

MEMORANDUM

DATE: June 6, 2017

TO: UAS Community

FROM: Chancellor Rick Caulfield 

RE: **Creating UAS Chancellor's Strategic Enrollment Task Force**

OVERVIEW

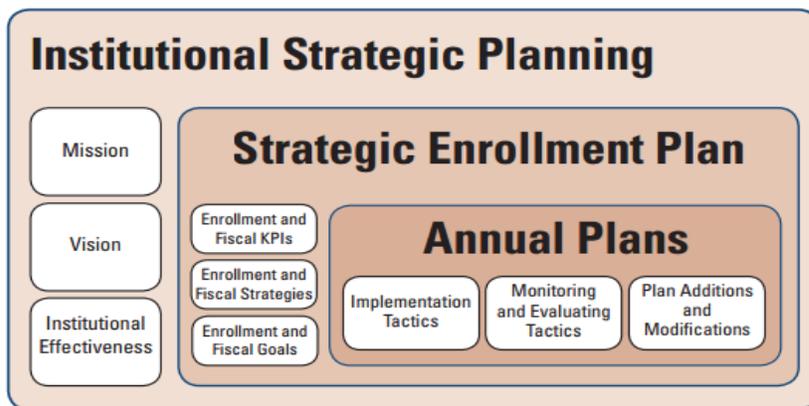
With this memo I'm creating the UAS Chancellor's Strategic Enrollment Task Force which will have responsibilities for long-term, data-informed planning and implementation of marketing, recruitment, and retention efforts, guided by an updated *UAS Strategic Enrollment Plan*. The Task Force will be co-chaired by the Vice Chancellor for Enrollment Management and the Provost. It will meet monthly throughout the year and will focus on both strategic issues and tactical actions. Its work will include setting targets for recruitment, retention, and completion and regular assessment of success in meeting those metrics.

With renewal of NWCCU accreditation on the horizon, the imperative of continuous improvement, and significant anticipated institutional changes (especially leadership for the Alaska College of Education), UAS must have a highly-strategic enrollment plan in place. Our continuing challenges in student recruitment, retention, and completion require strategic planning and action at a higher and more sustained level than we currently employ. A robust *Strategic Enrollment Plan* will target our efforts and measure our success over time. The Plan must incorporate these efforts for all of UAS, to include Juneau, Ketchikan, and Sitka campuses. The Plan must be informed by both enrollment management and academic perspectives, including representation from faculty governance. It must include up-to-date data, analysis of trends and key performance indicators (KPIs), and targets for recruitment, retention, and completion.

The basic framework for the Task Force comes from the Ruffalo Noel-Levitz book *Strategic Enrollment Planning: A Dynamic Collaboration* (Second Edition, 2016). Authors of this book emphasize that

"strategic enrollment planning refers to a complex and organized effort to connect mission, current state, and the changing environment to long-term enrollment and fiscal health, resulting in a concrete, written plan of action. It differs from traditional enrollment planning in that it brings academic and co-curricular planning into the center of the initiative."

The foundation for this plan, and plan components, are illustrated below:



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TASK FORCE STRUCTURE

Membership in the Task Force will include select UAS leaders involved with marketing, recruitment, retention, and data analysis. This includes representatives from faculty and co-curricular programs. The Task Force will be co-chaired by the Vice Chancellor for Enrollment Management and the Provost. As Chancellor, I'll be an active participant. Faculty will be represented through an identified representative from Faculty Senate. The Task Force will meet monthly at regularly published times throughout the year.

The foremost assignment of the Task Force will be creation of a new *UAS Strategic Enrollment Plan*. This will be completed no later than August 15, 2017. The Plan will be the basis for implementation of annual plans that focus on marketing, recruitment, and retention tactics and monitoring of plan effectiveness. Preparing the plan will require review of available enrollment/retention/completion trend data, assessment of environmental factors affecting our success, ongoing improvements in data acquisition and analysis, setting of targets and metrics, and monitoring and evaluation of implementation plans and strategies. The Plan and all relevant data will be placed on a Google Docs shared drive for the benefit of all Task Force members. A public website will be available to maximize transparency and engagement from all members of the university community. Members on the Task Force are expected to be a two-way conduit for information, data, and action plans.

TASK FORCE MEMBERSHIP

Chancellor (R. Caulfield)
Vice-Chancellor, Student and Enrollment Management (J. Nelson, co-chair)
Provost (K. Carey, co-chair)
Vice-Chancellor, Administration (M. Ciri)
Associate Director of Recruitment and Advising (A. Triplett)
Director, Campus Life/Juneau (E. Scott)
Director, Financial Aid (J. Cook)
Director, Institutional Effectiveness (B. Ewing)
Faculty Senate representative (TBD)
Dean, Arts and Sciences
Community Campus/CTE representative (P. Schulte)
Creative Manager/Public and Media Relations (A. Krein)
Budget Director (J. Vigil)

MEETING SCHEDULE

The Task Force will meet monthly throughout the year. Summary meeting notes will be posted on the website for the benefit of the UAS community.