



UNIVERSITY of ALASKA SOUTHEAST



# Strategic Enrollment Plan

Fall 2022

Adopted by the UAS Chancellor's Cabinet October 2022

# UAS Strategic Enrollment Plan

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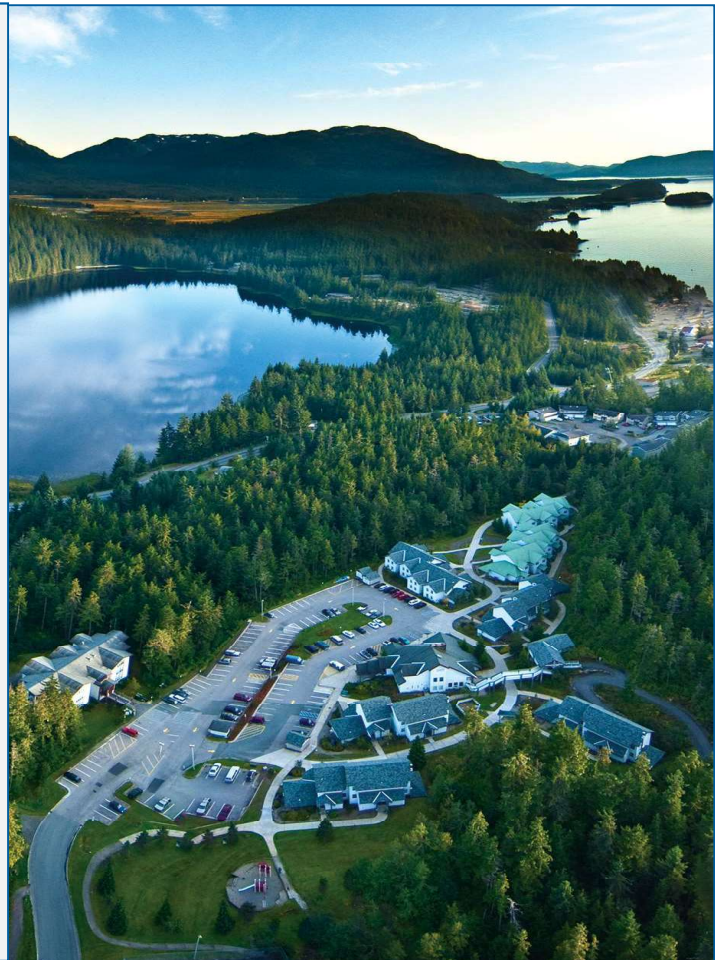
## UAS Mission Statement

The University of Alaska Southeast is a student-centered university that provides instruction in liberal arts, professional, and technical fields. On the homelands of the Tlingit, Haida, and Tsimshian peoples, we serve the coastal environments, cultures, economies, and communities of Alaska through interdisciplinary education, workforce development, and scholarship, research, and creative activity.

*Prepared by the  
UAS Strategic Enrollment Task Force*

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Prepared for Chancellor Karen Carey



# EXECUTIVE SUMMARY



The FY23-FY26 Strategic Enrollment Plan (SEP) is designed to build on the strengths of the University of Alaska Southeast’s programs and services and identify actionable key strategies and initiatives to grow enrollment through two pathways: recruitment and retention. This SEP is nimble, data informed, and aligned with core objectives identified by the university through the accreditation process.

By fiscal year 2026 UAS strives to:

- Increase overall enrollment by 5%
- Increase proportion of degree-seeking students to over 60%
- Increase retention rates by 5% for all students

Enrollment Targets						
	Actual		Target increase compared to FY22			
Fiscal Year (FY)	2021	2022	2023	2024	2025	2026
Fall (Open Freeze)	2020	2021	2022	2023	2024	2025
UAS Headcount	2,097	2,023	1%	2%	3%	5%
Retention Rates*	63%	65%	1%	2%	3%	3%
*Retention is based on incoming first-time full-time bachelor seeking students						

The FY18-25 Strategic Enrollment Plan (SEP) serves as one of the foundational operational plans that guides current SEP efforts. It outlined six enrollment priorities with multiple key strategies and initiatives under each priority. Since its adoption, UAS has experienced three unprecedented challenges: 1) steady and significant cuts to budget, resulting in a decrease in staffing, programs, and services, 2) threats of consolidation with another university in Alaska, and 3) a global pandemic beginning in 2020 that continues today.

These issues have put a strain on services, resources and undermined the confidence current and prospective students have in UAS and have contributed to declining enrollment. They have also informed our thinking about the future of UAS.

The FY23-FY26 Strategic Enrollment Plan is designed to align with our accreditation cycle, our mission and core objectives, NWCCU commendations, and the overarching UA system goals set by the University of Alaska Board of Regents. Annually, we will adopt new key strategies and initiatives, allowing us to adapt and adjust more quickly to changing circumstances. Each new year of key strategies and initiatives will be data informed, with the intent to decrease equity gaps, and executed to have a positive impact on enrollment through recruitment and retention pathways.

Accountability for the execution and assessment of this plan rests with the Chancellor and the Chancellor’s Cabinet.

# FY23-FY26 STRATEGIC ENROLLMENT PLAN



Student Learning is at the heart of our mission: we offer quality education and training in career and technical education, at the undergraduate and graduate levels of study. Our diverse array of students includes high school students, recent high school graduates, first generation college students, transfer students, adult learners who want to return to complete a degree, graduate students advancing their careers, and non-degree students seeking to enrich their lives.

Serving these populations requires a sharp focus on marketing, recruitment and retention, and completion. Success will require concerted effort from all members of the UAS community: faculty, staff, administrators, and alumni. All of us are ambassadors for student success.

The Chancellor's Strategic Enrollment Task Force has responsibility for creating and updating this plan. The Task Force will be co-chaired by the Vice Chancellor for Enrollment Management and Student Affairs and the Provost. The Strategic Enrollment Plan (SEP) will incorporate short and long term, data-informed planning and implementation of marketing, recruitment, and retention efforts.

The Chancellor's Cabinet (Cabinet) is responsible for implementing the Plan. It will meet to focus on both strategic issues and tactical actions. Its work will include identifying annual Key Strategies & Initiatives plans that align with resource prioritization and allocation discussions. The Cabinet will also review targets and assess success related to indicators identified in the UAS Core Objectives and UA Goals and Measures.

## Annual Strategic Enrollment Plan Planning and Implementation Cycle

As noted above, the Cabinet will identify annual Key Strategies & Initiatives plans and meet regularly to assess progress towards reaching enrollment goals.

### January

- Update on Core Objective/Mission Fulfillment Progress at Spring Start-Up & Cabinet Meeting (look back at prior year)

### March - April

- Strategic Enrollment Task Force reviews strategic enrollment plan and makes recommendations to the Chancellor about key strategies and initiatives for the upcoming academic year
- Chancellor consults with the Cabinet

### May

- Refine Strategic Enrollment Plan (add another FY) based on Chancellor and Cabinet review/approval of committee recommendations

### August - May

- Execute the Strategic Enrollment Plan and maintain efforts towards mission fulfillment and achieving core objectives. Progress will be monitored during monthly cabinet meetings.

## Linking the Strategic Enrollment Plan with Existing Initiatives

### UAS Strategic and Assessment Plan

Since the development of the current SEP, UAS has continued to focus on fulfilling its mission of student learning and student success by updating the [UAS Strategic and Assessment Plan](#) (SAP) to align with the NWCCU 2020 Standards. This work resulted in a new mission, a modest update to our vision statement and an affirmation that the current values still hold true. To guide our efforts towards mission fulfillment, we adopted five core objectives.

### UAS Core Objectives

Two Core Objectives, #1 and #3, speak directly to student enrollment.

- [Core Objective 1](#): Provide Access to Higher Education for all Students
- [Core Objective 2](#): Deliver Academic Excellence through Instruction, Scholarship, Research and Creative Expression
- [Core Objective 3](#): Increase Student Success
- [Core Objective 4](#): Be a Great Place to Work for all Employees
- [Core Objective 5](#): Maintain Relevance through Productive Relationships within Southeast Alaska

### Alaska Native Success Initiative

In 2021, UAS and the University of Alaska (UA) system engaged in an Alaska Native Success Initiative (ANSI). Each of the three UA institutions identified Alaska Native success as a priority. This included both an internal and external statewide and regional Alaska Native tribal organization leadership and a UA/UAS personnel steering committee charged with data review and development of priorities.

UAS, working with Southeast Alaska Native leaders, faculty, and staff identified three specific priority targets: 1. Increase attraction, retention, and graduate attainment rates of Alaska Native Students, 2. Increase attraction and retention rates of Alaska Native Staff and Faculty, and 3. Support of institutional change through vision, leadership, messaging, measured growth, and increased diversity. A five-year strategic plan was developed and adopted by the Board of Regents in November 2021.

### UA Goals and Measures

In February 2022, the Board of Regents adopted UA Goals and Measures. The plan includes five overarching goals:

1. Contribute to Alaska's economic development, skilled workforce and engaged citizenship (COs 1,3,5)
1. Foster academic excellence for student success (COs 1,2,3)
2. Promote diversity, equity and inclusion in students, faculty and staff (COs 2,3,4)
3. Grow our world-class research (CO 2)
4. Operate cost effectively (CO 4)

The UA Goals and Measures also identified eight priority areas (AKA “big rocks”). The priority areas are listed below. Next to each area, a crosswalk to UAS Core Objectives is noted in parentheses.

1. Increase student enrollment through retention in degree programs for Alaska’s workforce (Cos 1,2,3,5)
2. Develop workforce and focused economic development initiatives (COs 1,3,5)
3. Promote Arctic policy, research, and leadership (CO 2)
4. Advance the Alaska Native Success Initiative (COs 2, 3, 4)
5. Build finance industry partnerships to expand business workforce (COs 1, 3, 5)
6. Increase Fisheries and Ocean Sciences presence in Southeast Alaska (COs 1, 3, 5)
7. Strengthen Teacher Education through the Alaska College of Education Consortium (COs 1, 3, 5)
8. Revise business models for efficiency and modernization (CO 4)

UAS identified baselines and set target metrics related to each of the eight priority focus areas. The Strategic Enrollment Task Force focused on recruitment and retention when identifying Key Strategies & Initiatives.

# ENROLLMENT TARGETS



By fiscal year 2026 UAS strives to:

- Increase overall enrollment by 5%
- Increase proportion of degree-seeking students to over 60%
- Increase retention rates by 5% for all students

Enrollment Targets						
	Actual		Targets			
FY	2021	2022	2023	2024	2025	2026
Fall (Open Freeze)	2020	2021	2022	2023	2024	2025
<b>UAS Headcount</b>	<b>2,097</b>	<b>2,023</b>	<b>2,043</b>	<b>2,063</b>	<b>2,083</b>	<b>2,120</b>
New	433	412	419	413	417	424
Returning	1,664	1,611	1,624	1,650	1,666	1,696
<b>Degree Seeking</b>	<b>1,306</b>	<b>1,210</b>	<b>1,238</b>	<b>1,268</b>	<b>1,298</b>	<b>1,345</b>
New	345	313	334	342	350	363
Returning	961	897	904	926	948	982
<b>Non-Degree Seeking</b>	<b>791</b>	<b>813</b>	<b>805</b>	<b>795</b>	<b>785</b>	<b>775</b>
<b>Retention Rates*</b>	63%	65%	66%	67%	68%	68%
*Retention is based on incoming first-time full-time bachelor seeking students retained from prior year.						

# RECRUITMENT

Current UAS recruitment goals are articulated in three main areas. First, in [Core Objective 1](#), Provide Access to Higher Education to All Students, we identified goals to increase the number of students and disaggregated those goals by student characteristics (i.e. first time freshmen, Alaska Native students, etc.).

Second, the Board of Regents adopted a program of [UA goals and priority](#) areas focused on promoting workforce and economic development initiatives. In turn, UAS set target enrollment and completion goals in academic programs that align with Alaska’s Department of Labor and Workforce Development (AK-DLWD) high demand job areas.

Third, the [Alaska Native Success Initiative \(ANSI\)](#) established an overarching goal to attract, retain, and graduate more Alaska Native students and maintain its Minority Serving Institution and Native American Serving Non-Tribal Institution status..

Below are key strategies and initiatives that UAS has underway or designed to meet these recruitment goals.

## Recent Key Recruitment Strategies and Initiatives

- Hired a permanent Director of Admissions (start date July 2022)
- Implemented free Alaska Native Language non-credit Courses for Fall 2022 - ANSI recommendations

## FY23 Key Recruitment Strategy/Initiatives

Strategy/Initiative	Accountability
Research enrollment funnel yield issues with Marine Biology and Health Information Management programs as identified by Hanover	VC for Enrollment Director of Admissions Academic Program Coordinators
Increase marketing to Southeast students to reclaim loss in regional enrollment as identified by the UAS IE Office.	VC for Enrollment Creative Agency Office Director of Admissions UAS Campus Leadership
Hire a Dual Enrollment Coordinator to improve pathways to transition dual enrollment students to first time freshman	Provost Director of Admissions
Improve the UAS Transfer Student Experience through a review of current transfer student policies and procedures	VC for Enrollment Provost, Registrar
Increase the number and effectiveness of articulation agreements	Provost Academic Deans
Increase partnerships that facilitate opportunities for new enrollment pathways (e.g. Project Rebound, Outer Coast, etc.)	Chancellor Provost VC for Enrollment
Strategic financial aid leveraging for incoming freshman and transfer WUE students, complimenting out-of-state recruitment.	VC for Enrollment Financial Aid Director

## Future Key Recruitment Strategies & Initiatives (for consideration in FY24)

- Investigate areas of growth for new programs and degrees
- Develop strategies toward recruiting eligible Pell Grant students
- Better understand enrollment yield of Alaska Performance Scholarship students and develop a program to increase yield for this population.

# RETENTION

Current UAS retention goals are also articulated in three main areas. First, in Core Objective 3, Increase Student Success, we identified goals in degree seeking students and disaggregated those goals by student characteristics (i.e. first-time freshmen, Alaska Native students, etc).

Second, the Board of Regents adopted a program of UA goals and priority areas focused on promoting workforce and economic development initiatives. In turn, UAS set target enrollment and completion goals in academic programs that align with AK-DLWD’s high demand job areas.

Third, the ANSI established an overarching goal to attract, retain, and graduate more Alaska Native students.

Below are key strategies and initiatives that UAS has underway and plans to meet these retention goals.

## Recent Key Retention Strategies and Initiatives

- Retention Through Intervention
- Hired an Alaska Native Student Success Specialist
- Phase 1 Hanover Research Project: Student Course Success Analysis in lower division courses

## FY23 Key Retention Strategy/Initiatives

<b>Strategy/Initiative</b>	<b>Accountability</b>
WICHE’s No Holding Back: Using Data to Review Administrative and/or Student Success Hold Policies. The goal of this project is to give institutions tools to (re)evaluate their administrative and/or student success hold policies to improve student success.	UAS Team: Provost, Registrar, Bursar, Business Office, IE Director, Advising, VC EMSA, FA Director
Programmatic retention: focus on programs with retention rates below overall the UAS retention rate	Deans and Directors, Program Faculty
Develop program to convert Undeclared/Undecided students to program students	VC for Enrollment, Career Services, Regional Advising
Phase 2 Hanover Research Project Student Course Success Analysis in lower division courses <ul style="list-style-type: none"> <li>- Target additional academic support to freshman students, especially those who performed poorly during their first term at UAS.</li> <li>- Investigate the reasons behind higher failure rates in online courses.</li> <li>- Evaluate the impact of developmental courses.</li> <li>- Address potential equity gaps.</li> </ul>	Provost, Academic Deans and Directors, Program Faculty
Ensure the attractiveness of academic programs by ensuring sufficient levels of faculty with an emphasis on tenure track to ensure quality and program sustainability	Provost, Deans and Directors, Faculty

## Future Key Retention Strategies & Initiatives (for consideration in FY24)

- Develop a pre-orientation for Alaska Native students
- Advising Structure / EAB
- Develop strategies that target sophomore to junior year progress toward graduation and address “sophomore slump”
- Assess effectiveness of academic operations technology: Course Leaf/CLSS and Degreeworks.
- Assessment of WUE financial aid leveraging strategy; Continuation data informed financial aid leveraging