

School of Management

University of Alaska Fairbanks



Enrollment Management Plan

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The School of Management's (SOM) Enrollment Management Plan (EMP) includes comprehensive efforts that target enrollments, retention and graduation rates. This coordinated effort, detailed in the previous EMP, has brought the school significant success over the last five years with majors increasing by 23.1%, student credit hours (SCH) increasing by 79.8% and graduates increasing by 79.1%. A comprehensive analysis of student performance can be found at www.uaf.edu/som/about/aacsb-accreditation/.

The EMP is revised every five years with input from the undergraduate and graduate staff advisor/recruiters, the Dean, the Associate Dean, the Student Advisory Council and the Strategic and Executive Management Committee. The objective of this most recent revised Enrollment Management Plan is to outline recruiting and advising strategies that will continue to increase enrollment, retention, graduation rates and time to graduation in the School of Management's undergraduate Business Administration, Accounting, Economics, and Homeland Security and Emergency Management programs.

Academic Advising: The School of Management uses a central undergraduate staff academic advisor for all of its undergraduate students, a graduate staff advisor for its MBA and MSDM programs and a faculty advisor for its graduate economics program. The undergraduate staff advisor also provides the academic advice for pre-majors. The responsibility of these positions includes promoting, marketing and recruiting potential students both internally and externally and ensuring that they flourish once admitted to the school. Career advising is still the responsibility of the faculty; students are referred to a career advisor in their respective programs.

The internal academic advising for SOM has benefited students for many reasons. They feel welcome, known and understood. Students have expressed their gratitude for the streamlined program. In essence, it is a one stop-shop for advising, registration and four-year plans between semesters as well as a convenient place to come with any needs that arise throughout the semester.

Admitted, but not enrolled, and continuing not enrolled: During open registration the undergraduate advisor contacts both continuing but not enrolled students and newly admitted but not enrolled students to encourage them to register for classes. Contact is made via email and telephone.

Articulation Agreements: Both the Business Administration and the Homeland Security and Emergency Management programs are developing Articulation Agreements with schools outside of Alaska to increase student enrollment. These agreements are primarily being made within the state of California; the goal is to attract students looking to further their education at recognized high quality programs within the state of Alaska. The combination of in-person and online course offerings in both programs appeals to this group of students.

Business Minors and Occupational Endorsements: SOM has increased efforts in attracting students to complete business-related minors. SOM has added several minors; our offering now includes the following: accounting, economics, emergency management, finance, general business, leadership, management and organizations, marketing, military science and leadership, military security studies and sports management. SOM also offers an occupational endorsement in homeland security.

Collaboration with the University of Alaska Anchorage: The University of Alaska Fairbanks School of Management and the University of Alaska Anchorage (UAA) College of Business and Public Policy (CBPP) have substantially increased collaborative efforts in response to directives from the University of Alaska (UA) Board of Regents and the UA President. Student organizations have already participated in joint competitions and field trips, new programs are in design to be offered in parallel between the two schools and the schools have a formal plan to increase collaboration with the formation of the UA Business Leadership committee, whose members include UAF SOM, UAA CBPP and also the Business Program from the University of Alaska Southeast (UAS), which resides in the College of Arts and Sciences (CAS). The collaboration will take place in the following areas: common course numberings and descriptions for equivalent courses, course transferability, coordinated curriculum where applicable, student activities, hiring committees, public disclosure on student performance, coordination of business and accounting advisory councils, assurance of learning outcomes and impact measurements.

Distance Education: The School of Management embraces distance education and works with the UAF eLearning center to develop high-quality distance courses for both its placed-based students and students who are fully online. Currently, the School of Management has five programs fully online: the BBA in Business Administration, the BEM in Homeland Security and Emergency Management, the MBA, the MS in Resource and Applied Economics and the Masters of Security and Disaster Management. Fifty-eight courses are online; and in FY16 SOM delivered 112 online sections. In 2016, 56% of SOM Student Credit Hours were from distance-delivered courses. The expansion of online courses has increased enrollments, reduced time to graduation and improved retention and graduation rates. The quality of the student assessment exam has remained constant or has improved/increased.

The School of Management works closely with UAF eLearning. Several of SOM faculty have been a part of the Chancellor's Innovation in Technology and eLearning Fellows Program (CITES). SOM is working with Quality Matters (QM) to earn QM certification for its online courses; its first course was certified in 2016. SOM will continue to make distance education an integral part of students' educational experience.

Diversity: In our recruitment and advising, we encourage diversity through communication and openness to people of all backgrounds and ethnic origins. SOM's largest minority population of students at the undergraduate level is Alaska Native students. Many of these students come from small rural communities; the transition to a

larger community like Fairbanks has proven difficult for some. An Alaskan Native faculty member serves as advisor for the Native Alaskan Business Leader (NABL) student organization. This group consists of students from a variety of majors across campus; one of its chief goals involves easing the transition of Alaska Native students from rural to urban life. SOM also uses scholarships to recruit and retain Alaska Native students. As an example, the Alyeska Pipeline Service Co. annually funds the Alyeska Alaska Native Scholarships. In the last five years this scholarship has supported 25 BBA and MBA Alaska Native students to the tune of \$230,000.

High School Outreach: Classroom visits are made in both the Fall and Spring semesters to speak with students in grades 9 through 12 about the opportunities in business and accounting. These visits are made by staff, faculty and alumni and include motivating alumni success stories. The undergraduate staff advisor continues to develop strong teacher and counselor relationships, promote SOM, answer general admissions questions and coordinate campus visits. SOM reaches out to high school students who are UA Scholars and those enrolled in A.P. accounting and business career development classes. The undergraduate staff advisor attends the Fairbanks and Anchorage college fairs targeted at high school students and the Fairbanks UA Scholars reception. The advisor also attends all Fairbanks area junior and senior nights as well as college and career events organized by the area high schools.

International Students: The Office of Admissions, in conjunction with the Office of International Programs and Initiatives, visits countries in which our target students are located. The majority of the international students admitted to SOM are at the graduate level.

Marketing: The School of Management has been proactive in the marketing of its programs. The Dean, with the undergraduate staff advisor and various faculty members, visits every 100-level SOM course each semester to welcome students to the school and inform them of the opportunities available with our majors, minors and student organizations. We routinely use brochures, fliers, Facebook, Twitter, e-mailing, our flat screen and our website to keep in contact with students.

Master of Security and Disaster Management (MSDM) Program: The MSDM program has just finished its first year of courses and is in its third semester of enrollment. The online component of the MSDM has been the major selling point for enrollment as well as credits that may be transferred from the National Fire Academy, FBI National Academy, Command and General Staff College, or similar programs approved by the American Council on Education, as substitutes. acceptance of military credit. Currently, there are 41 students admitted to the program in Fall 2017. Interest in the program has emerged from many different areas, but military members seem to hold the greatest interest. The MSDM program is working closely with the Admissions Office and the Registrar and the Graduate School to help interested students transition into the program as well as promote the new program extensively.

MBA Program: The expansion of the MBA from traditional inclass program to include an online-friendly program has been very rewarding for SOM. In addition to the overall growth of students in the program, SOM now has students enrolled from across the United States. SOM enrollment has increased from approximately 70 to 120 students (as of Fall 2016) over this last five year-period. The online opportunity of the MBA has also increased retention rate as students (primarily military members and their families) now finish their degree despite moving away from Fairbanks. The MBA program has been working more closely with the Office of Admissions and the Registrar and the Graduate School to help transition students into the program and then provide assistance once admitted.

Military: SOM actively participates with the Office of Admissions and the Registrar and the Office of Education Services for the military to arrange regularly scheduled meetings with prospective students interested in accounting, business and homeland security emergency management. We present to military groups who are in transition, either entering or departing from the military, and looking for educational opportunities. Of particular help in this effort is Lt. Col. Cameron Carlson (Ret), Director of the Homeland Security and Emergency Management Program and past Director of the UAF ROTC program, who has contacts at both Fort Wainwright and Eielson Air Force Base. We have additionally leveraged the capabilities of the Western Service office here at UAF to connect with the growing population of veterans both locally and throughout the state. Furthermore, SOM has taken the responsibility of the ROTC program and the Military Science courses. This arrangement allows for greater visibility for the military program and allows the military participants easier access to SOM programs. This visibility has encouraged students in other disciplines to transfer into SOM programs.

Outreach to Elementary and Middle School Students: The School of Management actively participates in UAF outreach activities that involve elementary and middle school students. For example, the accounting program participates in a UAF program that brings to campus fifth grade students who excel at mathematics and hosts a workshop on entrepreneurship. The School of Management often visits grade schools (as well as high schools) in Fairbanks and Anchorage to deliver presentations to the students about the Arctic Innovation Competition (AIC). SOM encourages involvement in the Cub Division (12 years and under) and the Junior Division (13-17), and this encouragement has led to several idea submissions from the students. SOM believes that this enthusiasm among these young students will translate into increased applications to SOM and UAF in the long run.

Student Organizations: The School of Management student organizations are fully funded from private fund-raising. The Active and Innovative Minds (AIM), Associated Students of Business (ASB), Cadet Club (ROTC), College Entrepreneurial Organization (CEO), Great Alaskan Accounting People (GAAP), International Association of Emergency Managers (IAEM), Native Alaskan Business Leaders (NABL), UAF Society of Human Resource Management (UAF SHRM), Sports Recreation Management Association (SRMA), Student Investment Fund (SIF), Students Offering Leadership

Development (SOLD) and Students Who Enjoy Economic Thinking (SWEET) are organizations covering the range of major programs offered by SOM. Students gain a home within SOM through our support of these groups and their endeavors in practical and tangible ways. Student participation leads to higher retention rates and increases their opportunities for future professional ventures. Support for student organizations is exhibited by faculty and advisor involvement, staff support and monetary backing from private sources.

UAF Events (Inside Out, Major Mania, High School Counselor Visits, ACPE Visits, etc.): SOM participates in all on-campus recruiting events including Inside Out, Major Mania, UAF-organized high school counselor visits (organized by the Office of Admissions and the Registrar each year), New Student Orientation, ACPE guide visits and all other formal and informal recruiting and outreach opportunities.