

**RESOURCE ANALYSIS & PLANNING COMMITTEE – UPPC  
2017-2018 CHAIR – MITCH LEVENTHAL**

**November 30, 2017**

**MEETING MINUTES**

**Present:** M. Leventhal, D. Wharram (GSA), J. Van Voorst, C. Parker, M. Jerison, K. Bessette, J. Boyle, S. Chengalur-Smith

**Absent:** A. Major, M. Chen, P. Duchessi

**Guests:** H. Charles, J. Pomeroy

The minutes for the RAPC meeting on September 9, 2017 were approved.

**Chair's report:** Leventhal discussed two SUNY-wide Senate resolutions which have recently been brought to the attention of UPPC, and which RAPC may need to consider: Feminine hygiene products in every bathroom on campus and Military Drills and Training.

**International student recruitment presentation:**

- Mr. John Pomeroy – Director, International Admissions & Recruitment
- Dr. Harvey Charles – Dean for International Education and Vice Provost for Global Strategy

H. Charles had been invited to RAPC to discuss undergraduate and graduate student recruitment, following a presentation on graduate student enrollment at the last RAPC meeting.

Charles and Pomeroy shared a PowerPoint presentation (included with minutes) covering only undergraduate international student recruitment, which is their mandated domain. Charles showed that over the previous 11 years, there has been consistent growth of international freshman and international transfers students (mostly from foreign institutions, but also US based and dual degrees).

In 2016, CIEGS (Center for International Education and Global Strategy) launched a strategic approach at the undergraduate level that included the establishment of the Office of International Admissions & Recruitment. The Office permits a more coordinated/strategic way to address recruitment and it shows in the numbers. Data shows a 12% yield between applications, acceptance, net deposits, and registered. Currently, UAlbany enrolls about 1700 international students total, both undergraduate and graduate students, as well as IELP (Intensive English Language Program).

The international recruitment strategy includes agency partner visits, college fairs, high school visits, visits to foreign embassies within the US, and transfer agreements, including dual degree programs (1 + 3, 2 + 2, etc). The Office actively recruits in 27 countries. The greatest numbers come from China and India, followed by Korea, Saudi Arabia, and Brazil. The Office works with

85 agency recruitment partners and the agents are paid 15% for the recruitment of degree seeking students. The Office recruits undergraduate students for all Colleges except for the School of Business which handles its own recruitment (it was noted in discussion that participation of the School of Business would be a huge asset). UAlbany requires non-native English speakers to demonstrate a minimum of English proficiency to be admitted: TOEFL 523 (paper) and 70 (internet-based) / IELTS: 6.

UAlbany has international transfer agreements with overseas undergraduate institutions. There is a recent agreement with a Chinese institution in which Chinese students spend the first 3 years in China and their 4<sup>th</sup> year at UAlbany. While spending the fourth year at UAlbany is not required of the students, Charles expects about 65-75% of the cohort to come to UAlbany. There is a Computer Science professor in China now as part of the program. Ultimately, students will graduate in China with a software engineering degree and then once they enroll at UAlbany they will graduate with a degree in engineering.

Leventhal inquired about CIEGS involvement with international graduate recruitment, which was a major motivation for inviting Charles to RAPC. Charles stated that his office has no responsibility for recruiting graduate students, only undergraduates. His office makes an admission decision within 48 hours if all application materials are submitted, and this is something that graduate departments are not comfortable with. Charles' staff does take general graduate admission flyers/information about UAlbany graduate study on their international recruitment trips. Charles stated that the agents that his office uses could be utilized for international graduate recruitment. Leventhal explained that he sees potential for increasing international students at the master's level through agency recruitment. In Leventhal's department, the Masters application requirements are fairly standard: require a certain GPA, English proficiency (if non-native speaker), no GRE (General Requirement Exam), a statement of purpose to demonstrate writing ability. So a program like this could probably ensure rapid turnaround of applications, if motivated. Charles re-iterated that his mandate does not include graduate recruitment, and he would be reluctant to be held accountable for success unless there was a different arrangement.

*Following the presentation, Leventhal proposed a motion that RAPC recommend that Graduate Studies survey graduate departments to determine which are interested in having assistance in increasing international graduate enrollment and to create a designated graduate international recruitment position which would interface with the existing international recruitment infrastructure at CIEGS to recruit for departments which choose to participate. The motion was approved unanimously by RAPC.*

**Budget report:** K. Bessette discussed that President Rodríguez has requested a plan to combat UAlbany's negative operating balance. President's Council will meet on Monday, December 4, 2017 and the plan will be presented campus-wide. Rodríguez has asked for workable plan, one in which that details practical steps/actions we can do as an institution. Bessette presented a PowerPoint that was presented at the meeting of the Deans, November 15, 2017. Projections for 2018-2019 show UAlbany a little short of enrollment overall, but a better number of international students than expected. On behalf of A. Major, who was absent, Leventhal asked how are enrollment targets established and Bessette stated that the undergraduate target is

created in conversations with upper administrators including Deans including the Dean for International Education, the Provost, and the President for undergraduates, while graduate enrollment is decided among Deans. The budget is tied to target enrollments and projected revenue.

The total projected revenue shows just over \$5.5 million, with commitments close to \$13 million (including salary increases), leaving UAlbany with a shortfall of \$7.4 million. Currently calculated is the projected tuition revenue of undergraduate tuition at \$2 million with about \$4 million salary contracts. To off-set the 2018-2019 deficit, the University may need to return unexpended funding, reallocate base utilities budget, reallocate base faculty startup funding, pursue 10% tuition increase for out of state undergraduate students, recapture allocations that did not have desired impacts (2020 MOU reviews), assign efficiency targets to Vice Presidents, identify other savings and revenue generators, such as belt tightening and redundancies, and identify other savings or revenue generation. Student fees will be increased in line with inflation, not revenue generating.

Van Voorst gave an update on Facilities will be renovating bathrooms, which will include removing feminine hygiene product dispensers, throughout campus over the new few years. How this will play out with the new senate resolution remains to be determined. Also, Van Voorst added to the discussion regarding the current SUNY policy that if an active duty military or reserve military person is called up for drills or training, a tuition refund must be granted. At UAlbany, there has been 1 person in the last 8 years that we are aware this has impacted. The current SUNY policy does not include military drills and training, just active service. Preliminary research shows that there are 11 active duty and 32 active reserves at UAlbany, but it was observed in the meeting that these do not seem to include ROTC students and other data may be under-reported. Van Voorst is looking into the impact at UAlbany and he has been in discussion with Joe Porter, SUNY Counsel, to look at it from a policy stance. Ultimately, UAlbany would have to be in line with SUNY-wide policy on the issue.

Draft Minutes prepared by D. Wharram and M. Leventhal