



**Massachusetts College of Liberal Arts**  
**BOARD OF TRUSTEES ENROLLMENT MANAGEMENT COMMITTEE**  
**Minutes of the Meeting of September 23, 2021**  
**87 Blackinton St, North Adams**  
**Audio/Video Conference**

**Members in Attendance**

Robert Reilly, Chair  
Mohan Boodram, Chair of the Board of Trustees  
Susan Gold  
Frederick Keator

All trustees attended virtually.

**Others in Attendance**

Gina Puc, Vice President of Strategic Initiatives  
Lisa Lescarbeau, Clerk  
Jana Boyer, Director of Enrollment Operations  
Kayla Hollins, Director of Admission  
Bonnie Howland, Director of Student Financial Services  
Bernadette Alden,  
Jasmine Gancarz,

Upon establishing a quorum of the Enrollment Management Committee Members present, Chair Reilly called the meeting to order at 8:33 a.m.

VP Puc began with a review of the events of the past 18 months and the efforts focused on keeping the community safe through the on-going pandemic. Enrollment in the College is down 15-18%, which is consistent with national trends. Community colleges, in particular, were harder hit and this is reflected in our transfer student enrollment numbers. The division is focused on a rebound and strategies for enrollment.

Student recruiting continues in two modalities: in-person and virtually. Organizational structures within the division have been made with the addition of the Office of the Registrar and Student Records to the Enrollment Division.

Ms. Hollins provided an update from the Office of Admission. An increase in acceptances was seen as a result of the College's move to test blind/test free policy for 2020 and 2021 applications. New students hail from 29 states and 36% identify as Student of Color.

Staffing for recruitment strategies for 2021/22 were reviewed. Two vacant admission counselor positions have been filled. They will cover Ny, North Shore, MA, Worcester County, MA and Pioneer Valley, MA. Efforts continue to improve the division's connection with the addition of a liaison with the College's TRiO and Athletics programs. All counselors are currently on the road or conducting recruitment work by Zoom.

Ms. Boyer discussed outreach and communication efforts for 2021/22. Targeted postcards were sent to approximately 78,000 high school seniors with more personalized messaging. Interactive text messaging campaigns have been undertaken to reach high school students. Work has begun with Simpson Scarborough to issue more uniform print materials. Overall, the efforts have focused on more intentional and segmented outreach.

Ms. Hollins discussed the division's student centered recruitment efforts. With the Liaison CRM as a partner, over 100,000 surveys were sent to F22/23/24 prospects and inquiries resulting in a 2% response rate. Key findings of the results show the importance of highlighting MCLA's naming in the Top Ten Colleges by US News and World Report; and the preference for a private, public or community college showing that NY residents prefer public colleges, while 61% of respondents noting this didn't matter in their selection.

Fall 2021 events and tours were reviewed. These include daily and Saturday tours, open houses on October 23 and November 13, an instant decision day, athletic preview day, virtual athletic preview day, and group and virtual tours.

Ms. Alden presented an update on the College's marketing and communications work. Simpson Scarborough has been retained to assist with market research and testing. A paid digital campaign will be done to elevate the College's campaign strategy and performance. This campaign work includes creative production in FY22 and 23, launch of the tactics across approved channels, monitoring in-platform performance, monthly reporting of the campaign, and optimization of performance across audiences, tactics, channels and creative.

Display ad, social media, and billboard advertising examples were shared with the Trustees.

Ms. Howland provided an update from the Office of Student Financial Services and Registrar. FASFA filing for 2022/23 will be opening on October 1. American Rescue Plan (ARP) funds were distributed for students registered for summer and fall with another disbursement to take place in mid-November.

A consultant from AACRAO will be on board to assist with a review of structures and practices of the Office of the Registrar.

Enrollment verifications resulted in 60 students being removed from courses due to non-payment and/or missing immunization records. Of these nine students made the decision not to return to MCLA and two graduate level students are working on returning to coursework as of September 14. The remainder were re-enrolled in their initial course load once their holds were cleared.

In response to a question regarding the process of instant decision day, Ms. Hollins explained that the student must apply in advance of the instant decision event. During the day, students participate in an open-house type event while a review of the application is completed. At an individual session with each student, they are told either of the approval or the need for further review by committee. These students are provided additional counseling to advocate for their continued education.

Committee members further discussed declining enrollment including what is being seen at the K-12 level and subsequent national projections. Efforts of the division continue to work and plan through this, and include renewed conversations around early college and dual enrollment programs.

### **Adjournment**

There being no further business to come before the committee, the meeting was adjourned at 9:30 a.m.