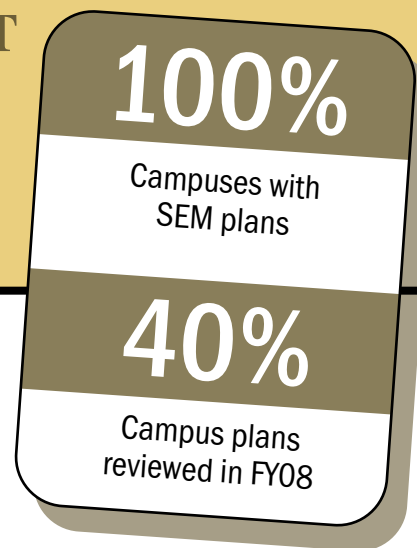


STRATEGIC ENROLLMENT MANAGEMENT PLANNING



MEASURE: The number of academic colleges, schools, and community campuses (units) having and responding to an effective enrollment management planning process based in MAU-defined criteria. *Note: For this report, UAA uses a revised definition of “unit” to include only the five campuses, with all Anchorage-based schools and colleges considered as part of the Anchorage campus for purposes of strategic enrollment management planning.*

PERFORMANCE SUMMARY

All five UAA campuses (four community campuses and the Anchorage campus) have completed or revised strategic enrollment management (SEM) plans within the past two years. In addition, two Anchorage-based colleges (the College of Education and the Community and Technical College) completed individual SEM plans in FY08.

UAA also has a formal process in place to review and update these plans and to work with academic leaders to complete school- and college-specific plans. A Strategic Enrollment Management evaluation committee was convened for this purpose in FY08. The committee developed an evaluation tool and used it to review three plans during FY08:

- Anchorage campus (originally developed in 2002, revised in 2004 and 2006, currently undergoing another revision to include unit-specific strategies)
- Kenai Peninsula College (originally developed in 2005, revised in 2007)
- College of Education (new in 2008)

ANALYSIS OF RESULTS AND CHALLENGES

SEM Evaluation Committee

The SEM evaluation committee met several times during FY08 to discuss current campus and unit enrollment data, develop an evaluation instrument, and complete its first formal review of three unit plans. In the future, the committee will review three to four SEM plans per year, with all plans being reviewed once every three

years. The committee includes the Vice Chancellor for Student Affairs, Senior Vice Provost, Associate Vice Chancellor for Enrollment Management, Director of the Matanuska-Susitna College, Dean of the College of Arts and Sciences, and a representative from the Institutional Research office.

Evaluation Instrument

The evaluation tool developed by the committee includes twelve questions about the plan development process, target populations, and measurable goals and strategies along with space for individual recommendations that will aid the unit in improving its plan at the next scheduled revision. It is designed to assess the comprehensiveness and effectiveness of the plan and to provide more in-depth analysis to aid each unit in improving and better aligning its plan to meet unit, MAU, and UA enrollment, retention, and graduation goals. The committee believes that assisting units to develop better planning, analysis, and measurement capabilities—helping colleges build an effective SEM planning mentality over time—is more useful than assigning scores or trying to demonstrate that any particular plan is better than another.

Results

The committee found the three plans reviewed in FY08 to range from somewhat to very effective. Each reviewed plan needed further updating to reflect enrollment projections through FY12 and to demonstrate alignment with MAU and UA strategic, academic, and enrollment plans.

New model for assessing goal progress

The UAA Office of Institutional Research recently developed a model to assess goal progress and attainment status of first-time enrollees over a ten-year period. The model tracks all students (degree-seeking, non degree-seeking, full-time, and part-time) for a full ten years from initial entry and is expected help us better assess our enrollment management and retention strategies. The model can also be scaled to the unit level to aid in campus and college planning.

Student Credit Hours and Retention strategies

Our expanding use of the Accuplacer test and other assessment tools serves as an effective way to place incoming students in the correct course level to ensure their success. Although assessment and placement are usually viewed as retention strategies, they also serve to streamline course delivery and optimize the number of sections in each semester. Other strategies that address underprepared students at UAA and that also serve a role in enrollment management can be reviewed in the Retention section of this report.

Challenges

All units will be encouraged to use more sophisticated data tools and to incorporate more comprehensive demographic information as they develop and revise their SEM plans, but uncertainties in the Alaskan social and economic environments will continue to make accurate enrollment projection and planning a challenge.

The very size and complexity of the Anchorage campus is also a challenge as we work to balance student demand and competing statewide needs with limited resources and classrooms. We continue to believe that the broad scale and scope of a single campus plan will be more effective in the long run than individual and unrelated plans for the six schools and colleges.

The importance of effective community campus SEM plans cannot be overstated. UAA's community campuses serve essential roles in their communities, providing the education and skills needed to strengthen local workforces through unique campus-specific programs and services.

UAA SEM Unit Plan Evaluation

This evaluation tool contains twelve questions designed to help units improve their SEM plans. Committee members review the plans with these questions in mind and offer additional comments and recommendations to assist the units.

Does the unit SEM plan

- Provide a comprehensive overview addressing/responding to the certificate/degree programs and educational mission and goals of the unit?
 - Demonstrate appropriate alignment with UAA Strategic Plan 2017, UAA Academic Plan, UAA MAU SEM Plan, and UA Regents' UA Strategic Plan?
 - Include the appropriate research and data on prospective and current student information?
 - Identify and prioritize targeted student populations for its unit SEM efforts?
 - Provide an overview of the unit's optimal size based on national standards, student demand, state needs, and existing or potential resources (SCH/HC, majors)?
 - Include measurable recruitment and enrollment (headcount/student credit hours) goals and strategies to reach those goals?
 - Include measurable retention goals and strategies to reach those goals?
 - Appropriately involve others in the planning, implementation, evaluation, and revision process?
 - Contain actionable tasks and time-lines and appropriately identify and assign to responsible parties?
- #### **Did the unit**
- Make expected progress toward its recruitment goals (admissions applications and new student enrollment) and enrollment goals (headcount/student credit hours)?
 - Make expected progress on its retention goals (one-year retention and three-year rolling average retention)?
 - Address how the unit responds to high demand areas, such as high demand workforce areas and courses and programs with high student demand?