



MASSACHUSETTS COLLEGE OF LIBERAL ARTS
BOARD OF TRUSTEES ENROLLMENT COMMITTEE
President's Office – Large Conference Room and Audio/Video MS Teams

MINUTES
October 8, 2025

Present: T. Bernard, B. Downing*, D. Rodowicz

Absent: R. Hailey

Staff: J Birge, L. Bond, J. Boyer, R. Glejzer, B. Howland*, K Kozak, J. Mendel, K. Nichols*

As allowed by executive order of the Governor of Massachusetts, in compliance with the provisions of Massachusetts General Laws, Chapter 30 and 15A, Section 9, and with a quorum present in person and via audio/video-conference, the Enrollment Committee of the Board of Trustees with Chair Bernard presiding was called to order at 8:34 a.m.

Enrollment Management Introductions

Provost Glejzer's team introduced themselves. The Admissions Office, Enrollment Marketing, DGCE, Financial Aid, Institutional Research were all present and the Provost noted that Retention and Registrar's Office are also part of the team.

Mr. Canales provided an overview and noted uptick in enrollment driven by dual enrollment.

1. FTEs (full time students) slightly up
2. We did not hit projected transfer goals
3. There was a drop in grad enrollment, FTE dropped with fewer credits overall being taken
4. We have highest out of state attendees by percentage.
5. He detailed freeze/census and retention. Ten students impacted retention since our percentages are small.

Recruitment

1. Ms. Boyer and Mr. Canales presented on Fall 2025 New Student Profile, noting a higher percentage of Pell eligible students and also with lower overall GPAs. Admissions has met with campus wide groups to make sure everyone understands the needs of this class to support retention. It was noted that athletes tend to have higher retention rates. There are more students living on campus as a result of an intentional financial aid incentive. We have a slightly increased international student population and we will continue to offer. They also noted higher deposit and yield, more paid withdrawals aka "melt"
2. Business Administration (BADM) and Radiologic Technology are the largest majors for the incoming class. Health Sciences and pre-nursing are the next largest. It was noted that the core liberal arts curriculum remains even with professional programs. The Committee discussed that liberal arts are essential for skill building even in professional programs.
3. Transfers slightly down, with age of transfers slightly up overall possibly due to free community college program. Free community college for first years, online community

college, masstransfer pathways. We now have a dedicated transfer admissions counselor who can assist with messaging.

4. Ms. Boyer noted fall 2025 Recruitment Challenges
5. Spring/Fall 2026 Strategies –
 - a. We are now fully staffed in admissions which will enhance opportunities for outreach.
 - b. We will be at BCC once a week and GCC, HVCC and HCC monthly.
 - c. Increasing relationships with community based orgs, around the region.
 - d. Working with marketing on list purchases
 - e. Recruiting in athletics
 - f. Faculty fellows working with admissions.
 - g. Dual enrollment expansion
6. Fall Events – Ms. Boyer provided fall open house dates.

There was a discussion with the Committee of the education major. While some students major in a content area and then get a certificate, it was noted that the education department physical space in Mark Hopkins is very outdated. It is on top of our list for renovation with state. Statewide education numbers are down as well.

There was also Committee discussion of Pell eligible and first gen student numbers being a good indicator but also a retention challenge. President Birge noted the effective use of state Success funds and a TRiO grant to support these populations.

Financial Aid Packaging

B. Howland/J. Canales

This agenda item was tabled for a future meeting.

Enrollment Marketing

Ms. Nichols then presented on Admissions Marketing:

1. Revamping process – focus on digital and research, positive placement, this is a highly competitive marketing area and digital is the most impactful lane
2. Enrollment goals
3. Focused on storytelling
4. The industry is doing extensive digital retargeting based on location
5. We do not have as large a digital advertising budget as some schools, so to enter the market we are working on supporting our website enhancements and governance including keywords and SEO and AEO – artificial engine optimization for ai optimization, as well as ADA compliance with the help of ERI
6. Brand Awareness – digital first, retargeting, focus on storytelling including YouTube and Reddit updates utilizing student support – There were questions from the committee regarding security - although this is not directly controlled, they are educated about privacy and appropriate guidelines. We are aware there is risk, but the value outweighs the risk. There is also a policy around digital bullying etc.
7. Research – market research expertise. We are contracting with ADV for this process.
8. VIV higher education marketing agency is our digital ad partner
9. Manaferra is our search engine and answer engine optimization partner,
10. ERI – web development and ai tools
 - a. All of these partnerships have created more engagement, social media and web traffic.
 - b. The Committee discussed that digital outreach is a significant area of focus and change is rapid. The Committee also discussed digital marketing outreach including adaptability and rapid iteration.

6. Returning Students

R. Glejzer/J. Canales

- a. Fall 2024 Retention/Disaggregated Data
- b. Fall 2025 Retention Initiatives

This agenda item was tabled for a future meeting

DGCE Enrollment – Ms. Bond then presented an update on the Division of Graduate and Continuing Education.

- a. Summer 2025 –
 - i. Undergraduate numbers were up, but Graduate numbers were down.
 - ii. There were no moderate disabilities program students this summer.
- b. Graduate -
 - i. MEd and MBA both up slightly, MEd attracts initial licensure eventually, but schools can also use waivers for emergency licensure at this time.
 - ii. Changes to undergrad repayment processes impacted masters
 - iii. Graduate plus loans eliminated
 - iv. Leadership attendees are down, NYS changed their requirements this year and 80-90% of the Leadership students are from NY.
 - v. Positive – Marketing campaign, school visits, employer visits, networking events, info sessions, targeted employer campaign
- c. Dual Enrollment/Early College
 - i. This program serves as an intro to MCLA. It is now a fall synchronous class model.
 - ii. This is also an admissions pathway and has been a very positive program.
 - iii. Early College is a dedicated program with Drury High school with 69 students participating overall. This provides college credits and is very helpful for students entering college with credit. There was discussion of the funding model being helpful for families and as a recruiting pathway.

Provost Glejzer also noted the overall enrollment discussion:

- 683 matriculated undergrads
- 828 total including non-matriculated undergrads
- 923 total headcount

The Committee also discussed the enrollment and admissions process fueling the academic program. Ms. Boyer noted that all of this is supported by and directed by the new Strategic Plan.

Upon motion made and duly seconded, via a roll call vote it was unanimously:

VOTED: to adjourn the meeting at 10:02a.m.

Respectfully Submitted

Kelli Kozak
Clerk