Enrollment Services Administrative Review

What are the core functions of your unit that are funded in Fund 1 (i.e. fund 104110)? Bullet point list is preferred. No more than one-page, please.)

- Community engagement/outreach for purposes of recruitment
- Future student outreach & publications
- High school counselor relations
- International student admission coordination and processing
- New admits to enrollees conversion
- Prospective student cultivation
- Residency processing
- Student and exchange visitor program (SEVIS) management
- UA scholars at UAA recruitment
- Undergraduate & graduate student admissions coordination and processing
- Undergraduate student recruitment- in-state and out-of-state returning and transfer student recruitment
- Visa regulatory compliance oversight
- Student ambassador program
- Processing of applications for admissions, including non-degree and secondary students
- Campus tours
- Key campus signature events to bring in potential new students to UAA
- Student data access and training
- Student data query development
- Assistance and support to military members, veterans and their families
- Military and veteran student advocacy
- Military tuition assistance processing
- VA education benefits awareness, counseling, and processing
- Military and Veteran student Resource Center
- Academic course schedule production and maintenance
- Academic room scheduling
- Academic transcript production
- Catalog management
- Course registration and management
- Degree auditing, awarding, and verification
- Enrollment reporting and verification
- FERPA training and compliance oversight
- National Student Exchange administration
- Transfer credit evaluation
- Satisfactory academic progress (SAP)
- Financial aid counseling and literacy
- Regulatory compliance oversight
- Student financial aid administration
- Scholarship management, loan processing, and federal work study management

If one or more of these functions was reduced or discontinued, what would be the impact on: (Not all elements may be relevant for your unit. Only address relevant items.)

    a. **More students persisting and completing educational goals?**

Enrollment Services houses the core student services that provide the backbone of degree and certificate obtainment for every single student at UAA. Every student who obtains a degree/certificate will be admitted, will register for classes, and will have their degree requirements audited. Many of these students will utilize financial aid or VA benefits to obtain that degree, many will have past credits evaluated. In order to perform these basic core services, we also must know and adhere to hundreds of complicated compliance regulations and guidelines set forth by the federal government to ensure we are allowed to remain a Title IV eligible school. We also maintain more than a dozen software contracts on behalf of the university which allow all of UAA staff, faculty and students to be more efficient and cost effective. Reductions within the area of Enrollment Services would immediately translate to an impact on the student experience.

- Reducing a Financial Aid Counselor would eliminate the FAFSA Fridays and scholarship workshops we've been able to implement in AHAINA, residence halls, and many high schools this year. It would also cease the proactive outreach that has been implemented for students who have balances on their account prior to the start of the next semester or missing paperwork. This outreach has led to an increase in student persistence.
- Reduction of a VA benefits specialist would delay processing of benefits to our 1600 military and veteran students and dependents. Our peer review has shown that the biggest impact UAA can have on improving our military population and experience at UAA is tied to faster processing of benefits.
- Eliminating our international student advisor would mean that we could no longer issue F-1 or J-1 visas for our international students.
- Software within the Office of the Registrar has been tied to degree progress and is used heavily by faculty and advisors when working with students on degree completion. Elimination of any of these would remove transparency between our office, students, and academic areas.
    - Students utilizing Schedule Planner have repeatedly shown an increase in registration of 2-3 credits/semester vs students who do not.
    - Over 98% of our students utilize DegreeWorks to track degree progress.
    - Our transfer equivalency software (TES) is utilized to show how transfer credits will count towards degree requirements.

    b. **Supporting overall student, faculty and staff success in meeting UAA's mission?**

Enrollment Services exists to support the mission of UAA. We are committed to outreach which brings potential students and influencers into our community to discover the diverse student experience and excellence in teaching and learning which occur. We are continuing to work across campus to build the many collaborations which are necessary to ensure student success occurs from point of interest through

matriculation to persistence and graduation. In support of this mission, three key areas come to mind.

Cultivating an Incoming Class: We have partnered with many departments across campus on the work which is necessary to build an incoming class of students and also to create a dynamic new student on-boarding experience. Before the Governor's announced budget cuts on July 1st, UAA was on target to have the largest incoming class ever. This work included more than 100 high school visits in the Anchorage and Matsu area; a collaborative marketing campaign with Advancement with strong community outreach (i.e. UAA night at the ballpark, Mount Marathon, and Saturday Market's Paint with Spirit); monthly enrollment reports to the full council of deans and directors with interactive IR dashboards; Academic Preview Days and Junior Days with strong academic support; Seawolf Ready events; and summer Howl Days with on-site registration with our First Year Advisors.

- Reductions to Enrollment services would eliminate certain campus events and outreach efforts. It would reduce the number of high school visits, which likely would lead to a decrease in number of applications to UAA, and number of students enrolling to attend.

Open Access: Three years ago UAA had a cohort student loan default rate of 13.1%. Universities that have a default rate of 15% or above begin to lose certain privileges, including the ability to disburse aid to new students prior to the first day of class. It also requires that all disbursements be split, so even returning students only receive 50% of their aid up front. UAA contracted with a vendor (Student Connections) who has been working to lower our default rate and we have been steadily declining. Last summer our rate was 10.5%. Most studies show that low income students are unfairly targeted for financial aid verification. Research by Georgia State and supported by others has also found that selection for financial aid verification can cause many first time freshmen to simply walk away from the admissions process.

- Elimination of Student Connections contract could result in an increased default rate and loss of certain financial aid privileges which would make it more difficult for low income students to attend UAA.
- Elimination of our FA Counselor would remove our ability to proactively outreach to students and assist them through the verification process, again reducing the number of low incoming or first time freshmen who attend UAA.

Software Innovations: Enrollment Services has been an early adapter of a great deal of dynamic technology that benefits the students, staff, and faculty of UAA and much of UA, which has been critical to meeting our student's expectations even during times of reductions. It is because of this software that areas within Enrollment Services has been able to reduce several staff positions and still improve efficiencies over the past several years. This technology not only allows Enrollment Services to support student success, but is utilized across our campus, including community campuses by many members of UAA staff and faculty in their positions. It has allowed UAA to function more efficiently and in turn serve students more effectively. Instead of spending hours searching for a class that meets at 10 a.m. on Tuesday, advisors and faculty can now have meaningful conversations about internships or field experiences. A reduction or elimination of this software would ripple down across the campus and community campuses to all departments. As a reminder, the software that Enrollment Services supports through

cost, maintenance, and training, includes:
- Schedule Planner
- Courseleaf (CAT, CIM, CLSS)
- CRM/Salesforce/Marketing Cloud
- DegreeWorks
- TES
- EAB Transfer Portal (in works)
- Academic Works
- SEO Program Pages
- Onbase
- Toad

c. **Impacts to UAA's reputation, and ability to attract and retain students and/or external support?**

Enrollment Services serves to cultivate a prospective class for UAA each term. We have partnered with University Advancement to enhance community partnerships and to work to strengthen our ties to Anchorage. Our focus for the past two years has been largely local. To that end, last year we had 123 visits within the Anchorage/Matsu high schools. We invested heavily in cultivating and building our high school counselor relationships. Until 3 years ago, UAA had a very limited communication plan and it was not uncommon to hear that someone at UAA had a son or daughter who was in the high school who had heard nothing from us. As of today, UAA has sent more than 60,000 print pieces to potential students and similarly over 60,000 emails, which puts us in line with best practice. We have an award winning viewbook, we have implemented territory management with our admissions counselors and we are constantly assessing our efforts and impact, and even during these trying times we are up significantly in our high achieving students. Additionally we are just now weaving in the critical elements of our campus visit programs- time with their academic area, financial counseling and when appropriate VA counseling. And yet, we know there is more to do.
- We are working now to hire our working degree seeking admissions counselor who will outreach to local business and cultivate returning adults and those with some college no degree.
- We are excited to grow our new partnership with the new staff at Native Student Services and grow a collaborative recruitment plan for our rural students.
- We are continuing to grow relationships with our military partners.
- We are building our exciting new transfer software (release date of August) that should create new opportunities for this population, especially in collaboration with the Chancellor's new task force.

These are all critical elements of UAA's reputation and are necessary if we are to attract new students. The areas of growth and need are areas that we are heavily criticized for not serving. It is simply a matter of capacity. We know we need to grow. Reductions or eliminations of area will not only mean that we will not grow these areas, because they take further investment, it will also mean that we will lose the

ground that we have made. Including fewer publications and fewer high school visits.

We have made improvements in areas of financial planning. We are now able to provide new students their financial aid award letter in December of their senior year of high school and have utilized financial aid counselors to work with families of FAFSA completions and financial planning. Reductions will also result in delays in our awarding of aid to our new as well as continuing students which we know factors into choosing a college and financial stability has shown up repeatedly in the "We Miss You" survey from Student Affairs as a factor in students stopping out.

Identify measure and targets used to monitor the impact of functions on each of the above (not all elements may be relevant for your unit, only address relevant items).

- We analyze data specific to the use of Schedule Planner among UAA undergraduate students and the average number of credits in which students register. Approximately 35% of UAA's undergraduate students utilized Schedule Planner in AY19. Those who used Schedule Planner registered for 2-3 credits more than those who did not.
- Beginning fall 2018, we implemented "AA on the way". Students may request to have their AA awarded once they have completed it while they continue pursuing their bachelor's without a separate application for admissions. Since inception, 124 students have earned an AA through this process.
- We continue to utilize reporting within DegreeWorks to find students who are nearing graduation but have not applied to graduate and then reach out to them to find out why. Through this outreach we continue to average an additional 100 graduates/ year.
- We monitor our open and click rates on all email communications and we remain well above the national average (26.8% vs 17.3%)
- We measure our phone calls, students served, processing times, number of applications and run comparison statistics.
- We monitor conversion rates for students coming through the enrollment funnel and yield rates for individual academic program, prospect/inquiry sources, college fairs, high school visits, states we travel to, and outreach activities.
- We set enrollment targets for first time freshmen, transfer, local high school, and high achieving students, as well as a general enrollment target for UAA, out-of-state, and territories.
- International student advising, financial aid, and military and veteran student services are regularly subjected to audits that measure compliance with national and state regulations.

What improvements have been achieved over the last five years?

Enrollment Services has made some significant improvements in the last few years and we have done so while continuing to lose staff positions. The 2014 prioritization report shows that Enrollment services had 65 FTE. In the last three years we have absorbed another department (with 6 employees) and had 2 staff members reassigned to us. Today if Enrollment Services were fully staff we would have 63 FTE, a net loss of 10 FTE

in 6 years. Still through reorganization, software implementation, strategic investments, and collaboration across campus and statewide, continued efficiencies and improvements have been recognized.

Reorganization
In fall 2017 the office of new student recruitment was moved over to Enrollment Services and merged with admissions. This has created a more seamless experience for students moving through the enrollment funnel and clear ownership of the student application from start to finish. Additionally this reorganization resulted in territory management for our admissions counselors creating strong relationships with high school counselors, prospective students and greater ownerships in the onboarding process. Increased relationship building in key feeder high schools in Anchorage/Matsu school districts has results in a 300% increase in local high school visits since 2005. This also resulted in formal UAA recruitment plans and enrollment metrics.

Collaboration
We have collaborated with a number of campus partners in enrollment and recruitment efforts.

- University Advancement is involved with branding and timelines fall into consideration of all messaging
- Institutional Research has been instrumental in developing dynamic dashboards and are a partner at weekly enrollment briefings tracking progress towards goals. The development of these dashboards allow us to react immediately to changes in enrollment trends vs waiting until freeze data (5 years ago).
- Alumni is beginning outreach efforts out of state
- Every college has a representative at the monthly recruitment collaboration meeting
- Academic areas are heavily invested and committed to the large scale new student onboarding events- UA Scholars, Academic Preview Day, and Junior Day
- Common calendar and aligned processes across the statewide system in terms of processing and student forms.

Strategic Investments

- FA Counselors- We have received initiative money to hire two financial aid counselors who have had a tremendous impact on helping students and families navigate the aid process. Through workshops and outreach they are meeting with individuals and families, especially those who are at high risk to make plans for how to pay for college. These positions have allowed us to offer FAFSA Fridays and numerous Scholarship workshops in a variety of locations on campus and in the residence halls which have been well received. Additionally we have been able to do outreach in many of our area high schools. We also removed the need for new students to provide a separate scholarship application, we now use the application for admissions and provide an early award in December.
- Communications Team- We recognized the necessity of building high quality publications that showcased UAA's excellence and hired a graphic designer and writer to ensure we developed a communication plan that could initially be in every high school seniors home. We have expanded to juniors and parents and

created the recruitment video.

<u>Software</u>
- Academic Works has changed scholarship processing for our continuing students to create a single environment for foundation processing.
- Schedule Planner in UAOnline- helps create a perfect schedule.
- CLSS software- no more excel sheets to create a class schedule for departments.
- Blackbaud Award Management Portal- for awarding scholarships
- FATv- allows students and parents 24/7 access to financial aid answers.

What efforts have your unit made to improve efficiencies and reduce costs? What was the results?

- Faced with the reality that it had been cut beyond its ability to continue to provide quality student service, and faced with a potential additional budget cut in 2017, Enrollment Services made the difficult decision to eliminate the One Stop service model and to reassign the four remaining student information advisors. This meant that each area became responsible for answer all incoming phone calls (over 35,000 phone calls in AY17) and helping all students in the lobby (16,475 in AY17), as well as continue to answer emails and handle all processing. Although initially concerned this would result in longer processing times, over time we found significant decreases in processing times and improvements to our student services and student satisfaction. As students gained instant access to experts and could spend time immediately on their issue, they were provided more consistent and accurate information, they gained more confidence in us, and this resulted in fewer repeated visits or repeated phone calls.
- Implemented CLSS, UAA's academic scheduling software. Helped academic departments engage in more student-centered scheduling, which can lead to improved graduation rates. Supported improved and increased space utilization across campus. Allowed for automatic and mass application of scheduling policies as set by Office of Academic Affairs. More accurate scheduling information available to students at the point of registration; students less inconvenienced by late or unforeseen schedule changes. CLSS enables departments to avoid overscheduling in prime time and efficiently determine and correct overlapping courses and room conflicts.
- Reorganization of FA- eliminated the Associate Director position so we could instead hire an additional Financial Aid Counselor, who could work with high risk student populations
- Chatbot/FATV-use-allows content to be disseminated to students 24/7, helps students navigate challenging content on their own.
- Implemented CAT, UAA's electronic catalog. Significantly streamlined the production of the university catalog. Created a transparent process that facilitates direct involvement from academic units. Provides an accessible, searchable catalog that is easier for students, staff and faculty to use.
- Implemented CIM, UAA's electronic curriculum review software. CIM saves countless faculty, staff and administrators hundreds of hours annually. It replaced an archaic, time-intensive, paper-based curriculum process that lacked any transparency. UAA faculty frequently comment on the efficiencies they have achieved with CIM, and how timely and simpler it is to bring curriculum through the review process. CIM is available to all university staff and faculty.
- UAA's graduation application moved to UAOnline, making it much easier for students to apply for graduation and pay the associated fee. Supported community campuses adoption of and

transition to UAOnline graduation application (Mat-Su College, Kenai Peninsula College and Kodiak College).
- Elimination of Student Information Staff (Salary and Benefits $394,758)
- Eliminated Director of Electronic Student Services (Salary & Benefits $137,262)
- Merged Admissions and Recruitment resulting in reduction of one director to assistant director (saving $30,000)
- Eliminated all professional imaging staff (Salary and Benefits $200,000)
- Eliminated Coordinator of MVSS Student Center (Salary & Benefits $66,000)

List and <u>briefly</u> describe any current or proposed Board of Regents Policy, State or Federal mandates, or laws that require the continuation of your core function(s).

Federal mandates require constant vigilance in order to maintain compliance for our institution on a number of levels, in also requires constant monitoring for changes. Compliance and reporting is the responsibility of the Director of Financial Aid, Registrar, International Student Advisor, and Program Director for Military and Veteran Student Services, as well as many of their staff. Numerous staff within Enrollment Services are responsible for writing complex queries in order to generate the data needs for the various reporting needs. Additionally because the payment of a student's financial aid or "Title IV" funding is the largest stick that any governing official has, many requirements and consequences are tied to it. This often requires that our office be aware of and track compliance of policies and processes that are largely outside of control, in order to ensure that student's aid is not jeopardized.

Almost every aspect of student financial aid administration is monitored by either the U.S. Department of Education (ED) via the Federal Student Aid Handbook or Alaska Commission on Postsecondary Education statutes. The current 2019-20 FA Handbook includes 6 volumes and includes 1,378 pages of regulations. Failure to comply with federal and state regulations and statutes bring significant liability to UAA, ranging from the loss of federal Title IV or state aid administration eligibility, the potential to incur substantial fines, increased scrutiny, monitoring, and reporting requirements. The federal administrative capability requirement, as spelled out in Higher Education Act (HEA) §498(d); 20 U.S.C. §1099c(d); 34 C.F.R. §668.16 , commands a considerable amount of institutional investment in staffing, equipment, IT resources, and oversight capability.

The State of Alaska also mandates a student counseling requirement for us to continue program participation in the Alaska Performance Scholarship, 14.43.830. State laws generally follow federal rules, however, administration of state grants and scholarships require a substantially larger share of staff resources per aid recipient, due to the state imposed timelines, the manual certification process and reconciliation requirements.

Additionally Title IV requirements include:
- Enrollment and degree reporting to the National Student Loan Data System & National Student Clearinghouse
- Family Educational Rights & Privacy Act compliance oversight

Board of Regents policies:
- Chapter 09.04. Education Records. Registrar's Office designated by Chancellor as custodian of education records. Office responsible for processing and maintaining

authorizations provided by students to discuss personally identifiable information with third parties. Registrar responsible for disseminating annual notification of FERPA rights to all students, providing FERPA training to faculty and staff, and coordinating and facilitating students' right to inspect, review and amend their education records.

- Chapter 10.03. Degree, Certificate and Award Approval. Registrar's Office responsible for auditing students that apply for graduation and certifying that all requirements for the degree or certificate have been met. Also responsible for producing diplomas for honorary degrees and meritorious service awards at the request of University Advancement.
- Chapter 10.04. Academic Programs. Through auditing students and awarding degrees, as well as transferring credit, the Registrar's Office helps ensure policies outlined in this chapter are met, including minimum and maximum credits requirements, course and credit hour minimums, General Education Requirements (GERs), and transfer of credit (including GER).
- Chapter 10.050 Admissions and Graduation Requirements. Through auditing students and awarding degrees, the Registrar's Office helps ensure policies outlined in this chapter are met, including minimum cumulative GPAs and residency requirements for graduation, as well as policies related to dual enrollment.
- BOR Regulations (residency) - Evaluate and apply BOR P05.025 - P05.10.050, R05.10.050 to student admissions

SEVIS Requirements necessary for issuing visa or allowing international students and visiting faculty:
- INA 101(a)(15)(F) [8 USC 1101(a)(15)(F)] (Immigration and Nationality Act)-allows for student visas
- 8 CFR 214.2(f) (General F-1 student provisions)-Describes the rules the F-1 student needs to follow
- 8 CFR 214.3 (Approval of F and M schools and school compliance)-Tells the school what it must report to the government as it pertains to F-1 students and to the accreditation of the school
- 22 CFR Part 62 (J-1 Exchange Visitors; students, scholars, and professors)-Hosts the regulations for J-1 students, scholars and professors, and the responsibility the school must take for these visitors.

We are required to adhere to all VA regulations and policies in regards to VA educational benefits and must follow conditions outlined in our MOU with the Department of Defense in regards to administering DoD Tuition Assistance.

Finally we are certifying officials for NCAA eligibility for our student athletes and are often called upon to meet with regional and program accreditors during campus visits in regards to compliance checks.

Potential cuts: Please describe any function reductions or eliminations that are feasible without significantly affecting UAA's mission fulfillment or its compliance mandates? Are any functions within your unit duplicated elsewhere at UAA? Is there an opportunity for efficiency to be created by partnering or combining functions? Please describe the opportunities you identify within your unit and include the approximate dollar values and saving that would result.

With our functions directly impacting the basic functions of a student progressing through the university and because we are so heavily involved with compliance on every level, and because we have taken large reductions repeatedly for the past 10 years, I am hard pressed to give you a cut that could be taken without impacting mission fulfillment or compliance mandates. Additionally, I believe in an effort to remain compliant and contributing to student success we have already found those areas of duplication and opportunities for efficiencies in the last several years.

To meet our enrollment needs it does not make sense for UAA to make cuts in the areas of recruitment or marketing, we are still stretched too thin and not covering the markets we need to be in. The colleges still have too much on their plates, with time they may be able to provide greater support in this area and we could shift some duties, but we aren't there yet.

We also know that we need to do more to help our potential students and their families understand how to finance an education. We need financial aid counselors for this. We can make these cuts and will make these cuts if pushed to do so, including cutting our literacy program, but it will be to the detriment of enrollment and UAA's mission, which in the end translates to loss of tuition.

Although it will put us out of compliance with VA guidance, we could cut a school certifying official. Instead what I would recommend is that UAA, Anchorage take over the certification for all military benefit eligibility for the community campuses. This would be much more efficient use of time. This wouldn't save Anchorage any time, outside of answering questions occasionally, but in the large scope of UAA, it makes sense.

Currently Enrollment Services is also paying for approximately $350K in software costs for the various vendors listed above that all departments and community campuses benefit from. Reductions to budget may result in a passing of costs to be shared more broadly or loss of products. However, repeatedly we have found that loss of these products is actually an increased cost (i.e. to cancel Schedule Planner would save an initial $30,000; however UAA would stand to lose $4M in tuition which is gained from additional coursework taken by students).

We had hoped to expand our service hours to better meet the needs of the students we know we need to be serving- working degree seekers. We had wanted to explore a live chat feature, versus the AI Chat that we are currently using. Certainly as we look towards reductions- these will be off the table.

It is possible that our move to campus will allow for more opportunities for collaboration that are not yet recognized and depending on our student population in future years perhaps over time fewer staff will be needed to meet their needs.