

President's Advisory Team

Minutes

February 8, 2023

President's Advisory Team Members in attendance:

Carolyn Lepre, President

Lynn Adkins, Associate Vice President for Administration and Finance

Humberto Aristizabal, Associate Vice President of Institutional Equity and Title IX Coordinator

Vanice Antrum, Director, Multicultural Affairs

Joe Benyish, Chair, Staff Senate

Eric Berkheimer, Associate Vice President of Facilities and Capital Management

Jayne Block, Associate Vice President, Alumni Engagement & Development

Melissa Boog, Associate Vice President for Academic Affairs

Jessica Clark, Assistant Provost for Faculty Success

Jason Curtin, Vice President, Advancement & Alumni Relations/Executive Director, SU Foundation

Lawanda Dockins-Mills, Interim Assistant Vice President of Student Affairs

Gerard DiBartolo, Director, Athletics and Campus Recreation

Susan Eagle, Associate Vice President of Marketing and Communications

Kelly Fiala, Dean, College of Health and Human Services

Dane Foust, Vice President, Student Affairs and Auxiliary Services

Clifton Griffin, Dean, Graduate Studies and Research

Beatriz Hardy, Dean, Libraries and Instructional Resources

Tracy Hajir, Assistant to the President

Bea Hardy, Dean, Libraries and Instructional Resources

Laurie Henry, Dean, Seidel School of Education

Allen Koehler, Assistant Vice President for Enrollment Management

Ken Kundell, Chief Information Officer

Edwin Lashley, Chief, University Police

Colleen León, Deputy Chief of Staff for Engagement

Lisa Lepore, Associate Vice President for Human Resources

Jennifer Martin, President, Faculty Senate

Andrew Martino, Dean, Clarke Honors College

Eli Modlin, Chief of Staff and Vice President of Public Affairs and Strategic Initiatives

Karen Olmstead, Provost and Senior Vice President of Academic Affairs

Maarten Pereboom, Dean, Fulton School of Liberal Arts

Nicholas Plummer, President, Graduate Student Council

Valerie Randall-Lee, Assistant Vice President of Student Affairs/Dean of Students

Michael Scott, Dean, Henson School of Science and Technology

Eric Stewart, Deputy Chief of Staff for Communications

Karen Treber, General Counsel

Christy Weer, Dean, Perdue School of Business

Andrew Wilson, President, Student Government Association

Janet Wormack, Vice President for Administration and Finance

1. **President's Remarks and Updates** – President Carolyn Lepre
 - o Dr. Lepre welcomed everyone and expressed her appreciation for their attendance at the State of the University Address. She expressed her appreciation to Sue Eagle and the Publications team on the preparation of the slide presentation.
2. **Enrollment Growth Strategies** – Allen Koehler and Clifton Griffin
 - o Allen Koehler provided a recap of strategic goals to grow enrollment.
 - a. Goals are to increase enrollment gradually to 8,500 for fall 2027 – that number would consist of a portion for undergraduate students of 88% and 12% for graduate students.
 - b. There is a retention goal of 85% for fall 2027. That is the number of first-year students who return for their sophomore year.
 - c. All goals are assuming the make-up for classes (such as the number of freshmen, sophomores, juniors and seniors) would be the same.
 - d. Assumes the same numbers of undergraduate first-time applications from 2023 to 2027.
 - o Allen presented a data chart that included the make-up of students this growth would come from:
 - a. Undergrad students would account for an increase of 576 (9% increase), non-degree students (including dual enrollment students) would account for 526 (an increase of 234%), and graduate students would account for 275 (increase of 37%).
 - b. The goal of student enrollment for transfer student numbers will remain the same – there has not been a large uptick in transfer students on the national level.
 - c. In order to increase yield, the percentage of students that are admitted who chose to enroll would increase to 25%. SU has done it before.
 - d. An unknown factor is the dual enrolled students who may enroll for only a few classes and not be considered full-time students. It's anticipated that the number of high school students who will enroll as degree seeking students would be minimal due to many factors such as engagement in high school activities, concern for level of emotional and social maturity and other factors. There was also discussion concerning State funding to support dual enrolled students.
 - o Clifton provided an update on strategies to grow graduate enrollment.
 - a. The goal is 1020 grad students in 2027; the trend is already upwards and is expected to increase on the same trend. Grad students are different

than before, the incoming cohorts are more on-line driven – to our advantage. Salisbury University is already transitioning in a larger capacity, yet still remains a regional university. The Doctor of Education program is already transitioning into a fully on-line offering. The expectation is that it will grow – the ability to teach those students is mostly in place. Concerns were expressed however about much needed infrastructure support, for example help desk support during off hours, counseling support and administrative issues.

- b. The Graduate Studies department is looking at each graduate program and determining what would be a reasonable growth number. Each major is structured differently, and what may work for Biology, a fully funded program with grants and assistantships, would be different than other potential on-line models such as TESOL and CADR.
- c. It's recognized that it would have to be a community collaborative effort. Each graduate program has traditionally been responsible for their own student enrollment, but the entire campus would need to be involved.
- d. 4 plus 1 programs were discussed as an opportunity for students to stay for a five-year program and graduate with a master's degree. The Department of Education has already begun working on a proposal with many of their degrees. A recommendation was made to enhance marketing efforts. Many on-line programs are within 50 to 100 miles from the home campus. How can we get access to those potential students? Support is needed for faculty in changing a portion of their classes to on-line modality.

3. Updates from Around the Room

- o President Lepre has been invited to the Board of Public Works meeting next week to present on the One-Stop Student Service model planned for Blackwell Hall.
- o USM Advocacy Day is scheduled for February 16 in Annapolis.
- o Posters on the Bay is scheduled for February 23 in Annapolis. Members of this Team are encouraged to attend.