Student Recruitment at the University of Alaska

Presented by the Student Services Council to the
Academic and Student Affairs Committee of the UA Board of Regents
Fairbanks, Alaska

February 2014

The Student Services Council (SSC):

Dr. Bruce Schultz, Vice Chancellor for Student Affairs, UAA

Dr. Michael Sfraga, Vice Chancellor for University and Student Advancement, UAF

Joe Nelson, Vice Chancellor for Student Services and Enrollment Management, UAS

Saichi Oba, Associate Vice President for Student and Enrollment Services, UA

Introduction

Perhaps only the topic of tuition garners more interest in the student and enrollment domain than does student recruitment. How we attract, recruit and admit students to the University of Alaska are subjects that capture the interest of Regents, executives, legislators and the public at large. How each of the universities carries out these specialized activities is the subject of the following narrative and accompanying presentations by the Student Services Council (SSC) comprised of the Vice Chancellors for Student Services from each of the Universities.

The presentation during ASA of the February BOR meeting will follow this outline:
- A brief overview and current environment for recruitment by AVP Oba.
- Presentations from each Vice Chancellor in the following order:

UAA, Dr. Bruce Schultz, Vice Chancellor for Student Affairs
UAF, Dr. Michael Sfraga, Vice Chancellor for University and Student Advancement
UAS, Joe Nelson, Vice Chancellor for Student Services and Enrollment Management
- Closing with a question and answer session

The Presentations

The presentations will cover in state, out-of-state, and international recruitment activities and depending on the university, may include items such as how many school visits occur, national, regional or local college fairs attended, what efforts are conducted in rural Alaska versus urban Alaska, and what is done to recruit at community colleges both inside and outside the state.

The Vice Chancellors will include metrics - what they track and why. Such data in turn informs many of the activities and strategies the campus employs.

Finally, listen for the philosophy behind a recruitment strategy. How does recruitment fit into the overall mosaic of student success at a campus? The Vice Chancellors will share examples of unique initiatives or aspects specific to the campus.
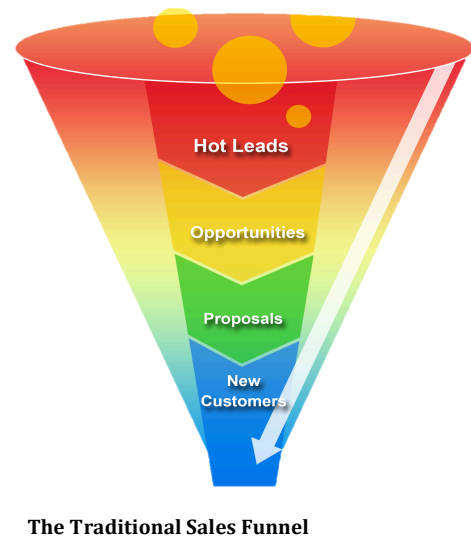
Overview - *the Nation*

The recruitment of new students is a competitive business. The rise of a wholly new industry, **enrollment management,** is the result of the decline of high school graduates in the late 70's and 80's and the intense competition that was derived from private schools who no longer could simply roll out their welcome mats. Instead, now these schools had to out-recruit each other for the dwindling number of eligible students.

The public sector remained relatively immune to this pressure - the lower costs, the greater capacity and the substantial state support allowed most public universities to continue operating in a manner that has often been described as the "Field of Dreams" mode: *build it and they will come*.

The landscape changed irrevocably for public universities by the late 1980's when a weak economy eroded the state support they had previously enjoyed. With less state support public schools now had to play the game like the private schools: *compete for each student - and the tuition dollars that follow them*.

Enrollment management borrowed heavily from the corporate world and introduced into the recruitment of students the language of marketing (market research, branding, positioning) and the sales funnel metaphor (see graphic below).

Prospects
Inquiries
Applicants
Admits
Enrolled
The Traditional Enrollment Funnel

Hot Leads
Opportunities
Proposals
New Customers
The Traditional Sales Funnel

Recruitment, like other aspects of the university, is constantly re-shaped by technology. Today more students engage through the Internet and through social media than just a few years ago. Prospective students enter and exit the funnel as if it were a river - climbing in and out - sometimes staying in contact with a campus through email or information requests. Other times potential students observe anonymously on-line - taking in the information they seek, but providing nothing to the campuses (no name, no email) for follow-up. These same students often appear as 'stealth applicants'. Those that may eschew the traditional enrollment funnel then first appear on the enrollment manager's radar when they apply for admissions. Such applicants increase in number each year.

Overview II - *in Alaska*
By the mid 1990's Alaska and the University of Alaska were losing ground with regard to our college going population. There are several reasons for this. Number one was Alaska's low college going rate; in 1994, only 37.4% of Alaska high school seniors entered college upon high school graduation - the lowest in the nation for that year. Alaskans also attended college outside. The new phenomenon was competing schools now regularly arriving in Alaska. Competitors found Alaskan students eager to attend school outside; the Alaska Student Loan was portable and the state's budget woes were played out publicly - reinforcing the perspective that UA was losing state support.
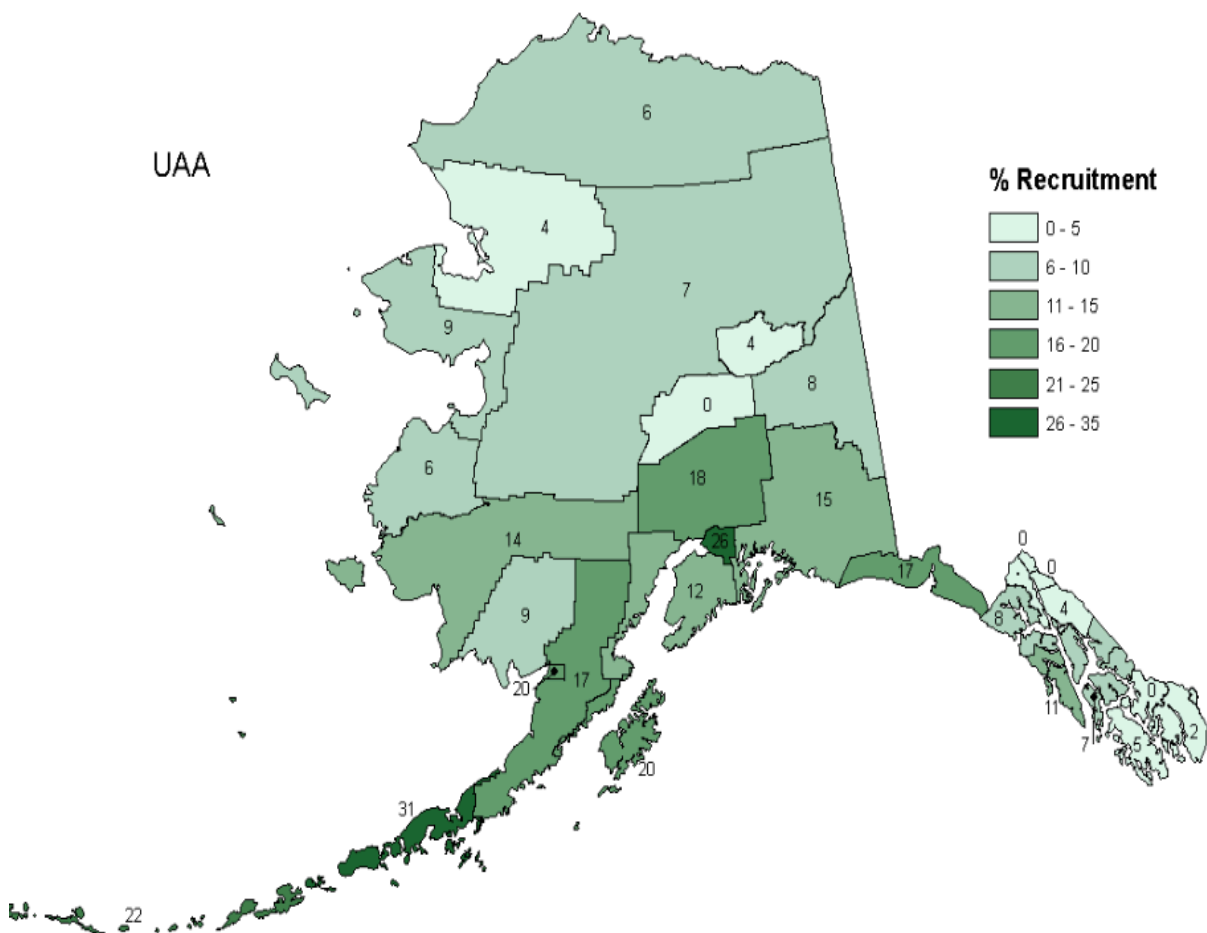
With the new millennium this outmigration of students was stemmed, but not stopped. For the first time starting in the year 2002, over 50% of college bound Alaskan's now remained in state and attended UA. However, the constant pressure from schools outside and the advent of on-line education that continues to attract Alaskans is a reminder of the competitive nature of recruitment and reinforces the importance of working to attract as many Alaskans as we can each year.
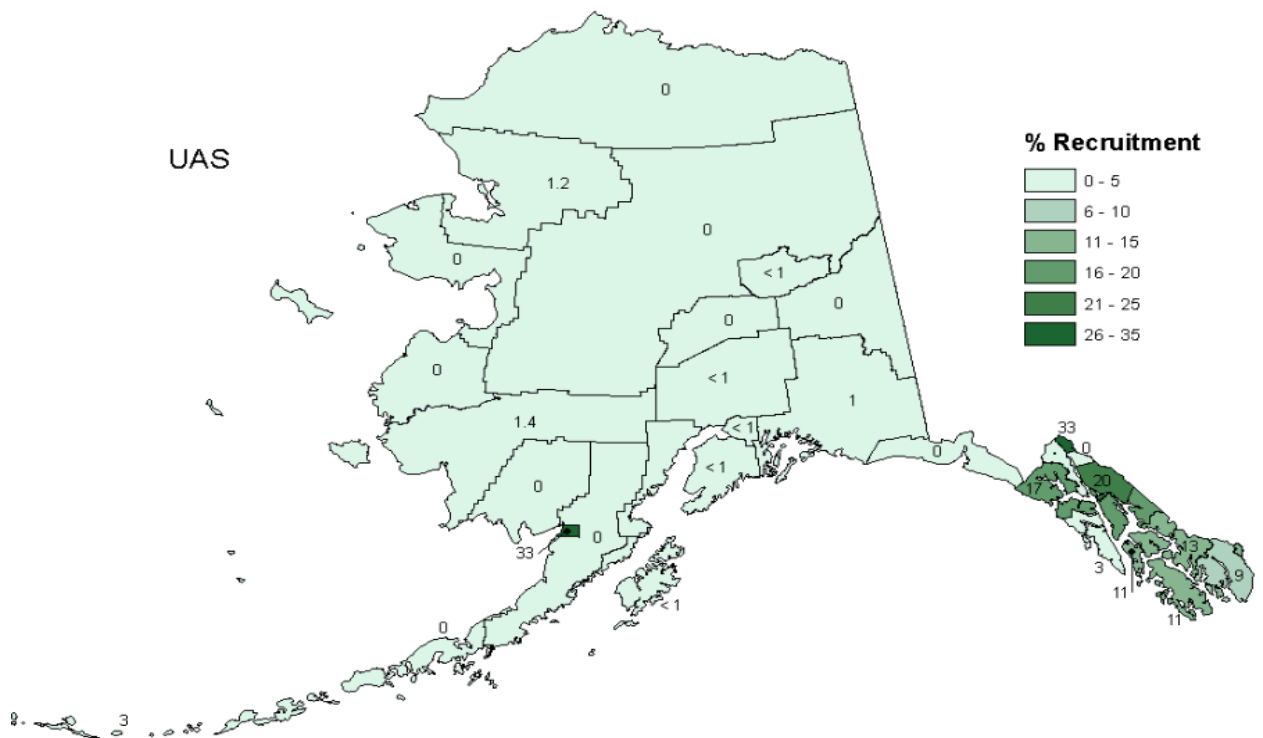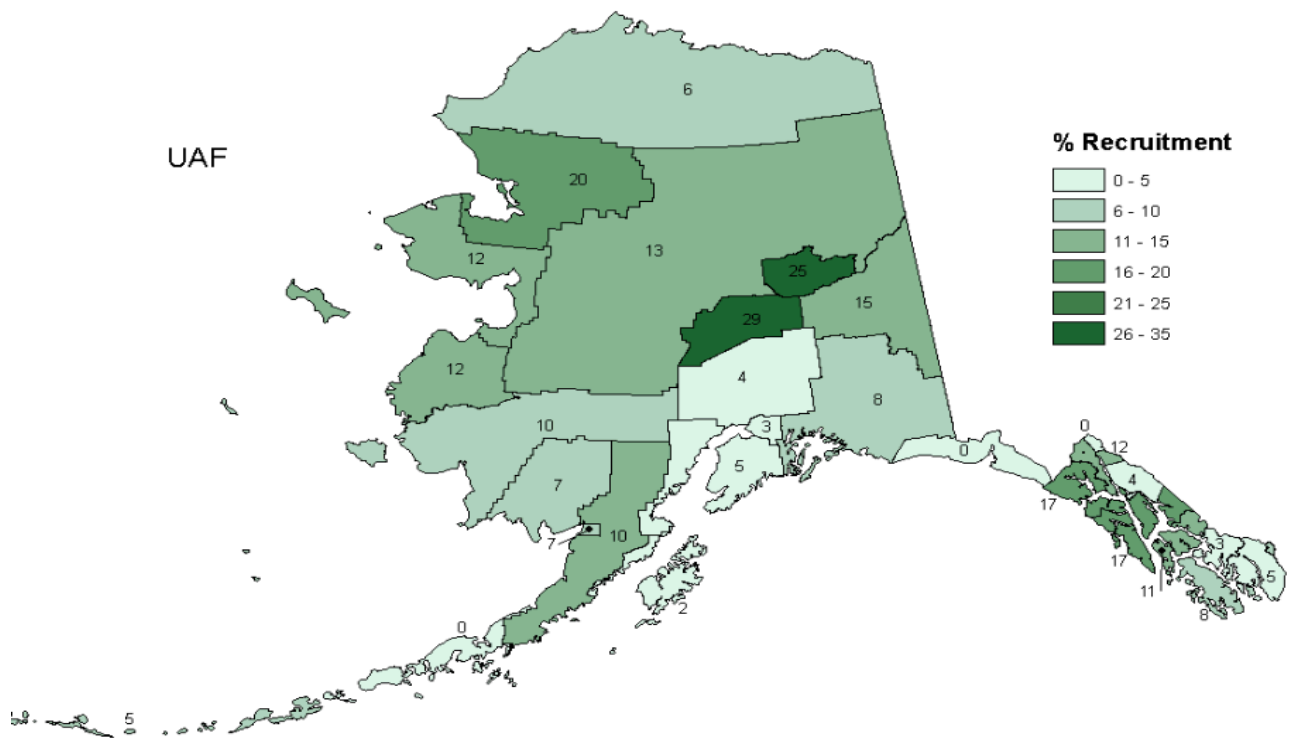
In many ways the enrollment of state residents is fairly predictable at the University of Alaska. If a student is from the southeastern part of the state and they plan to attend the university they tend to enroll at one of the UAS campuses. If the student is from south

central they enroll at one of the many campuses aligned with UAA. And finally, if they are from the interior (or points north) more than likely they will enroll in a UAF campus. This *'balkanization'* of enrollment as UAF's Director of Planning and Institutional Research, Ian Olson, coined a few years ago is all the more evident in the following data and corresponding maps.

Borough/Census Area	Number of Schools*	Total Public HS Graduates	UA Attenders	UAA Attenders	UAF Attenders	UAS Attenders	Percent UA	Percent UAA	Percent UAF	Percent UAS
Anchorage Municipality	23	3059	889	806	82	1	29%	26%	3%	0%
Fairbanks North Star Borough	12	1135	336	44	285	7	30%	4%	25%	1%
Juneau City and Borough	5	337	95	13	14	68	28%	4%	4%	20%

(The full table and statewide and University maps can be found in Appendix A. Compiled by Laura Delisle, UAF Planning, Analysis, and Institutional Research, January 2014.)

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UAF

% Recruitment
- 0 - 5
- 6 - 10
- 11 - 15
- 16 - 20
- 21 - 25
- 26 - 35

UAS

% Recruitment
- 0 - 5
- 6 - 10
- 11 - 15
- 16 - 20
- 21 - 25
- 26 - 35

To further illustrate this point an analysis of where students apply for admission indicates that, by and large, students have an affinity for one campus over the other with fewer than 5% applying to more than one university and far fewer applying to all three in any given term.

Headcount of First-Time and External Transfer Applicants								
Fall Semesters 2009 – 2013								
Fall Semester	UAA Only	UAF Only	UAS Only	UAA & UAF	UAA & UAS	UAF & UAS	UAA & UAF & UAS	Total Applicants	% Applying to 2 or More
2009	5,104	2,524	820	245	41	31	19	8,784	3.8
2010	5,461	2,532	890	235	71	51	18	9,258	4.1
2011	5,269	2,562	779	272	33	29	18	8,962	3.9
2012	5,044	2,643	693	226	59	36	16	8,717	3.9
2013	4,893	2,554	607	279	36	26	11	8,406	4.2

| Headcount of First-Time and External Transfer Applicants								
Spring Semesters 2009 - 2013								
Spring Semester	UAA Only	UAF Only	UAS Only	UAA & UAF	UAA & UAS	UAF & UAS	UAA & UAF & UAS	Total Applicants	% Applying to 2 or More
2009	1,646	792	279	19	7	1	-	2,744	1.0
2010	2,083	982	347	21	9	3	1	3,446	1.0
2011	2,185	919	326	22	6	4	-	3,462	0.9
2012	2,290	861	297	16	4	3	-	3,471	0.7
2013	1,977	942	307	18	2	2	1	3,249	0.7

Summary

- College recruitment is a competitive endeavor, which shows no sign of abating. In Alaska this competition is more pronounced - not necessarily between

campuses instate - but rather with schools outside, on-line and perhaps our greatest adversary: our low college going rate.

- Technology continues to shape how students interact with the university - not only in recruitment, but also in how they choose to engage and study with us.

Finally, this report covers only one component of the overall enrollment picture at the University of Alaska: the recruitment of new students.   Keep in mind the recruitment of new students - first time freshman from high school, transfer and new adult students - while important, comprises only perhaps a 1/5 of the overall enrollment at UA. The retention of current students is in many ways far more crucial to the university's overall enrollment health. Attracting new students is important; however retaining students who we have already recruited all the way through to completion of their programs is critical if we are to increase our attainment and graduation rates - as called for under Shaping Alaska's Future.
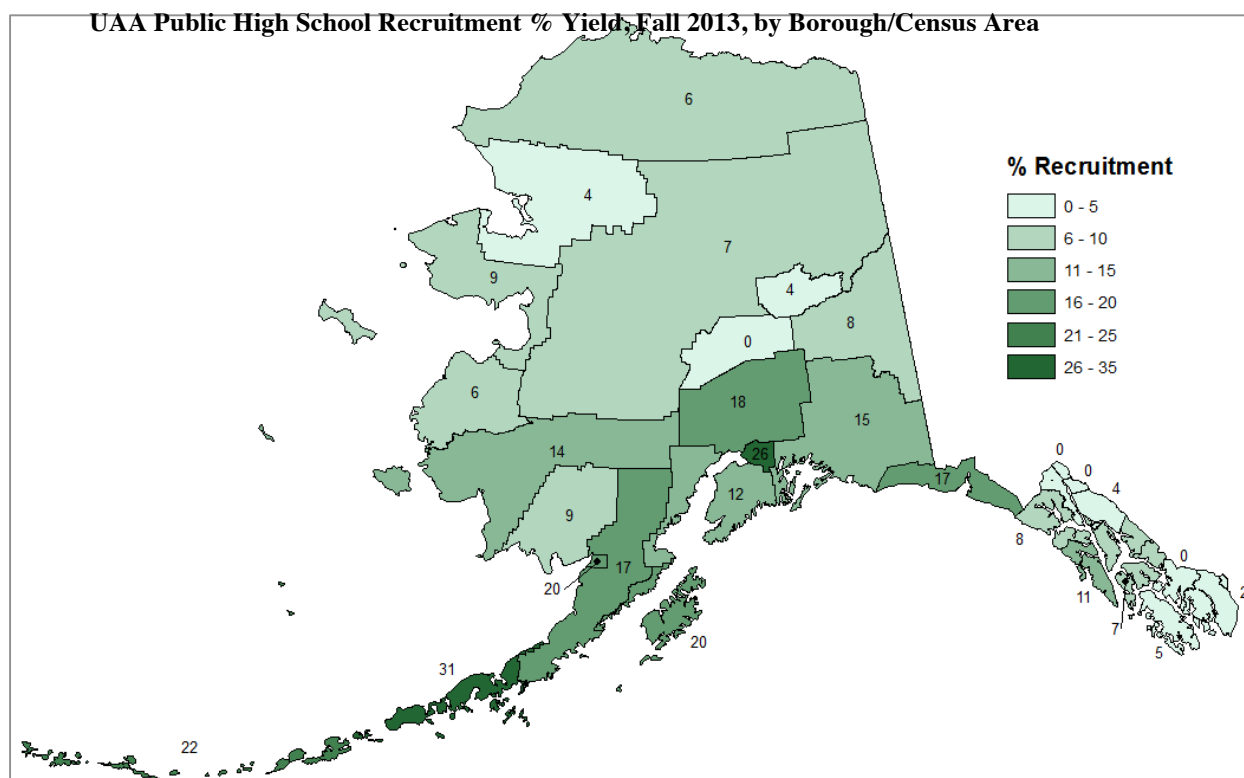
Appendix A

UA-System Public High School Recruitment % Yield, Fall 2013, by Borough/Census Area
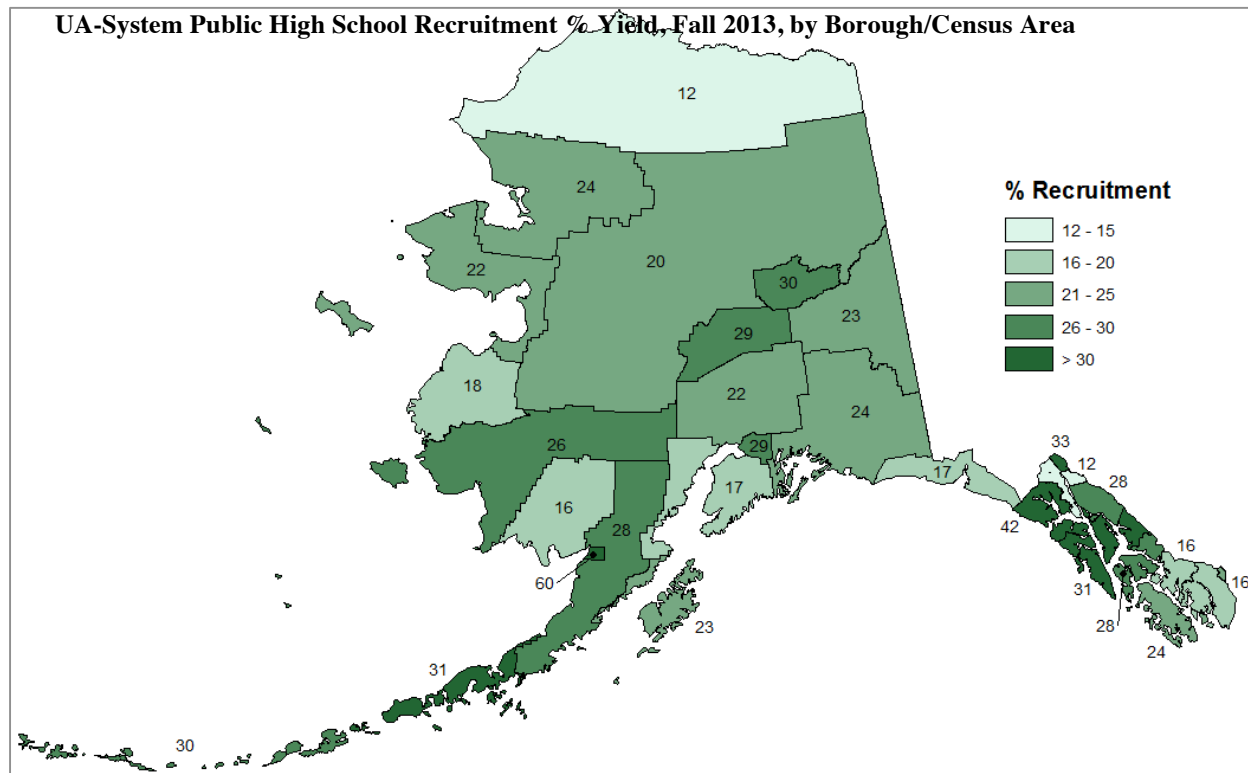
Percent of FY 2013 public high school graduates attending the University of Alaska as first-time freshmen in fall 2013, by Alaska Borough/Census Area. Sources: UA Information Systems, Banner SI, fall 2013 closing extracts; public high school graduate counts from State of Alaska Department of Education and Early Development: http://education.alaska.gov/Stats/HSGraduates/2013hsgrad.pdf, accessed 1/24/2014. Percent values are rounded.

Borough/Census Area	Total HS Grads	UA System Enrolled	% UA Enrolled	Borough/Census Area	Total HS Grads	UA System Enrolled	% UA Enrolled
Aleutians East	16	5	31%	Matanuska-Susitna	1080	240	22%
Aleutians West	37	11	30%	Nome	115	25	22%
Anchorage	3059	889	29%	North Slope	81	10	12%
Bethel	145	37	26%	Northwest Arctic	82	20	24%
Bristol Bay	15	9	60%	Petersburg	46	13	28%
Denali	17	5	29%	Prince of Wales-Hyder	63	15	24%
Dillingham	43	7	16%	Sitka	138	43	31%
Fairbanks North Star	1135	336	30%	Skagway	6	2	33%
Haines	26	3	12%	Southeast Fairbanks	62	14	23%
Hoonah-Angoon	12	5	42%	Valdez-Cordova	100	24	24%
Juneau	337	95	28%	Wade Hampton	102	18	18%
Kenai Peninsula	602	102	17%	Wrangell	31	5	16%
Ketchikan Gateway	150	24	16%	Yakutat	6	1	17%
Kodiak Island	163	37	23%	Yukon-Koyukuk	163	33	20%
Lake and Peninsula	29	8	28%				

UAA Public High School Recruitment % Yield, Fall 2013, by Borough/Census Area
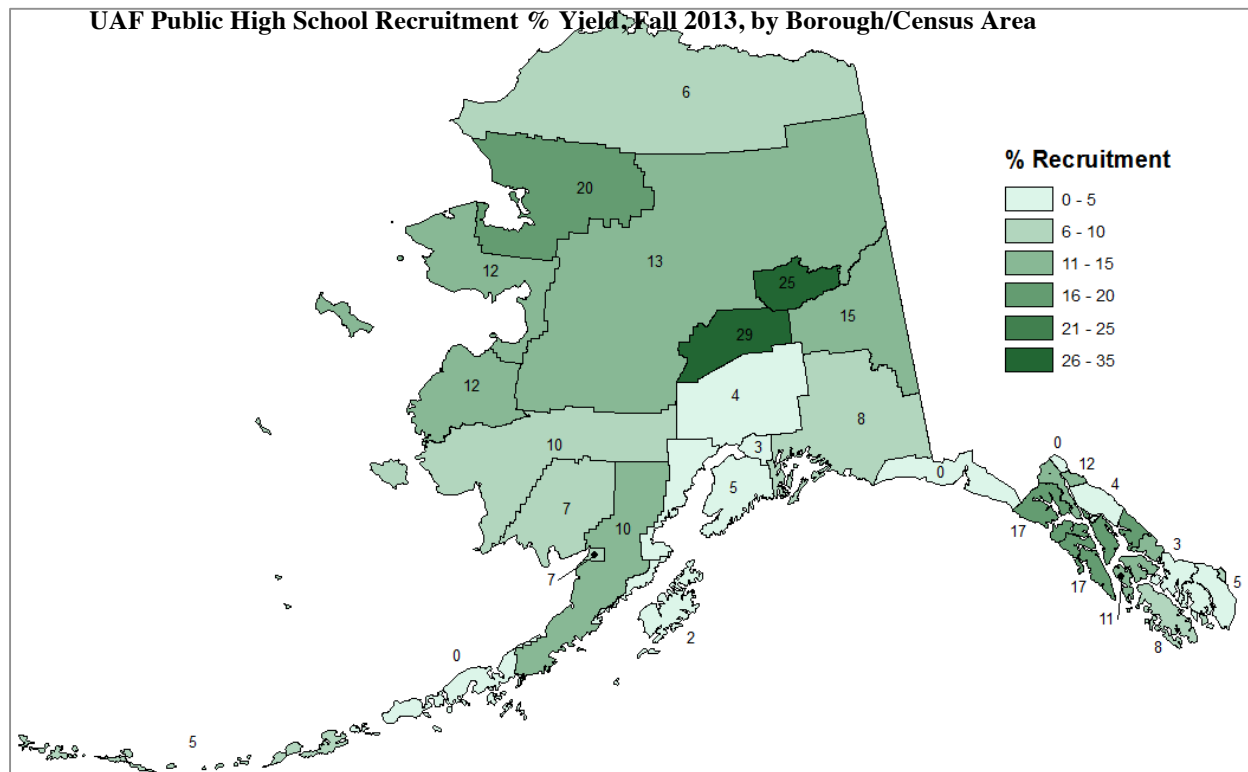

Percent of FY 2013 public high school graduates attending the University of Alaska Anchorage as first-time freshmen in fall 2013, by Alaska Borough/Census Area. Sources: UA Information Systems, Banner SI, fall 2013 closing extracts; public high school graduate counts from State of Alaska Department of Education and Early Development: http://education.alaska.gov/Stats/HSGraduates/2013hsgrad.pdf, accessed 1/24/2014. Percent values are rounded.

Borough/Census Area	Total HS Grads	UAA Enrolled	% UAA Enrolled	Borough/Census Area	Total HS Grads	UAA Enrolled	% UAA Enrolled
Aleutians East	16	5	31%	Matanuska-Susitna	1080	193	18%
Aleutians West	37	8	22%	Nome	115	10	9%
Anchorage	3059	806	26%	North Slope	81	5	6%
Bethel	145	21	14%	Northwest Arctic	82	3	4%
Bristol Bay	15	3	20%	Petersburg	46	3	7%
Denali	17	0	0%	Prince of Wales-Hyder	63	3	5%
Dillingham	43	4	9%	Sitka	138	15	11%
Fairbanks North Star	1135	44	4%	Skagway	6	0	0%
Haines	26	0	0%	Southeast Fairbanks	62	5	8%
Hoonah-Angoon	12	1	8%	Valdez-Cordova	100	15	15%
Juneau	337	13	4%	Wade Hampton	102	6	6%
Kenai	602	71	12%	Wrangell	31	0	0%
Ketchikan Gateway	150	3	2%	Yakutat	6	1	17%
Kodiak Island	163	32	20%	Yukon-Koyukuk	163	12	7%
Lake and Peninsula	29	5	17%				

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UAF Public High School Recruitment % Yield, Fall 2013, by Borough/Census Area
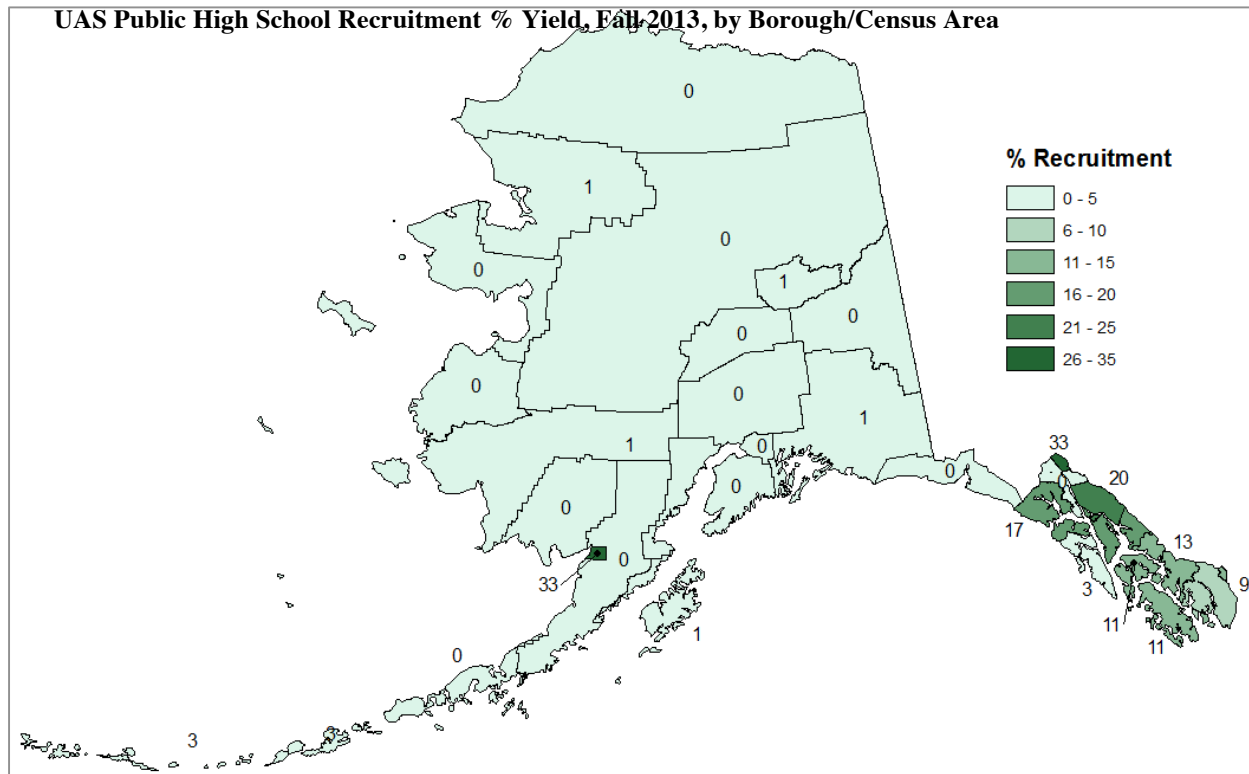

Percent of FY 2013 public high school graduates attending the University of Alaska Fairbanks as first-time freshmen in fall 2013, by Alaska Borough/Census Area. Sources: UA Information Systems, Banner SI, fall 2013 closing extracts; public high school graduate counts from State of Alaska Department of Education and Early Development: http://education.alaska.gov/Stats/HSGraduates/2013hsgrad.pdf, accessed 1/24/2014. Percent values are rounded.

Borough/Census Area	Total HS Grads	UAF Enrolled	% UAF Enrolled	Borough/Census Area	Total HS Grads	UAF Enrolled	% UAF Enrolled
Aleutians East	16	0	0%	Matanuska-Susitna	1080	43	4%
Aleutians West	37	2	5%	Nome	115	14	12%
Anchorage	3059	82	3%	North Slope	81	5	6%
Bethel	145	14	10%	Northwest Arctic	82	16	20%
Bristol Bay	15	1	7%	Petersburg	46	5	11%
Denali	17	5	29%	Prince of Wales-Hyder	63	5	8%
Dillingham	43	3	7%	Sitka	138	23	17%
Fairbanks North Star	1135	285	25%	Skagway	6	0	0%
Haines	26	3	12%	Southeast Fairbanks	62	9	15%
Hoonah-Angoon	12	2	17%	Valdez-Cordova	100	8	8%
Juneau	337	14	4%	Wade Hampton	102	12	12%
Kenai	602	28	5%	Wrangell	31	1	3%
Ketchikan Gateway	150	7	5%	Yakutat	6	0	0%
Kodiak Island	163	4	2%	Yukon-Koyukuk	163	21	13%
Lake and Peninsula	29	3	10%				

Appendix A (continued)

UAS Public High School Recruitment % Yield, Fall 2013, by Borough/Census Area

Percent of FY 2013 public high school graduates attending the University of Alaska Southeast as first-time freshmen in fall 2013, by Alaska Borough/Census Area. Sources: UA Information Systems, Banner SI, fall 2013 closing extracts; public high school graduate counts from State of Alaska Department of Education and Early Development: http://education.alaska.gov/Stats/HSGraduates/2013hsgrad.pdf, accessed 1/24/2014. Percent values are rounded.

Borough/Census Area	Total HS Grads	UAS Enrolled	% UAS Enrolled	Borough/Census Area	Total HS Grads	UAS Enrolled	% UAS Enrolled
Aleutians East	16	0	0%	Matanuska-Susitna	1080	4	0%
Aleutians West	37	1	3%	Nome	115	0	0%
Anchorage	3059	1	0%	North Slope	81	0	0%
Bethel	145	2	1%	Northwest Arctic	82	1	1%
Bristol Bay	15	5	33%	Petersburg	46	5	11%
Denali	17	0	0%	Prince of Wales-Hyder	63	7	11%
Dillingham	43	0	0%	Sitka	138	4	3%
Fairbanks North Star	1135	7	1%	Skagway	6	2	33%
Haines	26	0	0%	Southeast Fairbanks	62	0	0%
Hoonah-Angoon	12	2	17%	Valdez-Cordova	100	1	1%
Juneau	337	68	20%	Wade Hampton	102	0	0%
Kenai	602	2	0%	Wrangell	31	4	13%
Ketchikan Gateway	150	14	9%	Yakutat	6	0	0%
Kodiak Island	163	1	1%	Yukon-Koyukuk	163	0	0%
Lake and Peninsula	29	0	0%				