


October 4, 2019

TO: Anupma Prakash, Provost and Executive Vice Chancellor
Julie Queen, Interim Vice Chancellor Administrative Services
Keith Champagne, Vice Chancellor for Student Affairs
Larry Hinzman, Vice Chancellor for Research
Evon Peter, Vice Chancellor Rural Community & Native Education

FROM: Daniel M. White, Chancellor 

RE: FY20 UAF Strategic Enrollment Planning (SEP) Initiatives

This memorandum outlines my UAF FY20 investment distribution per our discussions at core cabinet. The funding, set aside last year for this purpose, will only scratch the surface of the need. Given that the investments were all based on a return on investment, we will hopefully have the ability to reinvest revenues to grow each program each year. The priorities were developed as a result of the extensive and collaborative strategic and enrollment planning (SEP) activities that began in September 2018. This effort included a multi-phased approach to planning, considering data and analysis to make recommendations. The priority ranking was rooted in a return-on-investment (ROI) framework. Over 150 individuals participated in one or more of these committees, examining ways to invest that have the best chances of success as part of UAF's efforts to recruit and retain more students.

In this climate, there is not enough funding to invest in all of the great ideas recommended; however, with some targeted initiatives, this initial phase allows us to better explore emerging markets for UAF. Some SEP items were already seeded using FY19 one-time funds, ensuring some of the "must dos" could move forward earlier this year.

The following are FY20 investments committed via reallocation of base general funds (GF):

- 1. Academic Advising: \$180K (Provost/Academic Advising)**
Invest in a more consistent academic advising experience for students across UAF.
 - 2. Online Program Development: \$70K (VCSA/Enrollment)**
Support online program development/migration to fully online to be utilized as rotating pool in collaboration with eCampus. FY20-FY22 for Biology online.
 - 3. California Regional Recruiter: \$130K (VCSA/Admissions)**
Expand recruitment presence of west coast markets, complementing recruiter in Washington.
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Naturally Inspiring.

4. **Counselor Fly-in: \$25K (VCSA/Admissions)**
Program brings counselors in from Alaska and out-of-state to showcase UAF offerings for improved recruiting.
5. **Diversity Programming & Outreach: \$95K (VCSA/Diversity & Action Center)**
One position and programming funds to support diversity and student wellness/belonging.
6. **Website and Communications: \$35K (VCSA/Enrollment)**
Continued support of SEO website development and enrollment communication.
7. **eSports: \$90K (VCSA/Wood Center, in collaboration with SOM)**
One position and program expenses for software/collateral. Collaborate with School of Management for integration into curriculum development, where applicable.
8. **Honors Program: \$220K (Provost/Honors)**
Director position support and outreach position to expand the Climate Scholar Program and enable program expansion.
9. **Military & Veteran Recruitment/Outreach: \$155K (VCSA/Military)**
Tuition Assistance processing position, recruitment/outreach position and event/programming support.

Current projects already in progress through SEP are:

- Website and digital media
- Academic program marketing
- ACCUPLACER support
- Course approval process (PIT Crew)
- Credit-by-exam/clearing credits
- CS 103 online
- Development Math rename
- UAF eCampus market research
- Emergency scholarships
- Graduate financial award process (PIT Crew)
- Living Learning Communities
- Study skills course for DEV English – eCampus
- UAF homepage update
- Upward Bound – eCampus
- Biological Sciences online – Y1
- Financial Aid leveraging

UAF Financial Services will distribute the funding for the investments. Funding recipients will report progress and timelines regularly to the SEP Steering Committee and submit a ROI report annually for three years to monitor results.

If you have questions, please contact me.

cc: Mary Kreta, Associate Vice Chancellor for Enrollment Management
Amanda Wall, Interim Associate Vice Chancellor Financial Services
Jason Theis, Director Office of Finance and Accounting
Faye Gallant, Interim Executive Officer
Michelle Renfrew, Director University Relations