

A unified enrollment management and student affairs organization serving the campuses of the University of Alaska

Guiding Principles for the re-organization of enrollment services and student affairs at the University of Alaska

At the University of Alaska, Enrollment Services & Student Affairs will:

1. continue to lead in the holistic development of all students
2. maintain and work to increase the access, equity and opportunity for all students
3. be aligned to best serve all students
4. support the learning, curriculum and instruction of all students
5. continue to improve and develop the professional preparation and development of student affairs staffs to better serve all students
6. seek program improvement and accountability in how we serve all students

Guiding principles for the re-organization of enrollment services and student affairs at the University of Alaska

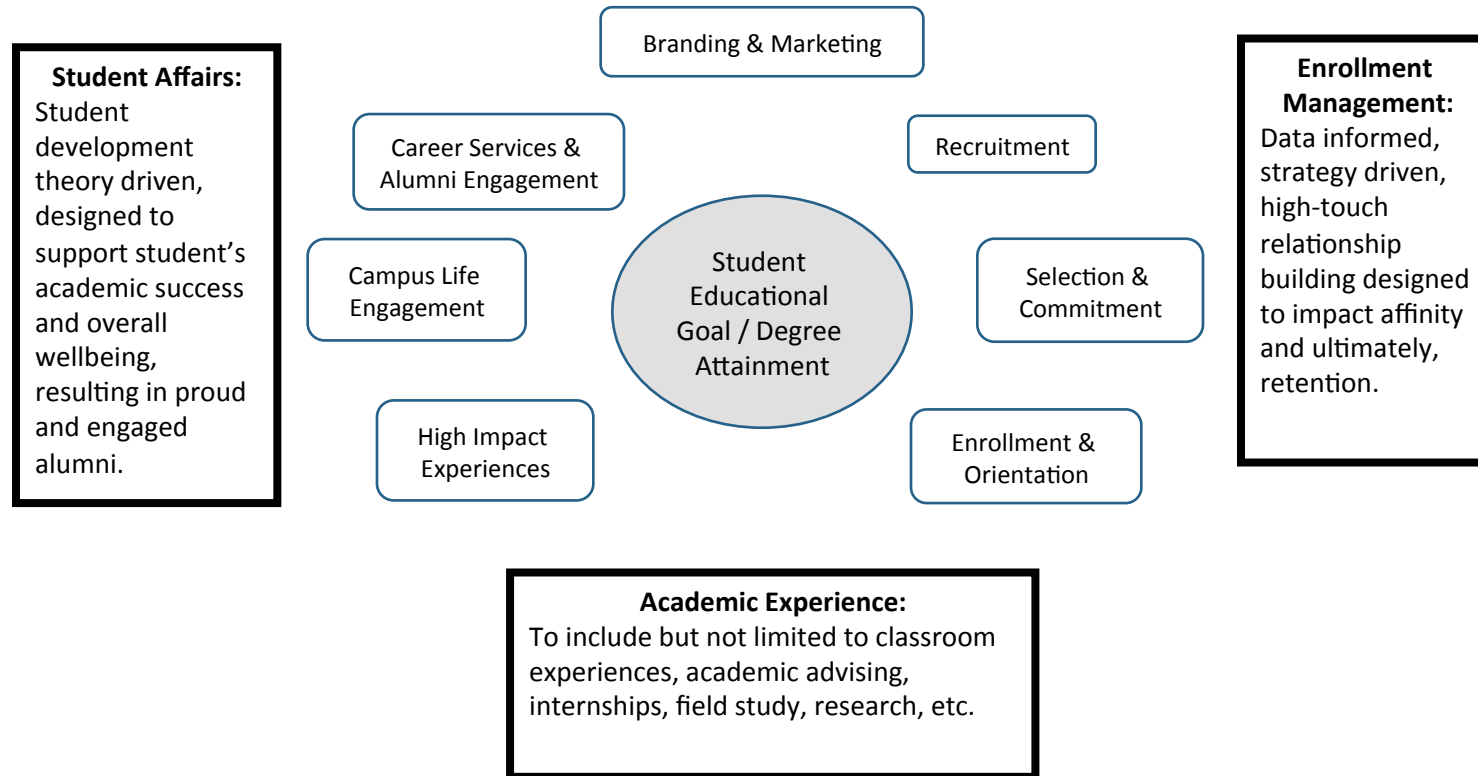
Enrollment Services & Student Affairs under one university must be:

1. **Access:** students should be able to access services across multiple locations in a reliable and consistent manner.
2. **Focused:** on student success (goal/degree attainment).
3. **Continuous:** each part of the student lifecycle impacts the quality of the next part of the student lifecycle. **Every student**, whether they study online, on a small campus or a large campus, goes through a student lifecycle. A strong partnership must be maintained through enrollment management, academics, and student affairs.
4. **Scalable:** to meet the diverse needs of our students no matter where or how they study.
5. **Efficient:** but not at the expense of the student experience.

Enrollment Services & Student Affairs is best structured in response to:

1. What are the academic programs?
2. How are they delivered?
3. A recognition of, and intentional response to the student lifecycle

Student Lifecycle & Affinity at the University of Alaska



Students engage through:

1. Program of study, regardless of location (i.e., I want to be an engineer.)
2. Location of study, regardless of program (i.e., I want to study close to home.)
3. Method of study/eLearning (i.e., I want to complete a degree while maintaining employment and raising my family).
4. Any combination of the above.

Foundations of Enrollment Services & Student Affairs Practice

- There is no standard structure that fits all campuses equally well. Factors such as size of enrollment, student characteristics, mix of services offered, location, culture and history all influence how the structure of enrollment services student affairs should be best organized.
- Student access, student learning, development of students, and service to students are organizing themes of the enrollment services and student affairs practice. Student affairs compliments the academic mission of the university. Helping our students reach their full potential academically, socially, and personally.
- Student engagement is an important precursor to student success. Vibrant enrollment services and student affairs programs create student engagement and community, which leads to persistence and completion. Organizational structures should be intentionally designed to maximize the relationship that exists between academics, enrollment services and student affairs so as to help students reach their full potential.
- When managed at the campus level: (1) student learning and engagement is the focus of our practice, and (2) out-of-class experiences of students contribute substantially to their learning and growth.
- Enrollment services and student affairs administrators view the organizational structure as a vehicle for carrying out their strategic educational, leadership, management and service goals. This integrated network of professionals is what collectively ensures we optimize access, retention, engagement, persistence and engagement.

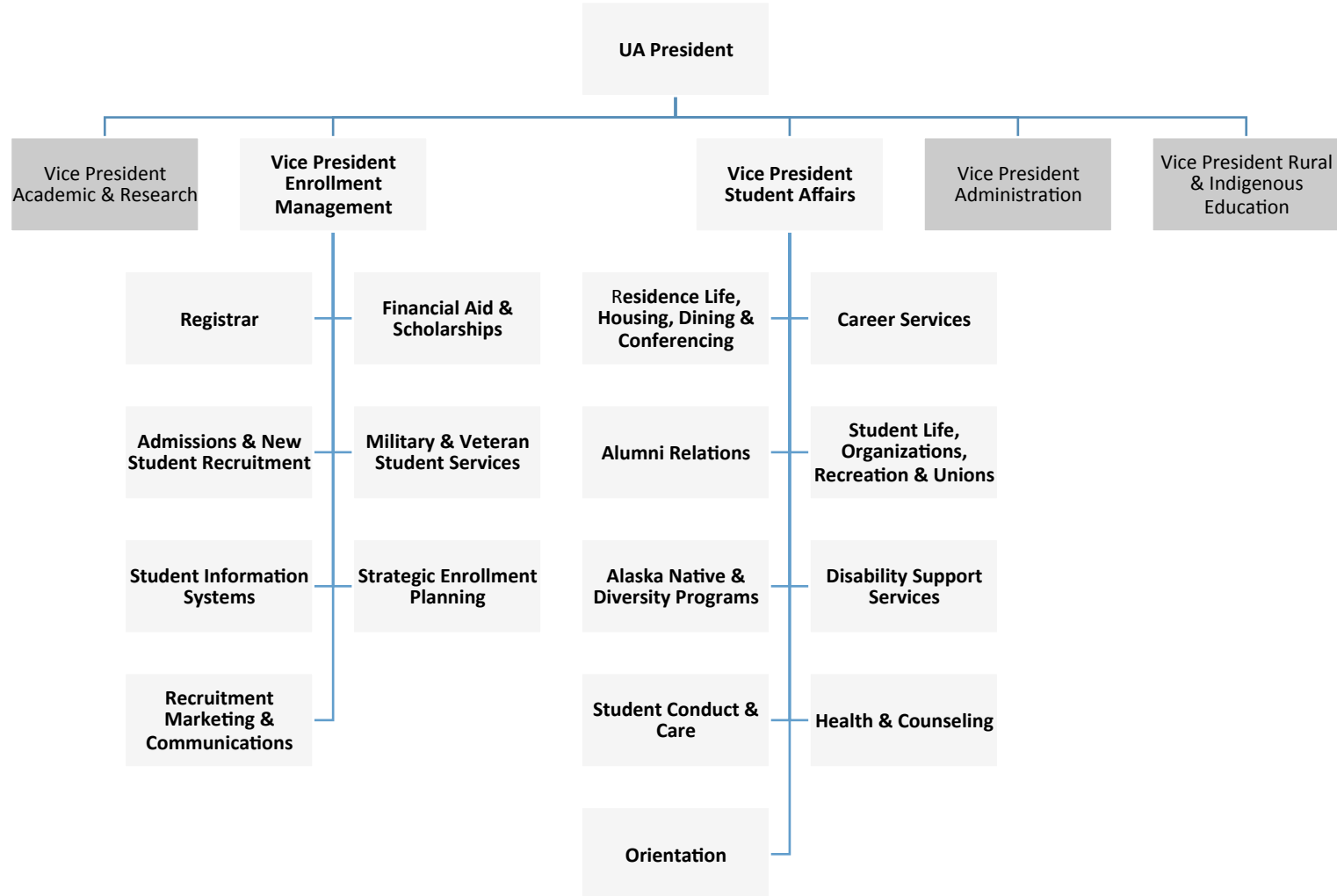
Foundations of Enrollment Services & Student Affairs Practices (cont.)

- Outcomes for students served through enrollment services and student affairs provide a common language and assessment framework to support the holistic learning and development of students and ensure functions, programs and services align in meaningful ways with the institution's learning outcomes.
- Enrollment services and student affairs leaders are more successful at integrating student learning and student development in functions and programs when they have frequent and direct interaction with students at the campus level.
- Ensuring student safety and the security of facilities and managing institutional risk and limiting liability are foundational elements of our work. As such, enrollment services and student affairs functions must be staff adequately by individuals qualified to accomplish mission and goals.
- Enrollment services and student affairs programs and functions are designed to maximize the quality of the relationship or bond that is established between the student and the campus. A student's degree of commitment and attachment to their chosen campus (e.g. affinity) are key student retention and persistence factors.

Considerations

- There is a temporal dimension to this effort - timing matters.: we must be deliberate and measured in our approach – consequences are significant.
- This is just one option without regard to many unknowns and dependencies that have yet to be identified.
- Campus affinity matters – particularly for student activities, residence life, diversity programs, student organizations.
- How local or regionalized services are supervised or managed can not be delineated at this time. Further guidance is needed regarding the level of local or regional leadership at each campus.
- The greatest improvement to the student experience under the one-university model would be purchasing a new student information system and freezing the current Banner system. It is by itself inefficient with over fifty customizations which prevent us from using many automations. It will be less costly to buy a new system and build it smart – even if it is “vanilla” Ellucian.
- The alignment of enrollment functions and services across the three universities is dependent on a number of policies and practices which are entirely outside of the enrollment services purview. These must be resolved before enrollment services can fully implement a “one-university” model. Examples include full- and part-time student definitions, academic standing, grading, test scores & course placement, admission catalog years, nontraditional credit, payment deadline, drop for non-payment, among others.
- The extent to which local or regional services should be offered is dependent on how and where the academic programs are delivered. Centralized enrollment services will disadvantage our students in such a large and diverse state. The farther away the service/process is, the less seamless and responsive the experience.

UA Enrollment Services & Student Affairs– *functional view*



Distribution of Enrollment Services Functions at the University of Alaska

Centralized

- Application for admission
- Automated admissions processing
- Recruitment name buys
- Residency determinations
- Verification processes (e.g., enrollment, degree)
- Comprehensive statewide student recruitment marketing strategy with local recruitment plans
- Strategic enrollment planning
- Compliance (e.g., FERPA, VA, Title IV aid, etc.)

Regionalized / Localized

- Local/regional recruitment, committed to increase enrollment of diverse student populations
- Admissions processing
- Financial Aid services
- Registrar services
- International student services & SEVIS
- Academic Exchange/Study Abroad
- Military & Veteran Student Services
- Orientation

Distribution of Student Affairs Functions at the University of Alaska

Centralized

- One VP of Student Affairs ensuring accountability for application of policies and procedures, focus on best practice engagement and retention strategies, and maintenance of key partnerships in the student life cycle.
- Compliance (e.g., Clery Act, Campus Fire Safety Act, Drug Free Schools Act, ADA, etc.)

Regionalized / Localized

- On-campus Living: Residence Life, Dining, Conference Services, Housing Operations & Facilities Maintenance
- Career Services
- Alumni Relations
- Campus Life: Student Union, Student Organizations, Student Activities, Student Recreation, Student Media
- Alaska Native & Diversity Programs
- Disability Support Services
- Student Conduct & Ethical Development, to include Care and Crisis Response and Federal Mandate Compliance
- Student Health & Counseling Services