

End of Year Report

Strategic Enrollment Steering Committee (SESC)

2015 Final Report

Committee Membership

Erin R. Alonzo, Associate Vice President, Enrollment Management, Chair

Emily W. Boyce, Chair and Associate Professor, Music

Daniel J. Heims, Assistant Director, Orientation

David R. Henry, Associate Professor, Elementary Education and Reading

Abdollah Hajikandi, Assistant Director of Academic Services, Educational Opportunity Program

Eric J. Krieg, Chair and Professor, Sociology

Margaret T. Letzelter, Assistant to the Dean, Graduate School

Kevin J. Miller, Chair and Professor, Exceptional Education

Karen O'Quin, Associate Dean, School of Natural and Social Sciences

Margaret A. Shaw Burnett, Associate Vice President, Continuing and Professional Studies

James A. Thor, Associate Vice President and Comptroller

Amitra A. Wall, Assistant Dean, Intellectual Foundations

Timothy J. Walsh, Associate Vice President, College Relations

Rita M. Zientek, Interim Dean, School of the Professions

The SESC met six times: February 6, March 11, April 16, May 21, June 11 and July 8, 2015.

Charge

The SESC serves in an advisory role to the president and will address the following strategic enrollment issues:

- 1) Strategies that meet long-term and short-term enrollment goals
- 2) Enrollment targets that provide an advantageous mix of undergraduate, graduate, and special populations that maintain the overall enrollment goal set by the President's Cabinet
- 3) Innovative and effective strategies to enhance recruitment and retention of students
- 4) Strategic enrollment growth to meet regional and statewide needs
- 5) Plans that are consistent with the mission and values of the college

The committee will also:

- 1) review the results of new programs and policies that enhance recruitment and enrollment efforts;
- 2) report regularly to the president and the cabinet;
- 3) submit an annual report of the work of the committee.

Accomplishments

- 1) Examined institutional trend data related to enrollment and retention, New York State population Census data, and New York State Department of Education secondary school data
- 2) Reviewed regional news articles with topics related to college and university enrollment, institutional and regional reports provided by Eduventures, and the 2014-16 draft BSC enrollment plan
- 3) Welcomed guest speakers from undergraduate and graduate admissions offices to learn more about portions of their internal recruitment processes and the Vice President of Student Affairs to learn the history of enrollment management at BSC
- 4) Provided fall 2015 headcount enrollment proposal for President and Cabinet consideration
- 5) Presented a memo in support of the Compass Program
- 6) Created three workgroups centered around 1) Nontraditional & Online Education Programming, 2) Outside of the Classroom Programming, and 3) Strategic Marketing for Recruitment

Recommendations

Graduate School

- 1) Investigate the creation and production of pathway documents for students and departments to utilize on the graduate and undergraduate level to facilitate recruiting graduate students from Buffalo State. These documents would assist graduate programs/departments in their recruitment efforts and will help undergraduate students see possible avenues for continuing their education. Two kinds of data will be provided to departments:
 - a. for undergraduate departments, to show the BSC graduate programs chosen by their students;
 - b. for graduate departments, to show the undergraduate departments from which their enrollees came.

Next would be to work with offices on campus to suggest possible careers based on their chosen path (undergraduate or graduate programs). These documents have the potential to be valuable for freshman, transfer and graduate students in knowing what they will be able to do with their degree.

- 2) Invest human and fiscal resources for greater outreach; colleges, fairs, alumni events, etc.
- 3) Explore an increase in investment in scholarships and assistantships for graduate students. We would need to further review what other comparable schools are offering in order to remain competitive. The Graduate School has started this research, however only one school replied.
- 4) Provide dedicated marketing resources

- 5) Complete an analysis of opportunity to increase recruitment of first-year students from schools where our current International Graduate Program for Educators (IGPE) students teach.

Transfer

- 1) The investigation of increased recruitment for international transfer students from community colleges.
 - a. Top 4 community colleges for international enrollment according to University Business; July 2015
<http://www.universitybusiness.com/article/overseas-american-community-college>
 - i. Houston Community College System, Houston—5,208 students
 - ii. Santa Monica College, Santa Monica, Calif.—3,482
 - iii. De Anza College, Cupertino, Calif.—2,860
 - iv. Lone Star College, The Woodlands, Texas—1,968

Freshman

- 1) Consider programs hosted by departments/faculty that would bring junior high and high school students to campus.
 - a. A day in a department. Invite interested students to visit a department, participate in some courses, hear about career opportunities, etc.
 - b. A day or weekend or week of events. Host fairs, festivals, institutes, or symposiums related to specific majors or careers that would benefit students or local teachers. Guest speakers, student presentations (by invited students and/or Buffalo State students), and faculty presentations. Similar to a science fair or math weekend
- 2) The investigation and funding of a Return to Buffalo scholarship program. The scholarship would be designed to reduce the out-of-state cost of attendance for students who have a parent as an alumnus. Further criteria would be defined and recommended after further research is completed. Examples of similar programs are:
 - a. Bowling Green's Alumni Legacy Scholarship
(<http://www.bgsu.edu/content/dam/BGSU/alumni/documents/alumni-scholarship-info.pdf>) and
 - b. Cleveland State University's Alumni Legacy Award
(<http://www.free-4u.com/Colleges/Cleveland-State-University.html#Scholarships>)

Freshman and Transfer

- 1) An investment of resources to support recruitment in Metro NYC in an effort to develop the private and parochial high schools, the SUNY community colleges and CUNY markets (program focused).
- 2) Dedicated marketing professional for Admissions; develop, monitor and assess multiple communication plans, creative for both content and delivery (ex. email, printed pieces, video, PowerPoint, calling script). Possibly serve as the supervisor of the Admissions call center when made available. Liaison with College Relations.
- 3) Develop an Honors College

Continuing and Professional Studies

- 1) Revive the Evening and Weekend College
- 2) Develop certificate programs derived from existing minors and offer them in both a traditional and online format, using the BSC Program Array Report and current New York State market research as a guide. Possibly starting with the focus on:
 - a. Advanced Manufacturing
 - b. Technology
 - c. Social Research
 - d. Health Administration
 - e. Quality Management

General

- 1) Have a campus repository for data and reports in an effort to minimize duplication of efforts and conflicting information

Access to data reviewed, reports shared, committee meeting minutes and agendas are posted on the SESC Blackboard site.

I would like to thank and recognize the very dedicated group of individuals who served as members of the Strategic Enrollment Steering Committee this year.

Respectfully submitted on July 15, 2015 by,

Erin Alonzo
Chair