Priority #3: Admissions & Graduate Enrollment Management

I. Situation Analysis

Enrollment Management
The Graduate School's enrollment targets for new and continuing graduate students are defined within the *SUNY New Paltz's 2013-17 Enrollment Plan* (appendix __) and approved by SUNY system administration. These enrollment targets are set by upper level administrators and are not currently reinforced by programmatic enrollment plans. As such, our current approach to recruitment and admissions is disconnected and unfocused.

II. Objectives
   A. To develop an evidence-based enrollment management system
   B. To integrate enrollment and admissions targets into programmatic recruitment plans
   C. To streamline the admissions process

III. Strategic Initiatives
   A. Develop an enrollment plan for each graduate major
   B. Hold programmatic enrollment planning meetings with stakeholders
   C. Improve access to programmatic data
   D. Modify our Banner Student Information System so that students may upload additional documents required to complete the online application
   E. Integrate online graduate application with current review process in Workflow

Vika Shock
Chih-Yang Tsai
Laurel Garrick Duhaney   Spring 2013

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Enrollment Management

A. <u>Develop an enrollment plan for each major</u>
  1. Review program performance and market demand
  2. Determine programmatic capacity and utilization
     a. Current capacity
     b. Increase capacity
  3. Review retention and graduation rates for continuing students
  4. Set Enrollment Targets (new and continuing students)
  5. Establish Admissions Targets (new students)
  6. Integrate admission targets into recruitment plan

B. <u>Hold enrollment planning sessions with stakeholders</u>
  The purpose of these sessions would be to review admissions and enrollment trends for each term in order to develop admission targets for the next academic year. Once the targets have been established, we would incorporate and translate this information into a recruitment plan.
  1. Stakeholders:
     a. Deans &/or Associate Deans
     b. Chairs
     c. Graduate Coordinators
  2. Proposed planning sessions:
     a. *Spring*
        Graduate Dean and Director of Graduate Admissions will hold an initial meeting with stakeholders by the mid-point of the spring semester to review enrollment numbers and form a tentative admissions/recruitment strategy for the following academic year.
     b. *Summer*
        Director of Graduate Admissions will send a revised enrollment report to stakeholders after the deadline to apply for graduation has passed and meet to finalize recruitment strategy for spring admissions.
     c. *Fall*
        Director of Graduate Admissions will hold an initial meeting with stakeholders by the mid-point of the fall semester to review enrollment numbers and form a tentative admissions/recruitment strategy for the fall and summer admissions.
     d. *Winter*
        Director of Graduate Admissions will send a revised enrollment report to stakeholders after the deadline to apply for graduation has passed and meet to finalize recruitment strategy for fall and summer admissions.

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C. <u>Improve access to programmatic data</u>
   1. Provide an enrollment management tool for graduate coordinators
      A. >>Explain the use of the tool and differentiate between tool for coordinators and the in-depth reports/data for chairs/deans.

   2. Develop a Capacity and Utilization Report
      A. Total number of courses offered per term
         1. Number of reserved seats in stacked courses
         2. Number of seats available for target major in interdisciplinary/shared courses
      B. Total number of available (unfilled) seats per term
      C. Enrollment headcount
         1. New vs Continuing
         2. Full-time vs Part-time
         3. Matriculated vs. Non-matric
         4. Domestic vs. International
      D. Attrition rate
      E. Graduation rate

   2. Progress to the degree
      a. Graduation rates
      b. Graduation trend data by admissions term/cohort

   3. Retention
      A. Attrition rates
      B. Leave of Absence
      C. Withdrawals

D. <u>Assessment</u>
   1. Review our approach and refine it as necessary.

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Online Application Process

The Graduate School collects applications online and in paper format. However, our online application only allows students to submit their demographic information. To complete the application, students are required to submit supplemental documents such as letters of recommendation and transcripts via conventional post. This two-step process confuses many students and results in a lengthened admission process. We will modify our Banner Student Information System so that students may upload additional documents required to complete the online application (e.g., essay, verification of teaching certification, letters of recommendation, etc.

Completed applications undergo preliminary review in the Graduate Office and, if they meet the minimum Graduate School admissions criteria, are sent to departments for review by graduate program review committees. Several graduate review committees conduct to conduct traditional paper reviews of applications while others have converted to the online review process within Work Flow. This bifurcated review process complicates administrative tasks and prolongs admission decisions. We have taken steps to address this, and this summer behind-the-scenes work will be completed by Computer Services staff that will enable all graduate programs to review applications online. Consequently, at the start of the fall 2012 semester, the Graduate Dean will notify faculty that all graduate applications are to be reviewed online in Work Flow. Faculty will be trained during fall and as of spring 2013 all graduate application reviews will occur online in Work Flow. It is expected that online review of applications will reduce significantly the time it takes to make admissions decisions and for students to receive their decisions via email.

Vika Shock
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Laurel Garrick Duhaney   Spring 2013