ACCELERATING OUR SUCCESS

STRATEGIC ENROLLMENT MANAGEMENT PLAN

2019 THROUGH 2023

ADOPTED DECEMBER 2019
Introduction: Strategic Enrollment Management

Strategic Enrollment Management (SEM) planning is a comprehensive process designed to aid the University in realizing optimal enrollment through strategic recruiting and retention practices. It focuses on student success through the use of data to inform academic program design, development and delivery. SEM planning involves thorough analysis of data relevant to the prospective student market, current student population, and projections for the future. A strong SEM plan is a direct reflection and extension of the University’s strategic plan and vision.

The development of SEM must be an institution-wide initiative, relying on input and buy-in from stakeholders across the University including faculty, staff and students. In order to create buy-in and better employ the knowledge and experience our University community offers, the establishment of a Strategic Enrollment Management Council is vital.

This standing committee comprises representatives from a wide cross-section of the institution who possess knowledge and expertise of both undergraduate and graduate student recruitment. Leveraging pertinent data sources and guidance from the University’s strategic plan, vision and mission, the Council builds a sustainable, integrated campus-wide framework of stakeholders to maximize recruitment, retention, persistence and graduation rates.

The Strategic Enrollment Management Council

The Strategic Enrollment Management Council (SEMC) is co-chaired by the provost and the vice president for Student Affairs, and includes representatives from shared governance groups, undergraduate and graduate students, academic leadership, teaching faculty, and relevant professional and support staff. The SEMC is composed of the following six workgroups:

- Program Demand & Market Trends
- Enrollment Marketing
- Financial Aid
- Graduate Student Recruitment
- Undergraduate Student Recruitment
- Student Success

Overarching Enrollment Goal:
We will strategically grow UAlbany’s student body to accelerate progress in fulfilling our mission and reaching our vision.

Enrollment Strategies:
1. Attract new graduate students
2. Increase retention of undergraduate students
3. Grow our undergraduate applicant pool and increase yield
4. Recruit international students, especially at the graduate level
5. Significantly expand our online presence
The Plan:
Enrollment Strategies

I. Attract new graduate students through:
   a) innovative, data-driven recruitment and outreach strategies
      1. Develop new, innovative and high-demand academic programs that will attract students to UAlbany. (AA, IR)
      2. Conduct market demand analysis to identify the programs that we should prioritize for growth and to differentiate our programs from our competition. (AA)
      3. Create and launch a three-year advertising plan for both graduate and undergraduate students. (OCM)
      4. Raise doctoral stipends to be competitive with our peer institutions and establish procedures to ensure they remain competitive. (GS)
      5. Provide new funding for tuition scholarships for MA/MS students to attract higher quality students and improve retention and graduation rates. (GS)
   b) new and strengthened partnerships with other colleges and universities to accelerate enrollment growth
      1. Build strong and robust academic partnerships with community colleges, other SUNY institutions, and international institutions. (AA)
      2. Increase promotion of our combined bachelor's/master's programs (i.e., 3+2 and 4+1) and develop guaranteed admissions pathways from other colleges and universities into our master's degree programs. (GS)
      3. Promote the University's early assurance programs to professional schools (e.g., medical school, etc.). (AA)
      4. Establish pathways for adult learners (professional development/continuing education). (AA)
   c) focused recruitment of underrepresented minorities
      1. Develop and implement a strategic recruitment plan, targeting national fairs and conferences for URM students. (GS) (ODI)
         a. National McNair Scholar/LSAMP conferences, GEM GRAD lab fairs, AISES, HCNAS, etc.
      2. Host Admitted Students visitation fairs and open houses for HBCU/HSI students. (S&C) (GS)
      3. Develop and implement ongoing national social media campaigns focused on cities where large numbers of historically underrepresented minorities complete undergraduate degrees. (GS) (OCM)
      4. Develop guaranteed admissions and 4+1 agreements with HBCU/HSI institutions (S&C) (GS)
      5. Apply for funding for programs to support recruitment and retention of URM graduate students (e.g., NSF LSAMP Bridge to Doctorate). (S&C) (GS)
      6. Develop alumni networks who could help with our recruitment efforts. (ALUM) (GS)
      7. Engage URM faculty and staff in recruitment efforts by leveraging existing relationships where they received their degrees or have research collaborations. (S&C) (GS)
d) **Focused recruitment of high-quality doctoral students**

1. Benchmark data on graduate stipends on an ongoing basis to ensure that stipend levels remain competitive with our peers. *(GS)*

2. Work with faculty and students to increase number of doctoral students on external funding sources (e.g., research assistantships, fellowships). *(GS) (DFR)*

3. Develop and provide comprehensive proposal writing workshops and courses for students and faculty. *(GS) (DFR)*

4. Establish a Fellowship Finder database for students to find external funding opportunities. *(GS)*

5. Raise funds to establish endowed doctoral student fellowships. *(UA) (GS) (AD)*
II. Increase retention of undergraduate students through:

a) individualized academic pathways from admission to graduation, including direct admits and meta-majors

1. Establish program-specific benefits for direct-admit students and examine expanding direct-admit approach institutionally. (AA)

2. Launch First Year Experience Tracks – including UNI100 – placement based on student interests, needs and assessment outcomes. (UGE)

3. Implement the Diagnostic Assessment and Achievement of College Skills (DAACS) to identify underprepared students for course placement. (UGE)

4. Create personalized success teams specific to student needs and abilities ensuring access to resources necessary for success. (UGE)

5. Continue development of alternative formats for gateway and high DEUW courses. (AA)

6. Explore meta-major cluster model. (AA)

7. Expand Honors College’s offerings. (AA)

8. Establish a welcome event for all new undergraduate students to enhance bonding and encourage affiliation with the University. (AA) (SA)

9. Provide students opportunities to engage in high-impact learning initiatives, including undergraduate research, internships, service learning, study abroad, etc. throughout their academic career. (AA) (SA)

b) expanded student-centered support and four-year advisement

1. Support faculty to provide high-quality, engaging classroom instruction. (AA)

2. Expand the Academic Recovery Program to serve more students. (UGE)

3. Redesign University-wide academic advising model. (AA)

4. Expand use of data analytics for targeted and proactive interventions. (IR)

5. Develop a Faculty Mentorship Program. (AA)

6. Initiate progress reporting and alerts for all students in academic distress. (UGE)

7. Establish UAlbany Learning Commons including expanded individual tutoring services and coordination of campus-wide academic support services. (UGE)

8. Establish cohort-specific programming. (SA)

9. Encourage use and participation in the UAlbany WAY (Well-being and You) and other online counseling and mental health services. (SA)

10. Expand use and understanding of EAB. (UGE)

11. Maximize course availability and delivery options. (AA) (REG)

12. Implement University text functionality for student communications. (ITS)

13. Conduct a policy audit to determine the constraints non-traditional and commuter students face considering their differing schedules. (AA) (SA)

c) removing financial barriers that impede student persistence and success

1. Assign financial aid counselors to Student Success Teams of high-need students. (UGE) (FA)

2. Evaluate how Federal Work-Study resources are currently being allocated and consider ways to reach a broader segment of the student body by developing additional on-campus employment opportunities. (SA)

3. Implement retention and persistence microgrants. (FA)

4. Expand Purple Threads, the Purple Pantry and the Academic Support Center Supply Cabinet. (SA)

5. Identify institutional resources to support timely degree completion. (FA)

6. Adopt “bot” technology and embrace our changing student demographics and deliver information 24/7/365. (REG)

RESPONSIBLE OFFICE KEY:

| (AA) Academic Affairs | (GS) Graduate School |
| (AD) Academic Deans | (INTL) Office of International Education |
| (ALUM) Alumni Association | (IR) Office of Institutional Research |
| (ATH) Athletics | (ITS) Information Technology Services |
| (DFR) Division for Research | (OCM) Office of Communications & Marketing |
| (DOA) Division of Advancement | (ODI) Office of Diversity & Inclusion |
| (FA) Financial Aid | (ONLN) Online Education |
| | (REG) Office of the Registrar |
| | (SA) Division of Student Affairs |
| | (SS&C) Schools & Colleges |
| | (UGA) Undergraduate Admissions |
| | (UGE) Undergraduate Education |

STRATEGIC ENROLLMENT PLAN 2019-2023 | ADOPTED DECEMBER 2019
7. Incorporate EAB technology into Financial Aid to set-up appointments with Financial Aid counselors, create “help-tickets,” track communication effectiveness, and assign a central data point for new student outreach. (ITS)

8. Create financial literacy communications and events that are relevant throughout the student life cycle. (FA)

9. Effectively advertise SUNY Smart Track. (FA)
III. Grow our undergraduate applicant pool and increase yield through:

a) **data-informed recruitment and outreach strategies**
1. Enhance the visitation experience of prospective students and their families. *(UGA)*
2. Actively engage faculty in recruitment efforts. *(UGA)*
3. Engage alumni in student recruitment. *(UGA) (ALUM)*
4. Increase enrollment to the Honors College. *(UGE)*

b) **new and strengthened partnerships with K-12 schools, organizations and community colleges**
1. Establish Hometown Advantage Program by enhancing local outreach efforts. *(UGA)*
2. Establish a comprehensive program to engage high school guidance counselors. *(UGA)*
3. Develop summer immersion programs for prospective students. *(AA)*
4. Partner with school counselors and University in the High School teachers and mentors to recruit high-performing students. *(UGA)*
5. Establish summer programs and research symposia for high-achieving middle school and high school students *(Future Scholars). (AA) (SA) (DFR)*
6. Enhance the focus on high-achieving students by partnering with school districts and high school (research symposia, recognition programs, etc.). *(AA)*
7. Build guaranteed admissions pathways (from community colleges). *(UGE)*
8. Create alternative enrollment pathways for those students not offered enrollment to UAlbany. *(UGA)*
9. Engage middle and high school students who participate in summer camps and programs sponsored by UAlbany Athletics and coaches. *(UGA) (ATH)*
10. Promote academic programs, experiential learning opportunities, and campus life at athletic contests and associated events. *(UGA) (ATH)*

c) **optimizing financial aid and leveraging merit-based scholarships**
1. Provide financial and programmatic incentives to increase yield. *(UGE) (UGA)*
2. Establish a diversified funding portfolio that balances need and merit. *(FA)*
3. Revamp high school GPA and SAT metrics historically used to award merit scholarships. *(UGA)*
4. In collaboration with Ruffalo Noel Levitz (RNL), develop and implement a financial aid awarding model and packaging strategy. *(FA)*
5. Ensure timely delivery of aid packages to prospective students. *(FA)*
IV. Recruit international students, especially at the graduate level, by:
   
   a) data-informed recruitment and outreach strategies
      
      1. Deploy a variety of protocols for attracting prospective international graduate students to the University. (UGA) (GS)
      
      2. Identify institutions and organizations that UAlbany can establish strategic partnerships with that will result in new student recruitment. (INTL)
      
      3. Participate in select educational fairs where the chances for a strong return on investment are high. (UGA)
      
      4. Enlist faculty at UAlbany to help recruit students at their respective alma maters in their home countries. (AA)
      
      5. Reassess current partnerships and establish relationships with credible and experienced agents who can direct students to UAlbany. (INTL)
      
      6. Identify parts of the world where we can develop strategic partnerships and where there is potential for new student recruitment. (UGA) (GS)
      
   
   b) expanding international student scholarship awards
      
      1. Increase the number and value of tuition scholarships for new international students. (AA)
      
      2. Explore partial scholarships for on-campus housing for international undergraduate students. (SA)
      
   
   c) adding new and expanded international partnerships
      
      1. Develop strategic partnerships with institutions abroad for transfer and dual degree students at both the undergraduate and graduate levels. (INTL) (AA)
      
      2. Enlist visiting scholars to UAlbany as collaborators in new agreements that involve the transfer of students to UAlbany. (INTL)

V. Significantly expand our online presence by:

   a) expanding high-growth online academic courses and programs
      
      1. Provide market analysis insights to deans and other stakeholders to identify new programs with enrollment potential. (ONLN) (S&C)
      
      2. Conduct online enrollment analysis to ensure that online goals are being met and engage the schools/colleges in online enrollment analysis. (ONLN)
      
      3. Manage campus-based support to advance new online programs for MSW, MPA/Executive MPA, and other programs as guided by market analysis. (ONLN)
      
   
   b) partnering with an online program manager (OPM) and SUNY Online
      
      1. Engage with Online Program Manager for online master’s degrees in high-demand programs. (ONLN)
      
      2. Continue strategic efforts to support online expansion of new programs that can be completed fully online via internal development and via SUNY Online collaboration. (ONLN)
      
   
   c) consolidate and focus internal resources supporting our faculty
      
      1. Work with directors of ETS and ITLAL and instructional developers to expand training opportunities for new and experienced faculty who teach online. (ONLN)
      
      2. Work with SUNY Online to ensure faculty have support for developing online courses in coordination with SUNY System professional development efforts. (ONLN)
      
      3. Work with Online Program Management (OPM) firm to coordinate faculty support efforts for select programs. (ONLN)
VI. Increase the number of doctoral degrees awarded through:

a) **Focused recruitment of high quality doctoral students**

1. Benchmark data on graduate stipends on an ongoing basis to ensure that stipend levels remain competitive with our peers. (GS)

2. Work with faculty and students to increase number of doctoral students on external funding sources (e.g., research assistantships, fellowships). (GS) (DFR)

3. Develop and provide comprehensive proposal writing workshops and courses for students and faculty. (GS) (DFR)

4. Establish a Fellowship Finder database for students to find external funding opportunities. (GS)

5. Raise funds to established endowed doctoral student fellowships. (UA) (GS) (AD)

b) **Enhanced academic and support services designed to help graduate students progress through their graduate programs in a timely manner and prepare for success in various careers**

1. Develop and share “best practices” for advising and tracking doctoral student progress. (GS)

2. Expand mentorship and guidance beyond the department level, through professional networks and organizations such as the National Center for Faculty Development & Diversity. (GS)

3. Link graduate student support allocations to strategic performance indicators of student success and degree progress. (GS)

4. Provide workshops and writing retreats to help student navigate around common barriers to dissertation completion. (GS) (DFR)

5. Expand professional development training opportunities for doctoral students. (GS)

### SEM METRICS:

<table>
<thead>
<tr>
<th>GRADUATE ADMISSIONS</th>
<th>2019 BASELINE</th>
<th>2023 GOAL</th>
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<tbody>
<tr>
<td>Inquiries</td>
<td>3,893</td>
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<tr>
<td>Masters Applications</td>
<td>2,475</td>
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<td>Masters Yield</td>
<td>57%</td>
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<td>Doctoral Applications</td>
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<td>Doctoral Yield</td>
<td>42%</td>
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<tr>
<td>Total Graduate Student Headcount</td>
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<th>UNDERGRADUATE ADMISSIONS</th>
<th>2019 BASELINE</th>
<th>2023 GOAL</th>
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<tbody>
<tr>
<td>Prospects/Suspects</td>
<td>100,000</td>
<td>160,000</td>
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<tr>
<td>Inquiries - Freshman</td>
<td>49,900</td>
<td>60,000</td>
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<tr>
<td>Inquiries - Transfer</td>
<td>1,214</td>
<td>1,300</td>
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<tr>
<td>Applications - Freshman</td>
<td>27,533</td>
<td>29,500</td>
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<tr>
<td>Applications - Transfer</td>
<td>4,322</td>
<td>4,750</td>
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<tr>
<td>Acceptance Rate - Freshman</td>
<td>54%</td>
<td>50%</td>
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<tr>
<td>Acceptance Rate - Transfer</td>
<td>58%</td>
<td>54%</td>
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<tr>
<td>Yield - Freshman</td>
<td>18%</td>
<td>21%</td>
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<tr>
<td>Yield - Transfer</td>
<td>54%</td>
<td>56%</td>
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<tr>
<td>Middle 50 HS GPA</td>
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<td>Middle 50 SAT</td>
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<td>1120-1280</td>
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<tr>
<td>First Generation</td>
<td>33%</td>
<td>33%</td>
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<tr>
<td>Out of State</td>
<td>4%</td>
<td>6%</td>
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<tr>
<td>International</td>
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<td>6%</td>
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<tr>
<td>Total Undergraduate Student Headcount</td>
<td>13,611</td>
<td>13,649</td>
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<tr>
<th>RETENTION/GRADUATION</th>
<th>2019 BASELINE</th>
<th>2023 GOAL</th>
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<tbody>
<tr>
<td>First Year Retention</td>
<td>80%</td>
<td>83%</td>
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<tr>
<td>Sophomore to Junior Persistence</td>
<td>72%</td>
<td>75%</td>
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<td>4-year Graduation</td>
<td>58%</td>
<td>59%</td>
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<tr>
<td>6-year Graduation</td>
<td>63%</td>
<td>65%</td>
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<tr>
<th>ONLINE</th>
<th>2019 BASELINE</th>
<th>2023 GOAL</th>
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<tbody>
<tr>
<td>Number of Fully Online Programs</td>
<td>23</td>
<td>35</td>
</tr>
<tr>
<td>Number of Online Courses</td>
<td>191</td>
<td>300</td>
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<tr>
<td>Number of Fully Online Students</td>
<td>888</td>
<td>2000</td>
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<tr>
<td>Number of Fully Online Masters Students</td>
<td>495</td>
<td>1470</td>
</tr>
<tr>
<td>Number of Faculty Teaching Online</td>
<td>181</td>
<td>275</td>
</tr>
<tr>
<td>Number of Programs in Partnership with Online Service Providers</td>
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<td>8</td>
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### RESPONSIBLE OFFICE KEY:

<table>
<thead>
<tr>
<th>(AA)</th>
<th>Academic Affairs</th>
<th>(AD)</th>
<th>Academic Deans</th>
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<tbody>
<tr>
<td>(ALUM)</td>
<td>Alumni Association</td>
<td>(ATH)</td>
<td>Athletics</td>
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<tr>
<td>(DFR)</td>
<td>Division for Research</td>
<td>(DOA)</td>
<td>Division of Advancement</td>
</tr>
<tr>
<td>(FA)</td>
<td>Financial Aid</td>
<td>(GS)</td>
<td>Graduate School</td>
</tr>
<tr>
<td>(INTL)</td>
<td>Office of International Education</td>
<td>(IR)</td>
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<tr>
<td>(ITS)</td>
<td>Information Technology Services</td>
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<td>(SS&amp;C)</td>
<td>Schools &amp; Colleges</td>
<td>(UGA)</td>
<td>Undergraduate Admissions</td>
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<tr>
<td>(UGE)</td>
<td>Undergraduate Education</td>
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</table>
Workgroups:
Charges and Members

SEMC STEERING COMMITTEE

Charge

a) Develop and implement multi-year student recruitment plans that increase the number and diversity of both domestic and international applicants for undergraduate, graduate and distance-learning programs.

b) Work with Institutional Research and Information Resources to develop a system of data dashboards and related databases to monitor SEM plan leading indicators and milestones in support of evidence-based enrollment planning and decision-making.

c) Deliver and widely distribute an annual enrollment report on enrollment matters delineated in the SEM plan.

d) Provide leadership and coordination for the assessment of efforts to implement the goals and actions of the SEM plan.

e) Marshal and align resources to accomplish the SEM plan goals and actions.

Committee Members

Michael Christakis
Vice President for Student Affairs (Co-Chair)

Carol Kim
Provost and Senior Vice President for Academic Affairs (Co-Chair)

Jack Mahoney
Associate Vice President, Institutional Research, Planning & Effectiveness

Gabrielle DeMarco
Director, Marketing and Content Strategy

Beth Novak
Director, Enrollment Marketing

Steve Kudzin
Director of Financial Aid

Kevin Williams
Vice Provost for Graduate Education

Ed Engelbride
Associate Vice President for Student Affairs

JoAnne Malatesta
Interim Vice Provost for Undergraduate Education

Jim Mower
Chair, University Senate

Langie Cadesca
President, Student Association

Amani Edwards
President, Graduate Student Association

Jeanette Altarriba
Interim Dean, College of Arts and Sciences

R. Karl Rethemeyer
Dean, Rockefeller College
PROGRAM DEMAND AND MARKET TRENDS

Charge

a) Develop a comprehensive plan to align academic program capacity at the undergraduate and graduate levels with market demand.

b) Examine prospective student demographics, employer demands, and new design and delivery options.

c) Study undergraduate admissions policies and alternate admission tracks to determine the impacts on student enrollments, student retention, persistence and graduation rates, academic program enrollments and student support services.

d) Target proposals for advancement for SUNY High Needs funding.

Committee Members

Jack Mahoney  
Associate Vice President  
Institutional Research, Planning and Effectiveness (Chair)

Jason Lane  
Interim Dean, School of Education

Suraj Commuri  
Associate Dean, School of Business

Anne Marie Murray  
Vice Provost & Chief of Staff, Provost’s Office

Noah Simon  
Director, Career and Professional Development

Karen Chico Hurst  
University Registrar

Tyler Lowell  
Undergraduate Admissions

Kristen Swaney  
Academic Support Center

Gabrielle DeMarco  
Director, Marketing and Content Strategy

Patty Strach  
Political Science

Alan Wagner,  
Educational Policy and Leadership
ENROLLMENT MARKETING

Charge

a) Review current communications and marketing efforts.

b) Increase the number of inquiries and applications through customized and personalized recruitment of prospective students, their parents and guidance counselors.

c) Enhance customized and personalized marketing and recruitment outreach activities and messages to key geographic regions, high schools and prospective students that UAlbany can best serve.

d) Enhance the recruitment and enrollment yield processes for all applicants including adult, transfer, online and military students.

e) Enhance the recruitment of undergraduate and graduate international students.

Committee Members

Gabrielle DeMarco
Director, Marketing and Content Strategy (Co-Chair)

Beth Novak
Director, Enrollment Marketing (Co-Chair)

Paul Miller
Advancement Communications

Will Gill
University Webmaster

Lee Seravillo
Executive Director, UAlbany Alumni Association

Jane Benson-Rivera
International Education

Katie Bartlett
Graduate Education

Victor Cegles
Associate Athletic Director

Larry Levine
IRPE
FINANCIAL AID

Charge

a) Examine current financial aid programs and scholarship efforts.

b) Explore and develop new grant and scholarship sources of financial aid.

c) Identify and implement funding strategies to address the loss of Federal Perkins Loans.

d) Strive to eliminate financial barriers to a UAlbany education.

e) Examine best practices regarding financial literacy programs:
   • Provide early access to information and tools necessary for students to finance their UAlbany education.
   • Make timely disbursements of aid to all eligible students.
   • Develop a retention scholarship program as an element of UAlbany’s comprehensive campaign and ongoing fundraising efforts.
   • Improve the coordination and use of financial aid and scholarships to optimize retention and persistence efforts.

Committee Members

Steve Kudzin
Director of Financial Aid (Chair)

Dave Mason
University Comptroller

Noelle Angelozzi
University Budget Office

Valerie DiRocco-Ruskin
UAlbany Foundation

Latonia Spencer
Director of Student Financial Services

JR Gaige
Interim Director, Undergraduate Admissions

Jane Champagne
Graduate Education

Laura Benson Marotta
IRPE

Bill Brooking
Scholarship Coordinator, Staff Support
GRADUATE STUDENT ENROLLMENT

Charge

a) Review communications and outreach strategies and practices including communications flow.

b) Develop a plan for the graduate/professional programs to employ best practices in recruitment.

c) Develop data-informed graduate student financial aid and graduate/teaching/research stipend policies to attract and retain increased numbers of talented graduate students, with the aim of directing efforts to expand enrollment in programs with existing capacity for growth without additional costs.

d) Strengthen graduate student success.

Committee Members

Kevin Williams
Dean of Graduate Education (Chair)

Peter Shea
Online Education

Harvey Charles
International Education

Jane Champagne
Graduate Admissions

Sydney Faught
Graduate Student Association

Jeff Gerken
IRPE
UNDERGRADUATE STUDENT ENROLLMENT

Charge

a) Increase the number of inquiries and applications to the University.

b) Improve the admitted to enrolled yield for group 1 and group 2 students.

c) Maintain a balanced and inclusive student body – a mix of undergraduate, resident/nonresident, first-time freshmen/transfer, and online student populations guided by UAlbany’s enrollment targets.

d) Develop a comprehensive recruitment scholarship program as a major initiative of UAlbany’s comprehensive campaign and ongoing fundraising efforts.

e) Develop new – and maintain existing – partnerships with selected programs and institutions to achieve enrollment goals.

f) Expand and diversify the international student population to enhance a more global sense of campus community.

Committee Members

Ed Engelbride
Associate Vice President for Student Affairs (Chair)

JoAnne Malatesta
Interim Vice Provost for Undergraduate Education

JR Gaige
Associate Director of Admissions

Meghan Wilkinson
Undergraduate Admissions Visit Coordinator

John Pomeroy
International Education

Meryl Schwalb
Financial Aid

Alfredo Medina
Community Engagement

Stacey Zyskowski
Criminal Justice

Dayna Newton
Education

Michael Baumgardner
CEHC

Zakhar Berkovich
Rockefeller

Michelle Mora
CEAS

Dennis Caplan
Business

Mary McCarthy
Social Welfare

Larry Levine
IRPÉ
STUDENT SUCCESS

Charge

a) Assist students to build academic and personal success throughout their time at UAlbany.

b) Improve retention, persistence and time-to-degree rates for all students.

c) Examine the achievement gap between historically underrepresented students and the general student population.

d) Monitor student utilization of, and satisfaction with, support services.

e) Mitigate financial barriers to a UAlbany education.

f) Utilize technology to provide enhanced 24/7 online student services support.

g) Improve graduation rates for all students.

h) Monitor the success of recent graduates and alumni.

Committee Members

JoAnne Malatesta
Interim Vice Provost for Undergraduate Education (Chair)

Robert Yagelski
Director, Writing and Critical Inquiry

Kristen Swaney
Interim Director, Academic Support Center

Ross Lazear
Instructional Support Specialist, College of Arts and Sciences, Department of Atmospheric and Environmental Sciences

Rolando Valentin
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