

## UAS Peer Group Review & Update

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### Background

The University of Alaska Southeast's (UAS) current peer group was developed in 2000 and updated in 2012. It utilized the National Center for Education Statistics (NCES) automatic peer group from the Integrated Postsecondary Education Data System (IPEDS). Per IPEDS: "The NCES automatic comparison group for degree-granting institutions is based on control type, Carnegie Classification, and enrollment size". During the 2019 accreditation cycle, it became clear that the current UAS peer group may no longer make sense. When reviewing information about the peers to benchmark UAS, there were large differences between the institutions and UAS. Additionally, when looking at the current IPEDS peer group for UAS, only one institution from the current peer group is still included (Eastern Oregon University). UAS staff as well as the accreditation review committee in 2019 believed it was time to review and update the peer group.

The goal of this review and update was to create a group of peers similar in mission, size, student body, and resources. This revised peer group can provide benchmarks and acceptable medians to measure UAS on, to better inform planning and strategic targets. The peer group is different from a group of aspirant institutions, which would be institutions UAS wants to be more like; or a competitor group, which would be institutions with which there is significant admissions overlap. The focus of this is a peer group, or a list of institutions who are similar to UAS.

### Current Peer Group

#### Details of UAS Peer Institutions

- *Adams State University*
- *Colorado Mesa University*
- *Dakota State University*
- *Eastern Oregon University*
- *Great Basin College*
- *Northern New Mexico College*
- *Oglala Lakota College*
- *Sul Ross State University*
- *The University of Texas of the Permian Basin*
- *University of Hawaii at Hilo*

### Review Methodology

The review was done using 2 methods, the List Method and the Distance Method. This was from a presentation done by Whitman College's Director of Institutional Research, Neal Christopherson at the Higher Education Data Sharing Consortium (HEDS) Conference in 2016, "Approaches to Developing a Data-Informed Peer Group". He developed this model from a paper presented at an AIR conference in 2004 by Rob Brodnick and Mike Rogers titled "Modeling Institutional Similarities: A Study that Explores why Peers are Peers and the Validity of the U.S. News Framework for Assessing Quality." While these methods were presented 5 to 10 years ago, the methodology was found to still be relevant today.

## University of Alaska Southeast

Mission: The University of Alaska Southeast is a student-centered university that provides instruction in liberal arts, professional, and technical fields. On the homelands of the Tlingit, Haida, and Tsimshian peoples, we serve the coastal environments, cultures, economies, and communities of Alaska through interdisciplinary education, workforce development, and scholarship, research, and creative activity.

### General Information:

- Located in Juneau, AK (Town Remote)
- Public, four year institution
- 1,800 Undergraduates, 300 Graduate students
- Open Enrollment; 64% acceptance rate
- Carnegie Classification: Master's Colleges & Universities: Medium Programs
- Retention Rate: 63%
- Overall Graduation Rate (150%): 18% | Bachelor's 200% Graduation Rate 38%
- Over half of UAS revenue comes from the State

### Step 1: Developing a List of Possible Peers

To start the process of updating the peer group, data was pulled from the Integrated Postsecondary Education Data System (IPEDS). Three base lists of institutions were pulled to create a master list of potential peers.

1. The IPEDS Automatic Peer Group (27 institutions)
2. All Tribal Colleges (35 institutions)
3. Institutions that met the following criteria : (111 institutions)
  - U.S. only; Title IV participating, Degree-granting
  - Sector: Public, 4-year or above
  - Institutional category
    - Degree-granting, primarily baccalaureate or above
    - Degree-granting, not primarily baccalaureate or above
    - Degree-granting, associate's and certificates
  - Carnegie Classification 2018: Basic
    - Master's Colleges & Universities: Large Programs, Medium Programs and Small Programs
    - Baccalaureate Colleges: Diverse Fields and Arts & Sciences Focus
    - Baccalaureate/Associate's Colleges: Mixed Baccalaureate/Associate's
  - Institution size category 1,000 - 4,999
  - Degree of urbanization (Locale)
    - Suburb: Small
    - Town: Fringe, Distant, and Remote
    - Rural: Fringe, Distant, and Remote

With these combined lists, duplicates removed, there were 158 institutions. All of UAS's current peer institutions were included with the exception of Colorado Mesa University (Enrollment Size = 5,000-9.999 & Small City) and The University of Texas at Permian Basin (Enrollment Size = 5,000-9.999 & City Midsize). These institutions were added to the list, providing a list of 160 institutions for review.

## Step 2: Narrowing Down the Data

In order to evaluate the possible peers, the IPEDS Data Feedback Report information was pulled for all institutions and the data points were narrowed down to key areas, focused on student enrollment characteristics, student success, degree level offerings, and financial indicators.

Key Areas for Review			
Name	Definition	UAS	Inclusion Criteria
Admit Rate	Percent of first-time degree-seeking undergraduate applicants who were admitted: Fall 2020	64%	10% either side
Alaska Native/ American Indian Enrollment	American Indian or Alaska Native students as a percent of all students: Fall 2020	11%	Over 5%
Enrollment	Unduplicated total 12-month headcount: 2019-20	3,779	500 either side
First Time Full Time Freshmen (FTFT)	Full-time, first-time degree -seeking undergraduate enrollment: Fall 2020	5%	1-9%
Part Time	Part-time enrollment: Fall 2020	61%	>50%
Non Degree Seeking	Non-degree-seeking undergraduate enrollment: Fall 2020	36%	10% either side
On-Campus Instruction	Percent of undergraduate students not enrolled in any distance education courses: Fall 2019 ((Pre-COVID)	38%	10% either side
Graduate Students	% of students receiving a Master's degree: 2019-20	33%	10% either side
Bachelor Students	% of students receiving a Bachelor's degree: 2019-20	40%	10% either side
Associate Students	% of students receiving an Associate's degree: 2019-20	27%	10% either side
Tuition	Academic year tuition and required fees for FTFT degree - seeking undergraduates: 2020-21	\$6,960	\$1000 either side
Grant/Scholarship Aid	Percent of FTFT, degree-seeking undergraduate students awarded federal, state/local, or institutional grant or scholarship aid: 2019-20	86%	5% either side
Pell	Percent of FTFT degree -seeking undergraduate students awarded Pell grant aid: 2019-20	28%	5% either side
First Time Full Time Retention	Percent of FTFT, bachelor's degree seeking, undergraduate students in fall 2019 returning fall 2020	63%	5% either side
Overall Grad Rate	Graduation rate, overall, FTFT degree -seeking undergraduates: 2014 cohort	18%	10% either side
Transfer Out Rate	Transfer-out rate of FTFT, degree/certificate-seeking undergraduates: 2014 cohort	25%	5% either side
Bachelor's 200% Graduation Rate	Percent of Bachelor's degree-seeking students who received a Bachelor's degree within 8-years: 2012 cohort	38%	5% either side
% Revenue Tuition	Tuition and fees as a percent of total core revenues: Fiscal year 2020	24%	5% either side
% Revenue State	State appropriations as a percent of total core revenues: Fiscal year 2020	59%	>50%
% Expenses Instruction	Instruction expenses as a percent of total core expenses: Fiscal year 2020	50%	5% either side
Student-Faculty-Ratio	FTE students per FTE instructional staff: Fall 2020	10	2 either side

## Evaluation 1: List Method

The List Method reviewed all 160 possible peer institutions on the 21 variables listed above. The schools closest to UAS (above and below) were selected for each variable. A set number of schools was not identified for every variable, but instead natural cut off points were used based on how tightly grouped schools were for a particular variable. These cut off points are listed in Table 1 above.

Below are two examples of what these lists looked like, with the highlighted schools representing who was selected as similar to UAS for the particular variable listed.

Institution Name	On Campus Instruction
Alcorn State University	25%
Dine College	27%
Mississippi for University Women	27%
Wright State University-Lake Campus	30%
The University of Texas Permian Basin	31%
Chadron State College	31%
Eastern Oregon University	33%
<b>Louisiana State University-Alexandria</b>	35%
SUNY College of Technology at Canton	36%
Concord University	36%
Dakota State University	37%
Texas A&M University-Central Texas	37%
<b>University of Alaska Southeast</b>	<b>38%</b>
<b>Mayville State University</b>	38%
Miami University-Middletown	38%
Northwest Indian College	39%
Oklahoma Panhandle State University	39%
Kentucky State University	40%
East Central University	40%
Montana State University-Northern	40%
Turtle Mountain Community College	40%
Northwestern Oklahoma State University	41%
<b>Montana State University Billings</b>	42%
<b>Western New Mexico University</b>	42%
University of North Texas at Dallas	43%
Black Hills State University	43%
<b>Rogers State University</b>	43%
College of Menominee Nation	43%
<b>University of Maine at Fort Kent</b>	44%
<b>New Mexico Highlands University</b>	44%
OK State Univ Institute of Technology	45%
Kent State University at Salem	45%
South Georgia State College	45%
Northern State University	46%
Chipola College	46%
Fairmont State University	47%
Georgia Southwestern State University	47%
Peru State College	47%
Southwestern Oklahoma State University	48%
Kent State University at Tuscarawas	49%
Sul Ross State University	49%

Institution Name	200% Graduation Rate
Fort Valley State University	31
<b>Montana State University Billings</b>	31
Langston University	32
Black Hills State University	32
Alabama State University	33
<b>Cameron University</b>	33
University of South Carolina Beaufort	34
Eastern Oregon University	34
Dickinson State University	35
Montana State University-Northern	35
East Central University	36
Bluefield State College	36
Henderson State University	36
Peru State College	36
Fairmont State University	36
South Carolina State University	36
University of Maine at Presque Isle	36
<b>Rogers State University</b>	37
Vermont Technical College	37
<b>University of Alaska Southeast</b>	<b>38</b>
Missouri Western State University	38
<b>University of Maine at Fort Kent</b>	39
<b>Louisiana State University-Alexandria</b>	40
Concord University	40
Southern Arkansas Univ. Main Campus	40
Northern Vermont University	41
Delta State University	41
Francis Marion University	41
Valley City State University	41
Colorado Mesa University	41
Oklahoma Panhandle State University	42
Indiana University-East	42
Western Oregon University	42
The University of Montana-Western	42
Alcorn State University	42
The University of Texas Permian Basin	43
Wayne State College	43
SUNY College of Technology at Delhi	43
Chadron State College	44
SUNY Morrisville	44
Lander University	44

Of the 21 variables, one institution had 10 in common with UAS (Western New Mexico University), four had 9 variables in common (Rogers State University, University of Maine at Augusta, Cameron University, and Louisiana State University-Alexandria) and five institutions had 8 in common. None of the current peer institutions were in the top list of variables in common. Adams State University, Northern New Mexico College and Oglala Lakota College had 6 variables in common, while all other current peers had 5 or less.

### Evaluation 2: Distance Method

The Distance method used the same 21 variables as the List Method. However, statistics were used to identify closeness to UAS across all 21 variables. First, scores for all 21 variables were standardized (the values of each variable for all schools were recalculated to the same scale with a mean of 0 and a standard deviation of 1). Next, the difference between UAS and each school was found for each variable (subtracting the standardized scores for each school from the standardized score for UAS). After this, the values for each variable were squared and summed. Lastly, the square root of the sum of the variables was the resulting “distance” between UAS and each school:

$$\text{Distance for School 1} = \sqrt{[(Z1UAS - Z1School1)^2 + \dots + (Z21UAS - Z21School1)^2]}$$

The average distance to UAS of all institutions was 6.8, and the median was 6.4. Two examples of the distance are shown below. The first shows the distance from UAS to Montana State University – Billings, which was one of the closest in distance to UAS. Montana State University – Billings had 7 variables in common with UAS using the list method. The second shows the distance from UAS to current peer institution, Colorado Mesa University, which was further away from UAS than the average. This institution also only had 4 variables in common with UAS using the list method.

UAS Compared to Montana State University - Billings					
Variable	Values		Standardized Values		Distance (UAS-MSUB) <sup>2</sup>
	UAS	MSUB	UAS	MSUB	
Admit Rate	64%	100%	-1.7	0.8	6.1
Alaska Native/American Indian Enrollment	11%	4%	-0.2	-0.4	0.0
Enrollment	3,779	5,824	0.3	1.3	0.9
First Time Full Time Freshmen	5%	10%	-1.3	-0.6	0.5
Part Time	61%	40%	1.4	0.4	1.0
Non Degree Seeking	36%	16%	1.7	0.3	2.2
On-Campus Instruction	38%	42%	-1.1	-0.9	0.0
Graduate Students	33%	15%	1.9	0.4	2.2
Bachelor Students	40%	57%	-0.5	0.0	0.3
Associate Students	27%	28%	-0.2	-0.1	0.0
Tuition	\$6,960	\$5,980	-0.2	-0.5	0.1
Grant/Scholarship Aid	86%	77%	-0.2	-0.9	0.6
Pell	28%	43%	-1.4	-0.6	0.6
First Time Full Time Retention	63%	58%	-0.1	-0.5	0.1
Overall Grad Rate	18%	28%	-1.1	-0.5	0.4
Transfer Out Rate	25%	22%	-0.1	-0.3	0.1
Bachelor’s 200% Graduation Rate	38%	31%	-0.1	-0.5	0.5
% Revenue Tuition	24%	29%	0.0	0.3	0.1
% Revenue State	59%	37%	1.7	0.5	1.6
% Expenses Instruction	50%	43%	0.9	0.4	0.3
Student-Faculty-Ratio	10	15	-1.0	0.1	1.3
			<b>Sum of Squares</b>		<b>18.5</b>
				<b>Distance</b>	<b>4.3</b>

UAS Compared to Colorado Mesa University					
Variable	Values		Standardized Values Distance		
	UAS	CMU	UAS	CMU	(UAS-CMU) <sup>2</sup>
Admit Rate	64%	75%	-1.7	0.9	0.6
Alaska Native/American Indian Enrollment	11%	1%	-0.2	-0.5	0.1
Enrollment	3,779	10,708	0.3	3.6	10.6
First Time Full Time Freshmen	5%	20%	-1.3	0.8	4.2
Part Time	61%	23%	1.4	-0.4	3.4
Non Degree Seeking	36%	9%	1.7	-0.2	3.9
On-Campus Instruction	38%	66%	-1.1	0.1	1.4
Graduate Students	33%	3%	1.9	-0.6	6.3
Bachelor Students	40%	77%	-0.5	0.6	1.4
Associate Students	27%	20%	-0.2	-0.3	0.0
Tuition	\$6,960	\$8,686	-0.2	0.4	0.3
Grant/Scholarship Aid	86%	91%	-0.2	0.2	0.2
Pell	28%	37%	-1.4	-0.9	0.2
First Time Full Time Retention	63%	75%	-0.1	0.7	0.8
Overall Grad Rate	18%	37%	-1.1	0.1	1.3
Transfer Out Rate	25%	26%	-0.1	0.0	0.0
Bachelor's 200% Graduation Rate	38%	41%	-0.1	0.1	0.0
% Revenue Tuition	24%	54%	0.0	1.9	3.7
% Revenue State	59%	0%	1.7	-1.7	11.6
% Expenses Instruction	50%	40%	0.9	1.6	0.5
Student-Faculty-Ratio	10	19	-1.0	1.0	4.1
			<b>Sum of Squares</b>		<b>54.4</b>
			<b>Distance</b>		<b>7.4</b>

### Evaluation 3: Review of Top Institutions

The top institutions from the list method and the distance method were kept for further review. This left a list of about 30 possible peer institutions. The institutions were reviewed in more detail, looking at likeness in the 21 identified variables as well as likeness in mission. Some institutions were removed who did not have similar missions. For example, one institution's mission was based on urban-focused learning and degrees.

The final recommended peer list is the following:

- Western New Mexico University
- University of Maine at Augusta
- Montana State University Billings
- Cameron University
- University of Maine at Fort Kent
- Rogers State University
- Northern New Mexico College
- Louisiana State University-Alexandria
- New Mexico Highlands University
- Mayville State University

The recommended peer groups average and median values on each of the key variables are listed below. The current peer group values are shown for comparison as well. Appendix 1 provides the full list of values for each variable and where UAS falls within the range. Appendix 2 provides more details on each of the recommended peer institutions.



Proposed Peer Averages Compared to Current Peers & UAS					
Variable	Average			Median	
	UAS	Proposed	Current	Proposed	Current
Enrollment	3,779	3745	4878	3915	4416
Alaska Native/American Indian	11	6%	11%	6%	1%
First Time Full Time Freshmen	5%	9%	10%	7%	10%
Part Time	61%	43%	38%	44%	38%
Non Degree Seeking	36%	20%	14%	16%	9%
On-Campus Instruction	38%	43%	52%	42%	56%
Tuition	6,960	6886	6952	6638	8262
FTFT Retention Rate	63	62	65	63	68
Overall Graduation Rate	18	28	34	28	35
Bachelor's 200% Graduation Rate	38	29	29	31	33
Student Faculty Ratio	10	15	15	15	14
Admit Rate	64	92	90	100	91
Graduate Students	33%	12%	17%	1%	11%
Bachelor Students	40%	66%	57%	59%	61%
Associate Students	27%	22%	25%	22%	15%
Grant/Scholarship Aid	86	90	89	93	91
Pell	28	54	52	56	49
Transfer Out Rate	25	27	27	27	29
% Revenue: Tuition	24	29	27	29	27
% Revenue: State	59	37	25	41	31
% Expenses - Instruction	50	43	40	43	43

## Appendix 1: Peer Data Points

Enrollment	Alaska Native/ American Indian	First Time Full Time Freshmen	Part Time	Non Degree Seeking	On-Campus Instruction	Tuition	FTFT Retention Rate	Overall Graduation Rate	Bachelor's 200% Graduation Rate	Student Faculty Ratio
1,513	0%	5%	20%	2%	24%	4,952	49	18	14	10
1,698	1%	5%	29%	9%	35%	5,980	58	19	17	11
2,088	1%	6%	31%	12%	38%	6,450	60	23	23	12
3,406	3%	6%	34%	12%	38%	6,558	62	25	26	13
3,779	4%	7%	40%	13%	42%	6,574	63	28	29	13
3,915	6%	7%	44%	16%	42%	6,638	63	28	31	15
4,139	8%	10%	46%	23%	43%	6,960	64	29	33	16
4,290	9%	11%	55%	26%	44%	7,381	64	31	37	16
4,767	10%	12%	61%	36%	44%	7,470	65	31	38	16
5,811	11%	12%	64%	37%	51%	8,378	67	31	39	18
5,824	13%	13%	68%	47%	63%	8,475	68	39	40	19

Admit Rate	Graduate Students	Bachelor Students	Associate Students	Grant/ Scholarship Aid	Pell	Transfer Out Rate	% Revenue: Tuition	% Revenue: State	% Expenses - Instruction
53	0%	40%	0%	77	22	10	13	23	19
64	0%	43%	5%	81	28	22	24	27	34
64	0%	44%	9%	86	43	22	24	31	37
100	0%	50%	13%	89	44	25	24	35	38
100	1%	57%	20%	90	52	26	25	37	40
100	1%	59%	22%	93	56	28	29	41	43
100	12%	62%	27%	93	57	29	29	41	43
100	15%	78%	28%	94	59	30	29	43	49
100	33%	80%	29%	94	62	35	31	45	50
100	44%	91%	37%	94	62	44	40	47	50
100	49%	93%	56%	99	80	49	49	59	74



## Appendix 2: Peer Institution Details

	University of Alaska - Southeast	Western New Mexico University	University of Maine at Augusta	Montana State University Billings	Cameron University	University of Maine at Fort Kent	Rogers State University	Northern New Mexico College	Louisiana State University- Alexandria	New Mexico Highlands University	Mayville State University
City	Juneau AK	Silver City NM	Augusta ME	Billings MT	Lawton OK	Fort Kent ME	Claremont OK	Espandola NM	Alexandria LA	Las Vegas NM	Mayville ND
Locale	Town - Remote	Town - Remote	Town - Distant	City - Midsize	City - Small	Rural - Remote	Town - Fringe	Town - Distant	Rural - Fringe	Town - Remote	Rural - Remote
Admit Rate	64	100%	100%	100%	100%	100%	100%	100%	64%	100%	53%
Alaska Native/American Indian Enrollment	11	3%	1%	4%	6%	0%	13%	8%	10%	9%	1%
Enrollment	3,779	4,139	5,811	5,824	4,767	2,088	4,290	1,513	3,915	3,406	1,698
FTFT Freshmen	5%	6%	6%	10%	12%	5%	13%	7%	12%	7%	11%
Part Time	61%	29%	64%	40%	31%	68%	34%	55%	44%	20%	46%
Non Degree Seeking	36%	12%	26%	16%	9%	47%	12%	37%	13%	2%	23%
On-Campus Instruction	38%	42%	24%	42%	51%	44%	43%	63%	35%	44%	38%
Graduate Students	33%	44%	0%	15%	12%	0%	1%	0%	0%	49%	1%
Bachelor Students	40%	43%	80%	57%	59%	91%	62%	44%	78%	50%	93%
Associate Students	27%	13%	20%	28%	29%	9%	37%	56%	22%	0%	5%
Tuition	6,960	6,574	8,378	5,980	6,450	8,475	7,470	4,952	6,638	6,558	7,381
Grant/Scholarship Aid	86	94	89	77	81	93	90	99	93	94	94
Pell	28	62	59	43	56	44	57	80	52	62	22
FTFT Retention	63	64	62	58	67	68	65	49	60	64	63
Overall Grad Rate	18	28	19	28	23	39	25	31	31	29	31
Transfer Out Rate	25		26	22	30	29	28	35	22	44	10
Bachelor's 200% Grad Rate	38	26	17	31	33	39	37	14	40	23	29
% Revenue: Tuition	24	24	29	29	31	29	40	13	49	24	25
% Revenue: State	59	45	41	37	31	43	27	41	23	47	35
% Expenses: Instruction	50	50	38	43	49	40	37	19	43	74	34
Student Faculty Ratio	10	12	16	15	18	16	19	11	16	13	13

## Recommended Peer Institutions

### Western New Mexico University

- Website: <https://admin.wnmu.edu/mission/>
- Carnegie Classification: Master's Colleges & Universities: Larger Programs
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: An open-access institution and New Mexico's Applied Liberal Arts and Sciences University, Western New Mexico University combines a foundation of liberal arts education with quality professional programs and career and technical preparation in a diverse, inclusive, creative, and caring community of learners empowered with the essential skills and knowledge for lifelong success in work and life.

### University of Maine at Augusta

- Website: <https://www.uma.edu/about/>
- Carnegie Classification: Baccalaureate Colleges: Diverse Fields
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: UMA transforms the lives of students of every age and background across the State of Maine and beyond through access to high-quality distance and on-site education, excellent student support and civic engagement, and innovative professional and liberal arts programs.

### Montana State University - Billings

- Website: [https://www.msubillings.edu/chancellor/mission\\_and\\_core\\_themes.htm](https://www.msubillings.edu/chancellor/mission_and_core_themes.htm)
- Carnegie Classification: Master's Colleges & Universities: Medium Programs
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: Montana State University Billings delivers a transformative education that empowers students from diverse backgrounds to succeed.

### Cameron University

- Website: <https://www.cameron.edu/info/mission>
- Carnegie Classification: Master's Colleges & Universities: Medium Programs
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: Cameron University provides a diverse and dynamic student body access to quality educational opportunities; fosters a student-centered academic environment that combines innovative classroom teaching with experiential learning; prepares students for professional success, responsible citizenship, life-long learning, and meaningful contributions to a rapidly changing world; and is a driving force in the cultural life and economic development of the region.

### **University of Maine at Fort Kent**

- Website: <https://www.umfk.edu/about/mission/>
- Carnegie Classification: Baccalaureate Colleges: Diverse Fields
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: UMFK will nurture and engage a diversity of learners and aspiring professionals in Maine's rural communities and beyond through affordable, technologically-enhanced, and professionally-focused educational programs.

### **Rogers State University**

- Website: <https://www.rsu.edu/about/our-mission/>
- Carnegie Classification: Baccalaureate Colleges: Diverse Fields
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: Our mission at Rogers State University is to ensure students develop the skills and knowledge required to achieve professional and personal goals in dynamic local and global communities

### **Northern New Mexico State College**

- Website: <https://nnmc.edu/about-northern/mission-vision-statements/>
- Carnegie Classification: Baccalaureate/Associate's Colleges: Mixed Baccalaureate/Associate's
- Institutional Category: Degree-granting, not primarily baccalaureate or above

Mission: The mission of Northern New Mexico College is to ensure student success by providing access to affordable, community-based learning opportunities that meet the educational, cultural, and economic needs of the region.

Vision: Northern New Mexico College is a Hispanic and Native American-serving comprehensive institution that will be recognized nationally for cultural sustainability, quality student learning and developing economically strong communities among diverse populations.

### **Louisiana State University - Alexandria**

- Website: <http://www.lsua.edu/about-us>
- Carnegie Classification: Baccalaureate Colleges: Arts & Sciences Focus
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: As the only state-supported undergraduate university in Louisiana, LSUA's mission is to provide a broad spectrum of affordable undergraduate degrees in a robust academic environment that challenges students to excel and creates proactive and reciprocal relationships that meet the needs of the diverse student body and community that it serves.

## **New Mexico Highlands University**

- Website: <https://www.nmhu.edu/about-nmhu/>
- Carnegie Classification: Master's Colleges & Universities: Larger Programs
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: New Mexico Highlands University is a public comprehensive university serving our local and global communities. Our mission is to provide opportunities for undergraduate and graduate students to attain an exceptional education by fostering creativity, critical thinking and research in the liberal arts, sciences, and professions within a diverse community.

## **Mayville State University**

- Website <https://mayvillestate.edu/about-msu/mission-purposes/>
- Carnegie Classification: Baccalaureate Colleges: Diverse Fields
- Institutional Category: Degree-granting, primarily baccalaureate or above

Mission: Mayville State University is dedicated to excellence in teaching, service, and scholarship in dynamic, inclusive and supportive learning environments that are individually focused. We offer quality undergraduate and master's programs enriched with practical experiences to prepare all learners for a global economy.