



UNIVERSITY of ALASKA SOUTHEAST



Strategic Enrollment Plan

Fall 2023

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.

UAS Strategic Enrollment Plan

EXECUTIVE SUMMARY



The FY23-FY27 Strategic Enrollment Plan (SEP) is designed to build on the strengths of the University of Alaska Southeast’s (UAS) 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 mission fulfillment metrics identified in the UAS Core Objectives.

By fiscal year 2027, UAS strives to:

- Increase overall enrollment by 5%.
- Increase proportion of degree-seeking students to over 60%.
- Increase retention rates 1% annually.

Enrollment Targets Summary							
	Actual				Targets		
Fiscal Year	2021	2022	2023	2024	2025	2026	2027
Fall (Open Freeze)	2020	2021	2022	2023	2024	2025	2026
UAS Headcount	2,097	2,023	1,945	1,943	1,962	2,001	2,040
Increase Compared to Fall 23					1%	3%	5%
Degree Seeking Headcount	1,306	1,210	1,141	1,119	1,138	1,181	1,224
Proportion of Overall Headcount					58%	59%	60%
Non-Degree Seeking Headcount	791	813	804	824	824	821	816
Retention Rates*	63%	65%	65%	71%	72%	73%	74%

*Retention is based on incoming first-time full-time bachelor seeking students retained from prior year.

With new leadership in place and a stabilized budget, leadership reviewed the FY26 enrollment targets and chose to 1. revisit the targets based on FY24 information and 2. extend the plan to FY27, providing an extra year to achieve our goals. Student headcount was not on track and these new enrollment targets are more achievable than the previous targets. Additionally, UAS exceeded its goal of a 68% retention rate, hitting 71% in FY24. The new retention goal is based on this achievement.

FY23-FY27 STRATEGIC ENROLLMENT PLAN



This report also outlines the nine key recruitment and retention strategies and initiatives for FY24, adopted by the Chancellor's Cabinet in May 2023. These nine recommendations were formed as a result of our work on the FY23 SEP, and lessons learned in the first year of the FY23-FY26 Strategic Enrollment Plan.

This report summarizes the outcomes of the twelve key recruitment and retention strategies/initiatives identified in the FY23 SEP. Key takeaways from our experience in FY23 include:

- UAS adopted the FY23-FY26 Strategic Enrollment Plan in October 2022. We look forward to a full implementation cycle in FY24 (August 2023 - May 2024).
- The Strategic Enrollment Task Force is recommending nine (9) key strategies and initiatives in FY24, regular SEP Task Force meetings, and regular accountability reporting to the Chancellor's Cabinet. We learned from last year that twelve (12) separate recruitment and retention strategies were too many for our small team in the time given.
- Linking the Strategic Enrollment Plan with existing initiatives was a smart move. This alignment allows for a more practical, "work smarter not harder" strategy for our small team. For more about the intentional linking of initiatives, see Addendum 1: Linking the Strategic Enrollment Plan with Existing Initiatives.
- Two important accomplishments occurred in FY23, not specified in our key strategies and initiatives, but crucial to our overall enrollment goals:
 - o UAS refilled our Alaska Native Student Retention Specialist position in June 2023. This position is dedicated to supporting the retention of a significant portion of our student body, and aligns with the University of Alaska's Alaska Native Success Initiative.
 - o UAS launched a semester-based undergraduate student experience and satisfaction survey in Spring 2023. We had a 26% response rate. While data is currently in analysis, we are getting important measurements of students sense of belonging and connectedness, and how UAS can improve support and engagement for persistence and retention.

FY24 KEY STRATEGIES & INITIATIVES

The following strategies and initiatives are for FY24. Accountability teams will gather to outline specific targets within each initiative (e.g., how many new articulation agreements) and being making progress on each initiative. Regular updates will be provided by each team at SEP meetings throughout the year.

Key Recruitment Strategies/Initiatives

Recruitment Strategy/Initiative	Accountability
1. Increase pathways for new and continued enrollment, to include but not limited to: <ul style="list-style-type: none"> – Articulation agreements – Partnerships – Alaska Performance Scholar recruitment – Dual enrollment pathways 	<ul style="list-style-type: none"> – Provost, Academic Deans, Faculty – Provost, Deans, Directors – VC for Enrollment, Dir. of Admissions – Provost, DE Coordinator, Dir. of Admissions
2. Improve the Transfer Student Experience (continued from FY23)	Provost; VC for Enrollment; Dir. of Admissions; Registrar; Regional Advising Group; Academic Deans/Faculty
3. Focused enrollment growth for programs across UAS Schools.	Provost, Academic Deans, Campus Directors, Faculty, VC for Enrollment, Creative Agency Director, Dir. of Admissions

Key Retention Strategies/Initiatives

Retention Strategy/Initiative	Accountability
1. WICHE No Holding Back Initiative (continued from FY23)	UAS WICHE Team led by the Provost
2. Improve retention rates through a retention committee, especially focused on programs under 65% (continued from FY23)	Provost, Deans, Directors, Program Chairs, and Faculty
3. Phase 2 Hanover Research Project: Student Course Success Analysis in lower division courses (continued from FY23)	Provost, VC for Enrollment & Student Affairs, UAS-Gardner Team
4. Assess academic advising structure and make recommendations for reorganization	Provost, Deans, Directors, Regional Advising Group
5. Assess effectiveness of academic technology (e.g., CLSS, EAB, Degree Works)	Provost and VC for Enrollment Management to identify and lead work teams
6. Ensure sufficient levels of faculty & staff (continued from FY23)	Chancellor’s Cabinet, Faculty Senate, Staff Council

ANNUAL STRATEGIC ENROLLMENT PLAN IMPLEMENTATION CYCLE

Fiscal Year 2024 will be the first full fiscal year the Strategic Enrollment Task Force and the Chancellor’s Cabinet have to address the SEP. The implementation cycle is the same as last year, with two new additions: monthly meetings of the Strategic Enrollment Task Force and monthly reports/updates to the Chancellor’s Cabinet.

- August - May: Execute the Strategic Enrollment Plan and maintain efforts towards mission fulfillment and achieving core objectives. The Strategic Enrollment Task Force will meet monthly to receive updates and prepare a summary report for the monthly Chancellor’s Cabinet meetings.
- January: Update on Core Objective/Mission Fulfillment progress at Spring Startup
- March & April: The Strategic Enrollment Task Force will begin formulating a summary of the outcomes of the FY24 recruitment and retention strategies and initiatives as well as the formulation of recommendations for FY25. Will consult with the Chancellor as needed
- May: The Strategic Enrollment Task Force will present findings and recommendations to the Chancellor’s Cabinet.

FY23 ASSESSMENT SUMMARY

The following strategies and initiatives were from FY23. Below is a brief summary of what was accomplished during that year. More detailed information about each of these strategies and their outcomes is available in the [Spring 2023 SEP Updates Presentation](#).

Key Recruitment Strategies/Initiatives

Recruitment Strategy/Initiative	Outcome Summary
1. Research enrollment funnel yield issues with Marine Biology and Health Information Management programs	Completed. UAS found issues with students progressing through the enrollment funnel for Marine Biology, resulting in changes to marketing and recruitment strategies for that program. No specific yield issues were found for Health Information Management. More resources were allocated toward marketing for FY24.
2. Increase marketing to Southeast students to reclaim loss in regional enrollment as identified by the UAS Institutional Effectiveness Office.	Completed, however, this will be an ongoing strategy. More resources were allocated toward marketing for FY24. From Fall 2021 to Fall 2022, there was a 6% increase in new students enrolling from SE Alaska.
3. Hire a dual enrollment coordinator to improve pathways to transition dual enrollment students to first time freshman.	Completed. UAS hired its first Dual Enrollment Coordinator in May 2023.

4. Improve the UAS Transfer Student Experience through a review of current transfer student policies and procedures.	Ongoing. UAS hosted Dr. Drew Koch from the Gardner Institute in October 2022 to provide training on key issues associated with the transfer student experience. In April 2023, an initial exploratory meeting identified UAS specific issues and barriers to framework going forward in FY24.
5. Increase the number and effectiveness of articulation agreements.	Ongoing. No new articulation agreements were developed in FY23. However, we expect opportunities to grow in this area, with two new academic deans coming on board in FY24.
6. Increase partnerships that facilitate opportunities for new enrollment pathways (e.g., Project Rebound, Outer Coast, etc.).	Completed, however, this will be an ongoing strategy combined with increasing articulation agreements. In particular in FY23, UAS entered into an agreement with Outer Coast College to explore bringing them into UAS as a sponsored program.
7. Strategic financial aid leveraging for incoming freshmen and transfer WUE students, complementing our targeted out-of-state recruitment efforts.	Completed. Using a predictive tool built for us by Hanover Research, we offered a small amount of institutional funds to all (new, transfer, and returning) WUE students. Fall 2022 enrollment was slightly higher than Fall 2021, and fall to spring persistence rates were 9% higher than same time last year. Retention rates for this WUE cohort will be measured in Fall 2023, and UAS will adopt this strategy moving forward.

Key Retention Strategies/Initiatives

Retention Strategy/Initiative	Outcome Summary
1. WICHE No Holding Back Initiative: Using data to review administrative and/or student success hold policies.	Ongoing. Much was accomplished in FY23. UAS has compiled data, identifying barriers and equity gaps. More research is underway. UAS is part of a 14-month cohort that may result in specific changes to hold policies.
2. Programmatic retention focus: strategies to improve retention rates for programs below the overall UAS retention rate.	Ongoing. In FY23 the Institutional Effectiveness Office identified all program level retention rates. This data has been shared with Academic Deans and Directors.
3. Develop a policy and program to convert Undecided/Undeclared students to program students.	Ongoing, to be completed in Summer 2023. UAS has returned Career Services to full staffing (from .75 staffing since 2016). A policy and program outline will be completed and adopted by Spring 2024.
4. Phase 2 Hanover Research Project: Student Course Success Analysis in lower division courses	Ongoing. In FY23, UAS was accepted into the Gardner Institute's Transforming the Foundational Postsecondary Experience inaugural cohort. FY24 will bring specific work directed towards this initiative.
5. Ensure the attractiveness of academic programs by ensuring sufficient levels of faculty with an emphasis on tenure track to ensure quality and program sustainability.	Completed. However, this will be a recurring commitment by UAS in future fiscal years.

Addendum 1: 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 (CO)

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 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, 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

Under the direction of President Pat Pitney and the Board of Regents, the University of Alaska continues to focus on defined UA Goals and Measures. The Goals include:

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

Addendum 2: UAS Strategic Enrollment Taskforce

*Prepared by the
UAS Strategic Enrollment Task Force*

- *Maren Haavig, Provost, co-chair*
- *Lori Klein, Vice Chancellor for Enrollment Management & Student Affairs, co-chair*
- *Dr. Rosemarie Alexander-Isett, Assistant Professor of Communication*
- *Ronalda Cadiante Brown, Associate Vice Chancellor for Alaska Native Programs*
- *Michael Ciri, Vice Chancellor for Administration*
- *Janelle Cook, Director of Financial Aid*
- *Dashiell Hillgartner, Director of Admissions*
- *Kristen Handley, Director of Institutional Effectiveness*
- *Dr. Paul Kraft, Director of the Sitka Campus*
- *Carin Silkaitis, Dean of Arts & Sciences*
- *Amanda Triplett, Academic Advisor*

Prepared for Chancellor Aparna Palmer

