

University of Alaska Board of Regents

Budget
June 6, 2019

Overview

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- Investment in Strategic Priorities
- Board Motion
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 - Budget Principles, Priorities, Strategy
 - Expense Reduction Detail
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 - Budget History by Unit

Purpose of this Meeting

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- The Board of Regents will be updated on, discuss, and (if approved by the Governor), consider approval of the university's operating and capital budgets for FY 2020.
- Specifically, the Board will see administration plans for accommodating cuts to state funding and our commitment to investment in strategic priorities in terms of:
 - expense reduction
 - revenue generation
 - investment in strategic priorities

Budget Update

Unrestricted General Funds History

(in millions of \$)



Operating Budget Update

FY2020 Operating Budget

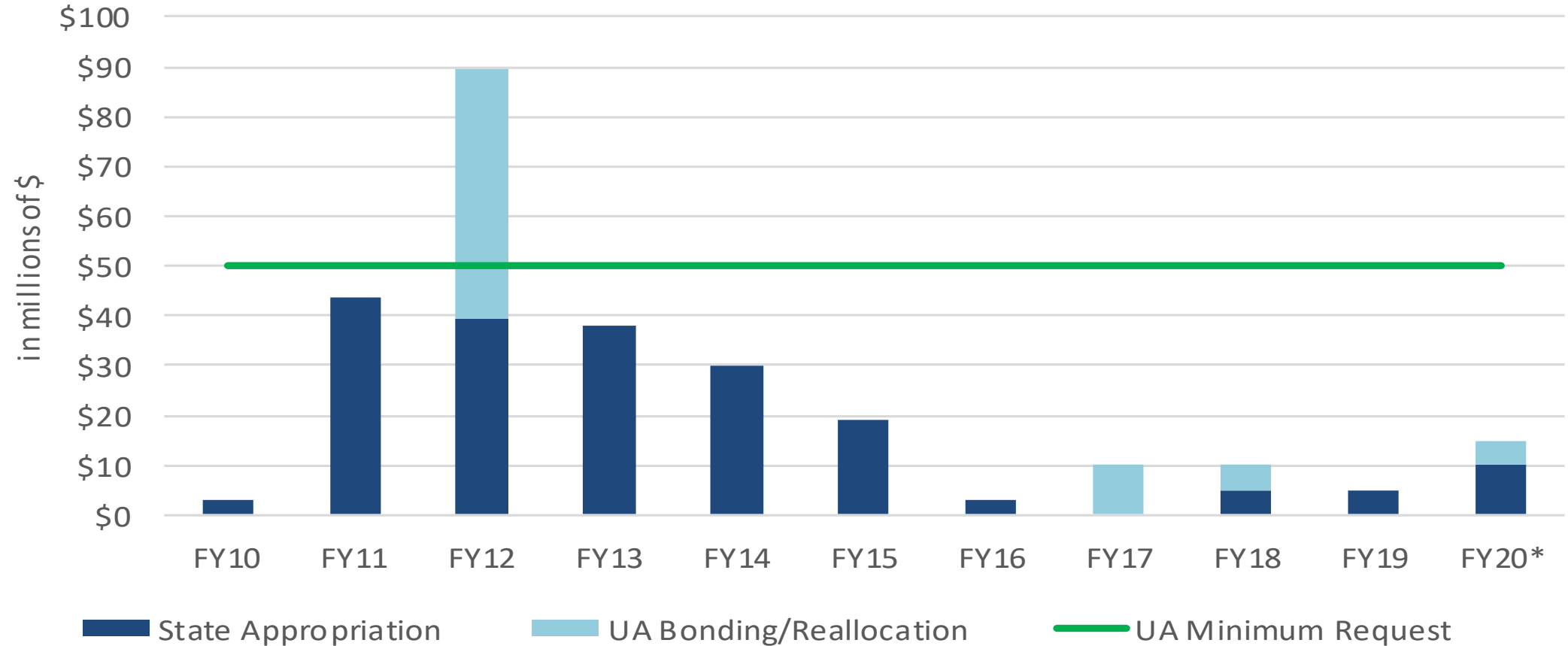
- FY 2019: UGF \$327M, 1 appropriation
- Governor: UGF \$193M, 2 appropriations (-\$134M)
- Legislature: UGF \$322M, 2 appropriations; intent re: 1 UA (-\$5M)

FY2020 Capital Budget

- Governor: \$5M
- Senate: \$10M
- House: TBD

Capital Budget DM/R&R Funding History

Unrestricted General Funds (in millions of \$)



* The capital budget passed by the Senate includes \$10 million in DM/RR funding for the University of Alaska.

FY20 Capital Budget

Unrestricted General Funds (in millions of \$)

	Regents Budget	Senate Budget	House Budget
Facilities Deferred Maintenance/ Renewal & Repurposing	\$50.0	\$10.0	TBD

The Board of Regents' capital budget request totaled \$50.0 million in state funding for facilities deferred maintenance (DM)/renewal & repurposing (R&R). Of the \$50.0 million requested, the Senate has passed a bill with \$10.0 million appropriated to UA.

FY20 Facilities Maintenance

	Facility Inventory (fall 2017)					Facilities Maintenance Budget (millions \$)			
	# of Bldgs	Average Age (years)	Gross Area (sq. feet)	Adjusted Value (millions \$)	DM/R&R Backlog (millions \$)	Budget Goal	FY2019 Base Budget	Operating Base Reallocation	FY2020 Budget Minimum
UAA	97	25.8	3,637,904	1,484.2	303.0	19.4	14.6	1.6	16.2
UAF	279	36.7	3,782,065	2,123.4	745.6	36.7	23.1	3.1	26.2
UAS	37	24.2	565,785	275.7	8.6	3.5	2.6	.3	2.9
SW	11	37.6	245,863	98.3	4.0	.4	.3		.3
Total	424	33.1	8,231,617	3,981.5	1,061.2	60.0	40.6	5.0	45.6

Expense Reduction FY 2020

Administrative Cost Reduction

- In Process
 - Reduction of facilities footprint
 - Grants and contracts process standardization and improvement
 - Travel: reduce and implement new system
 - IT standardization
 - Human Resources redesign
 - Process improvement
 - Position vacancies
- Under Consideration
 - Additional administration consolidation
 - Personnel reductions
 - Increase position vacancy periods

Instructional Cost Reduction

- Increase FT Student: FT Faculty ratio
- Reduce adjunct and term faculty positions
- Increase instructional component of faculty workload
- Conduct exceptional program reviews in preparation for possible reduction or discontinuation of academic programs
- Transform, redesign large enrollment classes
- Rationalize on-line course and program offerings
- At community campuses:
 - Continue delivery of workforce development courses, programs to meet local demand
 - Import GERs, provide local support
 - Expand access to courses and programs from all UA universities

Revenue Generation FY 2020

Revenue Generation Initiatives FY 2020

- Land
 - Close historic land grant deficit
 - Monetize current land holdings (e.g., sales, leases, carbon credits, wetlands conservation bank)
- Tuition
 - Consider rates for AY 2021 and AY 2022 in fall 2020 in light of budget, WICHE states' average, and recruitment/retention factors
 - Continue 25% decrease in OEs as spur to enrollment and associated tuition
 - Focus on student recruitment and retention, and associated tuition
 - Step up recruitment of adult students, including those with some college and no degree (myfuturealaska.edu)
 - Invest in small number of "Alaska niche" on-line courses for national, international markets
- Philanthropy
 - Approved first ever SW campaign
 - Making progress
- Research
 - Stepped up efforts in DC
 - Building on success with NIH, DOD, Energy, DHS, NSF
- P3 Partnerships
 - Reviewing proposals

Investment in Strategic Priorities

Budget “Cases”

*In addition to state cuts, we would continue cutting deeper to invest in priorities.
We would reallocate less and fund fewer priorities as the state cut increases.*

		Conference Committee \$5M Cut to \$322M	POTENTIAL \$10M Cut to \$317M	POTENTIAL \$30M Cut to \$297M	POTENTIAL \$40M Cut to \$287M
FY20 BOR Request	Title IX Enhancement	\$1.8M	\$1.4M	\$1.4M	\$1M
	Strategic Initiatives	\$10M	\$7.8M	\$7M	\$6M
	Compensation	\$12M	\$7.6M	\$7.2M	\$3.4M
	Fixed Costs (\$5M fac. maint.)	\$12M	\$6.8M	\$6.4M	\$4.6M
	Investment in Priorities		~\$24M	~\$22M	~\$15M
Revenue	Tuition rate	Up 5% (already set for AY20)	Up 5% (already set for AY20)	TBD	TBD
	Enrollment	Down 5%?	Down 5%?	Down 10%?	Down 15%?
	Research	Flat	Flat	Down	Down
	Philanthropic support	Flat	Flat	Down	Down
	Net revenue	Down	Down	Down	Down
Expenses	Productivity SFTE/FFTE	Increase	Increase	Increase	Increase
	Structure / Functions	<ul style="list-style-type: none"> • Build on work to enhance our seamless student experience* • Consolidate selected administrative functions • Implement BOR Task Force decisions • Program reviews, reductions, discontinuation 			
	Personnel Reduction (est'd)	\$24M (~240 FTE)	\$27M (~270 FTE)	\$35M (~350 FTE)	\$37.5M (~375 FTE)
	Fiscal Exigency	Unlikely	Possible	Likely	Yes
	Unallocated Reduction	\$5M	\$5M	\$10M	\$12.5M
TOTAL (Cut + Investment)		\$29M	\$32M	\$45M	\$50M

Title IX Enhancement

	BOR	Conference Committee \$5M Cut to \$322M	POTENTIAL \$10M Cut to \$317M	POTENTIAL \$30M Cut to \$297M	POTENTIAL \$40M Cut to \$287M
Title IX Enhancement	\$1.8M	\$1.4M	\$1.4M	\$1M	\$1M
Strategic Initiatives	\$10M	\$7.8M	\$7M	\$6M	\$4M
Compensation	\$12M	\$7.6M	\$7.2M	\$3.4M	\$2.1M
Fixed Costs (\$5M fac. maint.)	\$12M	\$6.8M	\$6.4M	\$4.6M	\$2.9M
Unallocated reduction		\$5M	\$10M	\$30M	\$40M
Investment in Priorities		~\$29M	~\$32M	~\$45M	~\$50M
	UAA	\$337k <ul style="list-style-type: none"> Investigator - Office of Equity and Compliance Senior Employee Relations Specialist - Human Resource Services Student Conduct Officer & Clery Act Specialist - Dean of Students Office ADA Compliance Educator - Disability Support Services Protection of Minors Specialist - Environmental Health, Safety and Risk Management 		\$240k <ul style="list-style-type: none"> Investigator - Office of Equity and Compliance Senior Employee Relations Specialist - Human Resource Services Student Conduct Officer & Clery Act Specialist - Dean of Students Office ADA Compliance Educator - Disability Support Services 	
	UAF	\$663k <ul style="list-style-type: none"> Title IX Investigators Title IX Market Adjustment - High Demand Compliance Positions HR Senior Employee Relations Professional Diversity & Equal Opportunity Training Program (Green Dot & Bystander Initiatives) Diversity Inclusion Support Professional Counselor (Student Health & Counseling) 		\$430k <ul style="list-style-type: none"> Title IX Investigators Title IX Market Adjustment - High Demand Compliance Positions HR Senior Employee Relations Professional Diversity & Equal Opportunity Training Program (Green Dot & Bystander Initiatives) 	
	UAS	\$97k <ul style="list-style-type: none"> Title IX Deputy Coordinator 		\$97k <ul style="list-style-type: none"> Title IX Deputy Coordinator 	
	UASW	\$285k <ul style="list-style-type: none"> Contract with Organizational Culture Expert Project Manager - Grow Culture of Safety and Respect Maxient Coordinator/Administrator Systemwide HR Employee Experience Survey 		\$265k <ul style="list-style-type: none"> Contract with Organizational Culture Expert Project Manager - Grow Culture of Safety and Respect Maxient Coordinator/Administrator 	
	Total	\$1.4M		\$1M	

Strategic Initiatives

Here are the strategic initiatives we would fund at each budget level.
We would reallocate less and fund fewer initiatives as the state cut increases.

	BOR	Conference Committee \$5M Cut to \$322M	POTENTIAL \$10M Cut to \$317M	POTENTIAL \$30M Cut to \$297M	POTENTIAL \$40M Cut to \$287M
Title IX Enhancement	\$1.8M	\$1.4M	\$1.4M	\$1M	\$1M
Strategic Initiatives	\$10M	\$7.8M	\$7M	\$6M	\$4M
Compensation	\$12M	\$7.6M	\$7.2M	\$3.4M	\$2.1M
Fixed Costs (\$5M fac. maint.)	\$12M	\$6.8M	\$6.4M	\$4.6M	\$2.9M
Unallocated reduction		\$5M	\$10M	\$30M	\$40M
Investment in Priorities		~\$29M	~\$32M	~\$45M	~\$50M
UAA	\$3.0M	\$2.6M	\$2.2M	\$1.3M	<ul style="list-style-type: none"> Educational Attainment (Enrollment Services) Workforce development (Nursing Expansion) Economic Development (ANSEP match)
UAF	\$3.4M	\$3.0M	\$2.6M	\$1.7M	<ul style="list-style-type: none"> Economic Development (Industry Response Capacity) Educational Attainment (Marketing, Middle College, Rural Student Support, Completion) Workforce development (Growing Rural Alaska Teachers, Educators Rising, High Demand Health) Research (One Health, Strategic Investments)
UAS	\$0.7M	\$0.7M	\$0.6M	\$0.6M	<ul style="list-style-type: none"> Educational Attainment (Financial Aid) Workforce development (AKCOE, Teacher Ed Student Teaching Stipend)
UASW	\$0.7M	\$0.7M	\$0.6M	\$0.4M	<ul style="list-style-type: none"> On-Line program development (Arctic)
TOTAL	\$7.8M	\$7M	\$6M	\$4M	

Compensation

*Here are the components of the compensation plan we propose to fund.
We would reallocate less and fund less compensation as the state cut increases.*

	BOR	Conference Committee \$5M Cut to \$322M		POTENTIAL \$10M Cut to \$317M		POTENTIAL \$30M Cut to \$297M		POTENTIAL \$40M Cut to \$287M	
Title IX Enhancement	\$1.8M		\$1.4M		\$1.4M		\$1M		\$1M
Strategic Initiatives	\$10M		\$7.8M		\$7M		\$6M		\$4M
Compensation	\$12M		\$7.6M		\$7.2M		\$3.4M		\$2.1M
Fixed Costs (\$5M fac. maint.)	\$12M		\$6.8M		\$6.4M		\$4.6M		\$2.9M
Unallocated reduction			\$5M		\$10M		\$30M		\$40M
Investment in Priorities			~\$29M		~\$32M		~\$45M		~\$50M
		<ul style="list-style-type: none"> Equity (1) Specific Market (2) General Market (3) Pension Cap (4) Benefits 	\$150 \$2.3M \$2.8M \$400 \$1.9M	<ul style="list-style-type: none"> Equity (1) Specific Market (2) General Market (3) Benefits 	\$150 \$2.3M \$2.8M \$1.9M	<ul style="list-style-type: none"> Equity (1) Specific Market (2) Benefits 	\$150 \$2.3M \$.9M	<ul style="list-style-type: none"> Equity (1) Specific Market (5) Benefits 	\$150 \$1.4M \$.6M
Total			\$7.6M		\$7.2M		\$3.4M		\$2.1M

Notes:

- (1) Must implement.
- (2) Partial closure of gap for individual employees below .9 of the market median, over 3 years.
- (3) 1% to address general market increases.
- (4) Partial progress on gap between UA cap and IRS cap.
- (5) Partial closure gap for individual employees below .9 of the market median, over 5 years rather than 3 years.

Fixed Costs

Here are the fixed costs we propose to fund.

We would reallocate less and fund less fixed costs as the state cut increases.

		Conference Committee \$5M Cut to \$322M	POTENTIAL \$10M Cut to \$317M	POTENTIAL \$30M Cut to \$297M	POTENTIAL \$40M Cut to \$287M
Title IX Enhancement	\$1.8M	\$1.4M	\$1.4M	\$1M	\$1M
Strategic Initiatives	\$10M	\$7.8M	\$7M	\$6M	\$4M
Compensation	\$12M	\$7.6M	\$7.2M	\$3.4M	\$2.1M
Fixed Costs (\$5M fac. maint.)	\$12M	\$6.8M	\$6.4M	\$4.6M	\$2.9M
Unallocated reduction		\$5M	\$10M	\$30M	\$40M
Investment in Priorities		~\$28M	~\$32M	~\$45M	~\$50M
	UAA	\$1.8M • Facilities Maintenance • Electronic Journal Subscriptions	\$1.6M • Facilities Maintenance	\$1M • Facilities Maintenance	\$0.5M • Facilities Maintenance
	UAF	\$4.7M • Facilities Maintenance • Utility Cost Increase • Campus Safety & HR Training • Electronic Journal Subscriptions	\$4.5M • Facilities Maintenance • Utility Cost Increase • Campus Safety & HR Training	\$3.4M • Facilities Maintenance • Utility Cost Increase • Campus Safety & HR Training	\$2.3M • Facilities Maintenance • Utility Cost Increase • Campus Safety & HR Training
	UAS	\$0.3M • Facilities Maintenance	\$0.3M • Facilities Maintenance	\$0.2M • Facilities Maintenance	\$0.1M • Facilities Maintenance
	UASW				
	TOTAL	\$6.8M	\$6.4M	\$4.6M	\$2.9M

Board Motion

Board Motion

MOTION #1

“The Board of Regents accepts the FY20 Operating Budget Appropriation as presented. This motion is effective June 6, 2019.”

MOTION #2

“The Board of Regents approves the FY20 Operating Budget Distribution Plan as presented. This motion is effective June 6, 2019.”

Purpose of this Meeting

- The Board of Regents will be updated on, discuss, and (if approved by the Governor), consider approval of the university's operating and capital budgets for FY 2020.
- Specifically, the Board will see administration plans for accommodating cuts to state funding and our commitment to investment in strategic priorities in terms of:
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Appendix

UA Goals and Vision

Budget Principles, Priorities, Strategy

Student Experience

Expense Reduction Detail

Revenue Generation Detail

Budget History by Unit

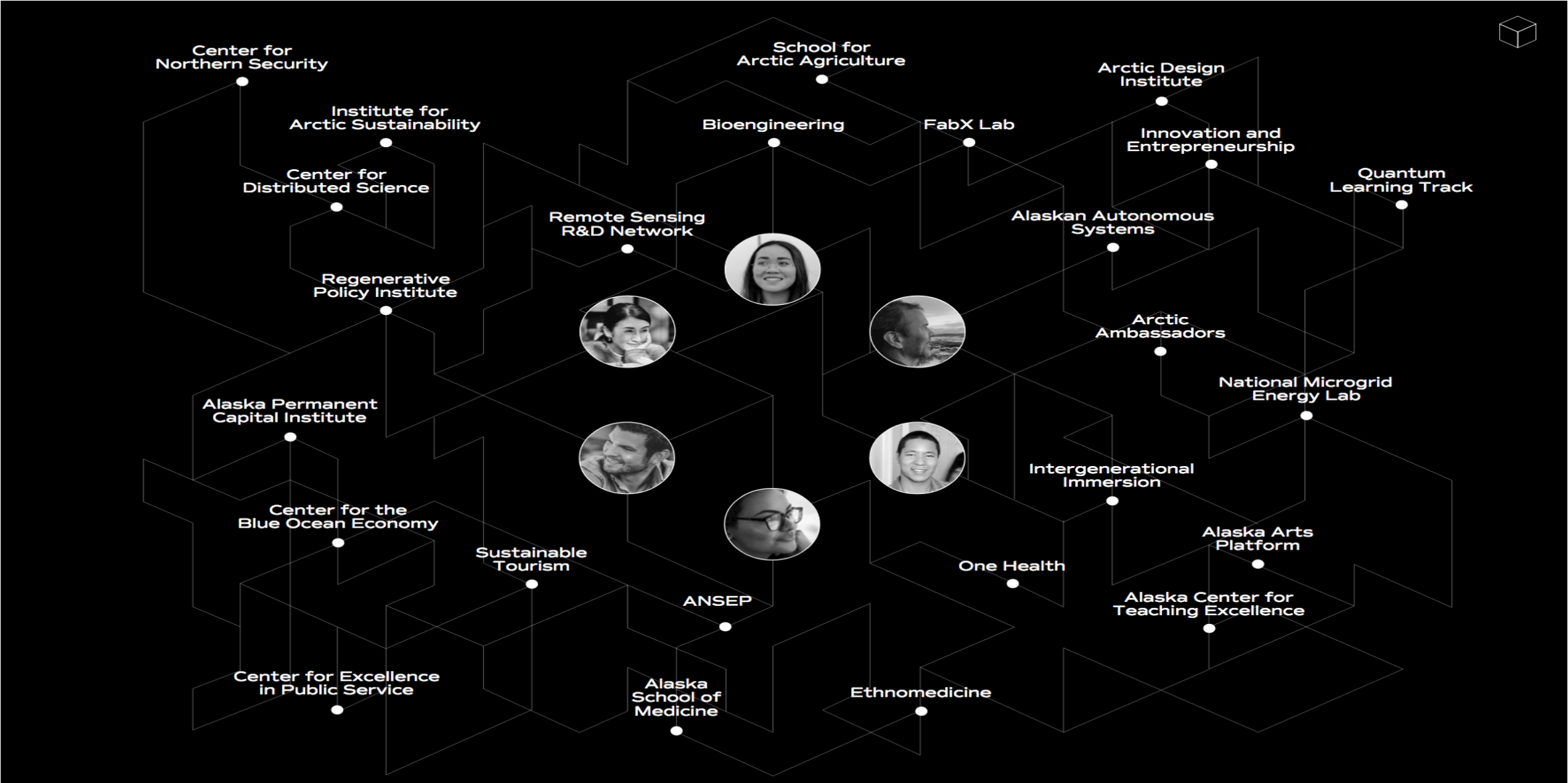
UA Goals and Vision

Goals 2017-2025

	2017 Baseline	2018 Observed	2019 Target	2020 Target	Change 2019-2020	2025 Goal
1. Contribute to Alaska's economic development						
Increase STEM graduates	1,628	1,691	1,776	1,875	+99 (6%)	2,460
Increase # invention disclosures	17	34	23	25	+2 (9%)	34
2. Provide Alaska's skilled workforce						
Increase % of educators hired	30%	33%	37%	43%	+6% (16%)	90%
Double number of health program completions	874	939	986	1,086	+100 (10%)	1,760
3. Grow our world class research						
Lead the world in Arctic related research	1	1	1	1		1
Increase research expenditures	\$159.4m	\$150.7m	\$157.4m	\$168.3m	+\$10.9m (7%)	\$235m
4. Increase degree attainment						
Fiscal Year Student Full Time Equivalent (FTE)	18,492	17,555	18,433	19,825	+1,392 (8%)	28,526
Increase completions	4,594	4,554	4,781	5,442	+661 (14%)	10,400
5. Operate more cost effectively						
Decrease total cost of education (indirect and direct) per completer	\$107.3	\$108.4	\$103.0	\$93.9	-\$9.1 (-9%)	\$59.0
Increase annual completions per Full Time Equivalent (FTE)	23/100	23/100	24/100	26/100	+1.6 (6%)	35/100

Note: Information is reviewed annually as part of the President's performance compensation (quantitative performance goals)

UA 2040 is a vision for UA's long term future



Budget Principles, Priorities, Strategy

Budget Principles

- Put student success first
- Maintain quality & access to academic programs
- Leverage collaboration across system
- Focus on our goals & measures
- Put one-time funding to work
- Maximize return on investment
- Diversify our revenues

BOR 2040 Priorities – *Strategies for FY20 Budget*

We will grow UA in its service and leadership for Alaska by:

Taking care of the basics

- Campus safety and respect
- Competitive and fair compensation
- Facility maintenance
- Efficiency / Productivity

Leveraging partnerships

- K-12 (dual enrollment, teachers, leaders)
- Industry / Employers (ANCSA corporations, tribes, health care, energy, resource development, maritime, military)
- Local, state, and federal agencies
- International universities and NGOs

Leading innovation and creativity

- Commercialization of UA research
- Creating new technologies, solutions to problems
- Integrating traditional and new knowledge

Growing our own

- Construction and vocational
- Teachers and health care professionals
- Engineers
- Researchers
- Student recruitment, retention, and completion

Building on our competitive advantages

- Energy
- Climate change
- Indigenous studies
- On-line courses / programs in areas of excellence (e.g., Arctic studies, project management/logistics, Indigenous studies, Homeland Security, OneHealth)

Taking the long view

- Foster long term strategic planning
- Focus on quality
- Invest in leadership

Contingency Planning Strategy

- Position each university to be its best for its students and the state
- Refine, focus each university mission on its unique core
- Each university will identify (few) programs that are core to that mission, unique in the system
- Support those core programs for access statewide
- Prioritize other programs based on mission, enrollment, cost, quality, demand, availability of alternatives, and like factors
- Reduce/eliminate complexity
- Consolidate/standardize administration

Student Experience

Building a More “Seamless” Student Experience

Standard elements of a more common student experience, some of which we are making progress on, include:

- Portal (e.g., MyFutureAlaska.edu)
- Common calendar
- Common GERs
- Common course blocks
- Common application
- Common Title IX training
- Common length of instructional hour
- Common fee structure
- Common transcript
- Common bill
- Common courses (e.g., GERs; not necessarily all courses)
- Common student, faculty, and employee data
- Common “development” plan
- Common fee payment
- Common grading policy
- Common access to programs from other UA campuses

Suggestions from NCHEMS for a “Seamless” Student Experience*

1. Students in all parts of the state will be able to access the full array of academic programs offered by System institutions
 - a) Some will be online rather than face-to-face
 - b) The exceptions will be those programs that require considerable hands-on experience with specialized equipment
2. These students will be provided the student support services (concierge services) they need to successfully take advantage of this array of academic services
3. Programs that require hands-on instruction will be provided in communities throughout the state where
 - a) Local employers can demonstrate a demand for program completers
 - b) There is sufficient student demand to make the program economically viable. In cases where student demand is not sufficient to ensure economic viability, the program may still be offered if local community or employers provide the necessary “bridge” funding
4. The university will be a much more user-friendly institution. While further discussion with “clients” will be required to identify the dimensions of “user-friendliness”, the following represents the minimum set of such characteristics:
 - a) A single admission form/process for admission to System institutions
 - b) A single point of contact to arrange for Student Financial Aid
 - c) No requirement for separate admission to each institution in which a student chooses to enroll
 - d) Seamless transfer of courses
 - e) “Guided Pathways” - once a student selects a program of study, they will be presented with a clear indication of required courses (and their sequence)
 - f) A common General Education core
 - g) Common course numbering and standard course blocks

* (Dennis Jones, President Emeritus, NCHEMS, April 22, 2019.)

Suggestions from NCHEMS for a “Seamless” Student Experience (2)*

5. For employers seeking further education for their employees, a single point of contact who will ensure a response from an individual who can address their interests.
6. At institutions, world-class research will be performed by individuals whose organizational home is a research institute (although they may have a joint appointment in an academic department).
7. Courses in the General Education core will be reengineered as hybrid courses and designed to:
 - a) Be delivered across the System
 - b) In ways proven (by NCAT) to deliver superior learning outcomes at substantially reduced costs
8. Institutional missions will be further delineated to ensure that each is assigned lead responsibility for clusters of programs (engineering, business, health, etc.). This leadership responsibility to pertain to online as well as face-to-face delivery.
9. Back-office functions will be centralized but with access to generalist service providers to link users (students and employees) to these services as required.
10. The general pattern for staffing administrative and student services will place generalists closest to the clients and specialists.

* (Dennis Jones, President Emeritus, NCHEMS, April 22, 2019.)

Expense Reduction Detail

Simplify, automate, and streamline processes

Done	In Process	Future Work
<ul style="list-style-type: none"> • Simplified employee tuition waiver process (UA) • Single e-mail platform (UA) • Changed Wellness Rebate to one time per year (UA) • Created online process for employees to update HR address (UA) • Redesigned health care deduction structure and created new HSA codes to eliminate errors (UA) • Improved scholarship process and earlier packaging and notification of aid (UAA) • Increased automation and paperless administrative processes (UAA) • Train and use of LEAN (UA) • Developed IT automation and “self-service” tools (UAS) • Implemented PageUp - UA HR Enterprise System (UA) • Campus-wide initiatives and efficiency projects (UAF) 	<ul style="list-style-type: none"> • Automating Journal Voucher (JV) Workflow (UA) • Improving the scholarship process (UAF) • New vendor payment method using virtual credit card (UA) • New travel system (UA) 	<ul style="list-style-type: none"> • Improved student billing (UA) • Improve customer service, increase processing speed and accuracy, and reduce duplication of effort (UAF) • Automate HR processes and data entry in Banner (UAF) • Streamline FMLA system (UAS) • Automate the employee onboarding between PageUp and Banner (UAS) • Streamline credit transfer (UA) • Examine credit for prior learning process (UA) • Consider increasing procurement levels (UA) • Consider minimizing approval levels (UA)

Increase use of technology

Done	In Process	Future Work
<ul style="list-style-type: none"> • Open Enrollment using NextGen dynamic forms (UA) • Implemented electronic curriculum workflow (UAA, UAF) • Implemented electronic submission and review of faculty promotions and tenure files (UAA) • Utilized Touchnet and SponsorPoint to automatically upload data to Banner (UAA) • Redesigned computer lab classrooms into team-based learning environments and implemented “virtual desktops” (UAA, UAS) • Implemented PageUp (UA) 	<ul style="list-style-type: none"> • Implementing new Travel Management Program (UA) • Implementing automated processes for athletic ticket renewals, registration and scheduling (UAA) • Improving online training options (UAF) • Reviewing new systemwide video conferencing and long distance RFP (UAS) • Extending “virtual desktops” to replace employee desktop computers (UAS) • Implement My Future Alaska website (UA) 	<ul style="list-style-type: none"> • Improve fee data entry (UA) • Explore the use of Maxient for employee relations case management (UAA) • Focus on IT support of campus security (UAA) • Make “virtual desktops” standard campus wide (UAS) • Foster adoption of low-cost (or no cost) web conferencing (UAS)

Reduce facility operating costs

Done	In Process	Future Work
<ul style="list-style-type: none"> • Reduced off-campus leased space (UA) • Reduced facility operating hours (UAA, UAF) • Consolidated student housing (UAF) • Closed rural learning centers (UAF) • Sold or demolished properties (UA) • Prioritized facility reinvestment resulting in operational efficiency (UAS, UAF) • Assessed facility utilization (UA) 	<ul style="list-style-type: none"> • Pursuing Public-Private Partnership (P3) tenants (UAF) • Planning demolition of the Fitzgerald house (UAS) • Improve facility utilization (UA) 	<ul style="list-style-type: none"> • Explore software related to access, security, and scheduling to better manage space utilization (UAA) • Consider relocating off campus services to main campus (UAA) • Explore options to renegotiate remaining leases to reduce square footage (UAF) • Evaluate future demolition of aging facilities (UAF) • Consolidate or phase-out Fairbanks Experiment Farm large animal care (UAF) • Evaluate use of current Natural Sciences Research Lab (UAS) • Examine facility sharing opportunities with state and local agencies (UA)

Streamline policies and regulations

Done	In Process	Future Work
<ul style="list-style-type: none">• Removed administrative review of grade point and length of employment requirements for tuition waiver (UA)• Revised dual enrollment policy (UA)• Adopted Title IX “old case” policy (UA)	<ul style="list-style-type: none">• Developing dual-enrollment regulations and guidelines (UA)• All system-wide councils are reviewing policies and regulations in their areas for streamlining (UA)	<ul style="list-style-type: none">• Develop regulations for “micro-credentials” and non-credit programs to meet workforce needs (UA)• Assess credit and transfer issues across the system (UA)

Share resources across universities and campuses

Done	In Process	Future Work
<ul style="list-style-type: none"> • Increased administrative consolidations and use of shared service centers (UAF) • Consolidated research building operations staff and computing (UAF) • Transformation of the schools of education (UAS) • Leveraged journal and database subscription purchasing arrangements (UAS) 	<ul style="list-style-type: none"> • Sharing of engineering courses between UAA and UAF (UAA &UAF) • Developing UAA Consortium Library joint licensing agreements (UAA) • Standardizing procurement and grants and contracts process (UA) • Faculty Innovation Fund in UNAC CBA supports inter-university collaboration (UA) • Numerous research programs involve faculty from across UA (e.g., EPSCoR, INBRE, CANHR, ADAC) • Title IX staff provide assistance to each other (UA) • Sharing of undergraduate fisheries courses (UAS, UAF) • Alaska College of Education advocacy, accreditation, and student support (UA) 	<ul style="list-style-type: none"> • Tuition and fee sharing in Nursing and other programs (UA) • Assess how we allocate resources and responsibilities for on-line program development and delivery (UA) • Expand common course time blocks (UA)

Prioritize programs, revise and reduce

Done	In Process	Future Work
<ul style="list-style-type: none"> • Reviewed and discontinued, deleted, or suspended over 60 degree and certificate programs (UA) • Reduced TAs and Course Offerings (UA) • Eliminated the UAS School of Management and consolidated the degree programs (UAS) • Integrated education programs at UAA and UAF into larger colleges and established the Alaska College of Education at UAS to support interuniversity coordination (UAA, UAF, UAS) • Moved K-12 Outreach and Mine Training programs out of SW • Separated UA Foundation and Education Trust of Alaska (SW) 	<ul style="list-style-type: none"> • Pro-actively teaching out programs identified for discontinuation (UA) • eCampus adding 40+ online courses for Spring 2019 (UAF) • Coordinating health workforce programs across the system through the UAA COH (UA) 	<ul style="list-style-type: none"> • Regular academic program review as required by NWCCU (UA) • Explore new program development in high demand areas (UA) • Reduce number of small sections (UA) • Assess additional opportunities for course redesign (UA)

Program delivery

Done	In Process	Future Work
<ul style="list-style-type: none">• Moved programs to fully online (UAA & UAF)• Aligned general education across the system (UAA, UAF, UAS)• Reduced program redundancy and low enrolled tracks and emphases within majors (UAA)	<ul style="list-style-type: none">• Identifying state need for access to distance delivered programming (UAA)• Developing online course/program development in specialized areas (UAF)• Increasing class size and establishing minimum class enrollments (UAF)• Migrating from traditional audio-conferencing to low cost (or no additional cost) web alternatives (UAS)	<ul style="list-style-type: none">• Continue shifting programs to online and hybrid models (UAA, UAF, UAS)• Develop cross-university programs, courses and delivery (UAA, UAF, UAS)

Optimize workloads

Done	In Process	Future Work
<ul style="list-style-type: none"> Reviewed faculty workload assignments (UAA) Established an ad hoc committee to provide additional input into defining and managing the service component of workload assignments (UAA) Increase enrollment capacity in online classes, when practical, in courses and programs where demand exists (UAF) Reduce adjunct faculty and have more regular faculty instructing GERs (UAS) 	<ul style="list-style-type: none"> Encouraging faculty to teach more classes per semester (UAF) Working with departments to identify opportunities for employee function consolidation (UAS) Reducing the number of faculty overloads to teach classes (UAF) Assessment of student to faculty and staff ratios (UA) 	<ul style="list-style-type: none"> Assess utilization of part-time faculty (UA) Integrate former UAFT faculty into the UNAC workload process. (UAA, UAF, UAS) Implement faculty workloads for AY19-20 with an emphasis on teaching and research activities (UAA, UAF, UAS) Move student to faculty and staff ratios toward our peer levels (UA)

Reduce employee headcount

Employee Headcount Change Fall 2014-2018 (FY15-FY19) ⁽¹⁾

	SW ⁽²⁾	UAA ⁽⁴⁾	UAF	UAS	Total	% of Total
Regular	-68	-176	-337	-42	-623	-14%
Officers/Sr. Administrators ⁽³⁾	-5	-8	-9	0	-22	-11%
Faculty	0	-74	-126	-5	-205	-15%
Staff	-63	-94	-202	-37	-396	-14%
Temporary	-26	-217	-316	-101	-660	-17%
Adjunct Faculty	-6	-101	-36	-55	-198	-17%
Staff	-10	-57	-56	-22	-145	-18%
Students	-10	-59	-224	-24	-317	-16%
Total Headcount Reduction	-94	-393	-653	-143	-1,283	-15%

1. Employees with active assignments as of Oct 1st of each year.

2. Includes: 33 regular and 3 temporary positions transferred from SW to UAF for the K-12, OIT, and MAPTS program; and 30 regular and 4 temporary positions in UA's Enterprise Entities RDU.

3. Includes Academic Leaders (12 month regular faculty ecls FR).

4. Includes 145 positions transferred from UAF to UAA in FY15.

Revenue Generation Detail

Increase enrollment

Done	In Process	Future Work
<ul style="list-style-type: none"> • Revised academic program web pages and search engine optimization (UAA) • Improved the overall quality and effectiveness of new student recruitment marketing (UAA) • Wrote and implemented new student recruitment plans (UAA) • Improved and streamlined the scholarship process as part of a larger Strategic Enrollment Planning initiative (UAF) • Implemented 25 percent tuition discount on selected career and technical education (CTE) courses (UA) • Adopted dual enrollment policy • Redesigned alaska.edu home page to be more student focused and added page search functionality (UA) • Centralized and simplified the K-12 articulation process (UAA) 	<ul style="list-style-type: none"> • Developing new UA Gateway-My Future Alaska (UA) • Optimizing web environment/information architecture for new student recruitment (UAA) • Evaluating email marketing tools (UAA) • Using Enrollment Rx to add consistency and increase regular follow-up related to student recruitment and enrollment (UAF) • Expanding dual enrollment programs in partnership with K-12 (UA) • Outreach to create articulation agreements with Lower 48 community colleges in selected degree programs (UAS) 	<ul style="list-style-type: none"> • Implement district-wide ACT testing (UAA) • Increase external visibility, awareness, and reputation through media relations (UAA) • Develop and implement actions for recruitment and retention efforts (UAF) • Expand articulation agreements with two-year colleges as a recruitment measure (UAF) • Consider use of “Common Application” (UA) • Support dual enrollment legislation now in development (UA) • Increase student to faculty and staff ratios to peer levels (UA) • Hire new recruiter and expand marketing for statewide Teacher Education programs (UAS)

Increase and diversify revenue

Done	In Process	Future Work
<ul style="list-style-type: none"> • Garnished PFDs (UA) • Increased rental and daily use fees for the Wells Fargo Sports Center (UAA) • Adopted dual enrollment policy (UA) • Increased tuition (UA) • Advocacy (UA) • Public awareness campaign (UA) • Additional investment income (UA) • Collaborate with Sealaska Heritage Institute to expand funding for PITAAS (Preparing Indigenous Teachers and Administrators for Alaska's Schools) (UAS) • Leverage Education Tax Credit in support of Mine Training and Environmental Science programs (UAS) 	<ul style="list-style-type: none"> • Systemwide philanthropic funding campaign (UA) • Rebranding the University of Alaska College Savings Plan and the ACT Portfolio (UA) • Exploring options for increasing research revenue (UAF) • Continuing commercialization efforts (UAF) • Expanding dual enrollment programs (UA) • Consideration of future tuition adjustments (UA) • Advocacy (UA) • UA 2040 (UA) • Utilizing Chancellor's home and AK Airlines vouchers for donor/alumni cultivation and stewardship events (UAA) • Building out opportunities for alumni to participate in new student recruitment events (UAA, UAS) • Providing resources on creating college-going culture to high school counselors (UAA) • Growing external financial support for athletic activities (UAF) • Partner with Sealaska Heritage and Institute of American Indian Arts (Sante Fe) to expand Northwest Coast Arts curriculum and articulation (UAS) • Engage with regional Native scholarship providers to encourage targeting of funds to high-demand degree programs (UAS) 	<ul style="list-style-type: none"> • Pursue new philanthropic funding ideas (UAF) • Support and implement philanthropy campaign (UA) • Support potential dual enrollment legislation (UA) • Enhance communication, collaboration and prioritization in order to focus activities (UAA, UAS) • Explore collaborations with booster clubs to increase external funding (UAF) • Explore collaboration with ANCSA corporation education foundations (UA)

Budget History by Campus

Authorized Unrestricted General Fund Budget by Campus FY16-FY20 (in millions of \$)

	FY16	FY17	FY18	FY19	Proposed FY20	% Change 5yrs	% Change Annual
Anchorage	108,916	101,151	99,483	104,044	101,684	-6.6	-2.3
Kenai	7,250	6,636	6,455	6,289	6,289	-13.2	
Kodiak	2,717	2,435	2,359	2,303	2,303	-15.2	
Mat-Su	5,204	4,869	4,708	4,569	4,569	-12.2	
PWSC	3,298	2,787	2,760	2,667	2,667	-19.1	
Fairbanks	153,110	144,011	142,293	148,034	145,747	-4.8	-1.5
UAF CTC	5,714	5,307	4,836	4,636	4,636	-18.9	
CRCD							
Bristol Bay	1,412	1,211	1,100	1,100	1,100	-22.1	
Chukchi	971	807	758	608	608	-37.4	
Interior Alaska	1,656	1,434	1,295	1,295		-21.8	
Kuskokwim	3,001	2,605	2,425	2,325	1,295	-22.5	
Northwest	1,521	1,320	1,212	1,162	2,325	-23.6	
Rural College	5,407	4,680	4,286	4,786	1,162	-11.5	
Juneau	21,297	19,487	19,331	20,797	20,797	-2.3	
Ketchikan	2,564	2,291	2,167	2,111	2,111	-17.7	
Sitka	3,291	2,890	2,606	2,527	2,527	-23.2	
Statewide Services	12,684	10,543	10,262	10,362	10,009	-21.1	-3.4
Statewide Networks	9,621	7,824	7,620	7,420	7,420	-22.9	
Systemwide Ed/Outreach	1,154	848				-100.0	
University of Alaska Foundation							
Education Trust of Alaska							
UA Anchorage	127,385	117,877	115,765	119,872	117,511	-7.8	-2.0
UA Fairbanks	172,791	161,374	158,204	163,945	161,658	-6.4	-1.4
UA Southeast	27,153	24,668	24,104	25,435	25,435	-6.3	
UA Statewide	23,458	19,215	17,882	17,782	17,429	-25.7	-2.0
UA Enterprise Entities							
Systemwide Component		1,750	1,078				
UA System	350,787	324,884	317,034	327,034	322,034	-8.2	-1.5

Authorized Designated, Federal and Other Funds Budget by Campus FY16-FY20 (in millions of \$)

	FY16	FY17	FY18	FY19	Proposed FY20	% Change 5yrs	% Change Annual
Anchorage	167,885	170,463	171,319	165,632	166,056	-1.1	0.3
Kenai	9,648	10,017	9,985	10,013	9,919	2.8	-0.9
Kodiak	3,416	3,486	3,480	3,297	3,261	-4.6	-1.1
Mat-Su	6,321	7,422	8,631	8,747	8,813	39.4	0.8
PWSC	4,304	4,378	4,449	3,610	3,586	-16.7	-0.7
Fairbanks	273,330	279,308	266,244	262,966	262,879	-3.8	0.0
UAF CTC	8,616	8,697	8,683	8,570	8,830	2.5	3.0
CRCO							
Bristol Bay	2,673	2,775	2,961	2,952	2,952	10.4	
Chukchi	1,462	1,495	1,578	1,578	1,578	7.9	0.0
Cooperative Ext.							
Interior Alaska	4,034	3,955	4,031	3,965	4,044	0.3	2.0
Kuskokwim	3,566	3,766	3,738	3,718	3,645	2.2	-2.0
Northwest	2,939	2,989	3,669	3,769	3,769	28.2	0.0
Rural College	5,145	5,246	4,425	4,425	4,425	-14.0	
Juneau	22,466	22,938	23,200	23,186	23,182	3.2	0.0
Ketchikan	2,967	3,145	3,306	3,290	3,281	10.6	-0.3
Sitka	4,937	5,066	5,049	5,037	5,033	2.0	-0.1
Statewide Services	21,804	24,951	27,691	23,941	24,141	10.7	0.8
Statewide Networks	9,495	9,645	9,645	9,645	9,645	1.6	
Systemwide Ed/Outreach	9,798	5,170					
University of Alaska Foundation				3,988	3,988		
Education Trust of Alaska				1,625	1,625		
UA Anchorage	191,574	195,765	197,865	191,299	191,633	0.0	0.2
UA Fairbanks	301,765	308,231	295,328	291,942	292,121	-3.2	0.1
UA Southeast	30,370	31,150	31,555	31,513	31,496	3.7	-0.1
UA Statewide	41,097	39,766	37,336	33,585	33,785	-17.8	0.6
UA Enterprise Entities				5,613	5,613		
Systemwide Component		1	1	7,563	1		
UA System	564,806	574,913	562,085	561,514	554,560	-1.8	-1.2

Total Authorized Budget by Campus FY16-FY20 (in millions of \$)

	FY16	FY17	FY18	FY19	Proposed FY20	% Change 5yrs	% Change Annual
Anchorage	276,800	271,613	270,801	269,677	267,739	-3.3	-0.7
Kenai	16,898	16,653	16,440	16,302	16,208	-4.1	-0.6
Kodiak	6,134	5,921	5,839	5,600	5,564	-9.3	-0.6
Mat-Su	11,525	12,291	13,340	13,315	13,381	16.1	0.5
PWSC	7,602	7,164	7,209	6,277	6,252	-17.8	-0.4
Fairbanks	426,440	423,320	408,537	411,000	408,626	-4.2	-0.6
UAF CTC	14,329	14,003	13,519	13,205	13,465	-6.0	2.0
CRCO							
Bristol Bay	4,085	3,986	4,061	4,053	4,053	-0.8	
Chukchi	2,433	2,302	2,335	2,185	2,185	-10.2	0.0
Cooperative Ext.							
Interior Alaska	5,690	5,389	5,325	5,259	5,339	-6.2	1.5
Kuskokwim	6,566	6,371	6,163	6,043	5,969	-9.1	-1.2
Northwest	4,461	4,309	4,881	4,931	4,931	10.5	0.0
Rural College	10,552	9,925	8,711	9,211	9,211	-12.7	
Juneau	43,764	42,425	42,531	43,983	43,979	0.5	0.0
Ketchikan	5,531	5,436	5,473	5,401	5,392	-2.5	-0.2
Sitka	8,228	7,956	7,655	7,564	7,560	-8.1	0.0
Statewide Services	34,488	35,494	37,953	34,302	34,150	-1.0	-0.4
Statewide Networks	19,116	17,469	17,265	17,065	17,065	-10.7	
Systemwide Ed/Outreach	10,951	6,019					
University of Alaska Foundation				3,988	3,988		
Education Trust of Alaska				1,625	1,625		
UA Anchorage	318,959	313,642	313,629	311,171	309,145	-3.1	-0.7
UA Fairbanks	474,556	469,605	453,532	455,887	453,779	-4.4	-0.5
UA Southeast	57,523	55,817	55,659	56,947	56,930	-1.0	0.0
UA Statewide	64,556	58,981	55,218	51,367	51,215	-20.7	-0.3
UA Enterprise Entities				5,613	5,613		
Systemwide Component		1,751	1,079	7,563	1		
UA System	915,593	899,796	879,118	888,548	876,683	-4.2	-1.3

End of Presentation