

## ***Chancellor's Enrollment Management Transition Team: July 7, 2008***

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### Review Chancellor's Charge

- 1) Identify areas of significant challenge or frustration – can be (including but not limited to) organizational, functional, institutional, environmental, or financial areas.
- 2) Identify focused and purposeful strategies that enhance UAF's EM effort.
- 3) Provide recommendations that make possible #2 above.
- 4) Outline decisions (as a result of 1-3 above) that must be made within 90, 180 days, etc., to move recommendations to action/implementation.
- 5) Identify long-term issues to address in the future (2 years out).

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### ***Introduction:***

Members of the Chancellor's Enrollment Management Transition Team submit the following report of priority issues to be addressed during the next 180 days. Team members focused on issues, recommendations, and subsequent actions that can be addressed in the short term, knowing full well that purposeful and productive outcomes may take more than a year to realize. This report highlights six, high-value issues that if addressed properly, can fundamentally change the way in which strategic, data-driven enrollment management is developed and executed at UAF. In addition to the six priority issues outlined below, Team members provide (at the end of the document) a list of additional issues that should be addressed in a timeframe and manner that do not divert focus or resources from the member's core recommendations.

Team members thank Interim Chancellor Rogers for the opportunity to influence and guide UAF's enrollment management effort.

### ***Priority Issues and Recommendations***

- 1. Issue: Multiple and non-integrated enrollment management plans.**
  - a. UAF has multiple, non-integrated/aligned Enrollment Management (EM) plans.
  - b. Multiple EM plans cause confusion among UAF leadership and UAF EM staff (main campus as well as CRCD-related campuses); multiple EM goals, objectives, and targets place competing and debilitating expectations on EM staff; time-sensitive EM processing and procedures are in conflict (UAF Main Campus vs. CRCD/TVC needs and requirements); multiple plans cloud priority-based allocation of staff time, and divert focus and urgency.

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- c. Multiple EM plans result in less than informed and effective recruitment and retention strategies. Different plans expect different results.
- d. UAF needs a single, coordinated, integrated, consistent, and institutionalized approach to student data gathering. Ex: National Survey of Student Engagement, Community College Survey of Student Engagement, and Noel-Levitz surveys should be synchronized throughout UAF to include CRCD and TVC.

**ACTION: Within 150 Days: Establish a unified, integrated, data-driven UAF-wide EM plan.**

- a.) **Chancellor tasks Vice Chancellor of Student and Enrollment Services (VC SES) to convene an ad hoc committee of applicable SES leadership, CRCD leadership, Provost, and members of the Provost Council, to inventory and review the multiple UAF EM plans in existence (UAF Main Campus, CRCD, Bristol Bay Campus, Interior Aleutians Campus, etc.).**
- b.) **Chancellor tasks ad hoc committee to develop a single, integrated, and aligned UAF EM plan that is realistic and understood by key academic and administrative leadership and staff.**
- c.) **Chancellor expects this single, integrated, and aligned UAF EM plan to be informed and guided by the UAF Strategic Plan 2010.**
- d.) **Chancellor expects the UAF EM plan to be data-driven.**
- e.) **Chancellor tasks VC SES, VC CRCD, Associate vice Chancellor of Enrollment Services (AVC EM), and Assistant Vice Provost, to develop a UAF-wide plan for data gathering to include national student surveys, UAF Institutional Research data sets, etc.**
- f.) **Chancellor tasks VC SES to assign one senior staff member to represent SES at CRCD EM and student services -related staff meetings and vice versa. This will provide mechanisms for communication and encourage resource/staff leveraging between two organizations that have much in common.**

**2. Issue: Permanently fill three critical enrollment management leadership positions.**

- a. Our number 1 issue noted above (**Multiple and non-integrated enrollment management plans**), is intrinsically linked to a strong, focused, and effective EM organization.
- b. A strong, focused, and effective EM organization depends upon stable and aggressive leadership.
- c. Multiple nation-wide searches (over the course of several years) for key EM leadership positions have failed. As a result, an environment of rotating, interim leadership at the director level is the norm rather than the exception. This dynamic has created an atmosphere of instability and uncertainty throughout SES and EM.
- d. Three critical EM positions that must be filled with permanent leadership:
  - 1) University Registrar
  - 2) Director of Financial Aid
  - 3) Director of Admissions

**ACTION: Within 30 Days: The Chancellor requires a brief report outlining the history of challenges associated with filling these key positions and actionable solutions to secure qualified, permanent leadership.**

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- a.) Chancellor tasks VC SES to provide a short (1 page) white paper on the history, root causes, and related challenges to filling these three critical EM leadership positions.
- b.) Chancellor tasks VC SES to provide short-term solutions for filling (in the interim and permanently) the open position of University Registrar. The University Registrar position is currently filled on a part time basis by the AVC EM.
- c.) Chancellor tasks the VC SES to implement a nation-wide search for the Director of Admissions and University Registrar. The VC SES should also report on the status of the Interim Director of Financial Aid (FA).
- d.) Chancellor tasks VC CRCD, Director TVC, VC SES to review TVC financial aid staffing needs and provide recommendations: with almost 40% of UAF's Head Count (HC) and 20% Student Credit Hours (SCH), TVC requires additional support in this critical EM capacity.

### **3. Issue: Lack of informed, timely, accurate, and/or coordinated communication within and between SES departments and throughout UAF.**

- a. Communication within and between SES departments, and in particular EM offices, is lacking.
- b. Students are often the victim of the UAF "Ping Pong" phenomenon; passed from one office to another in search of service or answers to questions that are time sensitive. This unfortunate reality permeates UAF and acts as a strong and persistent "headwind" that mitigates any effort to create a "student-centered" model of commitment and service.
- c. Resulting corrective actions must include CRCD, TVC staff, and applicable Statewide (SW) staff.

**ACTION 1: Within 90 Days: Implement quarterly EM-wide staff training and communication round table. This effort should include SES-wide staff, applicable CRCD and TVC departments, as well as UAF EM-related department staff such as Business Office, Academic Advising Center, Division of Undergraduate Studies, etc.**

- a.) Chancellor tasks VC SES, AVC EM with the development and implementation of regularly scheduled UAF-wide EM training and communication round tables to include benchmark expectations, training strategies, process workflow refreshers, etc.
- b.) Chancellor tasks VC SES and VC CRCD to develop "do-able" and effective strategies to ensure full participation and integration of UAF SES and UAF CRCD staff in this effort.
- c.) Chancellor tasks VC SES to establish a UAF EM (including CRCD and TVC) monthly newsletter (digital and/or hard copy) to inform the UAF community of EM trends, policies, procedures, events, and related programs.
- d.) Chancellor tasks VC SES and VC University Advancement (including UAF Marketing) to develop overall strategies for the development and implementation of the EM newsletter to assure broad UAF distribution.
- e.) Chancellor should announce and highlight at appropriate UAF (Convocation, Orientation, Faculty Senate, etc. ) and community events (Rotary, Fairbanks Chamber of Commerce, etc.) that UAF will become a more "student-centered" and "customer service-driven" institution.

**ACTION 2: Within 45 Days: Implement throughout UAF a “No Ping Pong” marketing campaign. Students are often referred from one department to another – creating an environment antithetical to customer service, student support, and student success.**

- a.) Chancellor tasks VC SES, VC Administrative Services, VC CRCDD, Provost, VC University Advancement (including UAF Marketing) with the development of a “No Ping Pong” poster, marketing, and awareness campaign. The campaign should be in place prior to fall 2008 registration. The campaign’s purpose is to promote high-quality customer service skills and underscore UAF’s commitment to establishing a student-centered institution that supports student and customer service.
- b.) Overall campaign slogan, look, feel, and strategy should be developed by applicable UAF experts in the offices noted above.
- c.) Chancellor highlights at applicable venues UAF’s vision for a “student-centered” and “customer service-driven” institution.
- d.) Chancellor tasks Cabinet leadership to develop and implement customer service training and awareness programs throughout their respective organization.

**4. Issue: Integration of UAF marketing and admissions/recruitment PR.**

- a. UAF marketing and institutional branding is not always applicable or appropriate for recruitment purposes.
- b. “America’s Arctic University” may resonate with outside agencies, the general public, and fit institutional advertising requirements, but may not be appropriate for UAF’s diverse student recruitment markets.
- c. UAF should have a joint and/or integrated admissions/marketing strategy customized to unique market segments (traditional 18-22 year old, adult learners, Lower 48 students, etc.).
- d. UAF Main Campus should have a similar (and integrated) approach with CRCDD and TVC regarding marketing and admissions.

**ACTION: Within 180 Days: UAF should establish specific, market-driven recruitment “brand” and strategies while retaining “America’s Arctic University” for overall institutional identification.**

- a.) Chancellor tasks VC Advancement, VC SES, VC CRCDD to begin development and implementation of integrated, yet customize market-driven recruitment brands.

**5. Issue: Strategic use of financial aid in the recruitment and retention process.**

- a. Financial aid is a key tenet of enrollment management.
- b. UAF FA is both an obstacle and facilitator of enrollment management. The Office of Financial Aid is understaffed vs. national norms. Processing time, critical and time-consuming student advising, FA allocations, federal requirements and reporting guidelines serve as significant challenges to more aggressive and proactive financial aid advising and leveraging.
- c. Financial aid is a people-intensive enterprise – the complexities of state and federal programs cannot be left to web sites or overworked staff.

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- d. UAF must have sufficient resources (institutional aid, state aid, private giving) that can be strategically applied to positively impact both recruitment and retention.
- e. Financial aid practices must reflect and support strategic enrollment goals.
- f. UAF should state its support (publicly and within appropriate political forums) for the joint UA/Alaska Commission on Postsecondary Education initiative that calls for significant increases to state-supported needs-based financial aid.
- g. Funding for UA Scholars is attractive for the first two years, but after that, incentive to remain at UAF is diminished.
- h. UAF should offer additional institutional FA or incentives (i.e. free or reduced cost of housing) to students in targeted (priority) academic programs including UA Scholars .

**ACTION: Within 90 Days: Provide the Chancellor with a snap shot of current and future FA staffing needs and capacities, and insight into current FA leveraging strategies, efforts, and successes.**

- a.) Chancellor tasks VC SES and AVC EM to report on current UAF FA staffing levels vs. national norms at comparable institutions.
  - b.) Chancellor tasks VC SES and AVC EM to provide recommendations on SES-wide staff reassignments (temporarily and/or permanently) to this (FA) critical and high priority EM function.
  - c.) Chancellor tasks AVC EM to provide (within 60 days and via VC SES) an overview of current FA allocations to include total available and dispersed aid. This report should include an institutional profile of FA recipients as reported to national and federal agencies.
  - d.) Chancellor tasks AVC EM to provide (within 60 days and via VC SES) FA-related strategies to enhance recruitment and retention of UA Scholars. This report should contain new or emerging retention strategies that reach beyond the sophomore year – inclusive of resources needed to implement attractive and data-driven financial aid packages.
  - e.) Chancellor tasks AVC EM to work closely with the Director, Honors Program to develop targeted FA retention strategies that ensures support for this student population.
- 6. Issue: Elimination of federal funding for Title III-supported CRCD SES staff.**
- a. Critical CRCD student and enrollment services staff are supported through federal Title III funding. Seven CRCD staff are currently supported via Title III funds: NWC – 2, IAC – 1, KUC – 2, CC – 1, BBC – 1.
  - b. Title III funding is slated for elimination within the next 1-2 years.

**ACTION: Within 30 Days: Chancellor, VC CRCD, VC SES, VC Advancement request Alaska's Federal Delegation to support continued federal funding of Title III.**

- a.) Chancellor tasks VC CRCD to provide overall rationale for Title III support of CRCD SES staff, as well as the number of affected personnel (inclusive of position titles and descriptions), and total budget impact.
- b.) Chancellor and applicable Cabinet members create position paper for discussion and strategy development with appropriate UA SW staff.
- c.) Chancellor and appropriate UA SW staff coordinate unified strategy to secure federal support for continued Title III funding.

**LONG-TERM ENROLLMENT MANAGEMENT-RELATED ISSUES**

- 1) REVIEW INSTITUTIONAL SUPPORT FOR IRAQ VETERANS ATTENDING UAF.
- 2) REVIEW UAF'S CAPACITY TO SUPPORT RURAL STUDENTS DISPROPORTIONATELY IMPACTED BY HIGH FUEL AND FOOD COSTS.
- 3) REVIEW CRCD AND TVC NEEDS FOR UNIQUE PROCESSING AND RELATED FORMS (registration, drop-add, etc.).
- 4) REVIEW CRCD AND TVC BANNER ACCESS AND INDEPENDENT PROCESSING NEEDS.
- 5) REVIEW UAF SES USE OF EXTERNAL COSULTANTS: IMPACT, COST, AND OVERALL VALUE TO INSTITUTION.
- 6) REVIEW FUNCTIONALITY, NAVIGATION, AND EFFECTIVENESS OF UA ONLINE.
- 7) REVIEW STUDENT JOB RECRUITMENT PROCESS, MARKETING, AND HOURLY WAGE.