The Strategy, Planning and Budget (SPB) office was established in March 2015 by President Gamble. The Office includes Budget and Planning, State Relations, Land Management, Institutional Research, Planning and Analysis, and Shaping Alaska’s Future. Below is Board of Regents’ policy outlining the position. Note: Because the organizational changes for the SPB office occurred during FY15, for FY15 the budget detail for the departments are included within Finance, University Relations and Academic Affairs and Research budgets. The FY16 budgets will reflect the organizational changes.

P02.02.080. Strategy, Planning and Budget Officer.
There is created the position of strategy, planning and budget officer, who will be appointed by and report to the president. The strategy, planning and budget officer shall:

A. act as top level advisor to the president, university officers, and the board on matters relating to the university’s budget, strategic university organizational planning, and state accountability processes;

B. develop in concert with the president and the chancellors the UA system operating and capital budgets required by the state, using sound institutional practices;

C. develop recommend, and articulate to the Board of Regents and the Alaska Legislature a long-term strategic and corresponding financial plan which provides annual budget financial stability and is responsive to future university fiscal forecasts;

D. maintain a system of planning, analysis, performance assessment, state legislative liaison, and accountability processes that result in effective alignment of UA institutional resources and activities with board strategic direction;

E. maintain systemwide management information and reporting in support of national and state accountability expectations, strategic planning, and decision-making processes;

F. create a strategic and operational planning team consisting of the Offices of State Relations and Institutional Research and Analysis as direct reports, closely coordinating with others who will support the office on a priority basis whenever necessary, such as the Offices of the Comptroller, Facilities and Land Management, and Public Affairs. The strategy, planning and budget office will work with the vice president for academic affairs and research on strategic direction (such as Shaping Alaska’s Future) and other initiatives that require resourcing a systemwide approach and/or budgeting/accounting/analysis expertise, so as to facilitate systemwide decision-making and implementation;

G. the office will research, compare, and contrast various models, university funding initiatives, and related institutions with alternatives and peers; and

H. perform other duties that may be prescribed by the president.
Statewide Strategy, Planning & Budget Functional Organization Chart

Statewide Transformation Team

- President
  - Strategy, Planning & Budget
    - Institutional Research, Planning & Analysis *
      - Budget Preparation & Advocacy
        - Process/Procedures
        - Support/Information
        - Compliance
        - Facilities and Capital Coordination
      - Compliance
      - Stewards of Shared Resources
    - Land Management *
      - External Relationships
      - Compliance
      - Stewards of Shared Resources
    - Shaping Alaska's Future
      - Outreach
      - Summit Team Support
      - Leadership Development

* See individual response for additional detail
### Statewide Functional Descriptions
Statewide Transformation Team

**UNIT NAME: Strategy, Planning and Budget**  
Direct Report: Michelle Rizk

<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>
</tr>
</thead>
</table>
| State Relations              | Legislative Liaison                    | • Primary advocate for UA’s budget  
• Primary Liaison with legislators and legislative offices                                                                                                                | Yes                    | No                                   |
| Budget & Planning            | Budget Development                     | • Work with universities to develop systemwide budget for Board approval and submission to the State  
• Respond to State and legislative for requests for systemwide information  
• State reporting  
• Facilities and capital coordination                                                                                                                                     | Yes                    | No                                   |
| Institutional Research, Planning & Analysis | Data Analysis, Planning and Reporting | • Systemwide Data Warehousing, Computational Analysis, Dashboarding  
• Systemwide State and Federal Reporting  
• Systemwide Statistical Analysis and whitepapers                                                                                                                                  | Yes                    | No                                   |
| Land Management              | UA Land and Resource Management        | • Management of the University’s assets to generate revenue in support of the university  
• Partner with external entities to manage resources such as timber                                                                                                               | Yes                    | No                                   |
| Shaping Alaska’s Future      | Communication and Tracking of Shaping Alaska’s Future Goals and Progress | • Outreach on Shaping Alaska’s Future  
• Leadership Development  
• Summit Team initiative tracking                                                                                                                                               | Yes, except for Leadership Development | Leadership Development               |
Statewide Institutional Research, Planning & Analysis Functional Organization Chart
Statewide Transformation Team

Michelle Rizk, Chief
Planning, Strategy and Budget Officer

Gwendolyn Gruenig
Assoc. VP Institutional Research, Planning & Analysis

Data Warehousing, Computational Analysis, and Dashboarding

Information Standards & Common Reporting Definitions

Create & Maintain Data Collection & Scrubbing Processes

Data Architecture (new per Summit)

Reporting

Federal/State Required Reporting, e.g. IPEDS, NSF/NIH, Perkins, TVEP, Leg. Intent Leg.

Systemwide Survey Assessments: Protocol Design & Implementation

Official Data Info Compilation & Dissemination e.g. UA in Review

Statistical Analysis & Whitepapers

Information Support: Legislative, Planning, Accountability, & Performance Outcomes

Institutional, Operational, and Policy R&A

Budget Increment Impact Analysis
1. **External Relationships**

State of Alaska Departments – DOT, DNR Divisions of Forestry, Mining/Land/Water Management and Oil/Gas, Mental Health Trust
Native Corporations – AHTNA, Doyon, Sealaska, and in the future - Chugach, others
Private Industry – timber, oil & gas and upcoming - mining
Public – public notice of land and natural resource offerings, disposals, other revenue generating efforts
Municipalities
Educational/Research Entities – UA’s three universities, APU, and support for research partnerships

2. **Compliance**

Facilities and Land Management coordinates with Risk and General Counsel in working with the groups identified above, and others to ensure UA complies with Federal, State, and local regulations, statutes, and codes in issuing land use permits, leases, natural resource agreements, and other land or resource disposals conducted for purposes of generating revenue or in support of the campuses.

3. **Stewards of Shared Resources**

Management of the University’s investment land assets increases revenues to grow the UA Scholars program, and foster partnerships between UA researchers and industries improving UA’s ability to expand revenues, particularly to develop natural resources with groups listed above in a cost effective manner while fulfilling each group’s individual mission. Land Management obtains land use permits for researchers and grants easements for utilities related to projects both on and off campus. Land Management also acquires, disposes of, and manages lands dedicated for educational purposes consistent with goals identified by individual campuses. Strategic management of the university asset portfolio: i.e. acquisition of Bragaw Office complex, disposal of Diplomacy Building and Bunnell Park parcel to support current and future development and carry out comprehensive plan objectives. UA Land Management coordinates with UA Foundation to evaluate prospective donations of real property assets, make recommendations, and coordinate acceptance of real property donations. These three areas sustain Alaska’s communities and economic growth.

4. **Leadership, Governance and Strategic Vision**

UA Land Management Leadership has established strong partnerships with public entities, Native corporations, and private sector groups to actively manage resources in a manner that supports a healthy environment, creating a robust economy, and perpetuating a strong community/social structure throughout Alaska. We proactively manage potentially conflicting objectives, i.e. recent efforts to coordinate timber sales with Mental Health Trust Office and the Division of Forestry by developing a long range schedule for timber harvests. Land Management employs a continual review process to improve and refine internal policies and procedures that benefit the three Universities by streamlining our processes and soliciting feedback from our internal customers and external partners. Through strategic acquisition and exchange of real estate assets, UA Land Management has laid the foundation for a strong portfolio of commercial properties that will generate revenue for years to come.