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December 17, 2024

**To: Craig Mead, Interim Associate Vice Chancellor of Enrollment Services**  
**Ray Ball, Interim Vice Provost of Student Success**

**From:** Denise Runge, Provost and Vice Chancellor for Academic Affairs

Signed by:  
A handwritten signature in blue ink that reads 'Denise Runge'.  
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**Re: Enrollment Management Committee Charge Letter**

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As you know, the UAA Strategic Enrollment Management plan, formally adopted in 2023 following a multiple month's long, inclusive process facilitated by a consultant, created two standing committees designed to implement the plan, including conducting regular assessment and ongoing refinements of the goals, strategies and tactics.

At the end of the 2023-2024 academic year, your report to me included an assessment of the effectiveness of the two-committee structure, and a recommendation that the committees be combined into a single, standing Strategic Enrollment Management committee. Since I have accepted this recommendation and formed the committee this year as a single entity, my charge encompasses both recruitment and retention aspects of the plan.

For Academic Year 2024-2025, the SEM committee is charged to:

- Refine and report back at year end the action plan around Strategy 1A – comprehensive recruitment plan for 1<sup>st</sup> Year and Transfer students (especially any changes in light of the UA System's new report from EAB, due in mid-January)
- The additional aspects of 1A, including planning for Online and International recruitment, should begin development after the EAB report is received
- Work with representatives from each of the UAA Academic Colleges to complete Strategy 1B - Develop statements of the Value Proposition for each academic program, highlighting career opportunities, experiential learning opportunities, or other features that will appeal to prospective students
- Develop, in collaboration with appropriate faculty and staff from across UAA campuses, a unified admission strategy that will facilitate enrollment in a wider range

of degree options for students entering UAA from any campus location, in alignment with Strategy 2A (maximizing Anchorage and Community Campus region enrollments) and 7C (revising admissions process to admit all students to the University, with campus as a secondary consideration)

- Develop, in collaboration with appropriate faculty and the Graduate Dean, a unified admission strategy that shifts Graduate admissions to the Graduate School by the end of AY 2025-2026
- Continue piloting the new proactive Holds remission awards to facilitate continued enrollment by students with unpaid balances in support of Strategy 6A
- Develop a full plan and strategies for implementation of Strategy 6, tactics A, B, and C, ensuring that students admitted for AY 2025-2026 are supported in having a financial plan for their educational journey, including creation and/or revision of resources and opportunities to demystify cost of attendance, revision of strategies for use of financial aid and scholarships, and maximizing both institutional and foundation funding to ensure timely enrollment

The committee should continue ongoing assessment of both the original strategies and tactics articulated in the plan, and the effectiveness of implementation efforts. In conducting such assessments, the committee should include a regular review of available data sources including student surveys, (such as NSSE, RISC, UAA Survey of Graduates) Peer Institution data, official UAA data available on the IR Dashboards and reports from Institutional Effectiveness, and any other benchmarked or official data sources available to the committee.

Please provide an annual report (using a template to be provided at a later date) that is suitable for publication on the website. Thank you in advance for your ongoing efforts to improve recruitment, retention, and completion for UAA students.

CC: Deanne Woodard, Vice Chancellor for Student Affairs