

UAS Strategic Enrollment Plan FY26 - FY30

EXECUTIVE SUMMARY

The FY26-FY30 Strategic Enrollment Plan (SEP) is designed to build on the strengths of the programs and services at the University of Alaska Southeast (UAS), and align with the UAS Strategic Plan. The four focus areas of the UAS Strategic Plan are:

- Personalized Student Success
- Distinctive Learning Opportunities
- A Strong and Resilient Ecosystem
- Reach, Impact, and Visibility

This SEP was developed by the Strategic Enrollment Task Force (SETF), composed of faculty and staff highly engaged in enrollment related work throughout UAS. Task Force members represented:

- Juneau, Ketchikan and Sitka campuses,
- Each of our three schools: Career Education, Arts & Sciences, and Education
- Enrollment Management & Student Affairs,
- The Dual Enrollment Task Force,
- The Chancellor's Advisory Committee on Alaska Native Education (CACANE), and
- The Chancellor's Advisory Committee on Belonging, Empowerment, Access, Representation and Safety (BEARS)

This plan is aligned with the UAS NWCCU Mid-Cycle review and with the UAS Strategic Plan.

By Fall 2029 (FY30), UAS strives to increase overall enrollment by 23%, or 414 students.

Enrollment Targets: Increase by 414 students, or 23%, by Fall 2029 (FY 30)						
Fall	2025 (FY26)	2026 (FY27)	2027 (FY28)	2028 (FY29)	2029 (FY30)	% Chg 25 to 29
Headcount	1836	1930	2045	2165	2250	23%
Year over Year Change		5%	6%	6%	4%	

The SETF has outlined three overarching goals with associated strategies, actionable tactics, and defined desired outcomes.

Overarching Goals & Strategies
<p>Goal 1: Increase degree-seeking student population</p> <ul style="list-style-type: none"> - <i>Strategy 1:</i> Implement an “Apply” campaign in conjunction with strategic partner EAB. - <i>Strategy 2:</i> Offer in-state tuition to out-of-state undergraduate students. - <i>Strategy 3:</i> Identify non-degree seeking students who are progressing towards a degree and assist them to degree-seeking status - <i>Strategy 4:</i> Implement Common App at UAS <p>Metric: Increase degree seeking students by 23% by Fall 2029</p>
<p>Goal 2: Increase the dual enrollment student population</p> <ul style="list-style-type: none"> - <i>Strategy 1:</i> Create a structure for UAS dual enrolled students to earn endorsements, certificates, or associates degrees while dually enrolled - <i>Strategy 2:</i> Expand dual enrollment through career education pathway partnerships - <i>Strategy 3:</i> Increase the number of dual enrolled students who re-enroll after high school graduation as degree seeking students <p>Metric: Increase dual enrollment by 35% by Fall 2029; Increase the percentage of dual enrolled students who re-enroll to 40% by Fall 2029</p>
<p>Goal 3: Improve retention across a variety of student cohorts.</p> <ul style="list-style-type: none"> - <i>Strategy 1:</i> Improve advising structures and hand-offs for degree-seeking students. - <i>Strategy 2:</i> Implement a UAS specific Gateway Course Redesign. - <i>Strategy 3:</i> Strategically apply institutional funds to support degree-seeking, part-time students. - <i>Strategy 4:</i> Rebuild the First Year Experience (FYE) at UAS. <p>Metric: Reach a retention of 80% for first-time full-time bachelor seeking students by Fall 2029 and reduce achievement gaps across a variety of other student cohorts</p>

STRATEGIC ENROLLMENT PROCESS

This Strategic Enrollment Plan (FY26-FY30) is the third Strategic Enrollment Plan (SEP) at the University of Alaska Southeast. The first two plans were developed without the benefit of an overarching Strategic Plan. According to Ruffalo Noel Levitz (RNL), a premier consultant in higher education assisting colleges and nonprofit organizations with enrollment success, “the most effective strategic enrollment plans draw from the overall institutional strategic plan to set direction for the SEP process.” While the new UAS Strategic Plan is still in development, the Strategic Enrollment Task Force was able to utilize the overarching focus areas to assist in our recommendations for strategic enrollment goals.

The Strategic Enrollment Task Force (SETF) was carefully selected to include faculty and staff doing enrollment related work right now at UAS. This group of practitioners conducted a deep dive into our historical enrollment data, spending multiple sessions examining patterns and trends. The SETF, through this plan, is not only identifying areas for enrollment growth, but is prioritizing work that will:

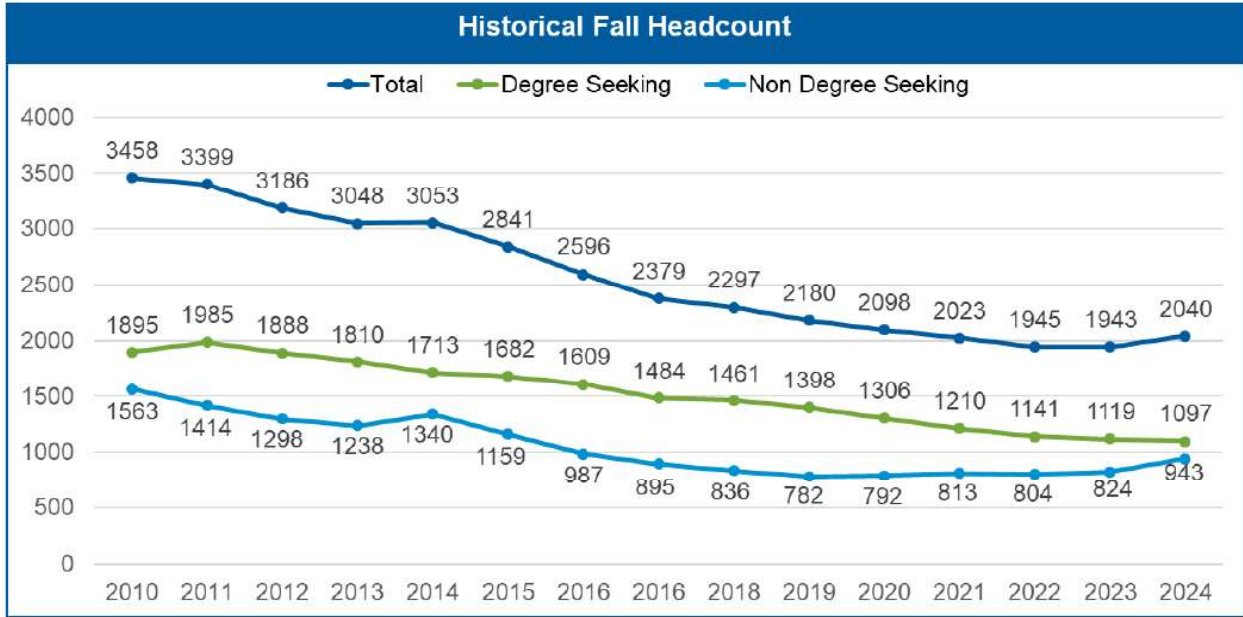
- Position UAS for fiscal success, ensuring future growth,
- Ensure student success, our efforts focused on retention and completion, and
- Amplify our commitment to reach, visibility and impact through meaningful relationship development and strategic partnerships.

ENROLLMENT HISTORY

The Strategic Enrollment Task Force, under the leadership of Kristen Handley, Director of Institutional Effectiveness, engaged in a thorough examination of enrollment data in Summer 2025. The [full report](#) can be found here. Below is a snapshot of data that helped inform our goals to focus on growing degree seeking students, increase opportunities for dual enrollment students, and build retention rates across cohorts.

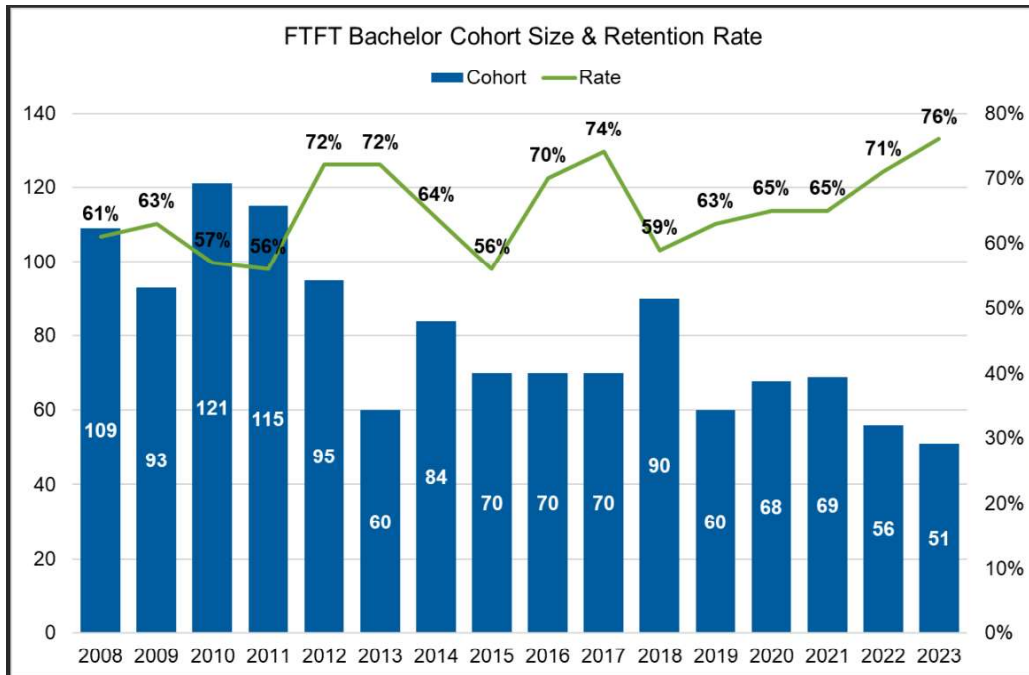
Enrollment Data Snapshot

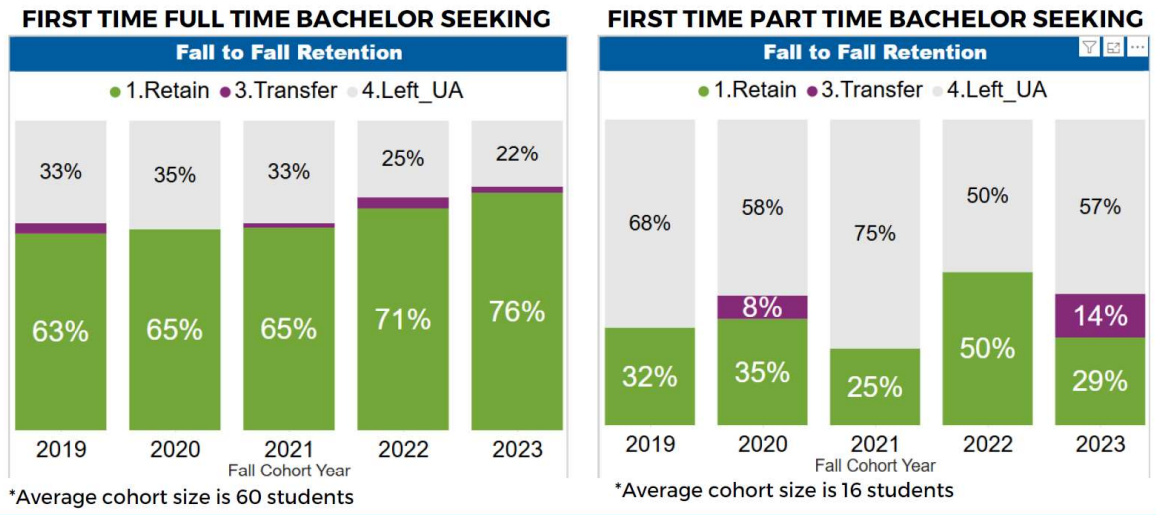
UAS enrollment has declined by 1,418 students, or 41%, between Fall 2010 and Fall 2024. Degree seeking students have declined by 798 students, and non-degree students have declined by 620 students. Between Fall 2014 and Fall 2019 (pre-covid), degree seeking students saw a decline of 18%, while non-degree seeking students declined 42%, making up the largest declines during this time. Since Fall 2019, degree seeking students have continued to decline: 22% from fall 2019 to fall 2024. However, during this same time period, non-degree seeking students have increased 21%.



Retention Data Snapshot

Retention rates of first-time full-time bachelor seeking students declined in Fall 2018, but have continued to increase annually since this time. The Fall 2023 cohort had the highest retention rate in over 15 years, with a high of 76% and the Fall 2024 cohort (not shown) showed stability with a 74% retention rate. Retention rates of other student cohorts continue to lag behind those of our first-time full-time bachelor degree seeking students.





FY26-FY30 ENROLLMENT GOALS, STRATEGIES, TACTICS & OUTCOMES

Goal 1: Increase degree-seeking student population.

Why: UAS is committed to providing personalized student success and distinctive learning opportunities. (UAS Strategic Plan, Focus Areas I and II)

Sustained and improved enrollment that creates fiscal stability can only be realized through growth in our degree-seeking students. We have a large non-degree seeking student population who could be converted to degree-seeking. In fact, one third of our non-degree seeking students are dually enrolled. Additionally, of all graduates in fiscal year 25, 29% started as a non-degree seeking student. The following strategies outline intentional ways UAS can capitalize on building a more robust degree seeking population:

Overarching Target:

Increase degree seeking students by 27% (280 students) by Fall 2029.

Enrollment Targets: Degree Seeking Students						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Degree Seeking	1030	1100	1180	1250	1310	27%
Year over Year Change		7%	7%	6%	5%	
% of Total Enrollment	56%	57%	58%	58%	58%	

Strategy 1: Implement an “Apply” campaign in conjunction with strategic partner EAB.

In FY26:

- **Tactic 1:** The Director of Admissions will work with EAB to purchase 50,000 high school senior names in Alaska, Washington, Oregon, and Colorado.
- **Tactic 2:** Creative Agency and the Admissions team will collaborate with EAB to implement creative outreach to these prospects.
- **Tactic 3:** The Director of Admissions, in collaboration with EAB, will introduce multi-modal communication to UAS outreach structure and implement through the “Apply” campaign.
- **Tactic 4:** The Vice Chancellor for Enrollment Management & Student Affairs (VC EMSA), in conjunction with the Director of Admissions, will secure funding to continue the contract with EAB into the future.

Anticipated Budget FY26: \$280,000	
\$180,000 EAB Contract	Cost of contract supported by UA Board of Regents
\$100,000 enhance namebuys	Cost of enhanced name buys supported by UA Board of Regents

In FY27

- **Tactic 1:** The Director of Admissions will work with EAB to purchase another 50,000 high school senior names (refine territory search).
- **Tactic 2:** Creative Agency and the Admissions team, in collaboration with EAB, will Implement creative outreach to these prospects through multi-modal communications
- **Tactic 3:** VC EMSA and the Director of Admissions will secure funding to expand the “Apply” campaign to include a “Cultivate” campaign, allowing UAS to engage with prospective students who are sophomores and juniors in high school.

Anticipated Budget FY27: \$250,000	
\$250,000 EAB Contract (est.)	Cost of continuing the “Apply” campaign and adding the “Cultivate” campaign

Strategy 1 Outcomes:

- Total number of first time applicants

New First Time Applicants						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
First Time Student Applicants	260	325	400	455	520	100%
Year over Year Change		25%	23%	14%	14%	

- Total number of degree seeking newly enrolled students

New Undergraduate Degree Seeking Students						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
New Undergraduate	218	280	307	339	375	72%
First Time Freshmen	114	160	183	209	235	106%
Transfer	104	120	124	130	140	35%

Strategy 2: Offer in-state tuition to out-of-state undergraduate students (otherwise known as Alaska Unlocked: In-State Tuition for Everyone).

In FY26

- **Tactic 1:** In conjunction with EAB, The Director of Creative Agency and the Director of Admissions will expand out-of-state marketing to target markets to promote Alaska Unlocked The first semester will be Fall 2026.
- **Tactic 2:** Director of Admissions will expand out-of-state recruiting, through the addition of 2 new recruiter positions.

Anticipated Budget FY26: \$290,000	
\$100,000	Cost of expanded marketing supported by the UA Board of Regents
\$190,000	Cost of two new recruiters supported by the UA Board of Regents

In FY27

- **Tactic 1:** In conjunction with EAB, the Director of Creative Agency, and the Admissions Team will refine out-of-state marketing based on funnel data from Fall 2026 and expand marketing to target markets
- **Tactic 2:** Director of Admissions will expand out-of-state recruiting based on funnel data from FY26.

Anticipated Budget FY27: \$290,000	
\$100,000	To maintain expanded marketing
\$190,000	To maintain four full time recruiters

Strategy 2 Outcomes:

- Number of all out-of-state applications

Undergraduate Out-of-State Applicants						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Out-of-State	125	175	215	250	285	128%

- Number of degree seeking out-of-state newly enrolled students

Newly Enrolled Undergraduate Out-of-State Degree Seeking Students						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Out-of-State	45	70	90	105	120	167%

Strategy 3: Audit non-degree seeking students to determine if they are progressing towards a degree.

In FY26

- **Tactic 1:** VC EMSA, in conjunction with the Registrar will finalize the technical capabilities to conduct audits on non-degree seeking students using DegreeWorks.
- **Tactic 2:** VC EMSA, in conjunction with the Provost, will build a small task force to develop the structure for auditing non-degree seeking students - from identifying a credit limit or other markers for selection to outlining a plan for outreach and intensive advising.

Anticipated Budget FY26: \$0

In FY27

- **Tactic 1:** Under the direction of VC EMSA and the Provost, the Advising team will implement an audit of non-degree seeking students and conduct advising outreach. The Office of Institutional Effectiveness and the Registrar will provide reporting and technical assistance.

Anticipated Budget FY27: \$0

Strategy 3 Outcomes:

- Number of non-degree seeking students converted to degree-seeking

Total Continuing Degree Seeking Students who Started as Non-Degree Seeking						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Converted to Degree-Seeking	80	85	95	105	115	44%

- Number of students who started as non degree seeking that complete a degree

Graduates who Started as Non-Degree Seeking						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Count	131	135	145	150	155	18%

Strategy 4: Implement Common App at UAS.

In FY26

- **Tactic 1:** VC EMSA will secure funding needed to support the implementation of Common App at UAS, to include the cost of Common App, the cost of a contract with Salesforce to assist with implementation, and the additional staffing needed to support Common App at UAS.
- **Tactic 2:** VC EMSA, in conjunction with Jon Lasinski, the Vice Chancellor for Administration, will work with the UA System Office to secure a waiver to allow UAS to charge a fee for the Common App.
- **Tactic 3:** VC EMSA, in conjunction with the Director of Admissions will secure a contract with Common App to begin implementation in March 2026.
- **Tactic 4:** Director of Admissions will hire and train new staff to support the implementation and ongoing use of Common App.

Anticipated Budget FY26: \$326,466; anticipated support from the UA Board of Regents and/or the State of Alaska	
\$7,458	Annual fee for Common App
\$25,000	Contract with Salesforce for Implementation
\$91,633	Salary & benefits for an additional Admissions Processor
\$100,000	Equipment, training, licenses, postage, swag, admit packet materials

\$42,375	Labor pool for two new Student Ambassadors
\$60,000	Salary & benefits for .5FTE Database developer shared with UAF

In FY27

- **Tactic 1:** Under the direction of the Director of Admissions, and with support from the UAS Office of Information Technology and Salesforce, the Admissions team will conduct the implementation for a go-live date of August 1, 2026.
- **Tactic 2:** VC EMSA will secure funding to support the continued use of Common App at UAS (staffing costs, annual contract fees, etc).

Anticipated Budget FY27: \$301,466, anticipated annual fee to support Common App at UAS; anticipated support from the UA Board of Regents and/or the State of Alaska	
\$7458	Annual fee for Common App
\$91,633	Salary & benefits for an additional Admissions Processor
\$100,000	Equipment, training, user licenses, postage, swag, admit packet materials
\$42,375	Labor pool for two new Student Ambassadors
\$60,000	Salary & benefits for .5FTE Database developer shared with UAF

Strategy 4 Outcomes:

- Total number of undergraduate applicants

All Undergraduate Applicants						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Undergraduate Applicants	503	620	703	775	855	70%
Year over Year Change		23%	13%	10%	10%	

- Total number of degree seeking newly enrolled students

New Undergraduate Degree Seeking Students						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
New Undergraduate	218	280	307	339	375	72%
First Time Freshmen	114	160	183	209	235	106%
Transfer	104	120	124	130	140	35%

Goal 2: Increase the dual enrollment student population

Why: UAS is committed to providing personalized student success and distinctive learning opportunities that position us for future growth and secure a sense of belonging for students, ultimately contributing to the vitality of the region we serve. (UAS Strategic Plan, Focus Areas I, II, III and IV)

When we create pathways for members of our community to engage with UAS, everyone wins. Prioritizing pathways for high school students to engage in college level coursework and begin their journey to certificate or degree completion is an important strategy to our overall enrollment success.

Overarching Target:

Increase dual enrolled students 35% (91 students) by Fall 2029.

Dual Enrolled Students						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Headcount	259	280	300	325	350	35%
Year over Year Change		8%	7%	8%	8%	

Strategy 1: Increase opportunities for dual-enrolled students to enroll as degree-seeking students, allowing them to earn postsecondary credentials prior to high school graduation.

In FY26

- **Tactic 1:** VC EMSA and the Provost, in conjunction with the Registrar, Directors of Admissions and Financial Aid, and with support of the Faculty will establish the procedure for dually enrolled students to apply to and receive a UAS degree program (endorsement, certificate or associate) prior to high school graduation.
- **Tactic 2:** The Director of Admissions in conjunction with the Director of Institutional Effectiveness will develop a Dual Enroll (DE) “campaign” to inform dually enrolled students of their ability to admit to a certificate or associate program while in high school.

Anticipated Budget FY26: \$5,000	
\$5,000	Develop materials to support a DE Campaign

Strategy 1 Outcomes:

- Number of dually enrolled students who are also degree seeking

Dual Enrolled Degree Seeking Students						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Headcount	0	0	25	50	75	na
Year over Year Change		na	na	100%	50%	

- Number of dual enrolled students completing an award or degree while dual enrolled

Dual Enrolled Student Completing a Degree while Dual Enrolled							
Fiscal Year	2025	2026	2027	2028	2029	2030	% Chg 25 to 29
Headcount	2	2	2	15	25	50	2400%
Year over Year Change		0%	0%	na	67%	100%	

Strategy 2: Expand dual enrollment through career education pathway partnerships.

In FY26

- **Tactic 1:** Dean of Career Education and Dual Enrollment Coordinator collaborate with school districts to develop/enhance microcredentials or stand-alone courses as part of expanded Dual Enrollment partnerships.

Anticipated Budget FY26: \$5,000 for travel to school districts and other partners.

In FY27:

- **Tactic 1:** Dual Enrollment Coordinator will identify ways to promote Career Education and microcredential options to high school students and adult learners.
- **Tactic 2:** Dean of Career Education and Dual Enrollment Coordinator to continue and establish new pathways and partnerships.

Anticipated Budget FY27: \$15,000	
\$5,000	Develop materials to support the microcredential pathways for high school students and adult learners
\$10,000	Travel

Strategy 2 Outcomes:

- Number of dual enroll high school courses offered

Dual Enrolled High School Courses						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Courses	21	25	34	43	55	162%
Year over Year Change		19%	36%	26%	28%	

- Total enrollment in high school dual enrollment courses

Dual Enrolled High School Course Enrollment						
Fall	2025	2026	2027	2028	2029	% Chg 25 to 29
Headcount	134	203	248	314	389	190%
Year over Year Change		51%	22%	27%	24%	

Strategy 3: Increase the number of dual enrolled students who re-enroll after high school graduation as degree seeking students

In FY26

- **Tactic 1:** The Director of Admissions will develop a “DE Apply” campaign specific to high school seniors who have not admitted themselves to a degree program, adding them to the admissions funnel to recruit them as a degree seeking student following completion of their high school degree.

Anticipated Budget FY26: \$0 (the materials required for this campaign could be developed in conjunction with Goal 2, Strategy 1, Tactic 2.

In FY27:

- **Tactic 1:** The above tactic would repeat annually.

Anticipated Budget FY27: \$5,000	
\$5,000	Annual cost of DE Campaigns

Strategy 3 Outcomes:

- Number of prior dual enrolled students who re-enroll within 1 year of high school graduation

Prior Dual Enrolled Students who Re-Enroll as Degree Seekers					
First Fall as Dual Enrolled Student	2020	2021	2022	2023	2024
Cohort	395	413	515	481	532
Re-Enrolled within 5 Year	112	125	165	170	215
Percentage Re-Enrolled	28%	30%	32%	35%	40%
*Due to only half of dual enrolled students providing high school graduation date, this calculation looks at the first term a dual enrolled student enrolled with UAS and identifies the percentage of those who re-enrolled as a degree seeker within 5 years of their first term as a dual enrolled student.					

- Number and percentage of first time freshmen who were previously dual enrolled

First-Time Freshmen Previously Dual Enrolled					
Fall	2025	2026	2027	2028	2029
First Time Freshmen	114	160	183	209	235
Prior Dual Enrolled	26	40	50	60	70
% Re-Enroll	23%	25%	27%	29%	30%

Goal #3: Improve retention across a variety of student cohorts.

Why: UAS is committed to providing personalized student success through cultivating environments where students are seen and supported on their unique pathway to success (UAS Strategic Plan Focus Area 1).

In fall 2024, UAS retained 76% of its first-time full-time bachelor degree-seeking students, but this is only a subset of our overall population. We aim to reduce equity gaps and improve retention for part-time students, underrepresented groups, and students enrolled in associate or certificate programs.

Overarching Target:

Increase first-time full-time bachelor seeking retention to 80% by Fall 2029

First-Time Full-Time Bachelor Seeking Retention Rate					
<i>Cohort</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>
Fall	2025	2026	2027	2028	2029
Cohort	53	63	86	101	116
Retention Rate	74%	76%	77%	79%	80%

Strategy 1: Improve advising structures and hand-offs for degree-seeking students.

In FY26:

- **Tactic 1:** Provost will Assemble Advising Excellence Committee (AEC) to establish a new structure for academic advising at UAS.

Anticipated Budget FY26: \$0

In FY27

- **Tactic 1:** Based on recommendations from the AEC, the Provost, in conjunction with the Academic Deans and Campus Directors, will reorganize advising so that all professional staff advisors are under the Provost umbrella.
- **Tactic 2:** Provost will standardize advisor caseloads and expectations
- **Tactic 3:** Provost, in conjunction with the Advisors, will design and implement a professionally based standard training plan for all advisors.

Anticipated Budget FY27: \$20,000	
\$20,000	Annually for advising training

In FY28

- **Tactic 1:** Provost will refresh advising training for all advisors
- **Tactic 2:** Provost will Establish a Director of Advising position

Anticipated Budget FY28: \$145,000	
\$20,000	Annual budget for advising training
\$125,000	Cost of a Director of Advising position

Strategy 1 Outcomes:

- Establishment of new advising model
- Advising caseloads
 - TBD
- Maintain high Advising utilization and satisfaction results in Student Engagement Survey

Degree Seeker Utilization & Satisfaction of Advising Services		
Survey Year	2023	2025
Utilized	83%	87%
Very Satisfied/Satisfied	81%	83%

Strategy 2: Implement a UAS specific Gateway Course Redesign.

In FY26:

- **Tactic 1:** Institutional Effectiveness, in collaboration with Deans/Campus Directors, will identify gateway courses with high DFW rates, disaggregated by student demographics, where applicable.
- **Tactic 2:** The Associate Dean of Arts & Science will launch a Community of Practice (CoP) to support faculty redesign of a subset of these courses using transparency in teaching and learning (TILT) methodology and culturally relevant pedagogy. Faculty participating in the CoP will receive stipends for the completion of set outcomes as defined in the CoP.
- **Tactic 3:** Under the direction of the Associate Dean of Arts & Sciences, the CoP will create shared teaching resources and facilitate mid-year and final presentation, inviting key stakeholders.
- **Tactic 4:** The Provost will work with the academic Deans to secure funding to double the cohort in FY27.

Anticipated Budget FY26: \$10,000	
\$10,000	Community of Practice for the first gateway course redesign cohort, supported by Chancellor Palmer.

In FY27

- **Tactic 1:** The Associate Dean of Arts & Sciences will collaborate with CELT to offer workshops and guest speakers to attract new cohort.
- **Tactic 2:** Institutional Effectiveness, in collaboration with the Deans/Campus Directors, will Identify a new cohort of faculty with high DFW rates
- **Tactic 3:** Associate Dean of Arts & Sciences will launch a second Community of Practice (CoP) of approximately 8-12 (compensated) faculty to support faculty redesign
- **Tactic 4:** Under the direction of the Associate Dean of Arts & Science, the CoP will create shared teaching resources and facilitate mid-year and final presentations.
- **Tactic 5:** The Provost will secure funding for an FY28 cohort.

Anticipated Budget FY27: \$20,000	
\$20,000	Increase the faculty involved in the FY27 Community of Practice

Strategy 2 Outcomes:

- Successful participation of 8-12 faculty in CoP
 - Begins Spring 2026
- Course pass rates for redesigned gateway course sections.
 - Begins Spring 2026

Strategy 3: Identify additional institutional funds for degree-seeking part-time students.

In FY26:

- **Tactic 1:** VC EMSA and Financial Aid Director will develop the strategic proposal for institutional funds to be awarded to part-time students.
- **Tactic 2:** VC EMSA and Financial Aid Director will present the strategic proposal to UAS Executive Cabinet (per normal protocols) for approval.

Anticipated Budget FY26: \$0 - no new funds needed in FY26

In FY27:

- **Tactic 1:** Financial Aid will award strategic institutional funds to part-time students.
- **Tactic 2:** Institutional Effectiveness will collaborate with Financial Aid to Track persistence and retention rates of part-time students receiving strategic institutional funds
- **Tactic 3:** Based on data, the VC EMSA and Financial Aid Director will re-evaluate the strategic proposal and request additional or adjusted funding if appropriate.

Anticipated Budget FY27: \$0 - no new funds needed in FY27

Strategy 3 Outcomes:

- Persistence and Retention Rates of part-time bachelor seeking students

All Part-Time Bachelor Seeking Retention Rate					
<i>Cohort</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>
Fall	2025	2026	2027	2028	2029
Cohort	27	30	34	38	40
Retention Rate	44%	50%	68%	74%	75%

- Persistence and Retention Rates of part-time associate seeking students

All Part-Time Associate Seeking Retention Rate					
Cohort	2024	2025	2026	2027	2028
Fall	2025	2026	2027	2028	2029
Cohort	49	15	20	22	24
Retention Rate	47%	53%	60%	68%	75%

Strategy 4: Rebuild the First Year Experience (FYE) at UAS.

In FY26:

- **Tactic 1:** The VC for EMSA and the Provost will Identify funds to send a cohort of administration, faculty, and staff to the Annual Conference on the First Year Experience in Seattle, WA, Feb 15-18, 2026.
- **Tactic 2:** VC EMSA and the Provost will facilitate a debrief conversation after the conference to prepare for the initiation of an FYE Task Force in FY27.

Anticipated Budget FY26: \$10,000	
\$10,000	To send five faculty and staff to the Annual Conference on the First Year Experience in Seattle, WA, Feb 15-18, 2026

In FY27:

- **Tactic 1:** VC EMSA and the Provost will establish a UAS FYE Task Force to assess and redesign FYE for UAS.
- **Tactic 2:** The Task Force will present a proposal for funding to build, grow, and support the reintroduction of an FYE program at UAS over the next two academic years. This will include a phased in plan with budget proposals to support the plans success.
- **Tactic 3:** VC EMSA & the Provost will identify faculty and staff who will lead an ongoing FYE committee, including workload assignments.

Anticipated Budget FY27: Unknown at this time; cost will be based on the committee design.
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In FY28:

- **Tactic 1:** VC EMSA & the Provost will oversee the relaunch of FYE at UAS based on the plan established by the FYE Task Force.

Anticipated Budget FY28: Unknown at this time

Strategy 4 Outcomes:

- Completion of First Year Experience plan and programming
- Participation rates in FYE, in-person and distance
 - Baselines TBD
- Funding available to FYE
 - Baselines TBD

APPENDIX 1: ACCOUNTABILITY PLANS

Goal 1: Increase the degree-seeking student population			
Overarching Target:			
<ul style="list-style-type: none"> ● Increase degree seeking student enrollment by 16% by Fall 2028 			
Strategy	Executive Sponsor	Accountable	Assessment/Outcomes
<i>Strategy 1:</i> Implement an “Apply” campaign in conjunction with strategic partner EAB.	VC EMSA	Director of Admissions	<ul style="list-style-type: none"> - Total first time applicants - Total degree seeking newly enrolled students
<i>Strategy 2:</i> Offer in-state tuition to out-of-state undergraduate students (otherwise known as Alaska Unlocked: In-State Tuition for Everyone)	VC EMSA	Director of Admissions & Creative Agency	<ul style="list-style-type: none"> - Number of out-of-state applications - Number of degree seeking out-of-state newly enrolled students
<i>Strategy 3:</i> Audit non-degree seeking students to determine if they are progressing towards a degree	VC EMSA & Provost	Registrar & Advisors	<ul style="list-style-type: none"> - Number of non-degree seeking students converted to degree-seeking - Number of students who started as non degree seeking that complete a degree
<i>Strategy 5:</i> Implement Common App at UAS	VC EMSA	Director of Admissions	<ul style="list-style-type: none"> - Total number of undergraduate applications - Total number of degree seeking newly enrolled students

Goal 2: Increase the dual enrollment student population.			
Overarching Target:			
<ul style="list-style-type: none"> • Increase dual enrolled students 35% (91 students) by Fall 2029. 			
Strategy	Executive Sponsor	Accountable	Assessment/Outcomes
<i>Strategy 1:</i> Increase opportunities for dual-enrolled students to enroll as degree seeking students, allowing them to earn postsecondary credentials prior to high school graduation.	VC EMSA	Director of Admissions Director of Financial Aid Registrar	<ul style="list-style-type: none"> - Number of dually enrolled students who are also degree seeking - Number of dually enrolled students completing an award or degree while enrolled
<i>Strategy 2:</i> Expand dual enrollment through career education pathway partnerships	Provost	Dean of Career Education, Dual Enrollment Coordinator	<ul style="list-style-type: none"> - Number of dual enrolled high school courses offered - Total enrollment of high school dual enrollment courses
<i>Strategy 4:</i> Increase the number of dual enrolled students who re-enroll after high school graduation as degree-seeking students.	Provost VC EMSA	Dual Enrollment Coordinator Director of Institutional Effectiveness Director of Admissions	<ul style="list-style-type: none"> - Number of prior dual enrolled students who re-enroll post high school graduation. - Number and percentage of first time freshmen who were previously dual enrolled.

Goal 3: Improve retention across a variety of student cohorts.			
Overarching Target:			
<ul style="list-style-type: none"> Retention Rate of 80% for first-time full-time bachelor seeking students Decreases gaps across other student cohorts (part-time, association seeking, etc.) 			
Strategy	Executive Sponsor	Accountable	Assessment/Outcomes
<i>Strategy 1:</i> Improve advising structures and hand-offs for degree-seeking students.	Provost	Provost, Deans & Campus Directors, Advising Team	<ul style="list-style-type: none"> - Establishment of new advising model - Successful hiring of Director of Advising - Advising caseloads - Advising satisfaction scores in Student Engagement Survey
<i>Strategy 2:</i> Implement a UAS specific Gateway Course Redesign.	Provost	Deans, Campus Directors & Institutional Effectiveness	<ul style="list-style-type: none"> - Successful participation of 8-12 faculty in CoP - Increased year-to-year retention across multiple student cohorts.
<i>Strategy 3:</i> Identify additional institutional funds for degree-seeking part-time students.	VC EMSA	Director of Financial Aid Director of Institutional Effectiveness	<ul style="list-style-type: none"> - Persistence and Retention Rates of part-time bachelor seeking students - Persistence and Retention Rates of part-time associate seeking students
<i>Strategy 4:</i> Rebuild the First Year Experience (FYE) at UAS.	VC EMSA & Provost	VC EMSA & Provost	<ul style="list-style-type: none"> - Participation rates in FYE, in-person and distance - Funding available to FYE

APPENDIX 2: ALIGNING BUDGET

Goal (All Strategies)	FY26 Budget	FY27 Budget	FY28 Budget
Goal 1	\$896,466	\$841,466	TBD
Goal 2	\$10,000	\$20,000	TBD
Goal 3* *Does not include the cost of a developed First Year Experience for UAS.	\$20,000	\$40,000	\$145,000
Total	\$921,466	\$891,466	\$200,000+

APPENDIX 3: EXISTING INITIATIVES CONNECTED TO THE STRATEGIC ENROLLMENT PLAN

UAS Strategic Plan

In Progress; The current Strategic Enrollment Plan includes many initiatives also in the Strategic Plan, including the restructuring of Advising and First Year Experience.

UAS Core Objectives (CO)

Two Core Objectives, #1 and #3, speak directly to student enrollment. These will be replaced with new objectives upon completion of the UAS Strategic Plan –

- 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

University of Alaska Systemwide Attainment Framework (SAF)

In FY25, the University of Alaska Board of Regents hired the Education Advisory Board (EAB) to assess recruitment and retention strategies across the system. The Systemwide Attainment Framework (SAF) is in the process of being developed. Each University and the System Office have a set of goals focused on recruitment, retention and completion, tracked quarterly and reported to the Board of Regents.

Alaska Native Success Initiative

In 2021, UAS and the University of Alaska (UA) system engaged in the 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
- 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.

APPENDIX 4: STRATEGIC ENROLLMENT TASKFORCE

Prepared for Chancellor Aparna Palmer by the UAS Strategic Enrollment Task Force

- Scott Billingsley, Provost, co-chair
- Carin Silkaitis, Interim Provost (FY24-FY25), co-chair
- Lori Klein, Vice Chancellor for Enrollment Management & Student Affairs, co-chair
- Janelle Cook, Financial Aid Director
- Kristen Handley, Institutional Effectiveness Director
- Brenna Heintz, Admissions Director
- Corrine Marks, Assistant Professor, Secondary Education
- Damian Medina, Dean of Students
- Grace Roller, Assistant Professor, Health Sciences
- Shalya Sulser, Advisor Coordinator, Business & Public Administration
- Dr. Ali Ziegler, Professor of Psychology