATE**  
UNIVERSITY



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# Agenda

## → Fall 2026 Admissions Preview

- Undergraduate
- DGCE
- Summer Orientation

Mike Mazeika

Dan Forster

Maggie Balch

## → Marketing



# Fall 2026 – UG Admissions Preview (First-years)

	Fall 2024	Fall 2025	1yr Delta	Fall 2026	1yr Delta	%	Goal	% to Goal
Prospects	142075	152419	10344	77081	-75338	-49.4%	78000	98.8%
Inquiries	62360	19420	-42940	21625	2205	11.4%	20000	108.1%
Applications	6656	6345	-311	6817	472	7.4%	6650	102.5%
Complete Applications	5753	5883	130	6256	373	6.3%	6100	102.6%
Accepts	5426	5632	206	5995	363	6.4%	5875	102.0%
Deposits (Total)	826	889	63	874	-15	-1.7%	935	93.5%
Deposits	806	860	54	843	-17	-2.0%	804	104.9%
Denied	305	228	-77	238	10			



# Fall 2026 – UG Admissions Preview (Transfers)

	Fall 2024	Fall 2025	1yr Delta	Fall 2026	1yr Delta	%	Goal	% to Goal
Inquiries	767	776	9	757	-19	-2.4%	890	85.1%
Applications	564	500	-64	548	48	9.6%	650	84.3%
Complete Applications	366	356	-10	373	17	4.8%	470	79.4%
Accepts	358	326	-32	338	12	3.7%	440	76.8%
Deposits (Total)	176	173	-3	203	30	17.3%	250	81.2%
Deposits	169	162	-7	187	25	15.4%	205	91.2%
Denied	8	14	6	16	2			

# Fall 2026 – UG Admissions Preview

## First-years

- Admissions funnel growth is extremely positive
  - Largest applicant pool ever; most accepts ever
  - Fewer purchased names, but better messaging
- Deposits tracking slightly behind 2025 (~2%)
- Deposits tracking on target for admissions goal of 804

## Transfer

- Shallowing of transfer inquiries
  - Free Community College is keeping people enrolled longer
  - Most transfers tend to be stealth applicants
- Significant growth from apps through deposits



# Fall 2026 – DGCE Admissions Preview (Continuing Education)

	Fall 2025			Fall 2026			App ^	Admits ^	Deposit ^
Program	Apps	Admits	Dep	Apps	Admits	Dep			
Social Work (Preliminary)	12	8	7	42	27	18	30	19	11
Psychology	34	13	8	38	21	15	4	8	7
Nursing, RN - BSN	26	8	5	35	14	10	9	6	5
Finance	3	1		12	7	5	9	6	5
Criminal Justice	30	12	10	30	14	14	0	2	4
Special Education	1			4	3	2	3	3	2
Nursing	18	1	1	33	4	2	15	3	1
Health Sciences	5	4	1	8	5	2	3	1	1
Data Science	2			1	1	1	-1	1	1
Computer Information Systems	1			1	1	1	0	1	1
Chemistry				1	1	1	1	1	1
English				1	1	1	1	1	1
Master of Social Work (Online)				1	1	1	1	1	1
Political Science				1	1	1	1	1	1



	Fall 2025			Fall 2026			App ^	Admits ^	Deposit ^	
Program	Apps	Admits	Dep	Apps	Admits	Dep				
Management	16	6	5	28	9	5		12	3	0
Biology	4	3	1	4	2	1		0	-1	0
Marketing	4	1	1	4	1	1		0	0	0
Urban & Regional Planning	3							-3	0	0
Art	2			1				-1	0	0
Communication	2							-2	0	0
Computer Science	1			2	1			1	1	0
Music	1							-1	0	0
Music Therapy	1	1	1	5	2	1		4	1	0
Undergraduate Certificate in GIS	1			3	1			2	1	0
UG Certificate in CIS				2				2	0	0
Liberal Arts	20	7	5	15	5	4		-5	-2	-1
Accounting	15	6	3	8	5	2		-7	-1	-1
History	6	4	2	6	3	1		0	-1	-1
Sociology	5	2	1	1	1			-4	-1	-1
Elementary Education	3	1	1	5	1			2	0	-1
Undeclared/Exploratory	3	2	1	1				-2	-2	-1
Environmental Science	2	1	1	1	1			-1	0	-1
Movement Science	2	1	1					-2	-1	-1
Spanish	1	1	1					-1	-1	-1
Early Childhood Education	2	1	2	2				0	-1	-2
Total	227	84	58	296	133	89		69	49	31

# Fall 2026 – DGCE Admissions Preview (Graduate)

Program	Fall 2025			Fall 2026			Apps ^	Admits ^	Deposit ^
	Apps	Admits	Deposits	Apps	Admits	Deposits			
Master of Social Work (Online)	157	120	75	206	159	126	49	39	51
M.A. in Counseling	52	35	20	103	60	37	51	25	17
Master of Business Administration (M.B.A)				29	20	16	29	20	16
Master of Social Work (Westfield On-Campus)	93	71	38	91	71	49	-2	0	11
M.S. in Nursing Psychiatric Mental Health Nurse Practitioner				32	15	11	32	15	11
M.A. in Applied Behavior Analysis	20	11	5	37	16	12	17	5	7
Reading Specialist Licensure	1			9	5	5	8	5	5
M.Ed. in Reading Education	2	1	1	8	5	5	6	4	4
M.A. in English	3			8	6	3	5	6	3
M.Ed. in Mathematics	4	2		4	2	2	0	0	2
M.Ed. in History	2	1	1	5	3	3	3	2	2
Master of Public Administration	23	15	6	14	8	7	-9	-7	1
M.S. in Criminal Justice (Online)	9	5	2	10	5	3	1	0	1
Early Childhood Education Licensure	7	2	1	3	2	2	-4	0	1
M.Ed. in Early Childhood Education	2			2	1	1	0	1	1
M.Ed. in Movement Science	2			3	1	1	1	1	1



# Fall 2026 – DGCE Admissions Preview (Graduate)

Program	Fall 2025			Fall 2026			Apps ^	Admits ^	Deposit ^
	Apps	Admits	Deposits	Apps	Admits	Deposits			
M.S. in Criminal Justice (Westfield)	11	3	2	4	3	2	-7	0	0
M.Ed. in Elementary Education	5	1		1			-4	-1	0
Graduate Certificate in Law Enforcement and Mental Health Co-Response	3			3			0	0	0
M.Ed. in Moderate Disabilities, 5-12	3						-3	0	0
M.Ed. in Biology	1			1			0	0	0
Graduate Certificate in Data Analytics				3			3	0	0
Graduate Certificate in Applied Behavior Analysis	6	3	1				-6	-3	-1
Elementary Education Licensure	4	3	2	3	2	1	-1	-1	-1
M.Ed. in Vocational Education	2	1	1	1			-1	-1	-1
M.Ed. in Moderate Disabilities, PreK-8	3	3	3	4	1	1	1	-2	-2
M.S. in Accounting	17	8	4	6		1	-11	-8	-3
Totals	432	285	162	590	385	288	158	100	126



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# Fall 2026 – DGCE Admissions Preview

## Continuing Education

- Social Work, Psychology, Nursing
- RN/BSN Concurrent Enrollment

## Graduate Education

- Social Work, Counseling, MBA
- PMHNP, ABA
- M.S. CJ pending incentive for Master's Degree
  - o Noticeable increase for our inquiries



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# Fall 2026 – Summer Orientation

## Orientation Philosophy

- Students begin to learn/think about: independence, creating own structure and habits, own values
- Transition begins when they commit to WSU—early March/April—not the fall, as early connections are key to the student’s success

## Early Engagement

- As soon as they commit they begin to receive information about Orientation from the SAIL Office
- Admitted Students Day they sign up for Summer Orientation dates
- Collaboration between Admissions and SAIL
- Proven positive: 91% of incoming first-year students + 84% transfers registered
- Continued outreach for the 103 students not registered—invited to August



# Fall 2026 – Summer Orientation

## Dual approach: Families and Students

### Family:

- Builds confidence for resources and support systems
- Introduce student development through challenge and support model

### Students:

- Helps students connect to the university
- Schedules and first-year journey class
- Identifies resources
- Begin building social network—meet their roommate, like minded people

### Results:

- BOTH audiences build confidence, sense of safety/familiarity, sense of belonging



# Fall 2026 – Summer Orientation

## Preparation for Fall Orientation

Orientation Leader small groups

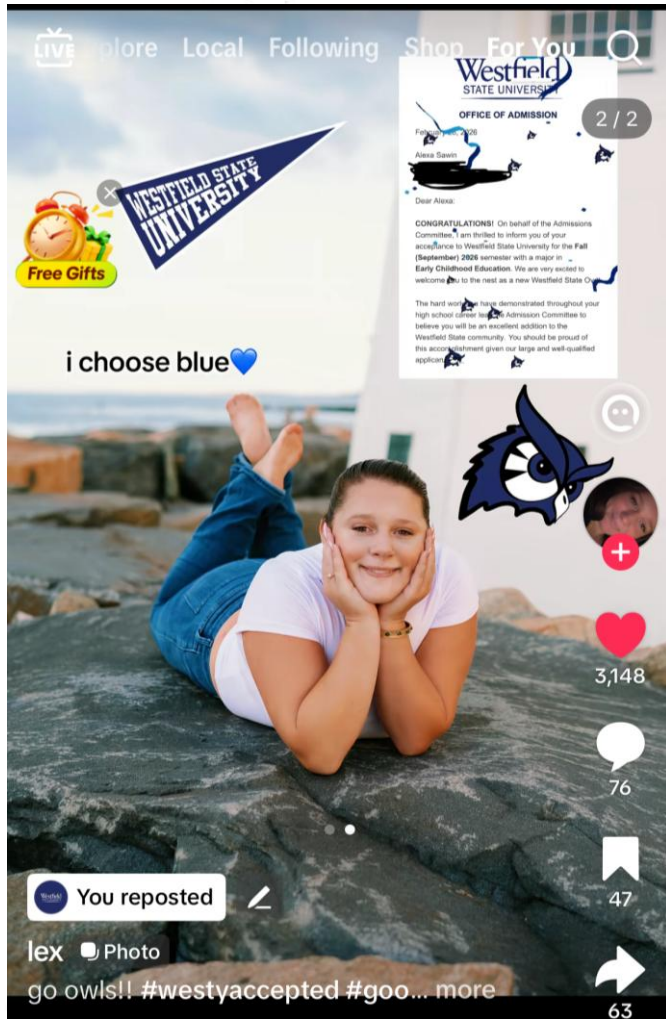
- Creates a peer-to-peer educational connection
- Smaller groups help to build friendships and stronger community — less likely to be overwhelmed
- Topics include compliance education: Title IX, substance use

Connections continue:

- Stay connected through early fall (last September/early October or longer)
- Students feel connected to each other once classes begin
- Intentionality creates more confidence, awareness, and support



# Marketing – Building Brand Affinity



WESTFIELD STATE UNIVERSITY

# Marketing – Building Brand Affinity

[https://www.tiktok.com/@xaviergf26/video/7639942047125753119?is\\_from\\_webapp=1&sender\\_device=pc](https://www.tiktok.com/@xaviergf26/video/7639942047125753119?is_from_webapp=1&sender_device=pc)



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# Questions?



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