

University of Alaska Southeast

Strategic Enrollment Plan: FY18 – FY25 Plan

Prepared for:

Strategic Planning & Budget Advisory Committee (SPBAC),
Retention Subcommittee, Chancellor’s Cabinet, Executive Provost
Council

Prepared by:

Chancellor’s Strategic Enrollment Task Force

December 2018



**UNIVERSITY
of ALASKA
SOUTHEAST**

Juneau Campus

11066 Auke Lake Way
Juneau, AK 99801

Ketchikan Campus

2600 7th Avenue
Ketchikan, AK 99901

Sitka Campus

1332 Seward Avenue
Sitka, AK 99835

Chancellor's Comments

Student learning is the reason that UAS exists: offering quality education and training in career and technical education, at the associate and baccalaureate levels, and in graduate study. Our diverse array of students includes high school students seeking concurrent enrollment, recent high school graduates, first generation college students who are working and raising families, 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 this diverse population requires a sharp focus on marketing, recruitment, 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 new Chancellor's Strategic Enrollment Task Force has responsibility for creating, updating, and implementing this Plan. It will incorporate long-term, data-informed planning and implementation of marketing, recruitment, and retention efforts. The Task Force will be co-chaired by the Vice Chancellor for Enrollment Management and the Provost. It will meet and 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.

As Alaska's economy continues to change, post-secondary education will only become more important. Estimates are that 65 percent of Alaska's jobs in 2025 will require some level of post-secondary education; a significant increase over today. UAS has an important role to play in preparing Alaskans for this more competitive, diverse, and fast-changing economy. This Plan and outcomes from it will help us achieve that important result. I invite your ideas and your active engagement.

UAS Mission Statement

Student learning enhanced by faculty scholarship, undergraduate research and creative activities, community engagement, and the cultures and environments of Southeast Alaska.

UAS Core Themes

Student Success: Provide the academic support and student services that facilitate student access and completion of educational goals

Teaching and Learning: Provide a broad range of programs and services resulting in student engagement and empowerment for academic excellence

Community Engagement: Provide programs and services that connect with local, state, national, and international entities on programs, events, services, and research that respond to the economic, environmental, social, and cultural needs and resources of Southeast Alaska

Research and Creative Expression: Provide programs and services that support research, scholarship, and creative expression by faculty and students

Timeline & Annual Strategic Enrollment Planning Cycle

- Spring 2018
 - Finalize FY18 – FY22 SEP
 - Final FY18 – FY22 SEP informs resource prioritization/allocation and SPBAC discussions
- Summer 2018
 - FY19 Annual Priorities report informs FY19 – FY23 SEP
 - Draft FY18 – FY23 SEP completed by Task Force
- Fall 2018
 - Review of FY18 – FY25 SEP draft by Faculty Senate, Student Government, Staff Council, and SPBAC
 - Finalize FY18 – FY25 SEP
- Spring 2019
 - Further analyses completed to project goal attainment
 - Final FY18 – FY25 SEP informs resource prioritization/allocation and SPBAC discussions
- Summer 2019
 - Update Recruitment, Marketing, and Retention/Student Success annual plans
- Fall 2020
 - Review of progress in meeting FY18 – FY 25 goals
 - SPBAC discussion of resource prioritization/allocation based on progress

Linking the Strategic Enrollment Plan with Existing Efforts

The *Strategic Enrollment Plan FY18-FY25* serves as one of the foundational operational plans that align with the *UAS Strategic and Assessment Plan 2010-2018*. Additionally, the annual plans completed in the late-fall/early spring each year should align with the discussion regarding annual priorities as well as resource prioritization/allocation and SPBAC discussions.

Committees

The role of SPBAC is to review the Strategic Enrollment Plan and provide guidance and insight into the assessment of the plan and to inform budget allocations. Through shared governance with Faculty Senate and Staff Council, representatives of each of these groups are represented on the Strategic Enrollment Task Force and provide relevant information to their constituency groups.

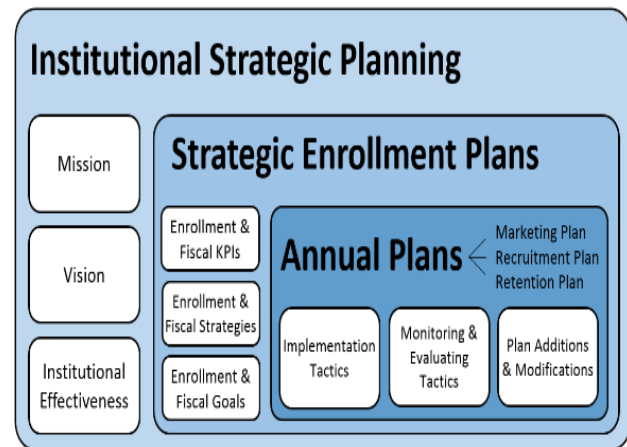
Metrics

UAS has four key sets of institutional performance metrics:

1. *UAS Strategic Enrollment Plan* metrics contained in this document
2. [UAS Strategic and Assessment Plan](#) metrics that assess mission fulfillment and play a key role in NWCCU self-study reports
3. UAS metrics reported to the State of Alaska Office of Management and Budget, published in the [Governor's annual budget request](#)
4. UAS metrics aligned with the [UA System's five 2025 goals](#)

Operationalizing the Strategic Enrollment Plan

The *Strategic Enrollment Plan FY19-FY25* provides direction for the annual recruitment, marketing, and retention/student success plan. As a long-term strategic document with clearly articulated University-wide enrollment goals, the SEP serves as a guidepost for planning and decision making in all facets of the university. Given the UA system’s goals, the SEP will extend to 2025, rather than only 5 years. The recruitment, marketing, and retention/student success plans will be reviewed for progress, and updated to reflect current strategies on an annual basis.



Institutional Enrollment Priorities

The Strategic Enrollment Task Force developed six institutional enrollment priorities in January 2018 to guide specific goals, strategies, initiatives, tactics, and metrics. These institutional enrollment priorities align with the UA System’s [Strategic Pathways framework](#) that describes UAS as a “comprehensive regional university focused on interdisciplinary and marine-oriented programs, teacher education, e-Learning, and workforce development.” Additionally, the UA System’s Strategic Pathways framework identifies UAS as a campus lead for the state of Alaska in “marine-oriented programs (including joint programs with UAF), teacher education (administration), interdisciplinary degrees/degree completion, and emphasis on regional workforce priorities (e.g. mine training).”

The six institutional enrollment priorities for UAS are listed below:

- **First-time Full-time Freshmen:** Increase the number of first-time full-time freshmen (FTTF) who are admitted, retained, and complete an undergraduate degree or award
- **Alaska Native Community:** UAS will be the university of choice for Alaska Native students; promote Alaska Native academic success; increase Alaska Native faculty, and attract and hire more Alaska Native staff members.
- **Campus Community:** Create a vibrant undergraduate on-campus experience for all face-to-face students on the Juneau, Sitka, and Ketchikan campuses.
- **E-learning Community:** Increase undergraduate online program enrollment, focusing on place-bound students to serve the needs of Alaska as a whole.
- **Adult Learners:** Expand the number of adults completing degrees (25+ years old)
- **Graduate Students:** Expand graduate enrollment and increase the retention and completion rates, specifically in teacher education and public administration

The information below lists the identified goals for each institutional enrollment priority as well as the overarching strategy. For more detailed information related to the goals and tactics, please see the Strategic Enrollment Annual Report.

1: First-Time Full-Time Freshmen

Increase the number of degree-seeking first-time full-time freshmen (FTFTF) who are admitted, retained, and complete an undergraduate degree or award

Goals

- 1.1. Regain 10-year peak of FTFTF to 236 by 2025
- 1.2. Increase UAS one year retention rate of FTFTF to 70% by 2025
- 1.3. Increase FTFTF completion rate to 40% by 2025

Goal	FY 2018: Actual	Halfway Mark	FY 2025: Goal
1.1 Headcount	149	193	236
1.2 Retention Rate	65%	68%	70%
1.4 Completion Rate	32% (FY 17)	36%	40%

Key Strategies & Initiatives

1. Maintain positive working **relationships** with Juneau and Southeast high schools by visiting often and hosting professional development training for **counselors** at least once a year.
2. Strengthen **Dual Enrollment** programs by, among other things, leveraging the STEPS grant.
3. Participate in full circuit of **Alaska College Fairs**.
4. Prioritize **UA Scholars** and **Alaska Performance Scholars** in the recruitment effort.
5. Maintain best practices in student success and retention efforts through the oversight of the **Student Success Committee** led jointly by Academic and Student Affairs.

2: Alaska Native Enrollment

UAS will be the university of choice for Alaska Native students; promote Alaska Native academic success; increase Alaska Native faculty, and attract and hire more Alaska Native staff members.

Goals

- 2.1. Maintain status with federal government as a Native Serving Institution
- 2.2. Align UAS's Alaska Native/American Indian student population with Alaska's demographics
- 2.3. Increase Alaska Native faculty representation to 20% by 2025 (All faculty)
- 2.4. Increase Alaska Native Staff Representation to 20% by 2025 (All staff)
- 2.5. Maintain strategic relationships and partnerships that focus on Alaska Native Heritage

Goal	FY 2018: Actual	Halfway Mark	FY 2025: Goal
2.1 Native Serving	✓	✓	✓
2.2 Alaska Native Students	19%	19.5%	20%
2.3 Alaska Native Faculty	6%	13%	20%
2.4 Alaska Native Staff	14%	17%	20%
2.5 MOU/MOA's	✓	✓	✓

Key Strategies & Initiatives

1. Strengthen Alaska Native programs by maintaining healthy forward-looking **partnerships**, e.g. Tlingit and Haida, Sealaska Heritage Institute, and Goldbelt Heritage Foundation, to ensure grant programs meet their objectives.
2. Review Alaska Native **hiring** effort with the help of the Chancellor’s Advisory Committee on Native Education.
3. Continue to ensure that marketing and recruitment efforts focus on **rural Alaska**.
4. Continue to support the **Native and Rural Student Center** space, staff and traditions.
5. Continue to support the **PITAAS program** and other scholarship programs that support Alaska Native Students.
6. Formalize relationship with **ANSEP**.

3: Campus Community

Create a vibrant undergraduate on-campus experience for all face-to-face students on the Juneau, Sitka, and Ketchikan campuses.

Goals

- 3.1. Double enrollment (student FTE) in face to face programs by 2025
- 3.2. Increase housing utilization rate to 98% by 2025
- 3.3. Track the number of undergraduate degrees awarded in face-to-face programs to ensure alignment with the goal of increased enrollment.
- 3.4. Attain 85% satisfaction rate (ratings of satisfied or very satisfied) of academic and student experiences for students enrolled in face-to-face programs (from McDowell Group student retention survey administered every 3 years)

Goal	FY 2018: Actual	Halfway Mark	FY 2025: Goal
3.1 Enrolled FTE Total:	250.5	375	500
Bachelors:	153.3	230	310
Associates:	30.3	45	60
Other:	66.9	100	130
3.2 Housing Utilization	91%	94%	98%
3.3 UG Degree Total:	208	237	266
Bachelors:	28	45	62
Associates:	6	9	12
Other:	174	183	192
3.4 Academic:	74%	80%	85%
Student Experience:	79%	82%	85%

Key Strategies & Initiatives

1. Enhance the First Year experience by assessing and shoring up the **Alaska Leadership Initiative** Program.
2. Encourage **faculty** participation in student life as advisors, e.g., Student Government, Whalesong, Student Clubs, etc.
3. Increase the recruitment effort targeting **transfer students** from schools that have articulation agreements in place.

4: E-Learning/Online Campus Community

Increase undergraduate online program enrollment, focusing on place-bound students to serve the needs of Alaska as a whole.

Goals

- 4.1. Increase enrollment (student FTE) in distance and hybrid programs by 20% by 2025
- 4.2. Track the number of undergraduate degrees awarded in distance programs to ensure alignment with the goal of increased enrollment.
- 4.3. Attain 85% satisfaction rate (ratings of satisfied or very satisfied) of academic and student experiences for students enrolled in distance programs (from McDowell Group student retention survey administered every 3 years)

Goal	FY 2018: Actual	Halfway Mark	FY 2025: Goal
4.1 Enrolled FTE Total:	749.7	825	900
Bachelors:	461.3	507	555
Associates:	222.6	245	265
Other:	65.8	73	80
4.2 UG Degree Total:	258	307	356
Bachelors:	106	121	136
Associates:	91	112	132
Other:	61	75	89
4.3 Academic:	83%	84%	85%
Student Experience:	71%	78%	85%

Key Strategies & Initiatives

1. Maintain a user-friendly **website** specifically for online programs, e.g., uas.edu.
2. Provide effective **support services** for distance delivered services.

5: Adult Degree Completion (25+ Years Old)

Expand the number of adults completing degrees (25+ years old); The focus of this priority is on adults who have never enrolled in a postsecondary program, adults who are earning an additional degree or certification, and adults who have earned college credits but not completed a degree

- Adults who have never enrolled in a postsecondary program
- Adults who are earning an additional degree or certification
- Adults who have earned college credits, yet not completed, a degree

Goals

- 5.1 Increase number of degrees earned by adult learners to support the Alaska Can! Initiative of 65% of working-age Alaskans holding a postsecondary degree by 2025
- 5.2 Increase the number of students utilizing Finish College Alaska 10% annually
- 5.3 Increase the number of military/reservist/guard/veterans attending UAS by 5% annually

Goal	FY 2018: Actual	Halfway Mark	FY 2025: Goal
5.1 Adult Degree Total:	453	544	635
Masters:	111	144	177
Bachelors:	92	110	127
Associates:	47	66	85
Other:	203	225	246
5.2 Finish College Alaska			
Offered:	53	74	94
Accepted:	32	45	57
5.3 Military/Veterans:	111	134	156

Key Strategies & Initiatives

1. Continue to support and refine the **Finish College Alaska** brand and pathway
2. Participate in the **Alaska Postsecondary Access and Completion Network**, including the Annual Alaska CAN Conference.
3. Maintain focus on **military/veteran** students

6: Expand Graduate Enrollment in Teacher Education and Public Administration

Expand graduate enrollment and increase the retention and completion rates, specifically in teacher education and public administration

Goals

- 6.1 Increase students enrolled in MPA program by 5% annually
- 6.2 Increase students enrolled in College of Education graduate programs by 5% annually
- 6.3 Track the number of master's degrees awarded to ensure alignment with the goal of increased enrollment.



Goal		FY 2018: Actual	Halfway Mark	FY 2025: Goal
6.1	MPA Total:	75	91	106
	FT/PT:	12/63		
6.2	MAT/MED Total:	181	218	255
	FT/PT:	63/118		
6.3	Total Graduate Degrees:	123	152	181
	MAT:	45	55	64
	MED:	45	62	78
	MPA:	33	36	39

Key Strategies & Initiatives

1. **Word of Mouth** is one of best recruitment tools. Focus on empowering UAS graduates and employers (i.e., school districts, municipalities, etc...) with student profiles and the latest University news.
2. Encourage faculty, staff and alumni to be active in the community through **civic organizations**.