1. What are the primary functions of your unit/departments as it supports UA’s mission and strategic goals? Please provide a high-level summary and functional organization chart (example and templates attached).
   - See attached Functional Descriptions and Org Chart.
   - University Relations’ primary role should be to advance and protect the UA system’s reputation and relationships with key internal and external stakeholders. With the increasingly competitive and fiscally-challenging environment in which we operate, this becomes more important in helping to attract students, faculty, staff, donors, and advocates and to build the partnerships essential to our success.
   - The UA Foundation seeks, secures and stewards private support to build excellence at the University of Alaska. Private support is now helping to support SAF goals 1-4 and has the potential to ensure excellence as public funds decline. The Foundation also plays an important accountability role, ensuring that donor intent is met and funds are handled and managed well.

2. Explain any significant changes in your unrestricted operating budget and/or staffing levels from FY11 to FY15.
   - University Relations' budget has gone down slightly, due to reductions in travel and a delay in filling the public affairs director position. There is one less position because the federal relations work, previously done by a staff person was outsourced to a federal relations law firm (the increase in the Federal Relations non-labor budget reflects this change). The federal relations law firm contract will be eliminated in FY16 and those responsibilities assigned to the revamped public affairs director position.
   - The foundation budget increased as previously vacant positions were redefined and filled to support increased fundraising activity and results.

3. Identify and briefly explain any University Regulations, Regent’s Policies, Federal or State regulations or laws, or accreditation standards which define/direct each major function's existence.
   - Regents’ Policy P02.02.050 defines the Chief University Relations Officer position and responsibilities.
   - Regents’ Policy and Regulations P05.14 and R05.14 articulate the role of the University of Alaska Foundation as it relates to gifts to the University.
   - The UA Foundation is also governed by its own bylaws, operating documents, and a memorandum of understanding with the University.
   - Myriad federal laws, acts, and regulations require monitoring and response to protect and support the universities ability to meet its mission.
4. What could your department stop doing? Describe the expected impact on: (a) the university (b) other university departments, (c) students, (d) stakeholders such as the State of Alaska and (e) the Alaska communities if this function is reduced or phased out.

- In the last four years, two functions have moved from University Relations to better position them for effectiveness and fit. These are governance (now under Academic Affairs) and State Relations (now under Budget, Strategy and Planning).
- If we stop doing system-level public affairs work, we risk damage to UA’s reputation and relationships where there is an expectation of a coordinated, single response.
- If we stop doing federal relations, we are at the mercy of burdensome regulations and could risk important and significant sources of funding (e.g. Title III).
- The UA Foundation is a separate 501 (c) 3 nonprofit organization with its own governing board. Nearly all of its budget is non-GF funded. The University could not unilaterally decide to eliminate it, but should a decision be made to phase out its purpose, this would result in increased costs to raise funds and likely loss of donor confidence and support. Currently, we work very effectively and efficiently with the development offices at the universities, providing those services that are better provided centrally. The Foundation also ensures that funds donated to the University are spent according to the donors’ wishes and cannot be reallocated by the University or used by the State.

5. How will reducing or phasing out this/these function(s) impact UA’s ability to fulfill its core mission?

- It would put at risk our ability to partner with and attract monetary and other support from key stakeholders and funders

6. Describe the specific resources (e.g. personnel FTE, general fund, space, major equipment), including amount(s) that will become available if this/these function(s) is/are phased out. If there is any adverse impact to revenue, please describe.

- See attached operating data for University Relations. No major equipment. Minimal space.
- The UA Foundation is minimally funded by GF -- $450,000. The amount has gradually been reduced from a high of $1.3 million and the intent is to eliminate it entirely. The foundation is working to replace this funding from other sources (fee income).

7. As an alternative to phasing out a function, please describe ways to significantly improve the effectiveness and/or increase the efficiency of each function. What are the benefits and limitations of each alternative?

   a. Are there opportunities for certain functions to continue within Statewide, but in a different format (via consolidation/restructure with another Statewide department, or service reduction)?
   b. Could a university deliver this or a similar function/service?
   c. Are there places where expanding or enriching a service makes sense?
• The UA Foundation is operating effectively and efficiently to help the system maintain and incrementally build private support. The Board of Trustees (BoT) is currently working on a strategic planning effort and will engage with system leadership, including the Board of Regents, to determine what level of opportunity it would like to see the Foundation help to tap (e.g. a system campaign?) and for what priorities. Increased private fundraising will require increased investment in staff. The BoT will prepare and present to leadership and the BoR, options for consideration and further discussion and decision.

• University Relations is eliminating a $218,000 federal relations annual contract, effective FY16 and incorporating the responsibilities into an existing position that is currently posted. Once this position is filled, we will conduct a functional review of the Office of Public Affairs (OPA), including an assessment of support needed by SW and the universities. It is possible that certain functions currently provided could be outsourced or that the lower priority work would be eliminated, depending upon budget constraints. That said, in the near-term, we are providing some support to the Budget, Strategy and Planning office which is allowing them to leave a position vacant.
**Statewide Functional Descriptions**
Statewide Transformation Team
May-June 2015 (FY15-FY16)

**UNIT NAME:** University Relations and UA Foundation
**Direct Report:** Carla Beam

<table>
<thead>
<tr>
<th>Subunit Name</th>
<th>Primary Functions</th>
<th>Brief Description</th>
<th>Unique System Function</th>
<th>Function also exists at a University</th>
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| Public Affairs & Federal Relations| Advances and protects UA system reputation and stakeholder relationships         | • External Communications/reputation management on system-level matters including state relations/budget communication  
• Coordination/oversight of federal Congressional relationships and communications  
• Technical support to SW departments on communications, website development, graphic design, and writing  
• SW internal communications                                                                                      | Yes                     | Public Affairs – Yes  
Federal Relations -- No                                                     |
| UA Foundation                     | Provides system-level support and coordination of development efforts              | • Accepts all private gifts to UA system  
• Coordinates system development efforts  
• Provides data, research and specialized advice (e.g. planned giving) to university development efforts  
• Provides oversight of investment management for Consolidated Endowment                                              | Yes                     | No                                                                  |
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<th>University Relations</th>
<th>Labor org</th>
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<th>FY11</th>
<th>Variance</th>
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