



**MASSACHUSETTS COLLEGE OF LIBERAL ARTS  
BOARD OF TRUSTEES  
ENROLLMENT MANAGEMENT COMMITTEE MEETING**

Thursday, December 12, 2019  
2:30 p.m.  
Murdock Hall Rm 208

**AGENDA**

- |  |                      |
|--|----------------------|
| 1. Call to Order   | Trustee Boodram      |
| 2. Early Action Summary                                    | K. Hollins           |
| 3. Financial Aid Update                                    | B. Howland           |
| 4. Spring Semester Recruitment Events and Yield Strategies | K. Hollins, J. Boyer |
| 5. Retention Trends and Intervention Strategies            | E. Janis, G. Puc     |
| 6. Other Business  |                      |
| 7. Adjournment   | Trustee Boodram      |





**Massachusetts College of Liberal Arts**  
**BOARD OF TRUSTEES ENROLLMENT MANAGEMENT COMMITTEE**  
**Minutes of the Meeting of October 24, 2019**  
**Murdock Room 208**

**Members in Attendance**

Mohan Boodram, Chair  
JD Chesloff  
Denise Marshall

**Members Absent**

Kathleen Therrien

**Others in Attendance**

James F. Birge, President  
Gina Puc, Dean of Enrollment and Community Relations  
Lisa Lescarbeau, Clerk  
Jana Boyer, Associate Director of Admission Operations  
Kayla Hollins, Associate Director of Freshman Admission  
Bernadette Alden, Director of Marketing and Communications  
Francesca Olsen, Creative and Brand Strategy Manager

**Call to Order**

Chair Boodram called the meeting to order at 2:30 p.m. and began with introductions of staff and trustees.

Dean Puc provided a brief overview of the topics to be discussed.

Ms. Alden provided an overview of MCLA's brand launch including tools provided to assist the campus community in making the transition to new brand standards. The President's annual Ice Cream Social was a highlight of the launch as it brought faculty, staff and students together and exposed them to new brand elements. The brand roll-out will continue in phases through-out the coming academic year.

Ms. Olsen discussed MCLA's digital presence including Snapchat, Instagram, YouTube, LinkedIn and Spotify.

Ms. Hollins provided a review of NACAC's code of ethics and professional practices, and the impact of rulings from the DOJ Antitrust Division on enrollment and the admission process.

Dean Puc reviewed tuition and financial aid awarding practices. NEBHE allowed discounting New England students to the NEBHE rate with positive results, and will allow the same practice for fall 2020 recruiting.

Dean Puc presented data on the financial aid leveraging models with a five year look at institutional aid spend, willingness and ability to pay, student subpopulations, key metrics by academic departments, and goals for 2020.

Retention and Title 3 work were reviewed. Retention strengths and weaknesses, and Title 3 programs were presented. Title 3 funding will focus on addressing retention weaknesses with programs such as the development of a living learning community for people of color, financial literacy, and health services focused on mental health and psychological transitions.

Trustees discussed the core experience and quality of advising. SSI data provided information on advising, which CSSE is using to inform their work. Other improvements include the further implementation of Degree Works software with students and advising, and core redesign.

### **Adjournment**

There being no further business to come before the committee, the meeting was adjourned at 3:25 p.m.

## MCLA BOT EM: Enrollment and Institutional Aid Spend

Profile					
	<b>2015F</b>	<b>2016F</b>	<b>2017F</b>	<b>2018F</b>	<b>2019F</b>
Undergraduate Enrollment	1,457	1,444	1,407	1,277	1,345
	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Institutional Scholarships (000s)	\$1,832	\$1,963	\$1,965	\$2,656	\$3,731
	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Pell Grant Receipts	47.6%	44.9%	45.7%	45.0%	41.6%
	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
Average Family Income	\$70,113	\$72,661	\$71,341	\$74,635	\$80,886
	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
MA Grant and Cash Grant Allocation	\$645,071	\$680,620	\$677,119	\$734,661	\$692,492
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
% of Aid of Operating Budget	3.5%	3.9%	4.1%	3.9%	5.3%
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
State Appropriation (000s)	\$15,448	\$16,233	\$16,395	\$16,889	\$17,695
	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>
Tuition & Fees Per FTE (IPEDS)	\$5,499	\$6,016	\$5,978	\$6,237	\$6,495

Data as of October 2019



# ENROLLMENT MANAGEMENT DECEMBER, 2019

# ADMISSION UPDATES

DECEMBER 2019

**WELCOME**

**CONGRATULATIONS, TRAILBLAZER.**

**#MAKEIT** MCLA CHECK YOUR EMAIL FOR AN INVITATION TO JOIN OUR ONLINE COMMUNITY. WE'VE GOT YOU COVERED.

**EXCEPTIONS** PLEASE RECALL, STUDENTS ARE RESPONSIBLE FOR VERIFYING ALL INFORMATION AS A REQUIREMENT OF MANY VARIOUS COURSES.

**MAKE IMPRESSIONS**

**FINANCIAL AID**

**HOUSING**

**BUSINESS**

Sync up with our vast business network — from North Adams to far beyond.

**BUSINESS ADMINISTRATION MAJOR AT MCLA**

Our flexible curriculum lets you customize concentrations and minors to match your interests and career goals.

**CONCENTRATIONS**  
Accounting  
Event Management

**MINORS**  
Business Administration  
Economics

**NEXT STEPS**

**YOUR NEXT STEPS:**

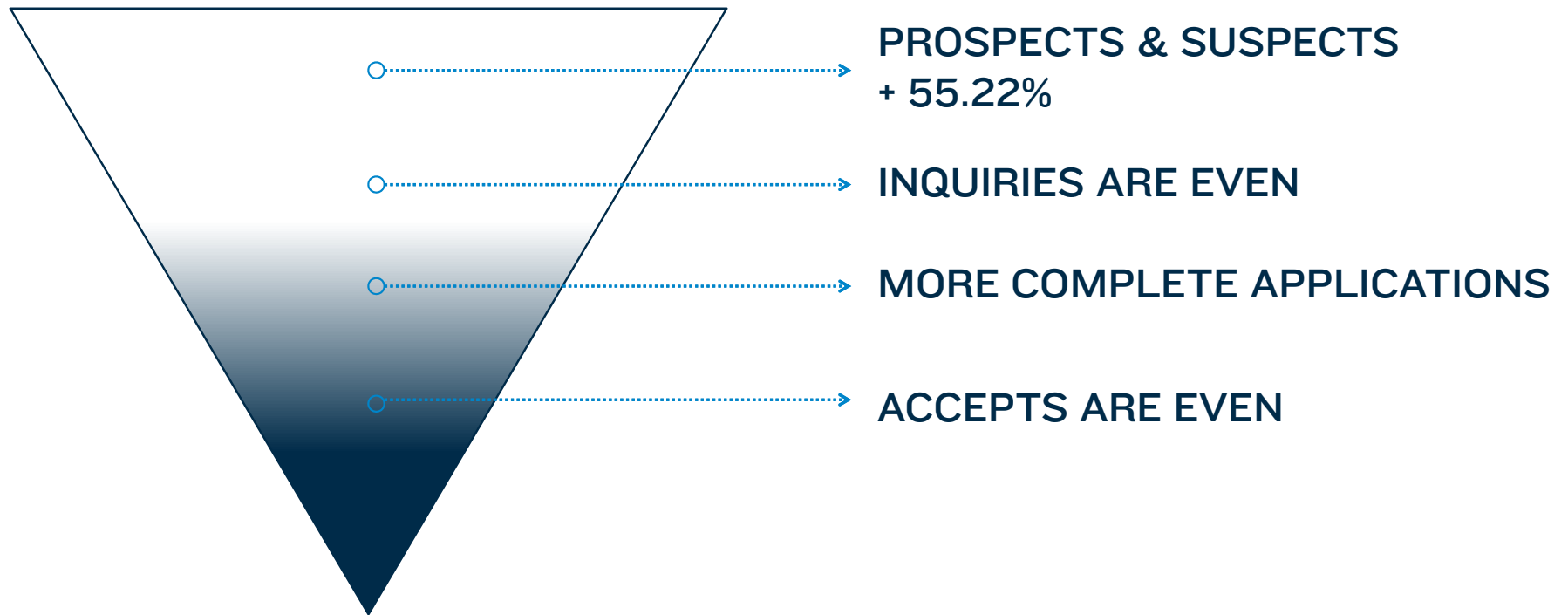
LET US KNOW MCLA IS YOUR CHOICE by completing and returning the enclosed reply form and sending your deposit, or by making your deposit online at <https://feccan.mcla.edu/apply/>

- Complete the FAFSA if you haven't already. MCLA's code is 032922.
- Submit verification of a medical examination completed within the past twelve months and past immunization records.
- Download a physical examination form at [mcla.edu/StudentLife/wellness/healthcare](https://mcla.edu/StudentLife/wellness/healthcare).
- Check your account your financial aid award (in a separate mailing). Review how you'll begin to cover your MCLA investment.
- Mark your calendar for a summer orientation session. You'll receive a unique link to register via email.

MCLA



# 2020 EARLY ACTION UPDATE



# 2020 EARLY ACTION UPDATE

## Academic Profile

	F2020	F2019
Applicant GPA	3.41	3.25
Accepted GPA	3.61	3.51
Applicant SAT	1123	1089
Accepted SAT	1150	1112

Strategic HS visits based on conversion, GPA, and yield

# FALL 2020 TRENDS: FIRST YEAR

- FAFSA filers are down nationwide
- Undeclared: -57 applications
- Smaller programs ahead in applications: AMGT, HIST, PSPP & SOCI
- Athletic Recruits: -32 applications
- Local high schools

# SPRING YIELD EVENTS

Fri. Feb 8 – Sat. Feb 9  
Saturday, February 8  
Tuesday, February 11  
February 12 – 21  
Saturday, February 29

Fri. March 6 – Sat. March 7  
Saturday, March 7  
Fri. March 27 – Sat. March 28

Fri. April 3 – Sat. April 4  
Saturday, April 4  
April 20 – 24  
Saturday, April 25

Scholarship Overnight  
Accepted Student Day  
Berkshire County Scholarship Reception  
Vacation Visits  
Saturday Tour

Scholarship Overnight  
Accepted Student Day  
Boston Overnight Program

Scholarship Overnight  
Accepted Student Day  
Vacation Visits  
Saturday Tour

YOUR FIRST YEAR AT MCLA

CANVAS

ORIENTATION

WELCOME WEEK

THE FIRST SIX WEEKS

MOCK CLASSES

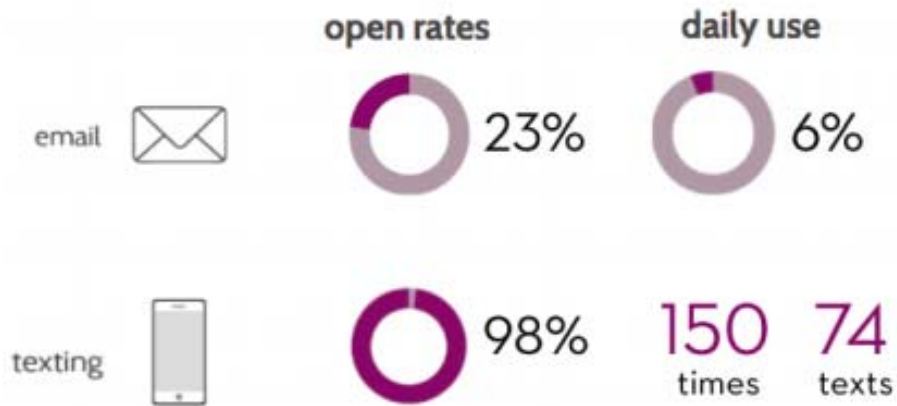
HOW WORDS WORK

INTRO TO PERFORMANCE

SOCIAL LEARNING & COGNITION

MENDELIAN GENETICS

# CHATBOT



Source: AdmitHub

The MCLA Admission Staff wants to know what your favorite snowy day activity is? ❄️

- [1]: Shovel
- [2]: Submit my Common App
- [3]: Build a Snowman

1 Shovel

Wow! You're a go-getter! When you're done, don't forget to submit your application to MCLA  
<https://www.commonapp.org/explore/massachusetts-college-liberal-arts>



2 Submit my Common App

That is the perfect snowy day activity! We can't wait to review your application 🤖  
<https://www.commonapp.org/explore/massachusetts-college-liberal-arts>



# FINANCIAL AID

# FINANCIAL AID UPDATE

Aid review for the 20-21 academic year:

1159 FAFSA's:

- 350 Returning complete for review
- 140 New students ready for review
- 47% of applicants are Pell eligible (same as 19-20)
- 23% have been selected for verification (on par with last year)



# FINANCIAL AID UPDATE

**AREAS OF STUDY**

**80+**

**AVERAGE CLASS SIZE**

**18**

**STUDENT TO FACULTY RATIO**


**12:1**

**STUDENT CLUB, ACTIVITIES & ORGANIZATIONS**

**50+**

**INTERSHIP OPPORTUNITIES**

**200+**



**MCLA** | MEMORIAL COLLEGE OF LIBERAL ARTS  
1000 N. Central Expressway  
1750 East Third Street, Suite 100, 20177 MCLA, MD

**JANA, YOU CAN ATTEND A TOP TEN COLLEGE!**

U.S. NEWS & WORLD REPORT

**ATTEND AN ACCEPTED STUDENT DAY:**

THURSDAY, FEBRUARY 9, 2017  
SATURDAY, MARCH 7, 2017  
MONDAY, APRIL 4, 2017

THE NEW YORK TIMES



## INVESTING IN YOUR FUTURE

“THE STAFF IN THE FINANCIAL AID OFFICE WAS ALWAYS HELPFUL AND AVAILABLE TO GUIDE ME THROUGH EVERY STEP OF THE FINANCIAL AID PROCESS. THE NEW YORK TUITION REDUCTION MADE MCLA AN AFFORDABLE OPTION FOR MY FAMILY.”

THE MCLA STUDENT

**MCLA**

### CONGRATULATIONS, FIRST NAME, ON YOUR ADMISSION TO MCLA!

We are excited that you are attending MCLA. Our goal is to make sure your college education is both academically challenging and affordable. We understand that each financial situation is unique and we want to be sure you are getting the most out of your college experience.

**FIRST NAME, this Financial Aid Award Letter and package measurement evaluation for you for the 2019-2020 academic year and is based on both the information provided on your Free Application for Federal Student Aid (FAFSA) and the cost of attendance at MCLA. Based on the information you have provided, your estimated costs, and anticipated out-of-pocket expenses, as well as other factors that may help meet the cost of your MCLA education. A brief description of the types of financial aid offered at MCLA and the terms and conditions associated with each have been provided in the guide.**

Please carefully review your award and the additional information provided so that you can fully understand your options. Paying for college is a partnership between you, your family, and the College. Our Admissions Office helps you understand your educational goals at MCLA and can help you to help make attending MCLA an affordable investment in your future.

Recently named a Top Ten Public College in the country by U.S. News and World Report, MCLA has also been recognized by the Department of Education as one of 20 institutions in the country that offers students a low cost education resulting in high wage jobs after graduation. As a proud MCLA student, you are uniquely placed to take innovative academic and hands-on experiences in other areas of study.

If you have questions regarding the information provided, please contact the Office of Student Financial Services at 410-882-8238 and have your MCLA Student ID # A000000000 available.

Thank you for choosing to attend MCLA!

**Sincerely,**  
**Gina Pao**  
DEAN OF ENROLLMENT MANAGEMENT

### 2019-2020 MCLA FINANCIAL AID AWARD PREPARED FOR ROBERT JACOB

The following is a breakdown of estimated college costs and expenses is provided to assist you in determining your net cost. These are intended to assist the typical student of attendance for a one-semester period (a fall, first semester). Room and Board costs may fluctuate based on housing/dining plan selection. MCLA fees are those you are required to pay. Extracurricular activities are those you would pay out of your own pocket.

Estimated Direct Expenses	Fall 2019	Spring 2020	Total
Tuition and Fees	\$10,235	\$10,235	\$20,470
Room and Board	\$10,235	\$10,235	\$20,470
<b>Total Estimated Direct Expenses</b>	<b>\$20,470</b>	<b>\$20,470</b>	<b>\$40,940</b>
<b>Grants &amp; Scholarships</b>	<b>\$20,470</b>	<b>\$20,470</b>	<b>\$40,940</b>
Fed Grant	\$10,235	\$10,235	\$20,470
SDG Grant	\$10,235	\$10,235	\$20,470
MCLA Grant	\$0.00	\$0.00	\$0.00
<b>Total Grants &amp; Scholarships</b>	<b>\$20,470</b>	<b>\$20,470</b>	<b>\$40,940</b>
<b>Loans</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
Direct Unsubsidized Student Loan	\$0.00	\$0.00	\$0.00
Direct Unsubsidized Student Loan	\$0.00	\$0.00	\$0.00
<b>Total Loans</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Estimated Balance Due</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Estimated Indirect Expenses</b>	<b>Fall 2019</b>	<b>Spring 2020</b>	<b>Total</b>
Books	\$10,235	\$10,235	\$20,470
Travel	\$10,235	\$10,235	\$20,470
Other Expenses	\$10,235	\$10,235	\$20,470
<b>Total Estimated Indirect Expenses</b>	<b>\$30,705</b>	<b>\$30,705</b>	<b>\$61,410</b>
<b>Federal College Work Study Award</b>	<b>Fall 2019</b>	<b>Spring 2020</b>	<b>Total</b>
Federal College Work Study Award to be used as earnings and to be reflected above costs	\$1,000	\$1,000	\$2,000

**The Office of Student Financial Services is here to help you!**

**Financial Aid**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**Financial Aid**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**Financial Aid**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**Financial Aid**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

- ### STEPS TO ACCEPT YOUR FINANCIAL AID AWARD
1. Log in to myMCLA and accept your award.
  2. Log in to your self-service Student account using your ID and your "Student" password.
  3. You'll be prompted to create a new PIN.
  4. You'll be prompted to create a new PIN.
  5. You'll be prompted to create a new PIN.
- For more information, visit [www.mcla.edu/financial-aid](http://www.mcla.edu/financial-aid).

### ADDITIONAL INFORMATION

You are not allowed to full-time attendance (12 credits) unless otherwise stated. Please review the requirements for each award and contact the Office of Student Financial Services if you have any questions.

- 1. FEDERAL FINANCIAL AID**  
Please complete your FAFSA on time and accurately. The Office of Student Financial Services will review your FAFSA and determine your eligibility for federal financial aid. The Office of Student Financial Services will contact you if you are not eligible for federal financial aid.
- 2. DIRECT LOANS**  
If you are receiving the Federal Direct Loans, you are all the money you need and you are responsible for the loan process. You, the student, are responsible for the loan process. You, the student, are responsible for the loan process. You, the student, are responsible for the loan process.
- 3. ALTERNATIVE FINANCING OPTIONS**  
Please contact the Office of Student Financial Services for more information. We can help you explore your options for alternative financing. We can help you explore your options for alternative financing. We can help you explore your options for alternative financing.
- 4. BILLING**  
The Office of Student Financial Services will bill you for your tuition and fees. We will bill you for your tuition and fees. We will bill you for your tuition and fees. We will bill you for your tuition and fees.

### FINANCIAL AID SOURCES

**Federal Financial Aid**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**State Financial Aid**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**Private Financial Aid**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**Work-Study**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**Grants & Scholarships**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**Loans**  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

**What's Next?**  
BECOME A TRAILBLAZER!  
1000 N. Central Expressway  
1750 East Third Street, Suite 100  
MCLA, MD 20177

# MCLA'S RETENTION LANDSCAPE

## RETENTION STRENGTHS:

- FEMALES
- WHITE STUDENTS
- STUDENTS THAT RECEIVED MERIT AWARDS
- EARLY ACTION

## RETENTION WEAKNESSES:

- STUDENTS OF COLOR
- STUDENTS THAT RECEIVED A PELL GRANT
- FIRST GENERATION STUDENTS
- HIGH SCHOOL GPA BELOW 3.00

## FIRST TIME /FULL-TIME RETENTION

2018 Fall cohort has a  
retention rate of

**72.8%**

which is an increase over  
the 2017 Fall cohort

# RETENTION STRATEGIES

## Title 3 Work

- MCLA's Kick Off to College:
  - From Acceptance to Day 1 of classes- redefining transitions
  - Orientation Overhaul
  - Academies Week
  - 1<sup>st</sup> 5 weeks
- Departmental Grants
- Wellness Proposal
  
- Student Success Planning Group
- Addition of College Readiness and Success Position