



UNIVERSITY
of ALASKA

Many Traditions One Alaska

Student Services Team Report

(Previously Student Affairs)

UA Strategic Pathways

January 18, 2017



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Charge

Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at Statewide of functions that support significant enrollment growth and student attainment through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team.

Scope

All functions related to recruitment, financial aid, registrar, and support system for student retention and completion.

Goal

Reduce operating costs. Align with UA priorities. Identify targeted investments. Improve student experience.

Key Stakeholders

- ▶ Students
- ▶ Faculty
- ▶ Staff
- ▶ Executive Leadership
- ▶ Community
- ▶ Employers
- ▶ Parents
- ▶ Alumni
- ▶ Legislators
- ▶ K-12 administrators and teachers
- ▶ Partners – Community, Governmental, Non-Profit, Other Universities and Colleges
- ▶ Funders – Corporations

Team Members

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Process Overview

The Student Services Team is one of eight teams in Phase 2 of Strategic Pathways. Phase 2 began in early October when the teams met for the first time. During that first meeting, Session 1, there was a thorough orientation to the overall effort, and the charge, scope, and goal were refined. Most teams also identified the first iteration of potential Options. In the weeks between Session 1 and the second meeting, Session 2, Student Services continued to define the options with weekly teleconferences and virtual collaboration. The Pros and Cons for each Option were developed in Session 2 in the first week in November. Since then Student Services has been continually refining the Options, Opportunities, Pros and Cons and writing them into the following document. These Reports served as the main source of information for the Presentations that will be presented to the Summit Team on January 18th.

Option 1 – Lead Campus (each campus leading a function)

Narrative Description

Each campus would become the “lead” in a particular area, for example, Recruitment and Admissions at UAF, Registrar at UAA, Financial Aid at UAS. The other campuses would have reduced staffing in the “non-lead” areas. Some level of staffing in each area would be maintained in order to provide necessary services to students.

Key Change Elements

- ▶ Student Experience – Students could have more seamless experience. Negative impacts will be felt if staffing levels do not adequately cover the needs of the students on-site and if there are delays in service due to staff being located off-site at lead campuses.
- ▶ Service Changes - Each campus would need to continue providing services that are provided in person, such as counseling and advising. Behind-the-scenes processes and services could be consolidated in one location. Other offices on campus could be impacted if they currently have a close relationship with an office that becomes a non-lead area.
- ▶ Staffing Changes - Staffing will need to be increased at lead campus for each office and reduced at the non-lead campuses. Some staffing in the non-lead areas would need to be maintained to serve students. Lead campus would have the director and main support staff and non-lead campuses would have smaller teams for non-lead areas. If each campus had a different lead area, the non-lead staff could reside in same office as lead staff. There would be a need for more cross training and collaboration between areas in Student Affairs.
- ▶ Use of Facilities - Lead campuses would need larger offices for their functions. Non-lead areas could be reduced but would continue to need space, perhaps in a centralized location.
- ▶ Access for Students - Likely to be impacted: reduced staffing at non-lead locations, and the added levels of separation caused by lead campus duties being off site, could result in longer wait times, services being reduced, and issues being left unresolved. Recruitment may not be as campus specific if more centralized under lead campus.
- ▶ Administration - There would be one director for each area (Recruitment, Financial Aid, and Registrar) that would be located at the lead campus. Because the responsibilities of the director position would increase, there would probably be a need for Assistant or Associate Directors (one at each university).
- ▶ Front-End Investment - Training of staff; redesign of office areas; reprinting of marketing materials; administrative costs during transition.
- ▶ Technology - Current technology would remain in place. More shared services so there would need to be more cross training in technology that supports each area.

Option 1 continued – Lead Campus (each campus leads a function)

Key Change Elements, continued

- ▶ Community (external) Engagement - Likely to be minimal unless student experience is negatively impacted. Campuses could be (or seem) less receptive to the local communities in non-lead areas.
- ▶ Ongoing investment support - Increased IT support to improve processes and integration; increased travel for staff.

Pros and Cons

Pros

- ▶ Still have some support at each campus with the representation of a function
- ▶ Opportunity to take advantage of existing strengths
- ▶ Efficiency in economy of scale
- ▶ Opportunity for improved consistency and collaboration in decision making
- ▶ Opportunity to reevaluate, modernize, automate, and restructure process
- ▶ Creation of a more common process for students
- ▶ Opportunity to implement a unified recruitment strategy that maps prospective student interest in particular academic program offerings -- instead of university affinity or campus location

Cons

- ▶ Significant leadership challenge and professional liability for lead campus to effectively manage staff and operations over such distances. These are high risk and highly regulated areas with significant consequences.
- ▶ Community, faculty, and staff perception of decreased services and availability
- ▶ Difficulty with separation of functions and loss of synergy between multiple campuses due to high level of needed collaboration between the functions
- ▶ Diminished effectiveness and efficiency is likely as a result of the one consolidated university having to know and manage three different sets of business and academic policies, processes and dates
- ▶ Potential for non-lead university students to experience an increased sense of bureaucracy resulting from authority/responsibility being located far away from service delivery points
- ▶ Student and employees may feel disenfranchised if their university is not named lead
- ▶ Faculty relationship challenges with geography due to interrelation between functions and faculty support

Option 1 continued – Lead Campus (each campus leads a function)

Pros, continued

Cons, continued

- ▶ Loss of synergy between functions within the university
- ▶ Difficulty facilitating face-to-face appeal process
- ▶ Non-lead campuses will be further removed from process and decision making
- ▶ Maintaining a clear sense of transparent and balanced decision making for the benefit of all students will be a difficulty as student needs are often different at different campuses and at different times
- ▶ Loss of peer leadership team and peer accountability
- ▶ Loss of in state competition in recruiting which is currently an internal motivator for meeting targets
- ▶ Amount of time to ramp up to perform duties i.e., increasing training requirements

Further Analysis Needed

- ▶ Process to determine what function would reside at what campus?
- ▶ What are the relationships between all other campuses and lead campus and how would they be facilitated?
- ▶ Could more than one function reside at a campus?
- ▶ What would the reporting structure and authorities be? What would level of decision making for each non-lead campus?
- ▶ How would we measure effects on student experience?
- ▶ How would a system to maintain accountability for functions be developed?
- ▶ What would cost savings be for options and would services be improved?
- ▶ What are the risks in these highly regulated areas and the potentially significant consequences for misfeasance? Title IV (financial aid and registrar), accreditation status (regional and program), DOE financial aid oversight?
- ▶ What would campus branding look like in the lead model?
- ▶ What would formalized collaboration between the 3 campuses need to be?

Option 2 – Consolidation of All Functions at One Campus

Narrative Description

Consolidate Offices of the Registrar, Financial Aid, and Recruitment and Admission's responsibilities and functions to one university with support staff on the other two campuses. Each university will still maintain its own unique branding. In area of recruitment the focus would be recruiting students to the right institution. This option would likely drive policy and process change, as it would be necessary to have one procedure for many of the administrative functions of financial aid and registrar's office. (i.e., would need to report unofficial withdrawals the same to DOE).

Key Change Elements

- ▶ Student Experience – May be more difficult to resolve issues as expertise is lost at individual campuses. Possible more consistency for students doing academic work at multiple campuses.
- ▶ Service Changes
 - Financial Aid (FA) - one awarding and/or distribution of award money/funds.
 - Office of Registrar - one process for transfer evaluation, one office for processing outgoing transcripts, grade changes, one course scheduling and catalog production, room scheduling coordinating from one site, registration managed from one site, degree awards and audits and academic petitions managed at one site. Student records requests and subpoenas managed at one site. Monitoring of Academic Policy for all three campuses at one site.
 - Recruitment – would be done by one staff for all sites/campuses.
 - Admissions – one office processes and reviews applications for campuses/sites.
- ▶ Staffing Changes – Would need staffing increases at campus which hosts offices. Potentially could reduce staffing at remaining campuses, but would still need support staff to meet with students (financial advising, campus tours, manual registrations, commencement, copies of records, etc.) Would be shifting many staff from one location to another. Net reduction of staffing would need to be evaluated. System built to manage internal impacts and support for functions through transition.
- ▶ Use of Facilities – Would need increase in consolidate campus. Non-consolidated campuses would have minimal if any. You will still need on-site staff.
- ▶ Access for Students – These are core services and often require personal face to face time with students. Without recruitment, financial aid, or course registration a student does not attend. Fewer staff will result in less access/availability for students.

Option 2 continued – Consolidation of All Functions at One Campus

Continuation of Key change elements

- ▶ Administration – Would remove 2 Registrars, 2 Directors of Financial Aid, and 2 Directors of Recruitment/Admissions.
- ▶ Front-End Investment – For Registrar and Recruitment there would be time required to learn other two campuses: curriculum, policies, processes, catalog, student body (training investment). Hiring of additional staff for one location and relationship building of these key staff with the other campus personnel.
- ▶ Technology – Would need to ensure common systems across the board. Must be much more robust and more bandwidth as more communication goes between campuses. Two thirds of students will only interact with these core services via distance/technology. Will need to improve options for doing this.
- ▶ Community (external) Engagement – Interactions with community at two campuses without offices will be reduced. Lose personal touch.
- ▶ Ongoing investment support – Training will need to be constant. Recruitment office will need to stay well informed of the communities of all universities and campuses. Others will need to stay constantly up-to-date on 3 campus procedures, staff, faculty, and policies.

Pros and Cons

- | Pros | Cons |
|---|---|
| <ul style="list-style-type: none">▶ Opportunity for improved consistency in decision making and policies▶ Potential for efficiency in economy of scale▶ Opportunity to implement a unified recruitment strategy that maps prospective student interest in particular academic program offerings – instead of university affinity or campus location▶ Opportunity to reevaluate, modernize, automate, and restructure processes allowing for reallocation of resources▶ Increased motivation to create more common student services processes for students | <ul style="list-style-type: none">▶ Significant leadership challenge and professional liability for lead campus to effectively manage staff and operations over such distances▶ Community, faculty, and staff perception of decreased services and availability▶ Diminished effectiveness and efficiency is likely as a result of the one consolidated university having to know and manage three different sets of business and academic policies, processes and dates▶ Maintaining a clear sense of transparent and balanced decision making for the benefit of all students will be difficult as student needs are often different at different campuses and at different times |

Option 2 continued – Consolidation All Functions at One Campus

Pros, continued

- ▶ Recruitment could have cost savings
- ▶ Potential streamlining of administrative process
- ▶ Eliminate redundancy

Cons, continued

- ▶ Implementation process includes external decision makers (stakeholders) that have competing interests
- ▶ Potential for non-consolidated university students to experience an increased sense of bureaucracy resulting from authority/responsibility being located farther away from service delivery points
- ▶ Student and employees may feel disenfranchised if their university is not named lead
- ▶ Potential for disenfranchisement and less accountability at non-consolidated universities and their associated campuses
- ▶ Faculty relationship challenges with geography
- ▶ Difficulty in facilitating face-to-face appeal process
- ▶ Loss of peer leadership team and peer accountability
- ▶ Long implementation process
- ▶ Non-consolidated campuses will be further removed from process and decision making
- ▶ Without a significant change and alignment of individual campus policies and processes, a change of this magnitude would result in greater staff time, longer response times, and has a higher probability of error
- ▶ Difficulty to change policies that impact processes which lie in other areas

Option 2 continued – Consolidation All Functions at One Campus

Further Analysis Needed

- ▶ What would cost savings be for options and would services be improved?
- ▶ What would process be to determine which university owns all functions?
- ▶ What are the relationships between all other campuses and lead campus and how would they be facilitated?
- ▶ What are the risks in these highly regulated areas and the potentially significant consequences for misfeasance? Title IV (financial aid and registrar), accreditation status (regional and program), DOE financial aid oversight?
- ▶ What would the reporting structure and authorities be? What would level of decision making for each non-consolidated campus?
- ▶ What would campus branding look like in the consolidated model?
- ▶ How to incorporate a voice for other universities during decision making process?

Option 3 – Consolidation at Statewide

Narrative Description

Assuming separate accreditation remains. Registrar, Financial Aid, Recruitment offices will be consolidated at a single Statewide office. Individual Registrar, Admissions, and Financial Aid Offices would no longer exist at UAF, UAA, and UAS. Instead, a combined “Enrollment Services” office would be created at Statewide. This office would be responsible for all Admission, Financial Aid, and Registrar functions for the entire University of Alaska. There would be staff available at each campus that would be able to support and direct students in person

Key Change Elements

- ▶ Student Experience – A certain self-sufficient type of student would notice little or no difference. Students who require more guidance may struggle not having in-person help available with expertise in a specific area of concern.
- ▶ Service Changes – Same services would be offered, but out of one Statewide office instead of each MAU and branch campus.
- ▶ Staffing Changes – Same amount of work to be done, so roughly the same number of employees would be required. May be able to reduce director/manager positions but would need to replace with technician/advisor positions. May be able to reduce/combine fiscal tech and PPA type positions.
- ▶ Use of Facilities – Likely need to build a building or rent space somewhere. Approximately 110 people currently work in these areas at UAA, UAF, and UAS combined. There is not currently room in the Butrovich building for added Statewide positions. Travel and teleconferencing may be less necessary with everyone in the same geographic area.
- ▶ Access for Students – Students outside of the Fairbanks area would not have “live, in-person” help available. Coordination of campus visits for Anchorage/Juneau will be logistically more difficult with no on-site admissions personnel. Academic advising still available at each MAU within academic departments. Access would be provided to in person support at each campus.
- ▶ Administration – “Chain of command” would be shorter. Students would have one office to deal with and address concerns. Matrix reporting would need to be established with campuses reporting to Statewide. Relationships would need to be reestablished/strengthened being managed from distances.
- ▶ Front-End Investment – Buildings/offices to house additional roles within Statewide. Hiring will be necessary to replace those who do not relocate. Training of new employees.
- ▶ Ongoing investment support (reallocation of funds) - Assume current Admissions, Registrar, Financial Aid budgets would be combined and redirected to a new “Statewide Student Services” fund.

Option 3 continued – Consolidation at Statewide

Key Change Elements, continued

- ▶ Technology – Use of skype or similar applications for recruiting and admission advising. Banner Financial Aid may need to be unMEP'ed if financial aid offices are completely combined.
- ▶ Community (external) Engagement – Would be more difficult to cultivate and participate in community engagement in Anchorage/Juneau with no student services office or employees on site.

Pros and Cons

Pros

- ▶ Eliminate redundancy
- ▶ Consistency in decision making and policies
- ▶ Efficiency in economy of scale
- ▶ Opportunity to reevaluate, modernize, automate, and restructure process
- ▶ Would increase need in formalized collaboration
- ▶ Recruitment could have cost savings

Cons

- ▶ Disconnected from direct student experience and the need to coordinate processes for the greatest positive impact and least negative impact on students
- ▶ Potential for each university's students to experience an increased sense of bureaucracy resulting from authority/responsibility being located far away from service delivery points
- ▶ Impact on service to students
- ▶ Faculty relationship challenges
- ▶ Knowing and managing policies at 3 different universities
- ▶ Implementation process includes external decision makers
- ▶ Universities removal from process and decision making
- ▶ Loss of peer leadership team and peer accountability
- ▶ Potential student perceptions may lower
- ▶ Community perception of decreased services and availability
- ▶ Long implementation process
- ▶ Staff and faculty feeling devalued
- ▶ Not currently engaged in the processes that shifted to Statewide
- ▶ Biggest shift in operations
- ▶ Internal political implications of shift

Option 3 continued – Consolidation at Statewide

Cons, continued

- ▶ Trust
- ▶ Perception UAF would benefit from Statewide proximity
- ▶ Perception of alumni at each university
- ▶ Reallocation of resources (positions, infrastructure and budget)
- ▶ Amount of time to ramp up to perform duties and training needs

Further Analysis Needed

- ▶ What would the reporting structure (matrix) and authorities be? What would level of decision making for each campus?
- ▶ What are the relationships between all other campuses and Statewide and how would they be facilitated?
- ▶ What would happen to Anchorage/Juneau employees not willing/able to relocate to Fairbanks?
- ▶ What are the risks in these highly regulated areas and the potentially significant consequences for misfeasance? Title IV (financial aid and registrar), accreditation status (regional and program), DOE financial aid oversight?
- ▶ What would cost savings be for options and would services be improved?
- ▶ What would campus branding would look like?
- ▶ How to incorporate a voice for universities during decision making process?
- ▶ Would change involve a shift physically or just reporting structure?
- ▶ How to demystify Statewide to university stakeholders?
- ▶ Would option elevate level of priority of student services?
- ▶ Will this option help us achieve long term goals and vision?

Option 4 – Consolidation of Tasks Between Universities and Statewide

Narrative Description

This option looks at a variety of tasks currently processed at each university with an intention to consolidate the task(s) of the three functions at one university or Statewide but not necessarily the same university or Statewide for each task. Face to face services are maintained at each campus.

Sample list of Student Services Tasks

Registrar Activities

- ▶ Transcript processing
- ▶ Enrollment verification
- ▶ Alaska state residency (UA Owner)

Financial Aid Activities

- ▶ Military TA (Tuition Assistance) processing
- ▶ Tax verification
- ▶ Budget need sheets
- ▶ Scholarship
- ▶ Centrally automate financial aid communications
- ▶ Automated Federal Data exchange, ISIR, Pell, Loan, COD, NSLDS

Recruitment and Admissions Activities

- ▶ Getting all the names of the high school juniors and seniors in state and supply to Universities (Statewide)
- ▶ Accept letters?
- ▶ Automated admission for appropriate degree (ex. associate of arts)
- ▶ Centralized backroom admissions
- ▶ Provide predictive data relating to recruitment investigate centralized data house vs. data housed at universities

Retention Activities

- ▶ Provide predictive analytics/software for retention and support (this is where opportunity for centralized retention effort)
 - Including holistic picture of student
 - With accountability for the university
 - Retention Rx (example)
 - Centralized data for units

Option 4 continued – Consolidation of Tasks Between Universities and Statewide

Key Change Elements

- ▶ Student Experience
 - Registrar - Potential for slight decrease mitigated by increased speed and efficiency of uniform service.
 - Financial Aid - Potential slight decrease mitigated by increased speed and efficiency of uniform service.
 - Recruitment - “Retention begins with recruitment” - done correctly, recruitment activities lead to greater retention of student. Potentially increasing new student enrollment.
 - Retention - Increased retention of at risk students.
- ▶ Service Changes
 - Registrar - N/C to service, same activity now at one location.
 - Financial Aid - Faster processing; quicker response and communication.
 - Recruitment - Communicating with all AK students.
 - Retention - Increase outreach to students the data predicts are at risk.
- ▶ Staffing Changes
 - Registrar - Need more info.
 - Financial Aid - Zero net (possibly reallocation of resources).
 - Recruitment - Communicating with all AK students.
 - Retention - Increase outreach to students the data predicts are at risk.
- ▶ Use of Facilities - N/C
- ▶ Access for Students
 - Registrar - Investments in technology and cross training could mitigate any decrease for students who no longer have direct access to these functions at their campus
 - Financial Aid - *Slight decrease* or at least the *perception* of reduced access for students who no longer have these functions at their campus. The nature of financial aid (addendum: The Nature of Money) tends to create a heightened sense of anxiety among students. This heightened anxiety should be taken into consideration when reconfiguring or consolidating FA services.
 - Recruitment - Increased access for AK students.
 - Retention - Potential for increased retention for students at risk.
- ▶ Administration
 - Registrar - Work team; collaboration exists among University Registrars; could be model for other service areas.
 - Financial Aid - Work team.
 - Recruitment - Work team.

- Retention - To start: Office of Academic Affairs & Research (Statewide) - after incubation period - moves to the universities.
- ▶ Front-End Investment
 - Registrar - Nominal investment, security and supplies.
 - Financial Aid - Programmer and software costs.
 - Recruitment - Some investment to get the processes working.
 - Retention - Yes - consulting, software, staffing (at universities) and support. Increasing retention would have a great ROI and might mean increased revenues further down the line. Increased retention reduces the waste of the State's investment when a student drops out after a few semesters.
- ▶ Community (external) Engagement
 - Registrar - N/C
 - Financial Aid - Potential disconnect working with scholarship agencies or native corporations. Campuses have relationships with specific agencies and native corporations - these relationships are susceptible to changes at either the agency or UA.
 - Recruitment - High Schools may need to work with UA.
 - Retention - Potential for engagement.
- ▶ Technology
 - Registrar – To connect students and staff with tasks not located at their home campus.
 - Financial Aid - Programmer and software costs.
 - Recruitment – Programming and process restructures.
 - Retention – Software to support retention tasks.
- ▶ Ongoing Investment Support - Ongoing investment and support needed (technology and staffing changes). System developed to calculate ROI on investments into Student Services.

Pros and Cons

- | Pros | Cons |
|---|---|
| <ul style="list-style-type: none"> ▶ Take advantage of existing strengths ▶ Potential for reallocation of resources ▶ Allows for high level of innovation in processes ▶ Efficiency in economy of scale ▶ Potential for reduction in costs ▶ Eliminate redundancy ▶ Opportunity to reevaluate, modernize, automate, and restructure process ▶ Increase in formalized collaboration ▶ Allows you to be targeted ▶ Consistency in decision making | <ul style="list-style-type: none"> ▶ Removal from process and decision making ▶ Political perception of Statewide owning tasks ▶ Perception of Statewide growing ▶ Change in ownership ▶ Reallocation of resources ▶ Questionable accountability ▶ Campus acting in Statewide manner due to vested interests |

Option 4 continued – Consolidation of Tasks Between Universities and Statewide

Pros, continued

- ▶ Implementation flexibility
- ▶ Some technology is already present
- ▶ Consistency in student experience (net improvement of student experience)

Further Analysis Needed

- ▶ Who will be evaluating the performance of task areas?
- ▶ What does the ideal structure look like and what will be plan for reevaluation?
- ▶ How would relationships be managed between each university and Statewide?
- ▶ What voice will other campuses have if task handling is not working for them?
- ▶ How do monitor both internal and external customer service levels?
- ▶ What is the process for picking the correct tasks and owners of tasks (ex., cost, service to students, time, structure, expertise, etc.)?
- ▶ How to incorporate a voice for universities during decision making process?
- ▶ What would communication plan be to students and stakeholders to create certainty and relieve anxiety regarding changes?

Option 5 – Further Decentralization of SIS

Narrative Description

Banner Student is the current SIS used system-wide. One instance of Banner Student is centrally managed by the system offices. This option proposes that the current single instance of Banner Student be decommissioned and the three Universities manage their own SIS instance.

Key Change Elements

- ▶ Student Experience – Potentially very different application, admission, financial aid and registration experiences for students who attend more than one UA institution.
- ▶ Service Changes – Decommission the single instance of Banner Student. UAA, UAF and UAS would then select and independently manage their own SIS.
- ▶ Staffing Changes – Banner Student Programmers would be transferred to UA Anchorage, Fairbanks and Juneau.
- ▶ Use of Facilities – No change.
- ▶ Access for Students – During transitory period, students (as well as faculty and staff) would likely lose access to all front-facing and internal Banner services. Depending on the individual needs/desires of each campus, students could receive additional or reduced front-facing Banner functionality (namely, UAOnline, cross-campus course registration).
- ▶ Administration – No change.
- ▶ Front-End Investment – Significant costs to procure and set up new Student Information Systems.
- ▶ Ongoing investment support (reallocation of funds) - Reallocate funds associated with the decommissioning of Banner Student at the system office to the three universities.
- ▶ Technology – Significant changes.
- ▶ Community (external) Engagement – No change.

Pros and Cons

- | Pros | Cons |
|---|---|
| <ul style="list-style-type: none">▶ SIS related enhancements would happen faster and upgrades could be more frequent, not nearly as time consuming▶ Each university's SIS could be highly personalized to maximize effectiveness and efficiency for students and employees▶ Each university would have freedom to be highly responsive to emerging needs▶ More positive student experience | <ul style="list-style-type: none">▶ Universities may code and report data differently causing decreased efficiency due to more variables within data and would negatively impact the service experience for students▶ Universities would likely operate more independently▶ Would require the purchase and maintenance of 3 systems |

Option 5 continued – Further Decentralization of SIS

Pros, continued

- ▶ Less work teams/less time spent in meetings

Cons, continued

- ▶ Students may need to send transcripts between campuses. If applying to more than one would need to send test scores to multiple places.
- ▶ Students interacting with multiple SIS would experience greater confusion and frustration
- ▶ Loss ability to seamlessly share data between universities
- ▶ Wouldn't be able to combine enrollment for purposes of reporting student's full-time or part-time status
- ▶ Not aligned with Board of Regents priorities

Further Analysis Needed

- ▶ What is cost for purchase and maintenance of 3 systems?
- ▶ How many students cross-enroll?
- ▶ Does the fluidity of those impacted outweigh benefit to those who don't cross-enroll?
- ▶ What is impact of OIT staffing?
- ▶ If there were separate instances of Banner would we need separate instances of Onbase or other software?

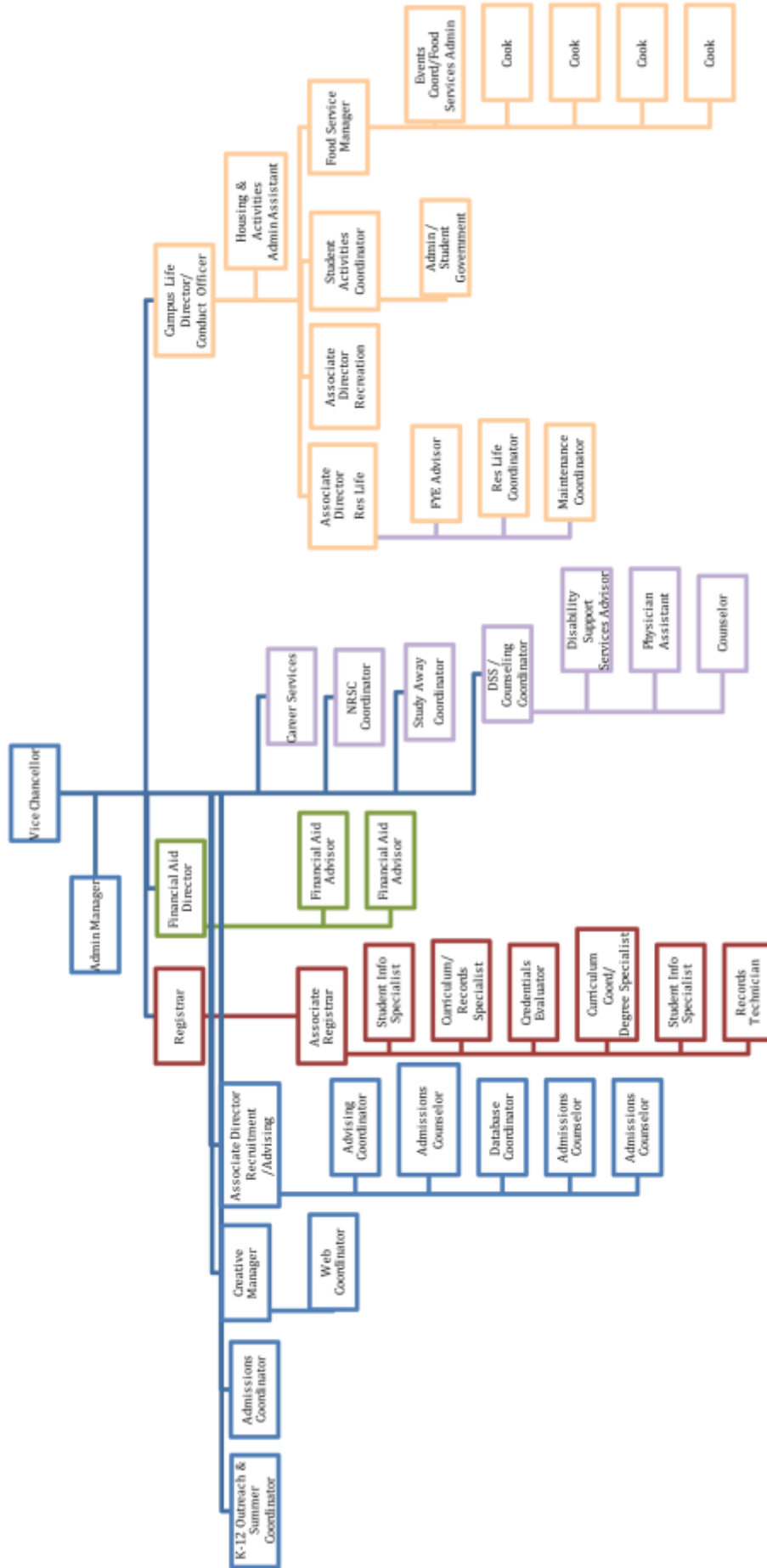
Other Opportunities for Change

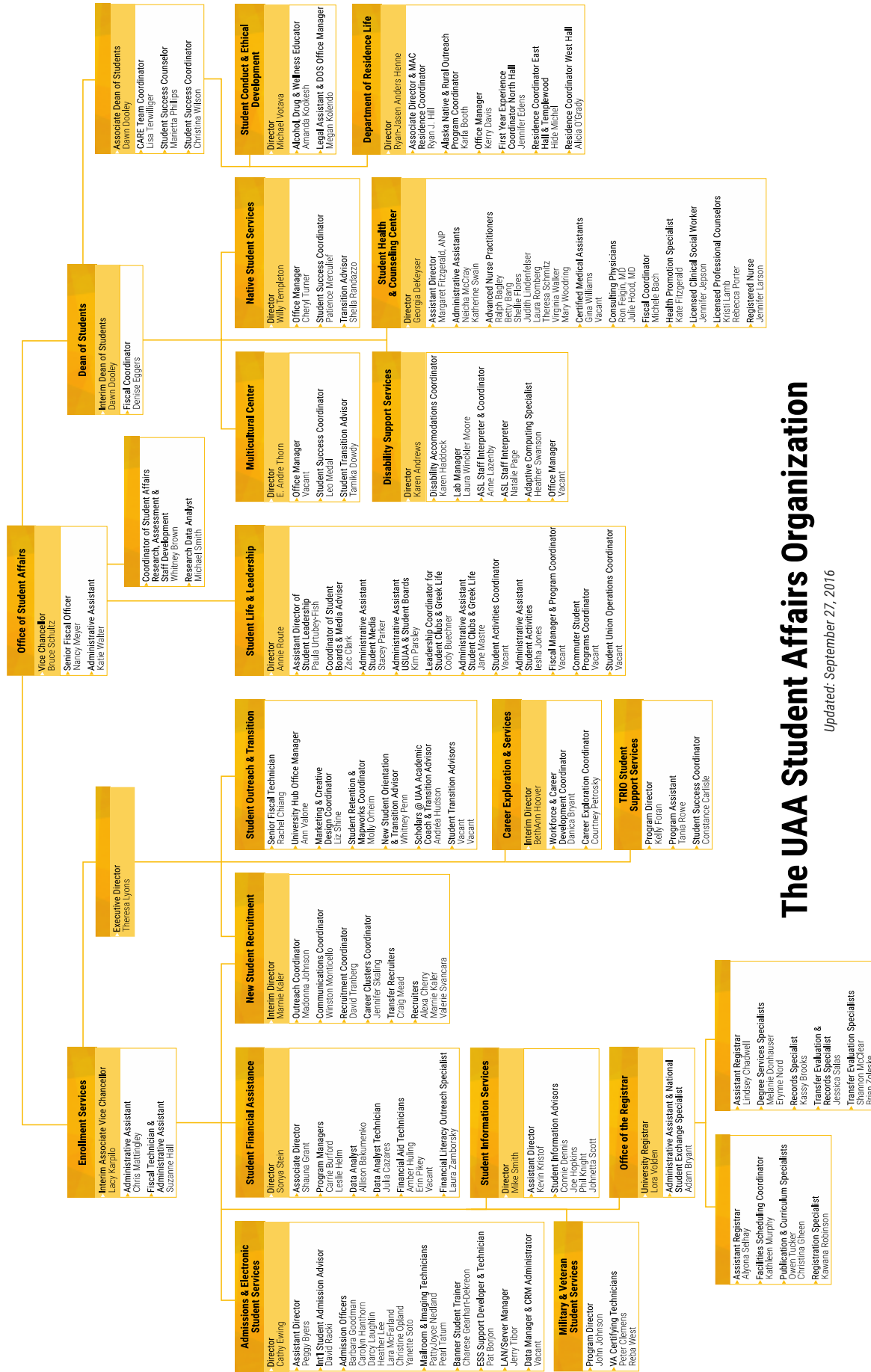
- ▶ Formalize collaboration and decision making rules between universities
- ▶ Sharing resources between universities
- ▶ Integrate financial aid education as a part of recruitment/admissions process
- ▶ Modify Banner F.A. for only paying-degree applicable courses with aid
- ▶ Develop system to reach students we don't know are interested
- ▶ Link applying for: PFD, Tax Returns, and FAFSA (Ted Malone idea) to increase students who apply for financial aid
- ▶ Link application for Admissions with FAFSA application and vice versa to ensure students know they need to fill out both forms
- ▶ 1:1 financial aid counseling with new students utilizing subject matter experts
- ▶ Creating and fostering a good relationship between Academic Affairs and Student Affairs
- ▶ Create common experiences for students who do their "business" at multiple campuses
 - Registration and bill payment
- ▶ Course sequencing for all degrees
- ▶ Create degree plans for every student
- ▶ Do orientations in student's school/hometown to teach about university in their comfort zone and then bring to campus
- ▶ Integrate Accounting services/Bursar into Student Affairs
- ▶ Transcripts UA- One paper with all the information on the back to meet all campuses
- ▶ Create system to use predictive /software system data at university level and investment in staff to support use of data
- ▶ Investigate financial aid leveraging (formalized)
 - More efficiently use the money we distribute (~\$132M) thru financial aid to support retention and increase enrollment
- ▶ Put IR and Student Affairs groups together to work out (data) and collaborations on how we approach options using data
- ▶ Common Calendar – add the student accounts fee payment, deadline to align – All the dates

Addendums

1. Organizational Charts
2. Student Affairs Core Services

UAS EMSA Org Chart

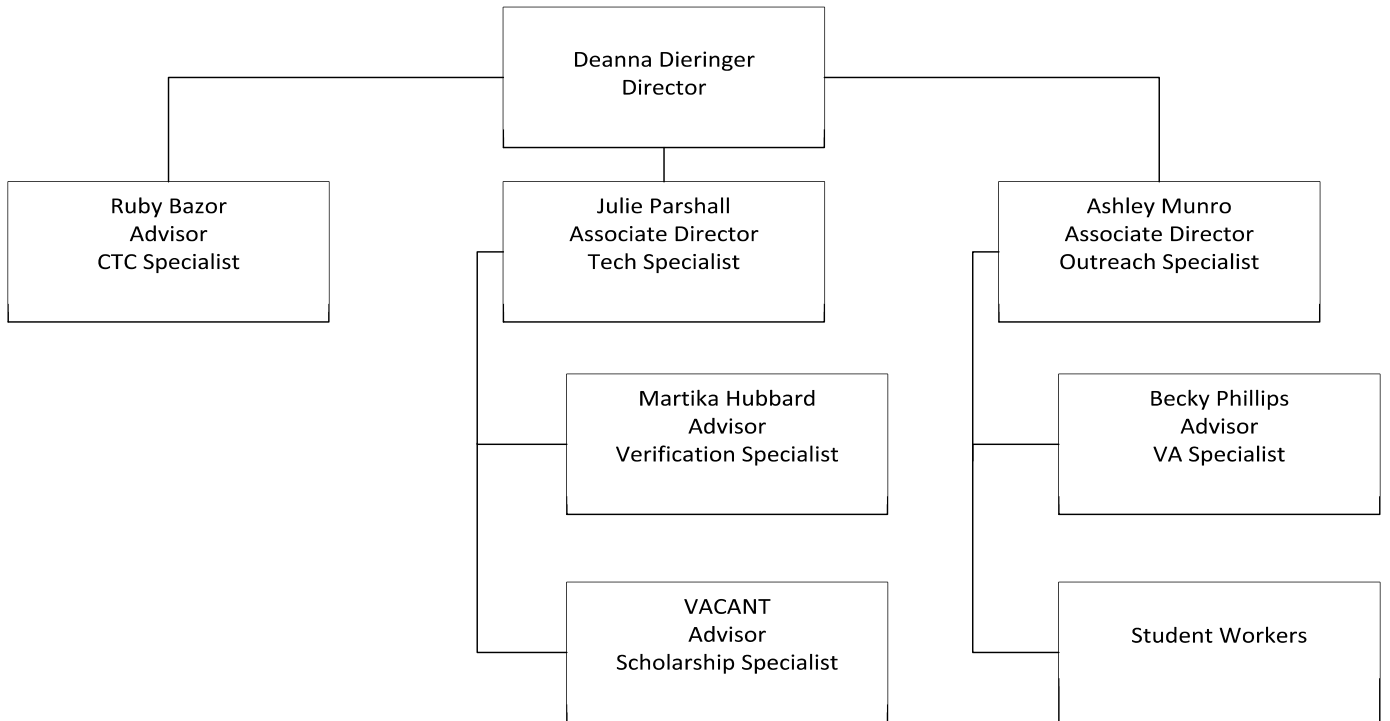




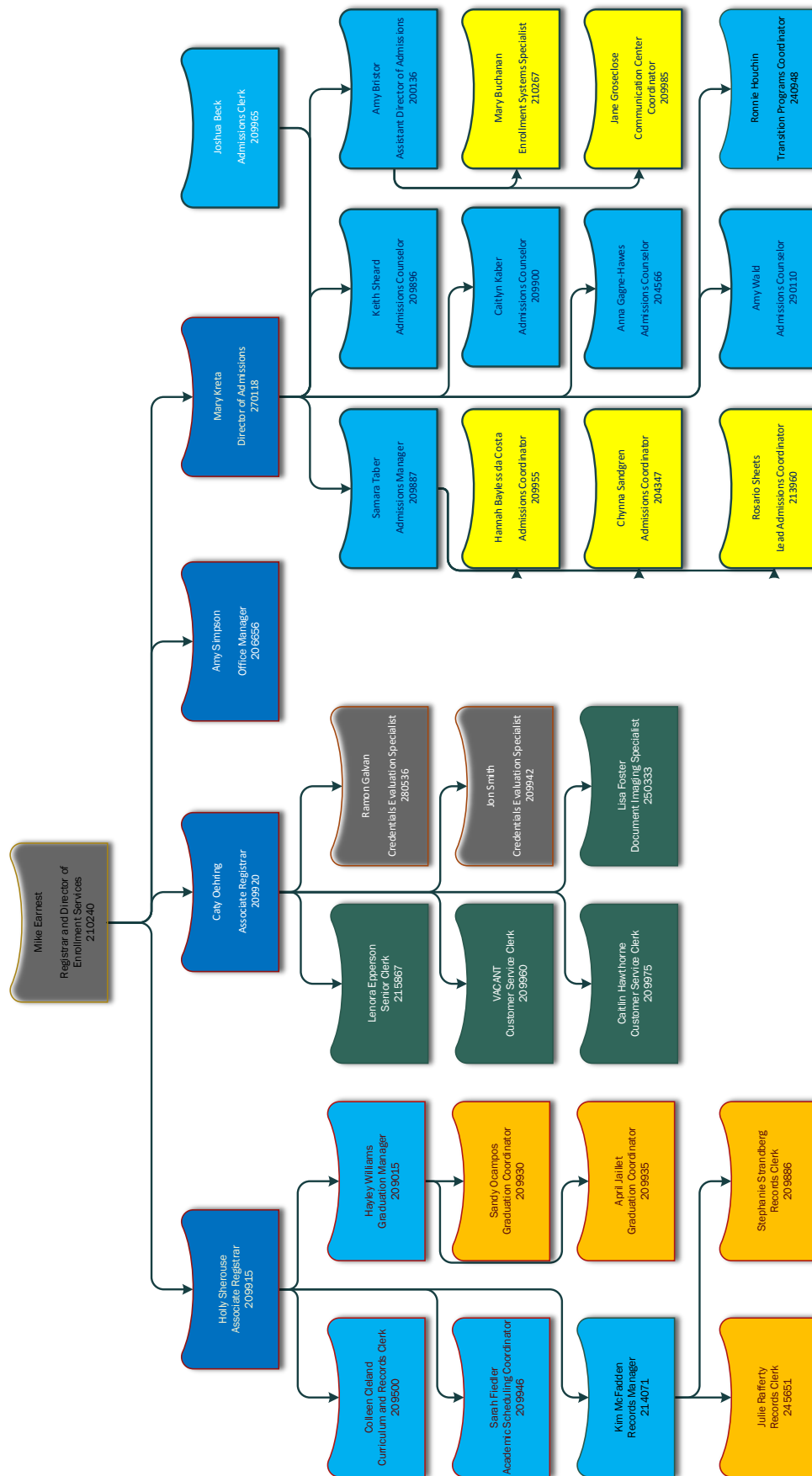
The UAA Student Affairs Organization

Updated: September 27, 2016

UAF Financial Aid Org Chart



UAF Office of Admission and the Registrar



UAS – Enrollment Management and Student Affairs CORE FUNCTIONS [DRAFT]

<p>Admissions</p> <ul style="list-style-type: none"> - New admits to enrollee conversion - SEVIS management - Undergraduate and graduate admissions coordination & processing 	<ul style="list-style-type: none"> - VA Certification 	<ul style="list-style-type: none"> - Student transcript production - Onbase oversight - Duplicate ID - Tech Prep (building courses, registering and grading) - Process grades and academic standing - UAS-wide student educational records custodianship & management - Graduation and degree certification and processing
<p>Campus Dining</p> <ul style="list-style-type: none"> - Lakeside Grill / Cafeteria - Spike's Coffee - Bear's Pantry Convenience Store - Lakeside Convenience Store - UAS apparel and gifts - Catering 	<p>Financial Aid</p> <ul style="list-style-type: none"> - Financial aid education - Regulatory compliance - Student financial aid administration - Scholarship management 	<p>Housing & Residence Life</p> <ul style="list-style-type: none"> - Freshman and Sophomore Residence Hall facility management and oversight - Apartment and family living - Student safety and crisis response - Community development - Personal development programming - Reflective student engagement - Summer Conference & Guest Housing - Faculty in Residence Program
<p>Student Activities</p> <ul style="list-style-type: none"> - Student engagement and leadership development - Alaska Leadership Initiative (AL-I) - Student Activities Board - Student Clubs and Organizations - Service Learning - USUAS-JC Student Government - Whalesong Student Newspaper - Whale Wednesdays - Alaska Airlines Student Concert Series 	<p>First Year Experience</p> <ul style="list-style-type: none"> - New Student Orientation - First Year Academic Checklist - Don't Miss List - Alaska Leadership Initiative (AL-I) - Alcohol and drug education programming - First year student programming - FYE Poster Series 	<p>Student Health Center</p> <ul style="list-style-type: none"> - Counseling Center - Disability Support Services; accommodation management - Health Center - Physical health care; diagnosis; crisis response - Immunizations - Health and wellness education - Safe Zone
<p>Campus Life & Conduct</p> <ul style="list-style-type: none"> - Student Affairs leadership (Housing, Activities, Rec, Dining) - Student Code of Conduct Administration - Student behaviors intervention and crisis response - Student advocacy - Conflict resolution - Staff development and support - Alaska Leadership Initiative, Gold (ALI-Gold) - Power and Privilege Symposium* - Campus Kickoff* - Community Thanksgiving* - Winterfest* - Spring Carnival* 	<p>K-12 Outreach and Summer Programs</p> <p>Marketing and Web</p> <ul style="list-style-type: none"> - Publications - Webmaster <p>Native and Rural Student Center</p> <ul style="list-style-type: none"> - Alaska Native & Rural student services - Cultural programming - Student Advocacy - Outreach - PITAAS programming - Native Graduation 	<p>Campus Recreation</p> <ul style="list-style-type: none"> - Joint Use Facility operations and facilities management. - Open gym and intramural programming - Outdoor recreation rental program - Fitness classes and personal training - Physical health and wellness programming
<p>Career Services</p> <ul style="list-style-type: none"> - Career and job fairs - Job search - Internship coordination - On-campus employment coordination 	<p>Recruitment</p> <ul style="list-style-type: none"> - Undergraduate recruitment - In-state, out of state, transfer recruitment - Fly-ins - Campus tours - Placement testing <p>Registrar</p> <ul style="list-style-type: none"> - Academic room scheduling - Banner student security - Class schedule production & maintenance - Course registration management - Enrollment & award verification & production - FERPA training & compliance oversight - Catalog management 	<p>Study Away</p> <ul style="list-style-type: none"> - National Student Exchange - International Student Exchange

*Denotes Collaborative Signature Program



ADMISSIONS & ELECTRONIC

STUDENT SERVICES

- Banner SI query development
- Banner SI development & training
- IT oversight
- Imaging web services management
- International student admission coordination & processing
- New admits to enrollees conversion
- On Base oversight
- Student & Exchange Visitor Program (SEVIS) management
- Undergraduate & graduate student admissions coordination & processing
- Visa regulatory compliance oversight

CAREER EXPLORATION & SERVICES

- Career & job fairs
- Career exploration
- Employer relations & recruitment
- Internship management
- Job search & professional development programming
- On-campus employment & federal work study promotion

DEAN OF STUDENTS OFFICE

- Alcohol, drugs & safety education
- Complaint & conflict resolution services
- Federal mandate compliance
- Student advocacy
- Student behavior intervention & crisis response
- Student Code of Conduct administration
- Student ethical development
- Student success counseling
- ★ *Care Team:*
 - ★ *Book Club*
 - ★ *Train-the-Trainer Program*
- ★ *Constitution Day*
- ★ *National Collegiate Alcohol Awareness Week*
- ★ *Phi Kappa Phi*
- ★ *Safety Awareness Month*
- ★ *SafeZone*
- ★ *Sober Living Groups*
- ★ *Suicide Prevention Week*

DISABILITY SUPPORT SERVICES

- Academic adjustment & programmatic accommodation management
- ASL, assistive technology, alternative format & captioning services provision management
- Complaint resolution services
- Disability documentation evaluation
- Disabled student advocacy
- Faculty & staff accessibility training & consultation
- ★ *Disability Awareness Fair*

MILITARY & VETERAN STUDENT SERVICES

- Assistance and support
- Military & Veteran student advocacy
- Military Tuition Assistance processing
- VA educational benefits counseling
- ★ *Military & Veteran Student Resource Center*
- ★ *Military Honor Cords*
- ★ *Seawolf Boot Camp*
- ★ *Veterans Work Here*
- ★ *VetSuccess on Campus*

MULTICULTURAL CENTER

- Academic success & personal development programming
- Cultural programming
- Student advocacy
- Student retention & completion promotion
- ★ *AHAINA Graduate Celebration*
- ★ *AHAINA Men & Women of Excellence*
- ★ *Seawolf Success Academy*

NATIVE STUDENT SERVICES

- Academic success & personal development programming
- Alaska Native community development
- Alaska Native & rural student transition services
- Cultural programming
- Student advocacy
- Student retention & completion promotion
- ★ *Native & Rural Student Scholarship & Internship Fair*
- ★ *Native Early Transition (NET)*
- ★ *Native Student Services Graduate Celebration*
- ★ *Native Values Discussion Series*

NEW STUDENT RECRUITMENT

- Community engagement
- Future student outreach publications
- High school counselor relations
- New admits to enrollees conversion
- Prospective student cultivation
- UA Scholars @ UAA recruitment
- Undergraduate student recruitment:
 - » In-state & out-of-state recruitment
 - » Returning learners recruitment
 - » Transfer student recruitment
- ★ *Career Clusters & Educational Pathways*
- ★ *Counselor Appreciation Night*
- ★ *Green & Gold Ambassadors*
- ★ *Kids 2 College*
- ★ *Preview Days*
- ★ *UAA Application Days*
- ★ *UAA Registration Days*
- ★ *UA Scholars Night*

OFFICE OF THE REGISTRAR

- Academic room scheduling
- Class schedule production & maintenance
- Course registration management
- Enrollment & award verification & production
- FERPA training & compliance oversight
- Catalog management
- National Student Exchange administration
- Student transcript production
- Transfer credit evaluation
- UAA-wide student educational records custodianship & management
- ★ *Degreeworks*
- ★ *Schedule Planner*

OFFICE OF STUDENT AFFAIRS

- Assessment & reporting
- Budget oversight
- Professional staff development
- Research & data analysis
- Student Affairs leadership & strategy
- ★ *A-Team*
- ★ *Did You Know?*
- ★ *Student Affairs Conference/Conversation Cafe*

RESIDENCE LIFE

- Academic success & personal development programming
- Community expectations management
- Residence education
- Student community development
- Student crisis response
- Student safety & facility security oversight
- ★ *Alaska Native & Rural Outreach Program*
- ★ *Cama-i Room*
- ★ *Dining with the Deans*
- ★ *First-Year Residential Experience Graduation*
- ★ *Living-learning communities*
- ★ *Residence Hall Association*
- ★ *ResNET*
- ★ *Welcome Week*

STUDENT FINANCIAL ASSISTANCE

- Financial aid education
- Regulatory compliance oversight
- Student financial aid administration
- Scholarship management
- ★ *Savvy Seawolf*

STUDENT HEALTH & COUNSELING CENTER

- Campus public health advocacy
- Counseling services
- Health & wellness education
- Immunization compliance management
- Preceptor training
- Physical health care: diagnosis, treatment & crisis response
- ★ *Bringing in the Bystander*
- ★ *Integrated Suicide Prevention Initiative*

STUDENT INFORMATION SERVICES

- Admissions, financial aid & registration assistance
- Call and email center
- Direct student outreach & resource promotion
- Petition for refund administration
- Residency processing
- Visitor information, referral & problem-solving support
- ★ *One-Stop*

STUDENT LIFE & LEADERSHIP

- Commuter student programs & services
- National Voter Registration Act compliance
- Student clubs, Greek life, & media
- Student engagement
- Student governance
- Student leadership development
- Student Union operations & facilities management
- ★ *Bartlett Lecture Series*
- ★ *Campus Kick-Off*
- ★ *Campus Programming Board*
- ★ *Concert Board*
- ★ *Daily Den*
- ★ *Emerging Leaders Program*
- ★ *Fact Finder*
- ★ *Homecoming*
- ★ *KRUA 88.1 FM*
- ★ *Student Showcase*
- ★ *Student Union Advisory Board*
- ★ *Student Union Gallery*
- ★ *The Northern Light*
- ★ *UAA tix.com*
- ★ *UAA Votes*
- ★ *USUAA Student Government*
- ★ *WinterFest*

STUDENT OUTREACH & TRANSITION

- Academic advising for exploratory degree seeking & non-degree seeking students
- Academic major exploration
- Early intervention initiatives
- Orientation programming
- Publications & marketing
- Student transition & retention programming
- UA Scholars @ UAA management
- ★ *Compass workshops*
- ★ *Faculty Appreciation Luncheon*
- ★ *Howl Days*
- ★ *Mapworks*
- ★ *My Major Discovery*
- ★ *UAA FUSION*
- ★ *Wolf Pack*

TRIO PROGRAMS

- College access
- Cultural programming
- New student transition services
- Student retention & completion promotion
- TRIO grant compliance
- ★ *Educational Opportunity Center College & Career Fair*
- ★ *Summer Bridge & Academy Programs*
- ★ *TRIO National Day of Service*
- ★ *UAA Application Days*
- ★ *UAA Registration Days*

➢ Core Function ★ Signature Program

ACADEMIC ADVISING CENTER

- General studies/undeclared comprehensive advising
- Pre-major general studies/undeclared comprehensive advising
- Academic and career exploration
- AHEAD advising
- Degree completion
- Interdisciplinary studies major/minor
- Pre-professional advising
- Student athlete advising
- Academic appeals/SAP
- Credit for prior learning
- Non-degree seeking advising
- Non-degree academically disqualified student advising

ASUAF

- Student government
- KSJA 91.5 FM radio station
- Sun Star student newspaper
- Concert board
- RISE board (sustainability)

CAREER SERVICES

- Resume, cover letter and interview coaching
- On-campus employment recruitment/career fairs
- Employer relations

DEAN OF STUDENTS

- Student advocacy
- Complaint and conflict resolution services
- Student behavior intervention and crisis response
- Behavior Intervention Team (BIT)
- Federal compliance mandate
- Alcohol, drugs and safety education
- Student code of conduct administration
- Student ethical and leadership development
- Student policy
- Assessment and reporting
- Research and data analysis

DEPARTMENT OF RECREATION, ADVENTURE AND WELLNESS

- Patty Ice Arena
- Patty Pool
- Student Recreation Center (SRC)
- Outdoor Adventures
- Intramural sports

DISABILITY SERVICES

- Disability eligibility
- Academic and classroom accommodations
- ADA compliance and accessibility
- Facilitate communication between student and faculty
- ADA training
- Campus awareness efforts

FINANCIAL AID OFFICE

- FAFSA processing
- Financial aid packaging and disbursement
- Campus visits
- NCAA compliance
- K-12 outreach
- Regulatory compliance
- State aid programs
- Institutional scholarship administration
- Veterans' education benefits
- Individual advising
- Financial literacy education

INTERNATIONAL PROGRAMS AND INITIATIVES

- International student/scholar advising
- International orientation/acclimation
- International exchange/study abroad
- National Student Exchange
- International partnership development and administration
- Cultural programming

OFFICE OF ADMISSIONS AND THE REGISTRAR

- Undergraduate recruitment
- New student orientation
- Application processing
- Student ambassadors
- Campus visits and events
- Student communications
- Transcript evaluation
- Catalog management
- Registration/class scheduling
- Graduation/degree audits
- NCAA compliance

RESIDENCE LIFE

- Community development
- Housing placement and assistance
- Resident safety and security oversight
- Resident crisis response
- Resident conduct management
- Residential programming and education
- Summer guest housing

RURAL STUDENT SERVICES

- Comprehensive advising
- Financial aid and scholarship assistance
- Student retention/degree completion
- Placement testing
- Tutoring
- Regional/village organization liaison
- Campus visits
- Cultural programming and advocacy
- High school outreach
- New student transition
- Coordinate advisor trainings and financial aid workshops

TRiO

- Comprehensive advising
- Student mentoring and advocacy
- Cultural programming
- Laptop/technology loan program
- TRiO grant compliance
- Student retention/degree completion
- New student transition services
- Supplemental math skills instruction
- Financial literacy education
- Individual tutoring/peer coaching
- STEM student support
- Internship/job shadow facilitation
- Graduate school preparation
- High school outreach
- College access/readiness
- Academic residential programs
- College bridge program

WOOD CENTER

- Student activities
- Pub
- Leadership, Involvement and Volunteer Experience (LIVE)
- Facilities scheduling
- Food pantry
- Student clubs and organizations
- Games and bowling
- Nanook Diversity and Action Center (NDAC)