



**Massachusetts College of Liberal Arts**  
**BOARD OF TRUSTEES**  
**ENROLLMENT MANAGEMENT COMMITTEE**  
**Minutes of the Meeting of February 3, 2025**  
**MS Teams - Audio/Video Conference**

**Members in Attendance:**

Mohan Boodram, Chair  
Representative John Barrett

**Members Absent:** Yvonne Spicer

**Others in Attendance:**

James F. Birge, President  
Lynette Bond, Dean of DGCE  
Jana Boyer, Director of Enrollment Operations  
Richard Glejzer, Provost and VP of Academic Affairs  
Bonnie Howland, Director of Student Financial Services  
Kelli Kozak, acting Board Clerk  
Kristin Nichols, Admissions Marketing

Due to weather, all attendees were remote.

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 via audio/video-conference, the Enrollment Management Committee of the Board of Trustees of February 3, 2025, with Committee Chair Boodram presiding, was called to order at 8:33 a.m.

Chair Boodram reorganized the agenda to allow Ms. Nichols to present earlier due to an appointment.

Provost Glejzer noted reevaluation of the admissions process. Mr. Pearson has left the position of Executive Director of Admissions after making some solid changes in process, however he was not able to be on-site as much as needed and resigned due to personal challenges.

Ms. Boyer noted that they are also hiring an Associate Director, and the department is fully staffed with a robust energetic group of admissions counselors. She further noted enrollment priorities paired with Strategic Plan - enhancing the mission, increase enrollment, and development of a comprehensive recruitment strategy via digital marketing.

Ms. Nichols presented on outreach for undergraduate and graduate student marketing and making it heavily digital while amplifying MCLA brand. The first goal is to improve the website. This is a critical communication tool. They will review the ability to attract via SEO and AI. ERI consultants are reviewing our website. They are experts in admissions marketing. They will also do in depth research and benchmark to peer and aspirational schools. They will also optimize the MCLA sites for mobile and AI.

MCLA will be on the leading edge of this process. Everything will be reviewed for best practice for student access.

Ms. Nichols is also working on enhancing digital advertising while they await upgrades to the website. They are working with Ring Digital to create highly targeted marketing to accepted students and families focusing on the student experience. They are also contracting with Carnegie Xpress. They market directly to students via their platform. Carnegie College Xpress Connect is another tool that provides further target marketing. They will also utilize the Phi Theta Kappa transfer scholars. They will continue to outreach to students who are more likely to enroll, outreaching via social media, and video content creation. Video is critical moving forward. They will continue to build their video repository.

There was Committee discussion of using target marketing data. This is common in advertising and generally expected by the consumer. The Committee is supportive of being a leader in reviewing our AI data. This will become a requirement and doing this early will set us up for success. The Committee also discussed the needed web updates. Ms. Nichols noted social media and web upgrades. They also discussed the Carnegie consultants. Ms. Nichols noted they are industry leaders and are expanding. The Committee addressed the budget for this process. Ms. Nichols detailed that she has contracted for their standard tools, and she has negotiated significant discounts. She anticipates that this will save money over the SEM (search engine marketing) they were previously doing and will hopefully get better results. Her goal is to reallocate funds to the avenues that are converting best and to spend smarter.

Ms. Boyer noted that the team is doing more intentional outreach messaging, including to parents, alumni, faculty, and athletics. They also focus on low debt and value of an MCLA education.

There was discussion of athletic recruiting. Ms. Boyer noted that there was a significant jump when they filled the hockey teams. Because of that we had lower athletic recruiting stats last year, but they are seeing growth this year. Rep. Barrett expressed concern over the stability of the athletic program. He also noted that he was interested in our nursing recruiting. Chair Boodran noted that he will follow up with VP Smith as our coaches are the primary recruiters for athletics. Ms. Boyer noted they are working more closely than in previous years and discussion continued that is a positive outlook.

Ms. Bond discussed Early College and Dual Enrollment marketing. They are also incorporating digital marketing for grad programs as well as a new communication plan for licensure programs.

There was discussion that M.Ed. program currently has 55-60 students and has continued to grow especially through emergency licensure needs. Leadership Academy and our MBA program round out offerings. There are 16 in the MBA and they hope to recruit more.

Ms. Boyer noted that Admissions is recovering from staffing challenges. They are fully staffed with counselors. They have one staff member dedicated to Slate CRM. There is an open position for new Associate Director who will take on community building and marketing. All counselors are trained to review transfer applications and outreach. There is also now one counselor focused on being the point person for transfers. Application review has gone faster and there has been more outreach to accepted students, travel, college fairs, etc.

Ms. Boyer reviewed Fall Events. There has been a 26% increase in attendance. They changed the format to be smaller and more personalized. They had a focused athletic recruitment day with an increase from 8 to 32. There are also two accepted student overnights coming up. They have busses from Boston, Albany

and NYC. They also have virtual days, create your own visit days, a Spring Open house for Juniors, and outreach to school counselors. They are also hosting Drury High School students as part of Early College. They are also doing Graduate event outreach with virtual, tours, info sessions etc.

There was discussion of analytics review. The overnights have a high yield. The Admissions team will work on marrying the Ring analytics with the outcomes of events. Chair Boodram also suggested marketing to students while they attend the overnights and on the busses. The teams are working together to get the best representatives to accompany the students. They are working with outreach as well so that students and families can see what the community has to offer.

There was further discussion of graduate program credits based on work experience. Ms. Bond noted it hasn't been a good revenue generator based on the high level of hands-on management it requires. There was discussion that it may be a need in the community. Ms. Bond will continue to explore. Current programs are very accessible to working professionals. President Birge recommends anyone can reach out to DGCE if they have a need. Community input can help us form our program development.

Ms. Boyer reviewed recent statistics. Transfers are even from 2024 and up from 2023. For fall 2025, they are even in deposits and have increases in transfer rates. Trends appear similar to fall. They are hopeful that the digital efforts will be helpful this year. Provost Glejzer noted that the team is working to get more applications as well.

Ms. Bond noted that they are focusing on the 118 emergency license holders to recruit for education programs. There was further discussion of enrollment. The College currently has about 850 total enrolled. Chair Boodram asked if the Committee can address the topic of school choice impacting teaching recruitment at a future meeting.

With no further business, the meeting was adjourned at 9:34a.m.

Respectfully submitted,  
Kelli Kozak  
Acting Clerk