

UNIVERSITY of ALASKA

Staff Alliance

Draft Agenda

Tuesday, March 8, 2011, 1:30pm – 3:30pm, followed by daily debrief

Douglas Room, Prospector Hotel, Juneau Alaska

And by audio conference for those who cannot attend on site

Bridge: 1-800-893-8850 Pin: 4236369

Times and agenda items are subject to change without notice.

1. Call to Order and Roll Call

Maria Russell, Chair, Staff Alliance 2010-2011 and President, UAF Staff Council
Russell Pressley, Vice Chair, Staff Alliance 2010-2011 and President, UAA APT Council
Megan Carlson, President, UAA Classified Council
Mary McRae Miller, President, UAS Staff Council
Gwenna Richardson, Vice President, UAS Staff Council
Lisa Sporleder, President, Statewide Administration Assembly
Monique Musick, Secretary for Dana Platta, Vice President, Statewide Admin. Assembly

2. Adopt Agenda

3. Approve minutes

3.1	December 14, 2010	Attachment 3.1
3.2	January 18, 2011	Attachment 3.2
3.3	February 8, 2011	Attachment 3.3

4. Chair's Report

4.1	Board of Regents Meeting	Attachment 4.1
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5. Guest and Public Comments

6. Planning and Recognition

6.1	Strategic Plan Process	
6.2	Fisher Plan	Attachment 6.2.1-5
6.3	Staff Make Students Count Awards	Attachment 6.3.1-2

7. Legislative Update/Advocacy, W. Redman/M. Rizk Separate Attachments

8. Human Resources Reports, Review

8.1	Nondiscrimination Policy	See Attachment 4.1
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- 8.2 Dependent Audit Update Attachment 8.2.1-2
- 8.3 Health Care Plan Changes Attachment 8.3.1-5
- 8.4 Union Update
- 8.5 Other Human Resources Reports, Issues

- 9. External Administration Committee/Council Reports
 - 9.1 Human Resources Council
Margo Griffith; Alternates Lisa Sporleder, Maria Russell
 - 9.2 Business Council
Lisa Sporleder; Alternates Dana Platta, Maria Russell
 - 9.3 Student Services Council
Russell Pressley; Alternate Gwenna Richardson
 - 9.4 IT Executive Council - ITEC
Dana Platta; Alternates Margo Griffith, Gwenna Richardson
 - 9.5 Joint Health Care Committee and Wellness Program Attachment 9.5.1-3
Gwenna Richardson; 1st alternate Lisa Sporleder, 2nd alternate Megan Carlson
 - 9.6 Staff Health Care Committee
Megan Carlson
 - 9.7 Retirement committee
Russell Pressley; Alternate Dana Platta
 - 9.8 Tuition Task Force
Gwenna Richardson
 - 9.9 Other External Committees/Reports/Assignments

- 10. Staff Alliance Working Groups, Reports
 - 10.1 Staff Alliance Performance Evaluation Working Group
 - 10.2 Staff Alliance Compensation Working Group; Next Steps
 - 10.3 Integrated Advocacy Committee, *Megan Carlson, Mary McRae Miller, Co-Leads*

- 11. Staff Governance Reports:
 - 11.1 UAS Staff Council: *Mary McRae Miller and Gwenna Richardson*
 - 11.2 UAA Classified Council, APT Council: *Megan Carlson and Russell Pressley*
 - 11.3 UAF Staff Council: *Maria Russell and Margo Griffith*
 - 11.4 Statewide Administration Assembly: *Lisa Sporleder and Dana Platta*

- 12. Other Items of Concern

- 13. Agenda Items for Next Meeting April 12, 2011

- 14. Comments

- 15. Adjourn

UNIVERSITY *of* ALASKA

Staff Alliance

Draft Minutes

Tuesday, December 14, 2010

3:00pm – 5:00pm by audio conference

Fairbanks site: Butrovich Room 208A1

Bridge # 1-800-893-8850, pin # 4236369

1. Call to Order and Roll Call

Members:

Maria Russell, Chair, Staff Alliance 2010-2011 and President, UAS Staff Council

Russell Pressley, Vice Chair, Staff Alliance 2010-2011 and President, UAA APT Council

Megan Carlson, President, UAA Classified Council

Margo Griffith, Vice President, UAF Staff Council

Gwenna Richardson, Vice President, UAS Staff Council

Lisa Sporleder, President, Statewide Administration Assembly

Dana Platta, Vice President, Statewide Administration Assembly

Staff:

Kim Fackler, Admin Coordinator, System Governance

Pat Ivey, Executive Officer, System Governance

Joe Trubacz, Chief Financial Officer, Vice President for Finance and Administration

Russell O'Hare, Chief Records Officer

Kerry Digou, Chief Security Officer

Nathan Siefus, Security Officer

Beth Behner, Chief Human Resources Officer

2. Adopt Agenda

MOTION: passed

“The Staff Alliance moves to adopt the agenda for the December 14, 2010 meeting. This action is effective December 14, 2010.”

3. Approve November 16, 2010 minutes

MOTION: passed

“The Staff Alliance moves to approve the minutes of the November 16, 2010 meeting as amended. This action is effective December 14, 2010.”

4. Chair's Report

4.1 Report on Board of Regents meeting December 9 and 10, 2010

Thanked the outgoing regents and shared concerns about the planned increases linked to the CPI. The regents did approve a 7 percent tuition increase for undergraduate tuition and 3 percent increase to graduate tuition. Employee tuition waivers were not discussed in public session.

This was the last Board meeting for Board members Eric Drygas and Cynthia Henry. Fuller Cowell is the new Board chair and Pat Jacobsen is vice chair.

5. Guest and Public Comments

5.1 Copier/scanner security

Present *Joe Trubacz, Vice President for Finance and Administration and ITEC*

Copiers have become computers with hard drives that store data and documents that can be hacked into. UA is developing policy that includes procedures relating to the life cycle of the machine, the type and contract language, who owns the hard drives at the end of the machine life cycle, the contractor or the university. UA believes that UA should own it. All hard drives should be removed from copiers before machines are disposed of. Memos have been sent to chancellors and other administrators regarding this. UA owned machines are now wiped clean by IT. Apparently we can now purchase and keep the hard drives on leased machines.

Recommended contract language includes:

- Identification of the machine functionality and protection of data
- Vendor must demonstrate data wiping capability
- Service provider must demonstrate how to remove the hard drive
- Secured disk upgrade warranty
-

University responsibilities include:

- Employees must be trained on how to use the machine and turn off the data retention function on the machines
- Add a label to the machines notifying employees that the machine has persistent memory and may retain the information being copied
- Assure that all copier hard drives are wiped before copier disposal.

Some functionality will be removed if the hard drives are removed, i.e., ability to queue jobs, scanning documents etc., so the decision to remove the hard drive cannot be arbitrary. The university is responsible for securing the data. The FDC has just come out with a guide to businesses that includes the caveat that if businesses are doing credit checks or copying privileged information, it is the business's responsibility to maintain and safely dispose of the information.

Additional information will be forthcoming shortly after the first of the year. A draft policy should be forthcoming by the end of January.

5.2 Other Guest or Public Comments

6. Human Resources Reports, Review

6.1 Non Retention Update

Human Resources has been unable to verify layoff numbers. The ARSC layoff information is correct. News came out in the press prematurely before notices could be given. UA was bound to give a six month layoff notice period even though funds are available through may. Approximately 40 staff are involved, and President Gamble waived the regulations in this instance so all staff including both classified and APT were given six months notice.

Regarding reporting, there are different processes and burdens of proof for non retention as opposed to termination for cause, and sometimes a termination involves both processes. When that occurs, the report lists the event only once for the higher action (termination for cause) regardless of the ultimate outcome (non retention).

6.2 ARSC Layoffs

Human resources is looking for positions for those ARSC employees who are being laid off. These employees are on a UAF priority rehire list; they don't have to go through the UAKjobs process.

6.3 Education Benefits Issues

Regarding education benefits, the value of employee, spouses and dependent tuition waivers equals approximately \$4 million per year. This is part of the total compensation packet. We are looking at moderate changes and have given proposals to the unions containing a waiting period of six months and reimbursing the university for failing grades. Tuition is not the only factor in taking classes. Fees must be paid by the employee. If an incomplete resulted in a failed grade, the employee would reimburse the university. There is no interest in penalizing anyone for auditing courses. Apparently UAF and UAA give a failing grade for incompletes not completed within one year but at UAS, the incomplete becomes part of the permanent record without penalty. The Faculty Alliance is looking at this issue.

6.4 Geographic Differential

The university geographic differential rates differ from the state rates. To align the rates, some areas would benefit and others would be adversely impacted. This has been discussed in the staff compensation working group and by faculty. The item was remanded to the staff compensation committee.

6.5 Unionization

ASEA has not petitioned to organize yet but will. There is a video conference on January 22. Since the original petition was withdrawn, ASEA has to start over. As a result of arbitration, ASEA is not allowed to begin unionization efforts before they can start in again. Now that ASEA is rejoining the unionization effort, is there any interested in obtaining the answers to questions posed at the SAA brown bag luncheon. It is either up to SAA or Staff Alliance to get the questions answered; however, if they choose not to answer, we can say that the union chose not to answer.

6.6 Other Human Resources Issues

Soft closures: UAA and UAF had soft closures due to weather but treated employees differently. UAA employees were allowed to take administrative leave during a recent full campus emergency closure but UAF staff were only allowed leave without pay or come in to work. In 2003, a UAF policy was on the books that if there was a forced closure, staff were allowed administrative leave. The other day classes were cancelled but the campus was not closed.

Discussions about pay should be taken up with the chancellor.

7. Strategic Planning

7.1 Fisher Review Status

President Gamble addressed the issue at the UAF Faculty Senate meeting saying that after a bit more review by executives, he expects to release the report publicly.

7.2 Other Strategic Planning Issues

There were no additional strategic planning issues discussed.

8. External Administration Committee/Council Reports

8.1 Human Resources Council

Margo Griffith; Alternates Lisa Sporleder, Maria Russell

The HRC is meeting Thursday.

8.2 Business Council

Lisa Sporleder; Alternates Dana Platta, Maria Russell

The Business Council meets tomorrow morning. The agenda comes out this afternoon.

- 8.3 Student Services Council
Russell Pressley; Alternate Gwenna Richardson

There was nothing to report.

- 8.4 IT Executive Council - ITEC
Dana Platta; Alternates Margo Griffith, Gwenna Richardson

No report was given. Dana Platta took notes but is traveling so will be asked to report

- 8.5 Joint Health Care Committee and Wellness Program
Gwenna Richardson; 1st alternate Lisa Sporleder, 2nd alternate Megan Carlson

Met with Premera in Seattle and received knowledge management information which is confidential information we cannot share.

The updated Lockton information was sent out by Mike Humphrey yesterday afternoon to the JHCC showing the approximate costs to employees.

Several sets of minutes from October November and December minutes were apparently sent by Gwenna Richardson to the Alliance yesterday but not received so will be resent directly to the system governance office for distribution.

The health care cost outlook is dismal. There is agreement on most points. Both groups agreed is the 8-tier structure for contributions but this cannot be done now due to logistics that have to be worked out first. At a savings of only \$75,000 to shift to the 8-tier structure, including IT time and communications, the change would not save money now but is still being pursued.

Other recommendations included:

- Move Nexium to Tier 3 drug instead of removing it
- Spousal surcharge for working spouses who have other coverage
- Exemption of spousal surcharge for retirees
- Dependent audits beginning in January
- Reduction of generic copay for certain maintenance drugs for chronic conditions.
- Increase the differential between preferred brand names and non-preferred drugs.
- Change “medical tourism” to “surgical travel benefits”
- Mail order will eventually become mandatory (except for perishable drugs) after second refill or the copay will double
- Increasing copays for part time permanent employees who receive full time healthcare benefits even though the departmental staff benefit rate is calculated at a percentage of hours worked.

8.6 Staff Health Care Committee

Megan Carlson will send out the Staff Alliance the most recent copy of the SHCC recommendations when they are finalized later this week. Communications are very important in the coming weeks regarding the changes.

8.7 Retirement committee

Russell Pressley; Alternate Dana Plata

There was nothing to report.

8.8 Tuition Task Force

Gwenna Richardson

There was no meeting this month.

8.9 Other External Committees/Reports/Assignments

9. Staff Alliance Working Groups, Reports

9.1 Staff Alliance Performance Evaluation Working Group

The group met this morning to review the most recent performance evaluation draft form. It goes to the HRC on Thursday.

9.2 Staff Alliance Compensation Working Group; Next Steps

The group has not met. A folder is being set up on Google docs to share information.

10. Staff Governance Reports:

10.1 UAS Staff Council: *Mary McRae Miller and Gwenna Richardson*

The Council retreat in Sitka went well. Thanks to UAF and SAA newsletters, UAS is going to adopt newsletter for staff. Cynthia Rogers is going to help with this.

10.2 UAA Classified Council, APT Council: *Megan Carlson and Russell Pressley*

APT Council met and talked about the budget. As a group we have to support the official budget request.

Classified Council talked about healthcare, the chancellor search and is conducting a survey on how important it is to have a search. Also formalizing joint meetings with

the APT Council twice a year and service on a committee once a year in the constitution.

10.3 UAF Staff Council: *Maria Russell and Margo Griffith*

Staff Council has not met since last Alliance meeting.

10.4 Statewide Administration Assembly: *Lisa Sporleder and Dana Platta*

SAA met and discussed

- Tobacco surcharge – not wanted
- Cost of living – inflation protection. SAA president was directed to share SAA thoughts with the Board of Regents.
- Lockton Report
- Potlucks, food drive and employee awards

11. Other Items of Concern

11.1 Staff Make Students Count Awards

It is expected that the award will continue. No notices can go out until the president approves the guidelines. Timelines will be similar to last year.

12 Agenda Items for Next Meeting Tuesday, January 18, 2011 10:00am-12:00pm

- * Advocacy
- * Juneau retreat
- * Academic Master Plan
- * Fisher Report

13. Comments

There were no additional comments.

14. Adjourn

The meeting was adjourned at 12:04pm.

UNIVERSITY *of* ALASKA

Staff Alliance

Draft Minutes

Tuesday, January 18, 2011

10:00pm – noon by audio conference

Fairbanks site: Butrovich Room 204

Bridge # 1-800-893-8850, pin # 4236369

1. Call to Order and Roll Call

Maria Russell, Chair, Staff Alliance 2010-2011 and President, UAF Staff Council

Margo Griffith, Vice President, UAF Staff Council

Megan Carlson, President, UAA Classified Council (joined halfway through the meeting)

Mary McRae Miller, President, UAS Staff Council

Gwenna Richardson, Vice President, UAS Staff Council

Lisa Sporleder, President, Statewide Administration Assembly

Dana Platta, Vice President, Statewide Administration Assembly

Staff

Kim Fackler, Admin Coordinator, System Governance

Beth Behner, Chief Human Resources Officer

Anne Sakumoto, Director, Staff Training

2. Adopt Agenda

MOTION: passed as amended

“The Staff Alliance moves to adopt the agenda for the January 18, 2011 meeting as amended. This action is effective January 18, 2011.”

3. Approve December 14, 2010 minutes

Approval of the minutes was postponed until the February meeting.

4. Chair’s Report

The chair updated Megan Carlson on the meeting details prior to her arrival. The other issues are discussed below.

5. Guest and Public Comments

5.1 Copier/scanner security

In the state contract for copier leases, there is a clause allowing the university to by back copier hard drives. That apparently had not been known or publicized until Russ O'Hare found that out. A policy is being drafted but it takes a long time.

5.2 Other Guest or Public Comments

There were no additional guest or public comments.

6. Human Resources Reports, Review

6.1 Unionization

There was supposed to be a unionization question and answer session on January 20 or 21 but nothing has been heard since. The university has received a request for another employee roster, but before responding, has communicated that information to employees.

The HR website will be refreshed to include a section on the new election drive.

Old signature cards will not count in the new union drive. Apparently the investigation over the last union drive is still ongoing. HR is meeting this afternoon with the university's public relations officers and updating them. Apparently union organizers for this drive will mainly be local. Additionally, there may also be a union drive for APT employees who are not confidential employees or supervisors. Apparently APEA cannot mount a union campaign until April or May.

Employees who do not wish to be contacted at home may change their address in Banner to a post office box.

6.2 Non-Retention

ARSC employees on a layoff list may be considered for direct appointment but would not circumvent the UAK jobs process. It would be a certain type of recruitment a non competitive hire that would still go through the HR office and the information would be input into and retained in UAK jobs. A memo from HR would approve their direct appointment.

There is no pressure to hire from the layoff list. The university does not have any obligation to direct appoint people laid off from term funded positions.

6.3 Governance Confidentiality

A governance representative was asked by an employee stating that another employee was being treated abusively.

If supervisor in the workplace becomes aware that that a subordinate is being harassed by another co worker and reports this to the supervisor, then the supervisor is obligated to advise HR who would then investigate.

Employees might approach a governance representative for information but governance representatives are not under obligation to report it to HR because the liability obligations are different. A governance person can, however, can advise HR about the behavior of the perpetrator without mentioning the employee's name; however, governance representatives should use their own discretion.

6.4 Employee Training Ann Sakumoto

On March 3 and 4, United Academics is bringing up Neal Howe to talk about Millennial Go to College: Strategies for a new generation on Campus. There is an event scheduled for Anchorage and another for Fairbanks campus. Additional details will be furnished this week.

6.5 Web Time Entry, Vickie Gilligan

This item was moved to the February meeting

7. Strategic Planning

7.1 The Academic Master Plan

The AMP is in development and expected to go the Board of Regents in February.

7.2 Advocacy

The Staff Alliance retreat is scheduled for March 28 and 29 in Juneau. Funds will be found for this. UAA would like to send their own advocates down at the same time as the Staff Alliance has their retreat.

The Integrated Advocacy Committee under Megan Carlson will start meeting soon. The committee is open to faculty, staff, students and alumni and anyone can join.

7.3 Strategic Plan

The Alliance requests staff participation in the development of a strategic plan. A draft motion was prepared and voted on under item 11.4.

8. External Administration Committee/Council Reports

8.1 Human Resources Council

Margo Griffith; Alternates Lisa Sporleder, Maria Russell

The HRC met December 16. There is a site called “Ask President Gamble” where people can ask the president questions and receive answers. The site is www.alaska.edu/pres/ask-gamble. President Gamble said that all policy decisions will be vetted through all governance groups.

He talked about the feel of the of the health care benefits changes. The dependent audit will start in January and end by July 1. The university believes that approximately 5-10 percent of dependents should not be on the list which would save approximately \$500,000. If dependent charges are changed this would require additional programming so will not be implemented in FY13.

HRC also discussed the emergency closure policy, non retention and layoffs, changing the HR web site, tuition waiver forms, and performance evaluation form.

8.2 Business Council

Lisa Sporleder; Alternates Dana Platta, Maria Russell

The Business Council is being refocused. The SALT group is doing a lot of the business and the Business Council is being refocused so that agenda items can be brought by managers and directors and not just by vice chancellors.

Union negotiations beginning to have impact on operations because two of the key staff were involved. So much was going taken up with negotiations that work wasn't getting done. Tentative agreement for adjunct faculty give them 1.5 percent in year 1 1.7 percent for years 2 and 3 and also included bonuses outside the scope of the general increases.

The Business Council is working on a systemwide approach to emergency closures, discussed outsourcing Banner customizations and in cost negotiations with software vendors for the disaster recovery site in Pillsbury Oregon that would be a mirror site to back up data as a fall back system in case of a disaster here.

ITEC meetings can be watched on the web and are indexed by agenda item. The question is how much transparency is useful and how much is a waste of bandwidth.

No minutes are kept for the Business Council.

8.3 Student Services Council

Russell Pressley; Alternate Gwenna Richardson

There has not been a meeting. Kim will follow up to make sure the email notices are going out to the Staff Alliance members.

8.4 IT Executive Council - ITEC

Dana Platta; Alternates Margo Griffith, Gwenna Richardson

There was no meeting in December. ITEC is meeting tomorrow.

- 8.5 Joint Health Care Committee and Wellness Program
Gwenna Richardson; 1st alternate Lisa Sporleder, 2nd alternate Megan Carlson

JHCC met January 3 regarding changes to the health care plan. JHCC voted to eliminate Nexium and all prescription PPI's from plan so limited to just over the counter . Majority of the JHCC recommendations are different from SHCC requested. JHCC met again on January 6 on four scenarios were presented by Lockton, and two more were presented on site. JHCC could not decide on anything, so adjourned. The union side was against staff recommendations. It came down to two scenarios, raise the deductibles and out of pocket, or raise the biweekly contributions. The unions were for raising the biweekly contribution and staff were for raising deductibles and out of pocket.

Beth Behner has had a meeting with the President but no word yet on his response.

- 8.6 Staff Health Care Committee
Megan Carlson

The system governance office posted SHCC recommendations on the Staff Alliance web site.

- 8.7 Retirement committee
Russell Pressley; Alternate Dana Plata

The committee has not met.

- 8.8 Tuition Task Force
Gwenna Richardson

The task force schedule will be received in February.

- 8.9 Other External Committees/Reports/Assignments

There were no additional reports.

9. Staff Alliance Working Groups, Reports

- 9.1 Staff Alliance Performance Evaluation Working Group

The performance evaluation form is in good shape. Maria will check with Chris Racine about status of most recent updates and get the final draft out to the Staff Alliance members to send to their councils.

- 9.2 Staff Alliance Compensation Working Group; Next Steps
Maria Russell intends to schedule the first meeting the middle of next week.

10. Staff Governance Reports:

10.1 UAS Staff Council: *Mary McRae Miller and Gwenna Richardson*

The Staff Council may change its officer structure to include official positions for the past presidents, is looking at developing a staff training schedule for 2011-2012.

10.2 UAA Classified Council, APT Council: *Megan Carlson and Russell Pressley*

There have been no formal meetings of the Classified Council or the APT Council but did put together a formal resolution regarding the chancellor search.

10.3 UAF Staff Council: *Maria Russell and Margo Griffith*

The UAF Staff Council passed motion about emergency closure encouraging uniformity across the system and requesting that employees be paid administrative leave for the Tuesday closure. The 2003 policy still on the marketing web site. Regular staff get paid regular time during emergency closures. Staff Appreciation day will be in May. Next meeting is on Thursday on the performance evaluation form.

10.4 Statewide Administration Assembly: *Lisa Sporleder and Dana Platta*

Wrap up on community outreach: food drive. Fairbanks employees donated 435 lb of food and 57 mugs to the Food Bank and in Anchorage, three boxes of were donated to Bean's Café. SAA is gearing up for employee, longevity, outstanding awards and gearing up for elections.

11. Other Items of Concern

11.1 Staff Make Students Count Awards

Kim will seek clarification on whether or not the process is open for nominations.

11.2 Advocacy

Megan will co-lead the Integrated Advocacy Committee. Mary McRae Miller offered to help.

11.3 Academic Master Plan.

The deadline for feedback was Jan 15, 2011. It is generally seen as a huge improvement over the original.

11.4 Strategic Planning

MOTION: passed unanimously

“As the process of developing and approving the Academic Master Plan nears completion, the Staff Alliance recognizes that the next step in planning is the development of a University of Alaska Strategic Plan. In the spirit of shared governance and involving appropriate stakeholders, the Staff Alliance recommends that staff governance representation be included in the development of this important guidance document. This action is effective January 18, 2011.”

The motion will be printed on letterhead and sent to President Gamble and the Board of Regents.

11.5 Report to the Board of Regents

The chair prepares a report for each Board of Regents meeting. The report for the February Board of Regents meeting will contain reports from each of the staff councils.

12 Agenda Items for Next Meeting Tuesday, February 8, 2011 10:00am-12:00pm

Agenda items may include, but may not be limited to:

- Advocacy trip
- Strategic Plan and Fisher Report and invite President Gamble
- Final Health Care Benefits Changes
- Performance Evaluation
- Web Time Reporting

13. Comments

Gwenna Richardson cannot attend the February meeting but Mary McRae Miller will be in attendance.

Mary McRae Miller noted that the US Arctic Research Commission published good information on its website. See US Arctic Research Commission Arctic Update <http://www.arctic.gov/>.

14. Adjourn

The meeting was adjourned at 11:58 pm.

UNIVERSITY *of* ALASKA

Staff Alliance

Draft Minutes

Tuesday, February 8, 2011

10:00pm – noon by audio conference

Fairbanks site: Butrovich Room 204

Bridge # 1-800-893-8850, pin # 4236369

1. Call to Order and Roll Call

Present:

Maria Russell, Chair, Staff Alliance 2010-2011 and President, UAF Staff Council
Russell Pressley, Vice Chair, Staff Alliance 2010-2011 and President, UAA APT Council
Megan Carlson, President, UAA Classified Council
Margo Griffith, Vice President, UAF Staff Council
Mary McRae Miller, President, UAS Staff Council
Gwenna Richardson, Vice President, UAS Staff Council
Lisa Sporleder, President, Statewide Administration Assembly
Dana Platta, Vice President, Statewide Administration Assembly

Pat Ivey, Executive Officer, System Governance

Patrick Gamble, President, University of Alaska
Jeannie Senechal, Director, Compensation
Vickie Gilligan, Director of HR Operations

2. Adopt Agenda

MOTION: passed

“The Staff Alliance moves to adopt the agenda for the February 8, 2011 meeting as amended. This action is effective February 8, 2011.”

3. Approve minutes

3.1 December 14, 2010

Attachment 3.1

3.2 January 18, 2011

Attachment 3.2

MOTION: passed

“The Staff Alliance moves to table approval of the December 14, 2010 and the January 18, 2011 minutes until the March, 2011 Staff Alliance meeting. This action is effective February 8, 2011.”

4. Chair’s Report

4.1 Spring Retreat

There is a need to reschedule the March spring retreat from March 27 and 28.

MOTION: passed

“The Staff Alliance moves to change the dates of the Spring Retreat from March 27 and 28 to March 7 and 8, 2011 in Juneau. This action is effective February 8, 2011.”

4.2 Board of Regents Meeting <http://www.alaska.edu/bor/agendas>

The Board of Regents meets February 17 and 18. System governance groups have their own item on the Board agenda now. Please forward items to include in the report to mtrussell@alaska.edu.

5. Guest and Public Comments

There were no guest or public comments.

6. President Gamble (approximately 11:00am)

6.1 Strategic Plan Process

The Staff Alliance passed a motion asking that Staff Alliance be included in the strategic plan process.

President Gamble has compiled the support documents for the strategic plan. President Gamble will write the introduction which will advise the general theme areas, and what the reader should be able to get out of it. Then for the planning process, we want to create a zone representing the direction we will go over the next five years. Think of going forward year by year: year 1, year 2, year 3, year 4 and year 5. You may wander slightly within the vector but will still be moving forward. The themes aggregate a number of small topics.

President Gamble will task out the strategic planning to governance. The academic master plan was a separate process that took a long time. The strategic planning process will involve interactive work between governance, budget, executives and

chancellors and when we are comfortable with the 75-80 percent answer we can move ahead and course correct as needed. Once we get there, we can draft, send it out and get feedback. Having gone through the process, a lot of the buy-in should already have occurred. Some of the low hanging fruit (easy to do, data indicates it should be done, low resources required) we can do right away.

Everyone is analyzing Fisher as a first step in the strategic planning process. We have to pull the substance out of the document. Once we get the budget put to bed in the legislature, we can devote more time to this.

Governance will become involved up front. When you read through the summary of recommendations and see exactly what Fisher said. Wendy Redman will be key in the process. Within the next 60 days, the pace will pick up, especially when everyone reads the documents and decides for themselves where they fit in the strategic planning process.

Pat Ivey will be a key component in getting out the information out and getting the feedback back from governance.

6.2 Fisher Plan

Attachment 6.2

The legislature was very interested in the plan and what UA will do with it. The report has been well received. The cover memo really should be read before the report because it explains what the Fisher Report is all about. Wendy Redman gave the report this morning and pointed out that we aren't playing "Fisher Says." There are about 125 universities Fisher has done. Fisher took that experience, looked at UA in that context and showed us where we fit and where we did not. Where we are different, we have to explain why. That is where we need to be sure we have a good reason for what we do. When Fisher speaks in generalities, we are comfortable with that. But when Fisher gets proscriptive, he misses the mark.

The Board had a retreat in January consisting of 1) how to get the budget through Juneau, 2) the Fisher Report. We have to get into our data to figure out why we do things the way we do. What are the needs out there over the next five years. If we don't see anything, we are not strategic planning. The last thing we want to get to is how we will get to the fixes when we don't know what the problem is.

We can mine the data. How we use the data and apply it to the problem. If it is academic, it goes to the faculty. Governance needs to tell us what works and what is recommended for change. What is the best thing that can be handled by one campus or multiple campuses. We don't fit a model like any system in the lower 48.

If you wave your arms and talk about the system, what does that mean? We need to sit down at the table and define this, mine the data, and discuss this.

People want this solved fast. President Gamble has told everyone the process will take the better part of a year. He wants the university to be ready before any steps are taken. The legislature wants us to be honest with ourselves but not be quick on the trigger.

The Board has been asked to go to Juneau. The president, Board chair Fuller Cowell, Bob Martin from Juneau and Carl Marrs from Anchorage will go down tomorrow. They want to hear from the Board that they are not parochial, given that both new members are from Fairbanks. The Board has never become parochial in a meeting.

If questions come up when Staff Alliance goes to Juneau next month, express your thoughts as a personal opinion and make it very clear these are your personal opinions. Maintain credibility. If you don't know the answer, say so.

President Gamble offered some documents to the Staff Alliance that were presented to House Finance yesterday.

6.3 Staff Make Students Count Awards

Attachment 6.3

President Gamble views this award is needed and well received in June when he viewed the award presentations for the first time. The award originated in order to showcase our outstanding employees to go above and beyond the call of duty for students. Staff councils solicit nominations, make recommendations and send them to Pat Ivey. Pat compiles the recommendations and sends everything to the President. The President makes the awards and presents them at a Board of Regents meeting. The award recognizes outstanding staff and at the same time, keeps us all mindful of why we are here – to serve students. This also helps with recruitment and retention. One of the themes President Gamble has seen in his time here is the quality of assistance to students. What he is hearing from Native students, from high schools is who can help them until they are ready to step out on their own. If we are going to compete in an environment where students have to come in and sit in our classrooms, we have to provide the service to students.

Service with a capital S is going to be critical across the university system.

6.4 Compensation increases

Maria Russell recommended having a compensation system that recognizes longevity and COLA increases as well as merit. President Gamble said we need to state where we are and where we want to go, given the environment and the zone. The degree to which the Staff Alliance can put something together would be very helpful to President Gamble.

The legislature is looking at pay, and don't like what we are paying. Sixty percent of university costs is compensation. The largest pay increase was in FY09 just after

the worst recession since the depression. We averaged 4.1 percent per year for the last four years. This year, we are looking at 2.1 percent for pay increases. The legislature is not interested in what is fair. They are interested in the bottom line. As soon as inflation takes hold, there will be an expectation that pay will match inflation and the cost of health care. We within the university will come to an agreement on what the percentage, there is a fairness issue with regard to the individual components of compensation that we ought to be talking about. So regardless of the macro percentage, what percentages go to each element. Right now we are supposed to have a rating system and the president hasn't seen it. It was explained that the Staff Alliance has worked with HR very hard to develop a form that they believe will work.

Mary McRae Miller added that in Southeast, the tuition waiver is really important and retains employees. Another thing that will help tremendously is to make PERS and TRS stable.

The tuition benefit has come up in the legislature and UA gave legislators a lot of background. The legislature wants assurance is no employee or dependent on a tuition waiver can bump out a student who pays for a class. President Gamble has promised to defend the tuition waiver.

On the PERS side, the state could fix PERS with a stroke of a pen but does not elect to do it. If we don't do it, our bond rating will eventually go down. PERS is an obligation to employees for work already done.

7. Legislative Update/Advocacy, W. Redman/M. Rizk Attachment 7.0

There was no update. An Integrated Advocacy Committee meeting will be held soon and the Staff Alliance will be invited.

8. Human Resources Reports, Review

8.1 Nondiscrimination Policy Separate Attachment

The Board of Regents will consider changes to the nondiscrimination policy to include sexual orientation. A draft letter from the Staff Alliance was read and approved.

Dear President Gamble,

The Staff Alliance believes that it is time for the administration to update the University's non-discrimination policy. The issue has been on hold, in part due to the transition in system leadership, and now we challenge you to lead this discussion to implement change.

Universities have a long and proud tradition of leading the nation in many different endeavors: in technology development, in public service, and in civil rights, to name a few. In short, universities lead the nation into expecting more of itself.

Staff Alliance believes that the University of Alaska is enriched by the knowledge and unique life experiences of

each student, faculty member, and staff person within it, including their race, color, sex, sexual orientation, gender identity, marital status, religion or lack of religion, age, national and ethnic origin or ancestry, political beliefs, parenthood, veteran status, and experience of disability.

Many other universities, colleges, and corporations are already updating their non-discrimination policies. Most prohibit any form of discrimination based on the aforementioned factors when they are unrelated to course or employment requirements: they are simply excluded from consideration in the administration of educational policy, admissions, employment, scholarship and loan programs, and other institutionally administered programs and activities.

We urge you to work with the Board of Regents to develop explicit policy stating that our University views, assesses, and treats all persons only as individuals on the basis of their own personal abilities, qualifications, and other relevant characteristics. We are pleased that you are proposing this change to our non-discrimination policy to include sexual orientation because our students, faculty and staff have asked for this for many years, at least as far back as 1992. It's time to take this issue to the Board of Regents for consideration.

If the Staff Alliance can be of any assistance in addressing this important issue, please do not hesitate to ask.

Sincerely,

Maria Russell, Staff Alliance Chair

MOTION: PASSED

“The Staff Alliance requests that the UA system address the issue of the UA Non-Discrimination Policy as:

- 1) Since 1992 Faculty, Staff and Students have requested that sexual orientation be included in the non-discrimination policy, and strongly encourage the administration include this in the policy.
- 2) We also encourage the administration to look at other identifying factors that we believe should be included in this policy that other universities already include: gender identity, religion or lack of religion, national and ethnic origin or ancestry, political beliefs. This action is effective February 8, 2011.”

The motion will go forward as an attachment to the letter to President Gamble and the Board of Regents.

8.2 Dependent Audit Update, Jeannine Senechal Attachment 8.2

Alliance members have received feedback about the shortness of timeline, i.e., the deadline of February 28. There have been a lot of questions about the audit from all quarters of the university. There is some information coming out from public affairs that may be coming out today. There is no indication that the timeline will be extended. Concerns should be emailed to mjhumphrey@alaska.edu. People are told to contact ConSova, have done so, and have been unable to get through. A letter from the President is due out tomorrow.

8.3 Health Care Plan Changes, Beth Behner Attachment 8.3

The memo Beth sent to the President with recommendations evidently got out to the Fairbanks Daily News Miner. The president intends to not make the final decision until after the Board of Regents meeting. Mary McRae asked when the formal

conversation regarding the following year. Megan Carlson responded that discussions started last year in October but will probably will need to start earlier but not until the beginning of the next fiscal year after this year's changes have been put in place.

8.4 Web Time Reporting, Vickie Gilligan

Attachment 8.4

Vickie Gilligan explained time effort reporting for both non-exempt and exempt staff. About a year ago UAF requested that electronic time sheets and grant effort reporting which time sheets cover move up on the IT priority list. Several people have been working on this for about a year. ITEC agreed that time effort reporting would be part of the electronic time sheet. Vickie gave a presentation on the mock up of the time sheets where employees would go into UA on line and click on the time sheet option. She further explained how to fill out the time sheet.

Staff Alliance recommended that supervisors have the ability to send time sheets back to employees for correction, but cannot change or delete the time sheet itself. Employees who fill out time sheets ahead of time and then leave the university, contact HR to have the remaining timesheets deleted.

The time sheet system was built with one supervisor signature on the time sheet regardless of the number of the funding sources but can be adjusted for multiple supervisors. Only the employee doing the work needs to approve the grant effort certification portion.

Discussions are underway about whether or not overtime should be automatic because for cases where there are multiple funding sources, there would be no way to calculate which funding source the money will come from. There will still be a few paper options allowed under certain conditions. Holiday premium pay is being considered separately as is shift differential.

HR needs to train supervisors on their responsibilities for both time sheets and for grant effort reporting. A lot of supervisors delegate responsibilities to PPAs, who are sometimes charged to fill out the time sheets too, and this needs to be changed. Employees must fill out their own time sheets.

Development, testing and validating will occur over the next five months. Departments will be selected to pilot the system in August. It was suggested that the teams include people from rural areas as well as urban. The pilot will be by name. As the program is rolled out to departments, the implementation will be by TKL.

Additional suggestions should be forwarded to vjgilligan@alaska.edu.

8.5 Union Update

Attachment 8.5

Nothing has been heard since the last Staff Alliance meeting, although some employees in Southeast have been getting invitations. Staff governance is supposed to remain neutral. If employees are receiving information, it is coming to them personally.

8.6 Other Human Resources Reports, Issues

8.6.1 Cash in of annual leave and sick leave

According to the 6070 contract, union employees can cash in up to 40 hours of annual leave at a time, but can do it more than once a year provided they have 40 hours of annual leave remaining. The question is whether or not Staff Alliance wants the same for non covered employees.

Sick leave and annual leave cash out should be on the March agenda. Data should be gathered for this discussion.

9. External Administration Committee/Council Reports

9.1 Human Resources Council

Margo Griffith; Alternates Lisa Sporleder, Maria Russell

Ardith Lynch talked about federal regs relating to break time for nursing mothers. Anne Sakumoto talked about Neil Howell's training in March.

9.2 Business Council

Attachment 9.2

Lisa Sporleder; Alternates Dana Platta, Maria Russell

There was nothing that really stood out as needing attention

9.3 Student Services Council

Russell Pressley; Alternate Gwenna Richardson

There was no report given.

9.4 IT Executive Council - ITEC

Attachment 9.4

Dana Platta; Alternates Margo Griffith, Gwenna Richardson

Dana will send out the minutes.

9.5 Joint Health Care Committee and Wellness Program

Gwenna Richardson; 1st alternate Lisa Sporleder, 2nd alternate Megan Carlson
<http://www.alaska.edu/benefits/joint-health-care-committ/1262011/>

There was nothing to add that has not already been addressed.

9.6 Staff Health Care Committee

Attachment 9.6

Megan Carlson

There was nothing to add that has not already been addressed.

- 9.7 Retirement committee
Russell Pressley; Alternate Dana Platta
- No report.
- 9.8 Tuition Task Force Attachment 9.8
Gwenna Richardson
- No report.
- 9.9 Other External Committees/Reports/Assignments
10. Staff Alliance Working Groups, Reports
- 10.1 Staff Alliance Performance Evaluation Working Group Attachment 10.1
- No report was given.
- 10.2 Staff Alliance Compensation Working Group; Next Steps
- No report was given
- 10.3 Integrated Advocacy Committee, *Megan Carlson, Mary McRae Miller, Co-Leads*
- Megan is setting up an IAC meeting with Wendy Redman and Michelle Rizk and will invite the Staff Alliance.
11. Staff Governance Reports:
- 11.1 UAS Staff Council: *Mary McRae Miller and Gwenna Richardson*
- No report was given.
- 11.2 UAA Classified Council, APT Council: *Megan Carlson and Russell Pressley*
- UAA has a new chancellor. Employees are miffed about the process. An open forum will be held tomorrow with President Gamble in attendance.
- 11.3 UAF Staff Council: *Maria Russell and Margo Griffith*
- UAF Staff Council meets in a couple of weeks.
- 11.4 Statewide Administration Assembly: *Lisa Sporleder and Dana Platta*
- SAA meets tomorrow.

12. Other Items of Concern

13. Agenda Items for Next Meeting March 7-8, 2011

Please send agenda items to mtrussell@alaska.edu cc pmivey@alaska.edu.

14. Comments – There were no additional comments

15. Adjourn – The meeting was adjourned at 1:05pm.

Regents' Recap

HIGHLIGHTS OF THE UA BOARD OF REGENTS' MEETING

February 2011

February meeting is action packed

ANCHORAGE -- The University of Alaska Board of Regents in February authorized additional planning work, including a traffic flow analysis, needed to move forward on the University of Alaska Anchorage Seawolf Sports Arena—a significant step in the long-awaited project.

Conducting additional studies will provide board members with necessary information as they move forward in reviewing the project, which voters overwhelmingly endorsed with \$60 million in a November 2010 General Obligation Bond. Board members have questions mostly related to traffic and parking, and gathering the information needed to analyze those issues is important before the next step in the project can occur.



From left, Regents Pat Jacobson, Board Chair Fuller Cowell and UA President Pat Gamble. Photo by Kate Ripley, University of Alaska.

The board is considering two design options for the arena; one, a 3,600-seat arena the board approved in 2009 (at an estimated \$80 million); and a larger, 5,600-seat facility (currently estimated at \$110 million). Questions about traffic, parking, and ongoing operating and maintenance costs associated with the two design options will be answered by the board's action. Once the design and size is settled, better cost estimates will be known. In addition to the \$60 million from the GO bond, the board also has \$15 million from prior capital appropriations for the UAA arena.

The board supports the overall project and expects to sign off on a final plan, perhaps as early as this spring.

Regents also gave formal project approval for a Career and Technical Education Center at Kenai Peninsula College in Soldotna, not to exceed \$14.5 million. The center, also part of the GO bond, would build a 15,000-square-foot building that would house laboratories, a multi-function lab/shop with a high-bay door, classrooms, offices and a student commons. The project will free up an additional 5,000 square feet of space for other growing programs on campus, including nursing, para-medicine and art.

In other business, the board approved an amendment to the current UA non-discrimination policy to include "sexual orientation," following the trend of some 400 public colleges and universities across the nation.

"We're not breaking trail here," said UA President Pat Gamble. "The credit for this goes to the students, who were organized, professional, persistent and presented solid data. It was time."

The meeting was packed with other items. The board accepted the UA Academic Master Plan, a faculty driven document that speaks broadly to academic goals and objectives. Faculty members from across the UA System presented the plan to the board as a group, underscoring one of the five goals listed in the plan: "increase consultation, collaboration and coordination across UA."

In other business, the board:

- Approved the release of \$1 million each (previously received capital funding) to UAA and UAF to go forward with comprehensive planning and design for two new engineering buildings on each campus, per an initiative to double the number of engineering graduates and relieve crowding;
- Approved a new Associate in Applied Science degree in outdoor leadership at Prince William Sound Community College and a Bachelor of Arts degree in film at UAF;
- Approved amendments to the FY 11 and FY 12 operating budget requests to account for funding for the United Academics-Adjuncts' union compensation increases of 1.5 percent; and federal receipt authority to cover increased Pell grant activity.

Faculty Alliance presents Academic Master Plan



From left, Regents Jo Heckman, Ken Fisher, Mike Powers and Tim Brady listen to public testimony. This was the first meeting for new regents Heckman and Powers. Photo by Kate Ripley, University of Alaska.



UA Faculty Alliance members present the plan to the board. From left, Jon Dehn, UAF; Cathy Cahill, UAF; Genie Babb, UAA; Daniel Monteith, UAS; John Petraitus, UAA; Jonathon Anderson, UAS. Photo by Kate Ripley, University of Alaska.



From left, Heather Hudson, Director of ISER, and Scott Goldsmith, ISER and UAA Professor, update the board on numerous projects and initiatives being studied at ISER. Photo by Kate Ripley, University of Alaska.

ISER, celebrating 50 years at UA, updates Board

Izzy Martinez – 4 March 2011, Friday 11:30

Display page in CLASSIC view

The Regents' Recap is produced by the office of Public Affairs after each Board of Regents' meeting.

For questions or comments regarding this website, contact ihmartinez@alaska.edu

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TO: Representative Anna Fairclough, Chair
UA House Finance Subcommittee

FROM: Wendy Redman, Executive VP
UA Statewide Administration

DATE: February 7, 2011

As you know, President Gamble, with financial support from the Rasmuson Foundation, commissioned an external, high-level review of the UA System, let by nationally recognized higher education expert Dr. James Fisher, in fall 2010.

The purpose of the Review was: 1) To assist the Board of Regents in assessing the condition of the University System; 2) To advise on the attitudes of University and system constituencies; 3) To candidly identify and address issues and opportunities affecting the University System; and 4) To recommend a tentative agenda for the future which could be used in strategic planning.

The report praises the UA System on many fronts, but focuses on numerous future challenges, including five identified as particularly significant in terms of shaping the future University of Alaska:

- First, how much should the UAA campus be developed in size and programs and to what extent might (should) this occur at the expense of UAF?
- Second, how can the University of Alaska further improve its performance in critical areas such as student retention, student graduation, and externally recognized academic quality?
- Third, how can the University of Alaska prepare for a future that plausibly could involve diminished oil tax revenues, increased emphasis upon non-petroleum sources of economic activity, and gradually rising average annual temperatures?
- Fourth, how can the University of Alaska be organized in order to reduce its costs and increase its performance?
- Fifth, President Gamble must develop and endorse a model which sharpens the mission(s), generates support and reduces costs.

The report uses these major themes to discuss a wide and diverse array of specific programs, including: distance education, the core curriculum, collective bargaining, alumni, fund raising, athletics, vocational and technical education, the role of the community campuses, graduate education, research and system organization and administration.

President Gamble's letter to employees is included here for your information.

Also included is a reshuffled array of the recommendations (in draft form) under headings that I think will make them easier to follow. There are many of the recommendations that require a context to understand, so I encourage you and others to read the report narrative surrounding any specific recommendation to get the full flavor.

UNIVERSITY OF ALASKA INSTITUTIONAL REVIEW

By James Fisher - December, 2010

SUMMARY OF RECOMMENDATIONS

I. INSTITUTIONAL MISSION/CAMPUS & SYSTEM ORGANIZATION

(A) Institutional Mission

(1) UAA's current strategic plan, which needs refinement, indicates that the institution will *"reinforce and rapidly expand our research mission"* and that it will *"build selected research-centered graduate programs."* It is not clear precisely what these statements mean. They could mask wholesale changes, or instead reflect only marginal changes in the current situation. These goals need to be clarified. As a well-placed individual wryly commented, *"Sometimes institutions don't accurately interpret their missions."* In addition, the plan should become more pointed, i.e., timelines, costs, source of funds and accountable officers, et al.

(2) We recommend that the UA System: (A) respect the lessons of specialization in graduate work and research and identify a limited number of academic disciplines that will receive special resources and commitment, whether at UAF or UAA; (B) continue to focus UAF on its traditional strengths in the sciences and engineering; (C) focus advanced graduate work and research at UAA on the social and behavioral sciences and education and avoid replicating UAF's primary areas of expertise; (D) locate any future law school—the state does not have one currently---at UAA; and, (E) support and expand WWAMI –type programs (WWAMI is a collaborative medical school among universities in five northwestern states (Washington, Wyoming, Alaska, Montana, and Idaho) and the University of Washington

(4) Elsewhere in this report, we argue that the University of Alaska might be well advised to focus its scarce dollars on a smaller number of programs, especially at the graduate level, many of which can legitimately aspire to national rankings. It is not clear to us that some of the doctoral programs at UAF would survive if such criteria were applied. We recommend that the President and the Board take a long look at this situation and reexamine the viability of programs including enrollment, retention, research productivity and graduation.

(26) In any case, a partial solution to the tension on this issue is to have the Board of Regents adopt refined, distinct institutional mission statements---a step we recommend. We note that as a doctoral, research institution, UAF must be accorded distinctive treatment, or it will fail. However, it is obvious that the majority of the state's population and resources are located in the Anchorage metropolitan area. Hence, the real questions are: (1) how many doctoral programs should be supported at UAF? and, (2) over time, should some freestanding, distinctive doctoral programs be developed at UAA along with a variety of other graduate and research offerings?

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(84) In our view, however, before additional strategic planning occurs, it is essential that action be taken to clarify the missions of the respective institutions and that it deal explicitly with the future roles of UAF and UAA.

(B) Campus Organization

(28) The UAFT agreement recognizes that community college, community campus and vocational-technical college faculty are different individuals with different responsibilities. We agree and note that the differing missions and scope of these units is one of the reasons why it would be wise to differentiate further the four-year institutions (UAF, UAA and UAS) from the UAFT-oriented units, and administer them and record their results separately. Elsewhere, we report comments of work force development leaders that all things considered, they would prefer a different administrative arrangement that would better recognize the distinctive nature of the community college/work force mission. We believe their concerns are valid.

(Also shown in IV A)

(29) Further, we cannot help but note that UAF, UAA and UAS would not be savaged so much in national rating systems if their retention and graduation numbers did not include students from the community campuses who have not already earned an associate degree. We regard this as a win-win proposition for all concerned and recommend that the President move in this direction.

(50) Note that much greater individual campus autonomy often is sensible in states that boast much larger financial and population bases and multiple large metropolitan areas. In such circumstances, competition among institutions and the development of distinctive, specialized campuses often is highly desirable. Plainly speaking, we do not believe the State of Alaska has sufficient population and resources to permit such unrestrained competition.

(Also shown in I C)

(55) Recognizing this, the major change we have to recommend is to accord UA's vocational, technical and community college activities much greater prominence and not viewed as "*four-year lite*" (the observation of a sometimes frustrated individual associated with workforce development).

(56) We do not believe tuition and fees at the community colleges/community campuses/vocational/technical units should be identical to that at the senior campuses. Indeed, they should be lower. Further, the statistical results associated with the community colleges/community campuses/vocational/technical units should be reported independently of the senior colleges. This will cure a variety of external visibility and ranking problems.

In addition, in the state's two largest metropolitan areas, formal, named community colleges should be created. In the case of Fairbanks, the Tanana Valley campus already serves some of these purposes. These campuses should permit UAF and UAA to begin slowly to increase their admissions standards and to focus student services.

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Note that the creation of these community college units definitely does not imply the construction of new campuses.

(83) We recommend that the System and the individual campuses generate new strategic plans that accurately reflect their respective missions, are realistic in terms of their financial implications, and clearly indicate funds sources, responsibility for implementation, and time lines for implementation and assessment.

(C) System Administration

(7) Hence, we must recognize that a reorganization of the University of Alaska is not a cure all for whatever ails it. Even so, it is apparent that some improvements can be made. These fall into two main categories. First, as it stands, the University of Alaska is overly centralized and devotes too many resources to a command and control regulator model that should instead place more emphasis upon incentives, distinctiveness and entrepreneurial activities. Increasingly, under the authority of the President, UA Systems administrators should act as staff to the Board and provide recommendations rather than wielding final administrative authority. Second, the University's attempt to seamlessly integrate all post-secondary education into the same administrative structure sounds better than it actually works. UA's vocational, technical and community college activities must be accorded greater prominence and not viewed as "*four-year lite*" (the observation of a sometimes frustrated individual associated with workforce development).

(44) Nevertheless, the major place where the UA System encounters considerable static concerning its efficiency is with respect to perceived overlap in functions and authority between the individual UA campuses and the UA Central System. It would be fair to say that many faculty and administrators simply are unconvinced that additional system administration improves their circumstances. They have in mind many IT and human relations functions, foundation activity, institutional research, academic evaluations, and even collective bargaining. President Gamble and the Regents should bear this in mind as they consider reorganization. It is sufficient here to note that the major place in the UA System where commentators see inefficiency is in the UA System Central Office. Whether or not fair, this is a widely held view.

(48) While the recipe might differ in other states, there are sound reasons in the case of Alaska to centralize programmatic approvals, technology standards and related major technology resource decisions (such as the adoption of common student, employee and financial records systems), the allocation of capital and buildings, the assessment and formulation of budget requests, the overall allocation of maintenance reserve funds, negotiation of collective bargaining agreements (though we see no reason why each MAU might not have its own CBA and be heavily involved in that negotiation) and fringe benefit programs.

(49) On the other hand, there is no persuasive reason why individual professorial and employee evaluations, nearly all hiring, college and departmental budgets, faculty promotion and tenure, disciplinary specific curricular decisions, the provision of

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student services, alumni activities, fund raising and most institutional research should be centralized. Individual campuses are much closer to the action.

(50) Note that much greater individual campus autonomy often is sensible in states that boast much larger financial and population bases and multiple large metropolitan areas. In such circumstances, competition among institutions and the development of distinctive, specialized campuses often is highly desirable. Plainly speaking, we do not believe the State of Alaska has sufficient population and resources to permit such unrestrained competition.

(Also shown in I B)

(51) The command and control regulatory model that the UA System has is perceived to have adopted over the past decade is in need of clarification and modification. *“The statewide people act like they’re listening, but in reality they’ve already made up their minds and they’re simply trying to look reasonable”* (the telling comment of an administrator whose sentiment was oft repeated). Rather than issue *obiter dicta* from Fairbanks, the UA System administration henceforth should emphasize well-designed incentives (often financial, though sometimes in the form of privileges relating to processes and local decision-making) to its institutions. The institutions will respond if the incentives are intelligently designed, clear and the process is not polluted. They need not be dragooned into certain behaviors. Indeed, they will increase their entrepreneurial behavior if incentives exist for them to do so. We note in passing that entrepreneurial behavior sometimes has been in short supply in the Alaska system of higher education. In any case, institutions predictably react negatively to, and even actively subvert, fiat that seem not to recognize their individual circumstances.

(52) Increasingly, UA Systems executive staff, under the authority of the President, should act as staff to the Board and provide them with analysis and recommendations rather than wielding final administrative authority. If all parties behave intelligently, mutual respect will follow. We note here that central board staff often has earned the respect in similar situations in other states.

(53) One of the more productive functions that the refashioned central staff might accomplish is to encourage the development of joint and cooperative academic programs within the system. The clinical/community psychology doctoral program provides a template for such programs. Courses, faculty and support are shared and students have the ability to benefit from a much larger portfolio of resources and specialties. With appropriate incentives, we are convinced that a variety of other programs could be mounted in the same fashion. We also note in passing that this constitutes a very nice way to provide UAA with additional advanced graduate responsibilities without granting it freestanding doctoral program authority and the concomitant additional costs that inevitably would accompany such a development.

(Also shown in II B)

(54) The model we have outlined here assumes that the size of the current UA central staff may be reduced, perhaps in the target range of 60 to 80 positions (down from an estimated 200 today). Note that Virginia, which has a highly regarded public system of higher education, maintains a State Commission for Higher Education with

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a staff approximating 40. The Virginia system, of course, is less bureaucratic and more entrepreneurially oriented than the UA System. We recommend that the Board allocate some of these savings to the MAUs, some to the support of community college/vocational/technical education, and that some be retained to help provide incentives to encourage desired future behavior.

II. ACADEMIC & RESEARCH PROGRAMS

(A) Curriculum

(9) The problem with this approach is less the courses required and more the comparative absence of empirical evidence that the programs "work." Have students learned when they finish these programs and is there a measurable "value added?" Have their attitudes changed? Do they become more or less tolerant of the views of others? Are they better able to integrate and synthesize information? How do they compare to other students nationally? How do graduates from UAF, UAA and UAS compare, since they do not complete the same general/liberal education sequences? Does the "capstone" course at UAA designed to integrate knowledge make a perceptible difference? These are important questions and we strongly recommend that the University employ rigorous means to seek their answers.

(11) It appears possible for a UAA student to avoid taking a laboratory science. UAF requires two laboratory science courses of every baccalaureate student, and UAS requires one course (although the UAS Catalog does not make this point clear for students). For several reasons, a laboratory science experience is an essential part of a respectable liberal undergraduate education. We recommend that UA require such on every campus.

(12) There is no writing competency exit examination. Given that high proportions of UA students transfer into the campuses where they seek to graduate, and many are mature and hence completed writing courses many years previous, it is important that they demonstrate their ability to write clearly and cogently. We recommend that UA take steps to implement such an examination. We can guarantee that citizens and employers will approve.

(13) We are uncertain what "academic" writing is (F211, F213). Such labels suggest these writing courses somehow are not aimed at preparing students for effective writing in other situations, e.g., in business, or everyday life. We recommend different titles.

(14) We recommend that UA institute a computer literacy requirement for all baccalaureate degree candidates. The vast majority of students will come to the University with computer and Internet skills, but will not necessarily be familiar with certain software programs and/or search techniques. Computer and Internet literacy has become a prerequisite for the exercise of intelligent and full citizenship and UA should ensure that its graduates have demonstrated such literacy. We note that computer/Internet literacy and library literacy are not identical.

(15) We recommend that every baccalaureate degree recipient be required to demonstrate competency in a non-English language or culture. UA students will graduate into a world that is increasingly international. The first language of more than one-quarter of all new elementary school students in California is Spanish. In Alaska, approximately fifteen percent of the population speaks a language other than English at the dinner table. Further, language is the repository of a culture; it is essential that UA students come to grips with other cultures, preferably by means of their languages. Both the understanding of UA students and their employability will increase if they acquire facility with a non-English language at the second-year collegiate level. We recommend that UA introduce such a requirement.

(16) UAS's general/liberal education program appears to be substantially smaller in requirements than UAF. The differences between the three campuses are large enough that it is not clear that one could justifiably say the programs are interchangeable. This is odd given the "one university" slogan that UA frequently promotes. Since UA doesn't have rigorous empirical evidence available that speaks to what actually works and does not work in its general/liberal education programs, it is impossible to say whether these differences are helpful or harmful for students. We recommend that UA examine the differences in programs and rigorously determine if they do make a difference in the System's ultimate product, its graduates. To ignore the differences in the programs is to suggest that it really doesn't make any difference what courses students take. One university should have one set of general education requirements.

(27) Nevertheless, the extent to which training, course materials, supervision and evaluation are consistent across the campuses, and sometimes even inside campuses, is in doubt. This is an issue that UA must address, as it speaks to academic quality and maintenance of standards. It is possible that resolution of some of these matters might involve collective bargaining issues, but they do need to be addressed.

(B) Collaborations

(8) Our point is not to concentrate all program-reduction attention on teacher education; instead, why maintain three freestanding teacher education programs, three freestanding MBA degrees, and three freestanding environmental studies programs, et al? UA often talks about being —one university, but shrinks from situations where one MAU will supply faculty and courses to another MAU, or one MAU will perform all of a certain type of administrative task for other MAUs. We believe it is time for the UA System to move off the mark on these issues and recommend that the President take steps to see that it occur.

(19) We recommend that the Board of Regents study extending the WWAMI model to other academic areas, especially high cost, low enrollment programs within particular academic specialties or professional schools. —Buying spots in reputable

graduate programs in others state might save Alaska the expense of operating and equipping small, high-cost graduate training. Veterinary medicine, dentistry, architecture and law could be candidates for WWAMI-like programs, but only if documentable shortages exist that have inflated wage rates. It would make little sense to initiate a WWAMI-like program if Alaska already is able to obtain the individuals it reasonably needs in a particular occupation or specialty.

(53) One of the more productive functions that the refashioned central staff might accomplish is to encourage the development of joint and cooperative academic programs within the system. The clinical/community psychology doctoral program provides a template for such programs. Courses, faculty and support are shared and students have the ability to benefit from a much larger portfolio of resources and specialties. With appropriate incentives, we are convinced that a variety of other programs could be mounted in the same fashion. We also note in passing that this constitutes a very nice way to provide UAA with additional advanced graduate responsibilities without granting it freestanding doctoral program authority and the concomitant additional costs that inevitably would accompany such a development. (Also shown in 1 C)

(C) Research

(17) We recommend that the State of Alaska make targeted investments in these areas [biomedical research, energy-related & climate change research], as they bode not only address the specific needs of Alaska, but also to attract considerable outside funding. It is plausible for the State to make such investments on an incremental, *“show us what you can do”* basis.

(18) Incentives count where research is concerned and we recommend that the University reexamine how it utilizes and distributes the indirect cost overhead recovery funds that accompany many grants that it receives. We don't have a formula to offer that magically and optimally distributes these funds amongst researchers, departments, colleges and the University. Nevertheless, the comments of some faculty suggest that increasing the distribution of funds to the actual researchers who generated the funds might induce more grant activity over time. These funds also could be used to nudge institutions (e.g., UAA) in programmatic and research directions consistent with the UA System's overall strategic plan.

(D) E-Learning

(20) We recommend that UA explore the possibility of sharing distance learning courses with institutions in other states and that it give additional consideration to how it might economize by sharing resources with the Western Governor's University (WGU). WGU offers NCATE-accredited teacher education programs, CCNE-accredited nursing programs through the master's degree, and a raft of business

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programs through the MBA, all via distance learning. The University of Alaska should not casually cast these programs or their courses aside.

(21) Many UAF classrooms do not contain the basic smart classroom essentials---a PC, Internet access, a projector and a large screen. Smart boards are somewhat unusual. We believe that special assessments in the form of increasing the student per credit technology fee should be considered to begin to remedy this situation.

(23) It would take effort for one not to be impressed by the University of Alaska's massive use of technology. We recommend, however, that both the System and individual campuses spend more time evaluating what they are doing with that technology. Strong emphasis should be placed on generating rigorous empirical evidence concerning the University's use of technology and its effect upon learning and subsequent student outcomes such as retention, graduation, and job placement. The questions noted above might serve as a starting point. It is apparent that the University of Alaska already has done some of the analysis called for here; it simply hasn't done enough to justify what now is approaching a \$100 million per year expenditure.

(24) Some of the funding for UA's technology efforts is supported by a \$5.00 per credit hour student fee (maximum = \$60 per semester). We believe there is a strong argument for increasing the size of this user fee, provided the proceeds are used directly to support and assist students. Additional —smartll classrooms (noted above) provide such an example, as would additional work stations. We also recommend, however, that UA administrators utilize student advisory committees to assist them in ascertaining how things are working and what things need to be done.

(25) Finally, while UA's technology intensive distance learning efforts are much appreciated by students, it is fair to note that some knowledgeable outsiders believe that UA is not at the forefront of distance education today. *"There are some outdated in their approaches and high cost in their operations,"* said one, who believes the President should bring in one or more acknowledged experts at institutions that either are on the cusp of new developments, or which currently operate highly successful, profitable programs. We concur.

(27) Nevertheless, the extent to which training, course materials, supervision and evaluation are consistent across the campuses, and sometimes even inside campuses, is in doubt. This is an issue that UA must address, as it speaks to academic quality and maintenance of standards. It is possible that resolution of some of these matters might involve collective bargaining issues, but they do need to be addressed.

(E) General – Faculty Scholarship

(5) This is a difficult and often treacherous milieu. Nevertheless, we recommend that the University as an institution seek to avoid adopting official policy stances in such

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controversies, but instead: (A) insist on scholarly integrity and do its very best to avoid shoddy scholarship that will draw legitimate criticism; (B) seek to apply the University's considerable expertise to the analysis of similar problems; (C) via its faculty, offer prospective solutions, but not endorse those solutions; and, (D) actively sponsor discussions of relevant issues and ensure that the University remains a free and open marketplace for ideas. On occasion, it may be necessary to defend academic freedom and free inquiry when interested parties are not pleased with the results of University research, or with the expression of particular points of view. However, untrammled scholarly inquiry and research are foundation stones of any respectable academic community and the University of Alaska should not equivocate in such situations.

III. STUDENT SERVICES

(A) Retention/Graduation

(3) Despite improvements, reality is that large numbers of students begin studies at the University, but then disappear. (We note here that the high school dropout rate is also unusually high.) There may be valid reasons why UA lags national standards; if not, then the numbers we observe reflect a waste both of human and financial resources. Whichever is the case, the University needs to determine why its performance lags national norms and then, as necessary, outline how it intends to improve the situation.

(29) Further, we cannot help but note that UAF, UAA and UAS would not be savaged so much in national rating systems if their retention and graduation numbers did not include students from the community campuses who have not already earned an associate degree. We regard this as a win-win proposition for all concerned and recommend that the President move in this direction.

(36) "*Bureaucratic*" is an adjective often utilized by UA students to describe their interactions with the University. Many would like more variety and improved quality in the food selections they may choose from; more and less expensive parking; and, more responsive financial aid service from individuals "*who sometimes regard us as adversaries.*" These are items that UA should work on, though in truth these complaints differ little in tenor and amount from those one hears on nearly any state university campus. If there is a difference here, it is that the University's retention and graduation rates are sufficiently low (see below) that the University really does need to determine why so many of its students drop out. Perhaps the delivery of student services has something to do with this.

(38) A host of factors can be deduced to account for the disappointing retention and graduation performance of University of Alaska students. The most important appears to be the fact that all three major MAU campuses also function as community

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colleges and technical institutes. As such, they enroll a wide variety of students who variously have no intent of obtaining a degree, or already know they will move, or are under prepared. Distinctive history and culture, financial pressures and the state's weather possibly all may play a role. It is clear that one reason some students depart from UA is the comparative absence of campus-based, need-based student financial aid.

(39) At the end of the day, it is apparent that UAF, UAA and UAS in many ways are not comparable to many of the state universities to which they are compared. Nevertheless, it is incumbent on the University to do more than it has to find out why the University falls short in this arena and take remedial steps.

(40) We strongly recommend that the President of the University of Alaska make the improvement of student retention and graduation one of his very highest priorities in the next few years. The focus should be upon discerning facts, causes and remedies. To ignore this problem is to waste the resources both of students and the State of Alaska.

(B) Scholarships/Financial Aid/Tuition & Fees

(34) We strongly commend the Alaska Scholars program, but nevertheless recommend that the President probe its effectiveness along with the University's other financial aid programs. To wit, precisely how successful are all of the University's scholarship programs in terms of retaining and graduating awardees and how many awardees subsequently remain in the state if they graduate? Are there notable difference between and among the academic disciplines in terms of Alaska Scholars attractiveness and success? Would it make more sense to offer more (fewer) scholarships with higher (lower) stipends? Should an attempt be made to endow the well-regarded UA Scholars Program?

(35) We pose these questions in the context of what we believe should be a general examination of how the University utilizes its scarce scholarship funds. Ideally, the University will expend its limited scholarship funds strategically in order to attain specific goals. Software now exists that permits institutions to vary their scholarship and financial aid offers in order to reach certain goals, e.g., maximization of enrollment, or other magnitudes such as SAT scores, retention, graduation, etc. We recommend that UA explore such software. This would permit intelligent strategic decision-making with respect to enrollment.

(37) In general, students typically spoke in favor of strictly designated fees, whether for additional computer work stations, more Internet bandwidth, additional on-campus entertainment, or intercollegiate athletics. We recommend that the President explore such possibilities with student leaders and determine what, if any, designated fees students might favor in order to improve the quality of their lives at the University.

(C) Intercollegiate Athletics

NOTE: Recommendation numbers here
reflect those in original Fisher Report

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(46) UAS does not compete in intercollegiate athletics, a circumstance we do not believe should change. While intercollegiate athletic teams might improve UAS's identity, community support and student recruitment, they usually bring with them a variety of problems and expenses. Their operating costs would be high and initiating teams would require major investments and general fund tax subsidies for facilities, staff and travel. This seems an ill-advised course to follow at this stage in UAS's development.

(47) At the end of the day, however, we recommend that the respective campus chancellors keep a close eye both on programmatic expenses in intercollegiate athletics and the amount of time student athletes are unable to attend scheduled classes because of their lengthy road trips. Intercollegiate athletics have gotten more presidents and chancellors into trouble than virtually anything other than presidential houses. Vigilance, good hiring and observable interest in each university's teams will go a long way toward avoiding scandals.

(D) General

(22) A system-wide harmonious student records system is an example of where a statewide approach makes sense. We recommend that the President examine why this particular version meets with so much criticism. Do any legitimate problems that exist reside in the software, how it is managed, how it is used, lack of training, or...?

IV. ADMINISTRATION

(A) Collective Bargaining

(28) The UAFT agreement recognizes that community college, community campus and vocational-technical college faculty are different individuals with different responsibilities. We agree and note that the differing missions and scope of these units is one of the reasons why it would be wise to differentiate further the four-year institutions (UAF, UAA and UAS) from the UAFT-oriented units, and administer them and record their results separately. Elsewhere, we report comments of work force development leaders that all things considered, they would prefer a different administrative arrangement that would better recognize the distinctive nature of the community college/work force mission. We believe their concerns are valid.
(Also in Sec.I B)

(30) We recommend that the President give very strong consideration to negotiating changes in the CBA that will provide more faculty salary flexibility among the institutions and that UAF be accorded a different set of peer institutions that more closely fits its doctoral research role.

(31) We have two recommendations with respect to the UNAC CBA. First, the President should work to increase the share of the total salary pie devoted to market and merit raises. If the State and the University truly believe in excellence, then they

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should reward it. It is inconsistent with a commitment to excellence and damaging to morale as well to assign the same raise to a faculty member who is a superb teacher and productive scholar and to one who is mediocre in both pursuits. Plainly speaking, the University of Alaska is unlikely to move up in national rankings, or achieve its potential, if assigns salary increases on an across the board basis. Such a practice is equivalent to assigning all students a C grade, regardless of performance.

(32) Second, the President should end the situation where one external salary survey (the Oklahoma State University study) applies equally to all three MAUs. As we detail below, this has worked distinctly to the disadvantage of UAF, which realistically has a very different set of peer institutions than UAA and UAS. Further, it also sometimes has resulted in a strange pattern of faculty raises that one administrator has labeled —anti-merit.

(33) Regardless, we recommend that the President commission a new faculty salary study that compares UAF, UAA and UAS faculty salaries to those at carefully selected peer group institutions for each MAU. UAF, UAA and UAS each should have the opportunity to participate in a new and updated selection of peer group institutions, which should reflect comparable size, missions, programs, research output, etc. The goal should be to substitute MAU-specific peer groups for the Oklahoma State University salary study and to amend the CBA as necessary. Such a new analysis should take into account of cost of living differentials and attention also should be given to differing supply/demand conditions, academic discipline, level of programs, and external market factors. Coincidentally, such a study also will present an opportunity to examine if the University has any protected class salary problems relating to gender or ethnic origin. If, after adjusting for relevant other factors, such an analysis leads to the conclusion that salary adjustments need to be made for either individuals or groups, then the President should recommend a plan to the Regents to do so and make it a priority in collective bargaining.

(B) Institutional Research

(10) We recommend that the President refashion the entire institutional research function with the UA System. If necessary, different individuals must be hired who are capable of performing sophisticated multivariate analyses and that have mastered applicable operations research techniques such as linear programming, queuing and simulations. Most of the heavy lifting in terms of institutional research should occur on the MAU campuses and experts on these campuses can be allocated specific tasks as well by the President. Relatively few central system personnel will be needed and these should focus on recording and classifying data and completing necessary reports.

(C) Fundraising

(57) The lesson of —best practice advancement|| across all institutional types is three-fold. Members of governing boards must assume responsibility for the advancement effort; it cannot be completely delegated to presidents, no matter how pivotal a role

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they must play. Second, the governing board, the president, and the professional(s) in charge of the basic functions of advancement—namely alumni relations, communications (incorporating university and government relations), and fund-raising—must work as an integrated team. Every function (alumni, public relations, et. al.) must be related in terms of attracting resources (dollars). Finally, the professionals in charge of these three principal advancement functions must be forward-thinking and broadly competent professionals who enjoy the respect of the academic community they exist to serve. The absence of any one of these characteristics will seriously weaken any institutional advancement program.

(58) New Foundation Board of Directors members should be recruited and trained to take responsibility for the fundraising performance of the University.

(59) We suggest a reorganization along the following lines: the office of the President should be the prime agent for corporate research working in close conjunction with the several campuses but virtually all other fund raising activities should be housed in the separate campuses. Typically, alumni and others do not give to systems; indeed, the UA System office is not accredited. Their prime loyalty and sense of obligation is to their individual alma maters, but we note here that whatever, thoughtful consideration should be given to Curt Simic's recommendations.

(61) We recommend staffing the program as necessary and then carefully monitoring the costs. As a guideline, every new dollar spent should generate additional revenues of \$6 to \$8 over time.

(62) We recommend the employment of an appropriate firm to conduct a feasibility study for a capital campaign. Such a study, independently and anonymously conducted, will test the University's case for private support and help to determine the level of interest by current and prospective donors in providing funding through a comprehensive campaign.

(63) An immediate major gifts and planned giving effort, coupled with the implementation of new processes, should lead to a prompt and positive impact on the —bottom line, engaging alumni and friends in the future of the University while setting the stage for successive campaigns.

(D) Alumni

(60) The key to private support is relatively simple: do it —right and support will be forthcoming, and it has not been done —right in Alaska. The national average for alumni giving is over 17 percent, and some institutions go as high as 60 to 70 percent. The alumni giving percentage is the prime denominator for effective planned giving, capital campaigns and even corporate support. The President and the three Chancellors must each take thoughtful note of this. There are countless publications and conferences available, and Alaska, with its extraordinary academic culture, will be an ideal place to raise support for public higher education. There is only one private

institution, Alaska Pacific, and it is relatively small but has a president who appears to appreciate the methodology of fund raising.

(64) What is required, then, is a much more analytical, even hard-hearted evaluation of alumni activities and personnel. The bottom line is that either the events and the personnel demonstrably improve the University of Alaska's position, or they should be modified or abandoned. We recommend that each campus analyze its alumni events and personnel to determine the extent to which there is evidence that they actually further UA objectives, particularly alumni and fund raising. As noted below, as is often the case in —the lower 48, we recommend that each of the campus alumni officers be primarily responsible for the annual fund.

(E) Publications

(65) Additional opportunities remain in creating focus, use of graphics and photography and in targeting future students and families as well as in cross-marketing, using print publications to drive audiences to the excellent website, among others.

(66) Opportunities to strengthen the System website include stronger use of photography for impact (a need in many publications, as well), a direct link to admissions information for prospective students and families (although it is likely that many would go first to the individual campus sites, which do provide such links) and more interactive features to encourage repeat visits. Many photos on the home page are run too small for maximum impact, and this is also true in many publications. Best practice is fewer photos run larger. Quality of some photos is also mediocre, with too many posed shots of people and not enough showing genuine interaction.

(67) Publications appearing to target potential students and families feature a secondary tagline, —Learn, engage, change (University of Alaska Southeast). This, plus a more consistent brand and family look, might be encouraged throughout publications of constituent campuses. For out of state students, who represent a strong source of higher tuition revenue, the advantages of studying in a diverse, outdoors-oriented Pacific Rim environment could appeal to students in many disciplines.

(68) Photography is an area that needs to be addressed throughout. As noted, many photos are run too small for impact. Too many are obviously posed, showing either no or little interaction, with subjects staring directly into the camera. In others, such as the front page of the Winter 2009 System newsletter, shots of equipment appear with no people for context. Some photos could benefit from tighter cropping. An upgrade in this area would benefit the entire publications and web areas.

(69) *System Newsletter*. In addition to enhanced photography, as noted above, high-priority needs for this publication are reduced word counts to avoid a cluttered look and to enhance readability and a less static, more contemporary design.

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(70) On the front page, for example, the —Inside This Issue sidebar is much too copy-heavy, discouraging readers from venturing inside. Simple bullets without text would be more effective. Inside features such as —Partnering with business and industry (pages 2-3, Winter 2009 edition) similarly contain too much —gray. Use of bolding, subheads and larger boxes/screens would make this spread more reader-friendly. Photos without people are uninviting and lack context, and cutlines are too small to read. Call-outs should be run larger with enhanced spacing and leading. Photos bled off the edges of the page would create a less —boxy look while allowing for greater impact. The use of phone numbers, websites and e-mail addresses to drive readers to the relevant site at the bottom of the page is effective, but could be run one or two points larger.

(71) Even given budgetary constraints requiring two-color, the second color could be used more effectively in boxes, graduated screens, sidebars and spot color. If budget permits one color signature inside, it would enhance the graphic appearance. More illustration and graphics, in addition to photos, would enhance readability and break up copy.

(72) *Generic 4-Panel Color Publication.* The entire piece, however, appears cluttered, with too much copy and some point sizes too small to read easily. Either a panel needs to be added, or copy needs to be cut in length.

(73) *Facts, Not Fiction* This piece is extraordinarily effective graphically, with an attractive color palette and excellent content. If it is not presented online, it should be, perhaps as rotating images on the front page. Other uses for the —Did You Know? could be explored—perhaps as tent cards at System-sponsored events, on the back of business cards, as sidebars in the newsletter, etc.

(74) *University of Alaska at a Glance.* Again, some of this information – —successes in efficiency could be presented on a rotating basis on the homepage. Copy on the back panel is crowded, and the graphic, —State Appropriation Comparison run too small to be easily read.

(75) *Training Tomorrow's Workforce Today.* The same comments made above about point size of the font, reduced word counts and use of colored screens behind copy to break up —gray apply to his publication. Copy reversed over some sidebars with colored screens is difficult to read because of small type and lack of contrast. While the color palette and use of second, third and fourth colors are effectively graphically, design must always support content and messages.

(76) In addition, while some photos are excellent, well composed and well cropped, most are run too small to be effective. Use of bullets to summarize key messages is effective, particularly on the back cover, a space often wasted in publications.

(77) In this and other publications, thought should be given to using them as vehicles to driving audiences to the excellent System website, permitting reduced word counts with additional information available online.

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Individual Campus/Admissions Publications

(78) Most publications reviewed are those of the University of Alaska Southeast. Key messages and graphic identity need to be better integrated with those of the System to cross-market the brand. This appears to have been done effectively with campus and the System websites, but individual campus publications need to be taken to the next level.

(79) In regard to family look and graphic identity, the UA System logo should appear in a position subordinate to that of the individual campus identity; color palette and design template need to complement that of other campus and System publications.

(80) With regard to messaging and targeting of key audiences, the Alaska Southeast pieces are unfocused and do not seem to target out-of-state students who might enroll because of unparalleled opportunities to live and study in a vast wilderness area that offers opportunities for recreation and fitness not easily found in —the lower 48.

(81) Recruiting publications targeting potential students, families and referral sources need to showcase academic programs building on Alaska's unique strengths and capabilities, creating interest and excitement among out-of-state students. In addition, outcomes should be more strongly emphasized: what can a student gain from a UA education that he or she might not obtain from an out-of-state institution? System campuses might consider adding a dedicated —outcomes page to their websites, with a link from the System site.

(82) Finally, the System might consider investing in a comprehensive publications audit (CASE and others will undertake these free of charge) and also reviewing CASE and other award winners in the —admissions area to enhance its offerings.

V. GENERAL FINANCIAL

(6) Therefore, it is prudent for the University of Alaska to plan for the possibility that: (A) its general fund support from the State of Alaska might not keep up with price inflation; and, (B) its share of the state's budget might decline. The University should explore what the University would be like if ten years from today, the "real" (after inflation) value of its state appropriation has not risen, or even declined. What activities must the University improve or discard to operate efficiently in such a world? What things must it begin to do if this will be the state of affairs in 2020? What would this imply for tuition and fees? The number of questions that must be answered is almost endless.

(41) Alaskans now are among the most lightly taxed citizens in the country and changing this circumstance will neither occur quickly, nor without substantial political carnage. While such discussions occur, however, state financial support for the University of Alaska could dwindle. The University should anticipate such circumstances and begin to model less generous budgets. Unfortunately, we observe the strategic plans of UAF, UAA and UAS largely do not appear to reflect such possibilities and appear to assume, or at least hope for, worlds worthy of Dr. Pangloss.

(42) Repetitive financial cuts at the margin on all programs spread mediocrity. In the long-term, we believe it would be far better that the University completely eliminate whole programs and departments in order to sustain its support for its most vital and highest quality programs.

(43) We point this out because UA is not without needs and might well find it attractive to float bonds for student housing or other revenue-generating activities in the future. Suffice it to say that the UA System has the ability to do so though this would require some reallocations.

(45) We recommend that the President charge appropriate staff with the investigation of public/private partnership possibilities with respect to housing, but also with respect to a variety of other activities that might be carried out jointly (including partially privatized services, joint research and development projects, real estate developments, etc.). The President and the Board ultimately might opt not to do any of these things, but nevertheless should make themselves aware of the potential benefits and costs before it makes its choices.

(85) We recommend that the President and the Board of Regents meet with the Governor, legislative leaders and citizens throughout the state to outline the full implications of the deferred maintenance challenge and to propose solutions. It is the obligation of the state to maintain its physical assets; that is clear. However, the state's willingness to invest in that obligation might increase if the UA System were to propose some substitutions of refurbished, energy efficient buildings for new construction, greater use of technology and distance learning to serve additional students, and a significant reduction in the size of the UA System office. The possibility of earmarked student fees for maintenance of classroom buildings also should be explored, provided the state at least matches student contributions. Proposals of this ilk may antagonize some parties. Nevertheless, action is needed and both the size of the deferred maintenance problem and the likelihood that the state's financial position will deteriorate in the next few years require innovative solutions and compromise.

Fisher Report UA Institutional Review

Wendy Redman's Talking Points – February 2011

Purpose of Report

- ▶ 1. Assist the Board of Regents in assessing the condition of the UA System;
- ▶ 2. Advise on the attitudes of University and system constituencies;
- ▶ 3. Candidly identify and address issues and opportunities affecting the UA System;
- ▶ 4. Recommend a tentative agenda for the future which could be used in strategic planning.

Significant Challenges - 1

- ▶ How much should the UAA campus be developed in size and programs and to what extent might (should) this occur at the expense of UAF?
 - ▶ Mission clarification & distinct institutional roles;
 - ▶ Program specialization – especially at graduate level;
 - ▶ UAA research focus on social, behavioral, education, WWAMI; UAF on sciences and engineering;
 - ▶ Focus on review of existing viability of low enrollment graduate programs;
 - ▶ Greater program collaboration, e.g., lead campus, common programs;
 - ▶ Enhanced E-learning/distance education;
 - ▶ Extend WWAMI model to other academic programs, e.g. veterinary medicine, dentistry, architecture;

Significant Challenges - 2

- ▶ How can the University of Alaska further improve its performance in critical areas such as student retention, student graduation, and externally recognized academic quality?
 - ▶ Critical analysis of determinants of retention & graduation rates;
 - ▶ Merging of community campuses with universities skewing national comparisons;
 - ▶ Community campuses need more prominence;
 - ▶ Enhanced student services;
 - ▶ Financial aid is lowest in nation – merit and needs based;
 - ▶ Analysis of scholarship and financial aid on retention/graduation;
 - ▶ Discern facts, causes & remedies
 - ▶ Focus on student learning outcomes
 - ▶ Program specialization & “halo” effect

Significant Challenges - 3

- ▶ How can the University of Alaska prepare for a future that plausibly could involve diminished oil tax revenues, increased emphasis upon non-petroleum sources of economic activity, and gradually rising average annual temperatures?
 - ▶ Realistic strategic plans;
 - ▶ What activities/programs must UA improve or discard to operate efficiently?;
 - ▶ Greater coordination/collaboration of programming, e.g. E-learning, lead campus
 - ▶ Administrative cost savings, e.g. SW HR, IT & Academic Affairs
 - ▶ Public/private partnerships, e.g. housing, research, book store;
 - ▶ Deferred maintenance, e.g. bonding
 - ▶ Tuition/Fees
 - ▶ Fund-raising

Significant Challenges - 4

- ▶ How can the University of Alaska be organized in order to reduce its costs and increase its performance?
 - ▶ Common core curriculum;
 - ▶ Greater coordination/collaboration of programming, e.g. E-learning, lead campus;
 - ▶ Administrative restructuring, particularly at SW;
 - ▶ Elimination of ineffective and/or low enrollment programs;
 - ▶ More focus on community campuses;
 - ▶ More campus specialization, particularly at graduate level;
 - ▶ Enhanced fund raising and alumni support;
 - ▶ Focus on e-learning and information technology;

2011

Staff Make Students Count Award

FACT SHEET

What is the purpose of this award?

To recognize staff who have provided outstanding service to students anywhere in the UA system.. Each recipient receives an award plaque, \$1,000 and two domestic airline vouchers. All nominees receive a certificate of nomination. The university president will present the awards at a Board of Regents meeting.

Who is eligible and how do I apply?

All regular full-time permanent and part-time permanent exempt and non-exempt staff employed by the University of Alaska are eligible to apply. Service to students may include service as part of the job or as volunteer service, either directly or indirectly to current or prospective students. Please complete the nomination form and submit it with a letter of nomination containing an explanation of the service provided to students and three letters of endorsement from those knowledgeable of the contribution made by the applicant/nominee.

How many awards will there be?

Up to four individuals can be awarded; one each for the University of Alaska Fairbanks, the University of Alaska Anchorage, the University of Alaska Southeast, and Statewide Programs and Services, provided there are nominations from each one, and the nominations meet the criteria and deadlines.

Applications for award must include:

- * Letter of nomination and rationale for nomination
- * Completed nomination form.
- * At least three letters of endorsement from those knowledgeable of the contribution made by the applicant/nominee.
- * Letters from students are encouraged.

Where can we get the nomination form and where do we submit it?

Copies will be sent to all units through the local staff governance office. The form is also located on line at <http://gov.alaska.edu/staff/studentscount/2011/nomform.pdf>. Nomination packets, once submitted, are the sole basis for award consideration.

Forms must be submitted to the local staff governance office at each MAU as listed on the nomination form.

Timelines:

- | | |
|--------------------|--|
| March 15, 2011 | Deadline for submitting nominations to local governance groups. |
| March 16 – April 1 | Local staff governance groups meet with student leaders and together, make recommendations and send all nominations to System Governance Office. |
| April 8 | Recommendations are forwarded by System Governance Office to the UA President. |
| April 16 | President receives recommendations |
| May 6 | President sends notice to award recipient(s). |
| TBA | President presents awards to recipient(s) at a Board of Regents' meeting. |



Nominate today!



2011 Awards Nomination Form

This is the 13th annual UA President's "**Staff Make Students Count**" awards for outstanding service to University of Alaska students.

The purpose of this award is to recognize staff who have provided outstanding service to students anywhere in the UA system.

Service to students may include service as part of the job or as volunteer service, either directly or indirectly to current or prospective students. Letters from students are encouraged.

All regular full-time permanent and part-time permanent exempt and non-exempt staff employed by the University of Alaska are eligible to be nominated. Nomination packets, once submitted, are the sole basis for award consideration.

Award recipients receive an award plaque presented at a Board of Regents' meeting, \$1,000 and two domestic airline vouchers. All nominees receive a certificate of nomination.

The UA President will present the awards at a Board of Regents' meeting.

Deadline for submitting nominations: March 15, 2011

UAA nominations should be sent to
"Staff Make Students Count Awards"
UAA Governance Office
3211 Providence Drive, ADM 214
Anchorage, AK 99508

UAF nominations should be sent to
"Staff Make Students Count Awards"
UAF Governance Office
312H Signers' Hall, P.O. Box 757780
Fairbanks, AK 99775

UAS nominations should be sent to
"Staff Make Students Count Awards"
UAS Staff Council
Attention: Mary McRae Miller
11120 Glacier Highway
Juneau, AK 99801

**Statewide Administration
nominations** should be sent to
"Staff Make Students Count Awards"
Statewide Administration Assembly
P.O. Box 757780
Fairbanks, AK 99775

Please complete this form and submit it together with a letter of nomination containing a description of the service provided to students, and at least three letters of endorsement from those knowledgeable of the contribution made by the nominee.

NAME OF NOMINEE: _____

POSITION: _____

ADDRESS: _____

TELEPHONE: _____ **FAX:** _____

E-MAIL: _____



Date: February 25, 2011
To: UA Employees
From: Beth E. Behner, Chief Human Resources Officer
Re: Dependent Audit - Extension of Response Time

Many of you have expressed concerns about what you feel is too short of a timeline for responding to the dependent audit. There have been numerous phone calls, emails and meetings to voice your objections and concerns to the university. The Chair of Faculty Alliance has also written to address this issue and has asked the university to delay the response date to allow employees more time to comply with the audit process.

The university wants employees to be able to successfully participate in the dependent audit, without undue stress and complications. Because some of you are experiencing difficulty in responding to ConSova by the February 28 deadline, I contacted ConSova this morning and informed them that UA will give all employees an extension until March 31 to postmark or submit documents pertaining to the verification of dependents.

I would like to emphasize that the university and ConSova will accommodate individual employees to grant **additional extensions** if employees are participating in the audit in good faith but are having difficulties in locating and producing documents. For example, some employees who are in the process of complying have already been given extensions until April 7, 2011. The importance of the March 31 date is that any dependents who ultimately are found ineligible will be removed from the health care plan retroactive to March 31. To address another question that has come up, I want to let you know that the university will individually review the circumstances before any enrolled dependent is removed from health coverage. This is the university's decision and will not be made by ConSova.

Thank you to those who have already responded to ConSova and have completed the process or are actively working to provide needed documents.

Please let me know if you have any questions.

Generic Response to Those Objecting to the dependent Audit:

By Electronic Mail

Dear _____:

You have written to express your objection to the University's requirement that you participate in a dependent audit applicable to all employees who have enrolled dependents on the University's health care plan.

To avoid any misunderstanding, your objection does not change the fact that **you have until February 28, 2011, to engage with ConSova in the process of providing documents that confirm the eligibility of your dependents.** If you have difficulty providing the documents and are working with ConSova in good faith to provide the documentation, your dependents will not be affected during that process. If you fail to engage in good faith, ultimately your dependents will be dropped from the plan retroactive to February 28. **Your refusal to establish the eligibility of your dependents will not be regarded as a "qualifying life event," and they will not be eligible for COBRA.**

The compelling reasons for the audit and answers to the many questions raised by employees have been set out in numerous mailings and postings. I don't plan to reiterate them all here.

UA has a contractual obligation to provide coverage for employees and for dependents who are "eligible." Employees have a corresponding obligation to enroll only eligible dependents, and to provide reasonable documentation when asked to do so just as they would in a claims process. In the past, for example, employees have been required to submit additional information about claims or the circumstances of claims, and to document eligibility for dependents who turned 18 and remained on the plan. With a total Plan cost of \$65 million annually, and with employees bearing some 17 percent of that cost, the University and the participants in the Joint Health Care Committee determined that it was reasonable and cost effective to require documentation of dependent eligibility from all employees claiming dependents. Taking this prudent step benefits both the University and employees.

UA and its employees already work with a variety of contractors (e.g., Premera Blue Cross, VSP, Caremark, auditors, COBRA facilitators, etc.) to implement and manage the health plan. Federal Law (HIPAA) specifically authorizes release of employee and health plan information to such vendors, provided that appropriate confidentiality agreements are in place, as is the case here. Employees routinely are required to and do

exchange information with these vendors for purposes of managing and implementing the health plan. State law explicitly permits collection and disclosure of SSNs for fraud prevention, employment and employment benefits.

ConSova, the company conducting the dependent audit on behalf of the University, is similarly situated to these other vendors. Like the other vendors, ConSova is acting on behalf of the University to conduct the dependent audit. The documentation required is limited to documentation that establishes that dependents you enrolled on the University health plan are in fact your “eligible” dependents. No sensitive information unrelated to that relationship, and no actual tax or income information, is being required – the first six lines of your tax return contain only dependent information. As stated in the directions, employees may redact SSNs of dependents, and the first five digits of their own SSNs.

ConSova has extensive expertise in reviewing verification documents for dependents, and may follow-up in appropriate cases. ConSova provides a central, consistent, and secure process for the document review, as well as security in handling, storage, and destruction of the information after completion of the audit. By contrast, HR offices exist only on the main campuses of the university, and even those offices are not staffed or equipped to conduct a dependent audit.

You must promptly engage in the verification process with ConSova to avoid loss of dependent coverage. Thank you for your understanding.

cc:

Employee Benefit Changes Overview

Effective July 1, 2011

Look inside for details about upcoming changes to your health care benefits provided by the University of Alaska system.

Update 1

Dependent Audits have already started! Remember to submit your information.



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Making Changes For Our Future

As previously announced by University of Alaska President Pat Gamble, UA Choice will change dramatically starting fiscal year 2012, or after July 1, with some changes occurring sooner than that. The changes, listed below, are critical to preventing costs from doubling in seven years. We know these changes are difficult, but believe they're necessary to ensure that our benefit plans will remain viable for many years to come.

Get started now by reading this newsletter and updates arriving in the next two months to help you decide what coverage you want. Remember, your benefits are valuable to you — choose and use them wisely!

Medical July 1, 2011 - June 30, 2012

- Increase deductibles and out-of-pocket maximums on all plans.
- Bi-weekly employee charges will be set in March 2011.

	HDHP**	750 Plan	500 Plan
Individual Deductible	\$1,250	\$750	\$500
Family Deductible	\$3,000	\$2,250	\$1,500
OOP Max* (Individual)	\$3,750	\$3,500	\$3,000
OOP Max* (Family)	\$8,000	\$7,000	\$6,000
Coinsurance	20%	20%	20%
Physician Visit	Deductible & Coinsurance	Deductible & Coinsurance	Deductible & Coinsurance

*Out of Pockets do not include deductibles. **HDHP=High Deductible Health Plan.

To compare with the current plan design, please see: <http://www.alaska.edu/files/benefits/FY12Deductibles.pdf>



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Pharmacy

- Tier 3 (Non-Preferred) retail copay will increase from \$40 to \$50 and mail order copay will increase from \$80 to \$100.

	Retail 30-Day Supply	Mail Order 90-Day Supply
Tier 1 (Generic)	\$5	\$10
Tier 2 (Preferred)	\$25	\$50
Tier 3 (Non-Preferred)	\$50	\$100

- Retail copay will double if member does not start using mail order on the third refill of maintenance drug. Any drug that would freeze will be exempt.
- The generic retail and mail order copay for drugs to treat certain diseases will be free if the employee or member is enrolled and actively participating in the Alere disease management program associated with their condition. The disease management programs are: Asthma, Chronic Obstructive Pulmonary Disease (COPD), Coronary Artery Disease (CAD), Diabetes and Chronic Heart failure. **Look for more details in Update 3.**
- Certain drugs will be reclassified from Tier 2 (Preferred) to Tier 3 (Non-Preferred).

For more information about the changes to your plan, visit www.alaska.edu/benefits.

Employee Medical Plan Changes

Effective July 1, 2011

Look inside for details about upcoming changes to your medical plan benefits provided by the University of Alaska system.

Update 2

- Preventive Care
- Pre-existing Conditions
- New Tobacco Surcharge



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Medical Plan Changes

Preventive Care Covered at 100%

The better your health, the less your health care costs. To help you stay healthy and detect problems early, your medical benefits include 100% coverage of allowable charges for preventive care services from network physicians. Disease prevention and early detection is important to living a healthy life.

Use in network doctors and facilities to save money. Visit www.premera.com or call 800-364-2982 to find a suitable provider.

Preventive services include wellness examinations, immunizations, diagnostic tests and screenings such as:

- Breast cancer
- Cervical cancer
- Colorectal cancer

Pre-existing Conditions

Effective July 1, 2011, all pre-existing medical conditions will be covered for children under age 19 upon plan enrollment.

Dependent Children to Age 26

Beginning July 1, 2011 your children will be eligible until their 26th birthday, regardless of student or marital status, even if the child is not your dependent for tax purposes.

Lifetime Limits

The Lifetime maximum has been removed from the plan.



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Tobacco Surcharge

In order to promote the healthiest lifestyle for all of our employees, there is now a \$50 per month Tobacco Surcharge, deducted bi-weekly, if you or anyone enrolled on your plan use tobacco products.

The University offers a smoking cessation program through the Employee Assistance Program (EAP) with ComPsych at 866-465-8934 or through the State of Alaska at 1-888-842-QUIT (7848). Participation and completion in either will waive the Tobacco Surcharge.

Medical Plans

	HDHP	750 Plan	500 Plan
Individual Deductible	\$1,250	\$750	\$500
Family Deductible	\$3,000	\$2,250	\$1,500
OOP Max* (Individual)	\$3,750	\$3,500	\$3,000
OOP Max* (Family)	\$8,000	\$7,000	\$6,000
Coinsurance	20%	20%	20%
Physician Visit	Deductible & Coinsurance	Deductible & Coinsurance	Deductible & Coinsurance

*Out of Pockets do not include deductibles.

- Deductibles are what you pay before your health plan begins to pay.
- Co-insurance is how you and the University share the cost of your health care after the full deductible is met. You will pay 20% of allowable charges and the plan pays the remainder until the annual out-of-pocket maximum is met.
- The annual out-of-pocket maximum is the most you will pay.
- The employee bi-weekly charges will be finalized in March 2011.

For more information about the changes to your plan, visit www.alaska.edu/benefits.

Employee Pharmacy Changes Effective July 1, 2011

Look inside for details and instructions on how to take advantage of the new Mail Order Pharmacy services provided by the University of Alaska system.

Update 3

CVS Caremark Mail Order Pharmacy User Guide



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CVS Caremark Pharmacy Plan Changes

Your prescription benefit offered by the University of Alaska includes the use of a mail service pharmacy. If you take one or more maintenance medicines, you will save money and time with mail service and have your medicine conveniently delivered to your home, office or location of choice.

What you will pay.

Your copayments for both retail and mail service are shown in this chart. This represents an increase from the existing copayments, where the Tier 3 copayment for retail has been increased from \$40 to \$50, and the mail order copayment has been increased from \$80 to \$100.

Pharmacy Copays	Retail 30-Day Supply	Mail Order 90-Day Supply
Tier 1 (Generic)	\$5	\$10
Tier 2 (Preferred)	\$25	\$50
Tier 3 (Non-Preferred)	\$50	\$100

Note: Retail copay doubles if the member does not start using mail order by the third refill of a maintenance drug. Any drug that would freeze during mailing is exempt. *Maintenance drugs are prescriptions commonly used to treat conditions that are considered chronic or long-term. These conditions usually require regular, daily use of medicines. Examples of maintenance drugs are those used to treat high blood pressure, heart disease, asthma and diabetes.*



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You can receive up to a 90-day supply of your medicine for a copay that may be significantly less than you would pay at a participating retail pharmacy. If you are unsure of your cost, contact your benefit provider, call the toll-free number listed on your benefit ID card, or check drug costs on Caremark.com.

Getting started is easy!

The quickest way to get setup for mail order is to take advantage of our FastStart department. This department can set up your mail order account, walk you through what to expect, and even contact your doctor for a prescription. To contact the FastStart department, call 800-875-0867. If you need your prescription filled right away, ask your doctor to write two prescriptions for your long-term medicines:

- The first for a short-term supply (e.g., 30 days) to be filled right away at a participating retail pharmacy
- The second for the maximum days supply allowed (up to a 90-day supply) with as many as three refills (if appropriate) to be mailed to the Mail Service Pharmacy.

2011 Drug Classification Updates

Certain drugs have been reclassified from Tier 2 (Preferred) to Tier 3 (Non-preferred). These drugs include: Nexium, Dexilant, Clarinex/Clarinex-D and Xyzal.

Alere Disease Management Program

The generic retail and mail order copay for drugs to treat certain diseases will be free if the employee or member is enrolled and actively participating in the Alere disease management program associated with their condition. The disease management programs are: Asthma, Chronic Obstructive Pulmonary Disease (COPD), Coronary Artery Disease (CAD), Diabetes and Heart failure. The drug classes that relate to these programs are high cholesterol, high blood pressure, asthma, diabetes. To see if you qualify for the Alere Disease Management programs, call Alere at 866-674-9101.

Tobacco Surcharge/Credit Implementation Issues and Options

Description of Proposed Plan Change

JHCC approved implementation of “tobacco use surcharge” of \$50 per month for those employees or their health care enrolled dependents that have used tobacco within the last 12 months or are not enrolled in a smoking cessation program. It was designed that this surcharge would offset the amount required to collect from employees. It is projected that approximately 830 (19%) of the employees enrolled in health care would be subject to this charge.

Implementation Considerations

The following issues should be considered when deciding how to implement the Tobacco Surcharge/Credit:

1. Federal Department of Labor requires authorization from employees prior to deducting any amount from an employee’s pay. To be compliant, we would need authorization from the employee before deducting the biweekly tobacco surcharge.
2. Develop proper communication to employees so they understand how the charge/credit works in conjunction with their normal bi-weekly charges deducted from their paycheck as well as how they certify to be tobacco-free. This is imperative especially after the communication problems caused by the dependent audit.
3. Develop a method of collecting the tobacco-free certificate that would maximize participation in the surcharge. This is typically administered in the industry by applying the surcharge to all employees and waiving the surcharge or giving a credit to those who have certified they are tobacco-free.
4. Minimize impact to HR offices for data entry of deduction codes. Each deduction code must be entered on an employee’s record. A tobacco surcharge/credit would require additional data entry time and possible HR Systems programming.
5. Create a consistent process for implementing future charges and credits. The JHCC has discussed other behavior type incentives which would offset an employee’s biweekly charge for attaining certain objective health goals (i.e. achieving certain target numbers in biometric categories).

Implementation Options

Option 1: Only set-up the tobacco surcharge deduction on those employees that have submitted a form certifying they and/or their dependents are tobacco-users according to the established guidelines. Employees would default into their current health plan level if an open enrollment form is not completed.

Pros:

- Would be compliant with DOL regulations
- Would keep data entry of deductions to a minimum. Only those employees who certify they or their dependents use tobacco will need a new deduction record completed. This approximately equates to 833 new records to be entered by HR offices.

Cons:

- Anticipate that there would be low participation since employees would need to voluntarily complete the form and request the tobacco charge to be deducted from their paycheck.

Option 2: Require all employees to complete the health care open enrollment forms in order to positively elect their health care plan and complete the Tobacco free certification which would be included on the same form. All employees' health care eligibility records would default to Opt-Out as of 07/01/11. An open enrollment form would be required to continue health care coverage.

Pros:

- Would be compliant with DOL regulations as employees would be required to submit a new form that would contain the tobacco surcharge deduction authorization.
- Would receive high level of participation because if forms were not turned in, then employees health care would be terminated starting July 1st.
- Employees would be more vested in researching the new health plans and investigating which plan is best for them, rather than if their plan defaulted to their current health plan level.

Cons:

- HR Systems would programmatically opt-out all employees. MAU HR offices would need to enter the health care plans and tobacco surcharge deductions for every enrolled employee (could be as much as 4 records for each enrolled employee).
- This would require a comprehensive and exhaustive communication plan to make sure that all employees are completing an open enrollment form prior to the end of the open enrollment period. This is different than in past years in which they would default into their previous year's plan.

Option 3: Rather than have a Tobacco surcharge, implement a tobacco-free credit. All employees would have a higher employee charge rate that includes the tobacco surcharge amount. They would then complete the Tobacco-free certification and receive a credit that will be added to their biweekly pay. Employees would default into their current health plan level if an open enrollment form is not completed.

Pros:

- Would be compliant with DOL regulations as there is no additional deduction from pay. Credits do not require prior employee authorization.
- Would receive high level of participation because all employees would be defaulted to the higher rate that includes the tobacco surcharge. Only those that qualify for the credit will complete the certification.
- Would be an incentive rather than a punishment to encourage healthy behaviors.
- Would set the tone for future "credits" given for healthy behavior that was discussed at earlier JHCC meetings.

Cons:

- Increased HR Systems programming to mass create the new benefit code for all employees (4,300 records). Increased data entry for MAU HR office in order to activate the tobacco credit benefit record (approximately 3,467 new records).
- Because communication has already been broadcast to employees that the rates are going to be close to the FY11 level, we would need to have a good communication plan to explain that the new higher rates less the tobacco-free credit would equate closely to the FY11 rates.
- Since the payroll system would combine the tobacco surcharge of \$600 and the regular employee rates, we would not be able to accurately report the money collected solely due to the tobacco surcharge portion of the rate.
- Tobacco-free credit would be taxable to employees.

Option 4: Postpone implementation of tobacco surcharge until FY13 when more time can be used to discuss implementation impacts and the approach that should be taken (surcharge vs. credits). Employees would default into their current health plan level if an open enrollment form is not completed.

Pros:

- No system changes needed at this time.
- Would be compliant with DOL regulations
- Employees have already received communication of a tobacco surcharge (Option 1). If it is decided that it is better to go with a credit rather than a surcharge, then delaying implementation would allow additional time for communicating the implementation and reasons for the implementation. This would avoid additional communication challenges and confusion to employees especially in light of existing negative employee response to the health plan changes and the dependent audit.

Cons:

- Employee rates would be slightly higher than FY11 rates as there would not be the Tobacco surcharge to offset the amount that is needed to be collected.
- Communication of tobacco surcharge has already been broadcast to employees. We would need to make communication the delay in implementation.



Employee Benefits "Best Doctors" Program

Look inside for details about a new and exciting addition to your benefits provided by the University of Alaska system.

Update 4

- Introducing the Best Doctors Program



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IS SURGERY MY BEST OPTION? IS MY DIAGNOSIS CORRECT?
WHY AREN'T MY SYMPTOMS IMPROVING? WHAT'S THE BEST
DID MY DOCTOR MISS SOMETHING? HOW CAN I BE CERTAIN
AM I ON THE RIGHT MEDICATION? WHY ISN'T MY INJURY HEALING?

NOT SURE ABOUT A MEDICAL DECISION?

DO I NEED CHEMOTHERAPY? IS THERE A BETTER WAY FOR ME?
AM I GETTING THE RIGHT TREATMENT? IS MY DOCTOR RIGHT?
HOW CAN I BE ABSOLUTELY SURE? IS SURGERY MY BEST OPTION?
WHAT IS RIGHT FOR ME? SHOULD I GET ANOTHER OPINION?

Introducing Best Doctors

A free and confidential service offered by the University of Alaska's health plan

Have you or a family member ever had a health issue where you wanted a second opinion, but did not know where to turn? The University of Alaska health plan has added a new benefit to help: Best Doctors. You can call Best Doctors for additional information and expert consultation on anything from minor surgery to serious issues like cancer, heart conditions and more.

When you need to be absolutely sure, contact Best Doctors.

Best Doctors is a second opinion.

Best Doctors gives you the peace of mind that comes with a second medical opinion. Top rated specialists will provide expert consultation in order to confirm or possibly even recommend a change to the diagnosis from your primary physician.

100% free and confidential.

Nobody at the University of Alaska will ever know you called. Best Doctors is an independent resource, not associated with your employer.

Getting Started.

To get started, call 1-866-904-0910, or contact Best Doctors online at <http://www.bestdoctors.com/us/Member-Contact-Us.aspx>.

You can connect with a member of the Best Doctors clinical team from the comfort of your home. They will listen to your concerns and handle the rest - even gather your medical records for you.

So when you need to make the right decision about your medical treatment, contact Best Doctors, and let's make sure.

Now getting an expert second opinion is as easy as 1-2-3



You ask

If you've been to the doctor but still aren't sure, call Best Doctors. It's free and confidential!



We answer

A Best Doctors expert specialist will confirm what you've been told, or recommend a better treatment.



You're sure

With your personalized Expert Report from Best Doctors, you and your family gain peace of mind.



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Joint Health Care Committee (JHCC)

March 1 and 2, 2011 Face to Face in Anchorage, Alaska

Day 1 University Center Room 145

Day 2 University Center Room 144

Telephone Access: 1-800-893-8850 Participant Code: 7787450

Purpose of Meeting: The Numbers

Committee Members:

Unions: Richard D. Seifert (UNAC), Kate Gordon (UNAC), Melanie Arthur (UNAC, Alternate), Tim Powers (UAFT), Jane Weber (UAFT), Gail Opalinski (UAFT Alternate), J. Sowell (6070), Colin Clausson (6070), Jennifer Madsen (6070 Alternate)

Management: Beth Behner, Stuart Roberts, Wendy Tisland, Gwenna Richardson, Lisa Sporleder (Alternate)

STAFF: (Management) Mike Humphrey, Erika Van Flein, Timothy Armbruster, Michelle Pope (Union) Cyndee West,

Day 1 Start Time is 10:30AM

10:30A.M. Roll Call - Review and approve agenda

10:35 A.M. Tobacco Surcharge – Implementation (needs discussed first as could have an impact on the projected numbers)

11:00 A.M. The Numbers – Michelle Pope

LUNCH - Working Lunch

TOPICS FOR DISCUSSION

FY12 Employee Charges

Communications

Update on Dependent Audit

Employee Incentives

JHCC Membership according to Charter

Forums for Open Enrollment

Meeting Schedule set future dates – topics, vendor presentation schedule

Day 2 will Start at 9:00 AM room 144 University Center

**Joint Health Care Committee
Wellness Initiatives**

Funding Support Request Form

Purpose: This form will be used to request funding from the Joint Health Care Committee to support Wellness Initiatives at the local level (group*/department/campus). *A group of 10 or more, not specific to a department or campus – example: building,

- Limits: 1) Requests of \$250 to \$500 should be accompanied by a budget and description of the initiative.
2) Requests of \$500 to \$1000 should be accompanied by a budget and description of the initiative - and a list of employees eligible for participation in your initiative.
3) \$25 Incentive Reward for any competition type initiatives (per individual winners).

All requests will require a report of program accomplishments, number of attendees and include any written feedback from participants and/or organizing committee.

Requestor: _____ Date: _____

E-mail Address: _____

Target Group, Department or Campus: _____

Activity: _____

Expected Outcomes: _____

Describe how this activity will support Wellness Initiatives at your location:

Dollar Amount Requested: _____

To be used for:

Approved: _____ Date: _____

Cc: Chair JHCC

JHCC
\$300K – Wellness Initiatives

IDEAS for Group/Department/Campus Initiatives:

1. Sponsor a Wellness Fair at each campus location (coordinate w/community health fairs)
 - a. Invite service providers in the health, wellness, nutrition, fitness areas to campus for a day to promote wellness. (Requires a contact person at each of the campuses (rural & MAU) to assist with this)
 - b. Include making information available on UA Benefit plan (attach Alaska Health Fairs website)
2. Wellness Competitions – (coming up with a criteria and allowing ea campus (MAU & rural to spend the monies on this-doesn't have to be system wide)
 - a. "Snack Wars" – sharing of health snacks with taste testing and a winners!
 - b. "Biggest Loser" – weight loss competition combined with community service (collected canned food for charity through program)
 - c. "Iron Chef" – contest with a healthy twist, possibly using the culinary arts staff/faculty where available

IDEAS for JHCC Sponsored Initiatives:

1. Direct mail – healthy cookbook
 - a. Collect recipes from UA employees using a point of contact at each campus; contract out to a vendor to create book; include testimonials about the wellness program. (like this-not quite sure of the logistics)
2. Direct mail – Food Pyramid refrigerator magnets.
3. Food Pyramid Posters for campus kitchen areas/break rooms .
4. Calendars and/or Posters promoting wellness for campus common areas.
5. Recognition for Campus with highest level of participation in the PWP. (provide a trophy for a main campus & a trophy for the rural campuses)
6. Include spouses in IHP sessions – consider doing it in a pilot program with a finite # of slots per campus. (expand WIN's capabilities-include the significant others as long as they are on the health plan)
7. Offering more than the \$100 for a health club enrollment reimbursement. (this would be in addition to the 50/50 & PWPs-offer this incentive year round
8. Continue with the 50/50 program and PWPs. (this works but need to keep an eye on it).
9. Recognition for front-line leaders in coordinating wellness Initiatives.

CHALLENGES -

- A. Making some part of program available to all UA employees receiving benefits
- B. Identifying contact people at each campus to help coordinate/facilitate activities

Compiled by JHCC (sub-committee): 7/7/10, 9/3/10 and 10/21/10
With input from SHCC: 9/14/10

University of Alaska's Health Care Accounting: Projections

Tuesday, March 1, 2011

Presented by:

Michelle Pope

Manager of Payroll and Benefit Accounting

Objectives

- ◆ Review the Health Accounting Process
- ◆ Review Health Care Projections
- ◆ Discuss Implementation of Tobacco Surcharge
- ◆ Decide on Health Care Employee Rates for FY2012

Agenda

- ◆ Review the Accounting Timeline
- ◆ Review the Components of Health Care Projections
- ◆ Review of Health Costs projection methodology
- ◆ Review of Health Care Spreadsheets for FY2011-FY2012 Updated Projections
- ◆ Tobacco Surcharge Implementation
- ◆ Health Care Employee Rates Options for FY2012
- ◆ Questions
- ◆ Appendix

Review of Health Care Accounting Timeline

Projections

January- March:

- Project the costs and recoveries for the current and the next fiscal year
- Finalize the employee health care rates that will be used for open enrollment in April and May by March 15th

Fiscal Year Activity

July- June:

- Cost are incurred and paid
- Recoveries are received

Actuals

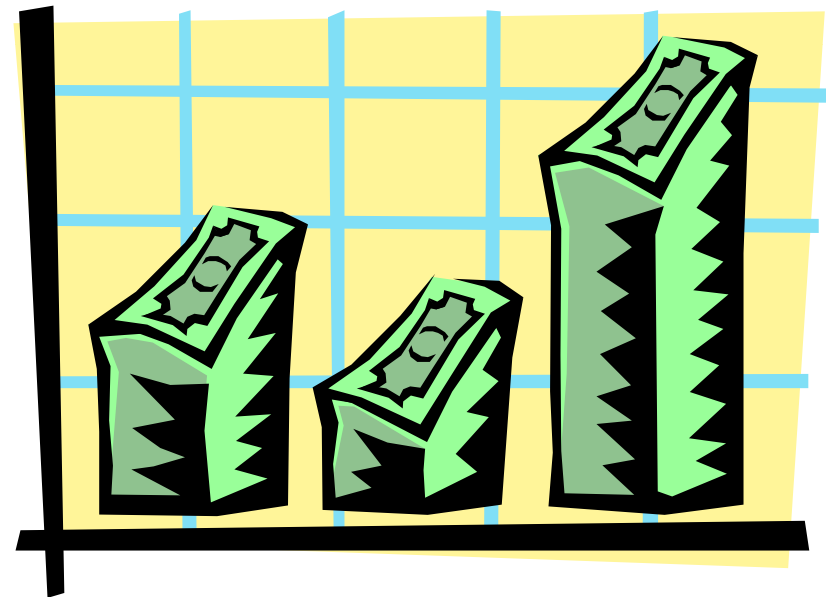
August-October:

- Determine the actual costs and recoveries for the prior fiscal year
- Determine the over or under recovery that will be rolled into future periods

Components of Health Care Accounting Projections

- +Costs
- COBRA Recovery
- UA Obligation
- +Prior Year Adjustments

Employee Recovery Needed



For more information about the health care accounting process, visit:
<http://www.alaska.edu/benefits/downloads/overview.pdf>

UA Health Care Projections

REMEMBER:

The University of Alaska
is on a

Prospective Model

for purposes of Health
Care Accounting



Health Care Projection: Administrative and Vision Premium Methodology

- ◆ UA projects the average headcount based on actual headcount for July through December 2010 period, historical trends, and anticipated budget changes
- ◆ UA projects vision insurance costs and administrative costs based on projected vendor rates and average projected headcount

Health Care Claims Projection Methodology

- ◆ High Projection (Premera Trend): Uses the Premera Alaska Book of Business trend rates to project claims.
- ◆ Medium Projection (Consultant Trend): Lockton uses the UA claims data for the past three years and national trend rates to develop projected claims.
- ◆ Low Projection (Historical Costs): UA Payroll and Benefit Accounting reviews historical data to project claims amount.

Health Care Claims Projection: Trend Methodology

Lockton applies the trend to the medical, pharmacy, and dental claims costs based on the past UA claims data, UA enrollment data, projected future UA enrollment and UA large dollar claims information to project the claims costs for the fiscal year.

FY05 through FY08, the university used the High Projection (Blended Trend) for claims projections.

Health Care Claims Projection: Historical Costs Methodology

- ◆ Review actual percentage increase/decrease in actual claims.
- ◆ Reviewed percentage of completion for claims paid through December.

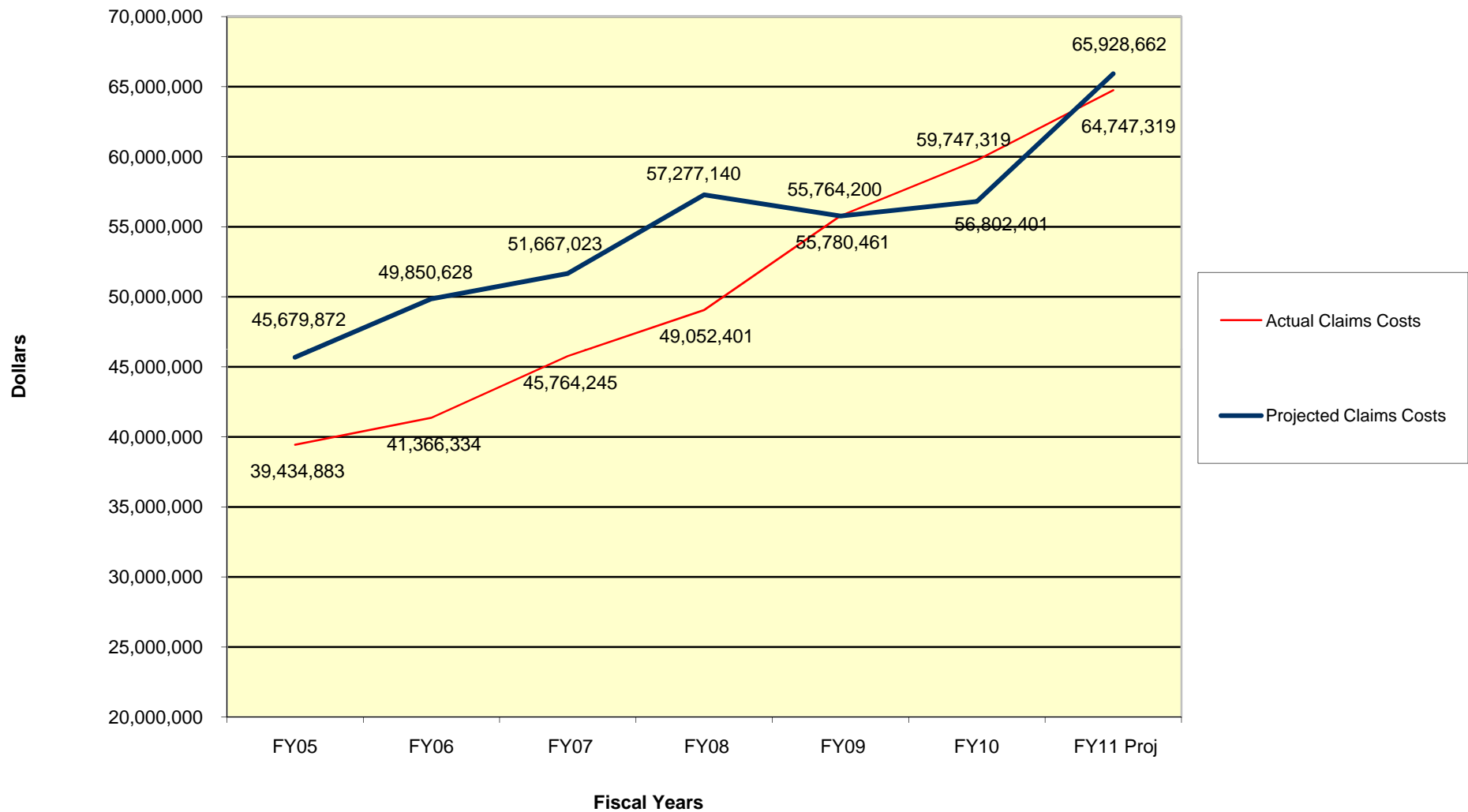
FY09 through FY11, the university used the Low Projection (Historical Costs) for claims projections.

Health Care Claims Projection: Historical Costs Methodology (continued)

Due to health care reform and plan design changes effective FY12, the following adjustments were made to the historical claims projection:

- ◆ Added an additional \$2.4 million to projected claims cost for implementation of health care reform provisions (adding adult dependents, eliminating cap on preventative, and eliminating life time max)
- ◆ Subtracted \$7.3 million for plan design changes and cost shifting to employees through increased deductibles and out of pocket maximums.

UA Comparison of Projected Claims Costs that set Employee Rates and Actual Claims Costs



FY11 projected figure is the updated projection as of Feb 2011.

Health Care Claims Projection: Review of Actual Claims Costs

Claims History Per Vendor Reports		Total FY \$ Change	Total FY Percentage
Fiscal Year	Total FY Claims Cost	Inc(dec) claims	Inc(dec) claims
1992	13,887,609.65		
1993	14,048,467.87	160,858.22	1.16%
1994	15,272,548.49	1,224,080.62	8.71%
1995	16,425,691.90	1,153,143.41	7.55%
1996	15,074,943.46	(1,350,748.44)	-8.22%
1997	17,202,246.13	2,127,302.67	14.11%
1998	17,734,687.39	532,441.26	3.10%
1999	17,022,203.24	(712,484.15)	-4.02%
2000	17,891,969.36	869,766.12	5.11%
2001	21,226,559.58	3,334,590.22	18.64%
2002	25,578,389.39	4,351,829.81	20.50%
2003*	29,949,034.72	4,370,645.33	17.09%
2004*	34,126,073.61	4,177,038.89	13.95%
2005**	39,434,927.22	5,308,853.61	15.56%
2006**	41,366,334.16	1,931,406.94	4.90%
2007**	45,764,244.97	4,397,910.81	10.63%
2008**	49,052,401.37	3,288,156.40	7.18%
2009**	55,780,461.09	6,728,059.72	13.72%
2010**	59,747,318.84	3,966,857.75	7.11%
2011 Projection**	64,747,318.84	5,000,000.00	8.37%
2012 Projection**	64,835,818.84	88,500.00	0.14%

*Adjusted for claims refund from prior years.

** Does not include vision premium.

FY11 Updated Projections

Line #		FY11 Projections- Feb 2010 Set EE Rates	FY11 Projections- Feb 2011 Updated Projections	Variance
	Costs			
1	Combined Health/Pharmacy Claims (less pharmacy rebates)	65,928,662.35	64,747,318.84	1,181,343.51
2	Vision Insurance Premium	801,102.00	598,193.22	202,908.78
3	Admin Cost - Health Program	2,700,267.84	2,963,656.08	(263,388.24)
4	Cobra Outsourcing	28,426.20	28,684.70	(258.50)
5	Wellness	2,398,544.18	2,328,330.92	70,213.26
6	Total Costs	71,857,002.57	70,666,183.76	1,190,818.81
	Recoveries			
7	Cobra Health Recovery	(248,125.07)	(371,327.55)	123,202.48
8	Total Recoveries	(248,125.07)	(371,327.55)	123,202.48
9	Net Cost	71,608,877.50	70,294,856.21	1,314,021.29

FY11 Updated Projections

Line #		FY11 Projections- Feb 2010 Set EE Rates	FY11 Projections- Feb 2011 Updated Projections	Variance	
9	Net Cost	71,608,877.50	70,294,856.21	1,314,021.29	A
	University Obligation:				
	Yearly Defined Contribution Rate (per Mo =1023.75)	12,285.00	12,285.00		
11	Average number of employees	4,270	4,300	(30)	
12	University Obligation University Defined Contribution	52,456,950.00	52,825,500.00	(368,550.00)	
13	- % of net costs	73.25%	75.15%		
14	University obligation- to meet floor percentage	6,978,418.33	5,519,230.65		
15	Total University obligation Total University obligation	59,435,368.33	58,344,730.65	1,090,637.68	C
16	minimum- % of net costs	83.00%	83.00%		B
17	Employee Recovery Needed Before Prior Year Adjustments	12,173,509.17	11,950,125.56	223,383.61	

UA Obligation: $A * B = C$

FY11 Updated Projections

Line #	FY11 Projections- Feb 2010	FY11 Projections- Feb 2011	Variance	
	Set EE Rates	Updated Projections		
17	Employee Recovery Needed Before Prior Year Adjustments	12,173,509.17	11,950,125.56	223,383.61
18	Employee and Dependent Recovery	(9,788,517.00)	(9,159,769.75)	(628,747.25)
19	(Over)/Under Recovery for FY10	2,384,992.17	2,790,355.81	(405,363.64)
20	Accumulated (Over)/Under recovery from prior periods	(2,395,315.89)	(3,004,322.69)	609,006.80
22	Net (Over)/Under Recovery	(10,323.72)	(213,966.88)	203,643.16

FY2012 Projections

Line #		FY11 Projections- Feb 2011 Updated Projections	FY12 Projections- Feb 2011 Set EE Rates	Variance
	Costs			
1	Combined Health/Pharmacy Claims (less pharmacy rebates)	64,747,318.84	64,835,818.84	88,500.00
2	Vision Insurance Premium	598,193.22	596,394.12	(1,799.10)
3	Admin Cost - Health Program	2,963,656.08	3,168,122.67	204,466.59
4	Cobra Outsourcing	28,684.70	24,438.12	(4,246.58)
5	Wellness	2,328,330.92	2,100,512.66	(227,818.26)
6	Total Costs	70,666,183.76	70,725,286.41	59,102.65
	Recoveries			
7	Cobra Health Recovery	(371,327.55)	(224,661.00)	146,666.55
8	Total Recoveries	(371,327.55)	(224,661.00)	146,666.55
9	Net Cost	70,294,856.21	70,500,625.41	205,769.20

FY2012 Projections

Line #	FY11 Projections- Feb 2011 Updated Projections	FY12 Projections- Feb 2011 Set EE Rates	Variance	
University Obligation:				
10	Yearly Defined Contribution Rate (per Mo =1023.75)	12,285.00	12,285.00	
11	Average number of employees	4,300	4,300	
12	University Obligation	52,825,500.00	52,825,500.00	0.00
13	University Defined Contribution - % of net costs	75.15%	74.93%	-0.22%
14	University obligation- to meet floor percentage	5,519,230.65	5,690,019.09	170,788.44
15	Total University obligation	58,344,730.65	58,515,519.09	170,788.44
16	Total University obligation minimum- % of net costs	83.00%	83.00%	
17	Employee Recovery Needed Before Prior Year Adjustments	11,950,125.56	11,985,106.32	34,980.76

Tobacco Surcharge Implementation

Method of implementing the Tobacco surcharge may impact the accounting methodology and employee rates.

Tobacco charge/credit (\$600 per year):

\$23.08 for 26 pay periods

\$31.58 for 19 pay periods

See “Tobacco Surcharge/Credit Implementation Issues and Options” handout.

Things to think about

- ◆ Impact of FY12 health plan changes and Health Care Reform on future years (lots of moving parts).
- ◆ The employee rate structure is based on plan values and tier ratios not actual costs incurred. In past years, these ratios have been artificially collapsed to prevent the Economy plan rates from going below the established minimum.
- ◆ After FY11, there will not be any large over-recovery amounts to assist in transitioning to higher employee rates.

Employee and Dependent Rate Development

With the implementation of the health plan changes for FY12, employee rate scenarios have been developed to keep the rates as close to the FY11 level as possible.

If rates stay at exactly the FY11 level, there is projected to be an under recovery of \$1 million.

The rates for the new fiscal year will be charged to the employees starting the first paycheck issued in July.

Option 1 & 2: Tobacco-Use Surcharge

Line #		FY11 Projections-	FY12 Projections-	Variance
		Feb 2011	Feb 2011	
		Updated Projections	Set EE Rates	
	Employee Recovery Needed Before Prior Year			
17	Adjustments	11,950,125.56	11,985,106.32	34,980.76
18	Employee and Dependent Recovery	(9,159,769.75)	(11,271,139.44)	(2,111,369.69)
19	(Over)/Under Recovery	2,790,355.81	713,966.88	(2,076,388.93)
20	Accumulated (Over)/Under recovery from prior periods	(3,004,322.69)	(213,966.88)	2,790,355.81
21	Tobacco Surcharge		(500,000.00)	(500,000.00)
22	Net (Over)/Under Recovery	(213,966.88)	(0.00)	213,966.88

Option 3: Tobacco-Free Credit

Line #		FY11 Projections- Feb 2011 Updated Projections	FY12 Projections- Feb 2011 Set EE Rates	Variance
17	Employee Recovery Needed Before Prior Year Adjustments	11,950,125.56	11,985,106.32	34,980.76
18	Tobacco Credit		2,080,000.00	
19	Employee and Dependent Recovery	(9,159,769.75)	(13,851,139.44)	(4,691,369.69)
20	(Over)/Under Recovery	2,790,355.81	213,966.88	(2,576,388.93)
21	Accumulated (Over)/Under recovery from prior periods	(3,004,322.69)	(213,966.88)	2,790,355.81
22	Net (Over)/Under Recovery	(213,966.88)	(0.00)	213,966.88

Tobacco Credit = 4300 * \$600- \$500,000

Option 4: Delay Implementation

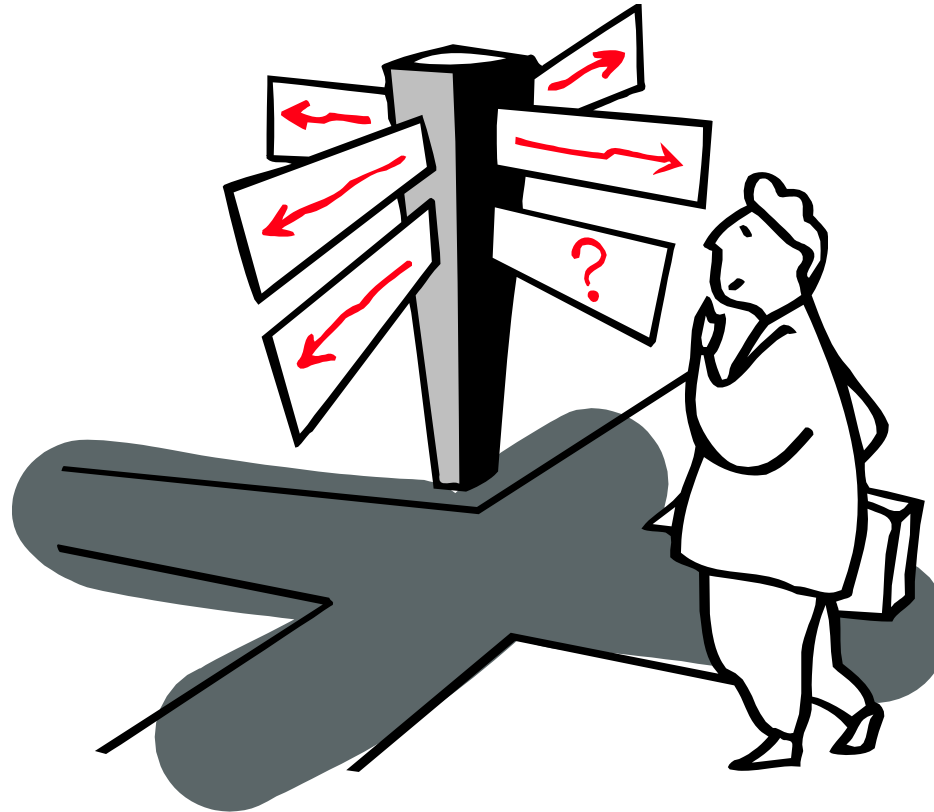
Line #		FY11 Projections- Feb 2011 Updated Projections	FY12 Projections- Feb 2011 Set EE Rates	Variance
17	Employee Recovery Needed Before Prior Year Adjustments	11,950,125.56	11,985,106.32	34,980.76
19	Employee and Dependent Recovery	(9,159,769.75)	(11,771,139.44)	(2,611,369.69)
20	(Over)/Under Recovery	2,790,355.81	213,966.88	(2,576,388.93)
21	Accumulated (Over)/Under recovery from prior periods	(3,004,322.69)	(213,966.88)	2,790,355.81
22	Net (Over)/Under Recovery	(213,966.88)	(0.00)	213,966.88

FY11-FY12 Annual Employee and Dependent Rate Scenarios

University of Alaska Fiscal Year 2011-2012 Employee Plan Rate Scenarios Base Annual Rates without surcharges or credits

<i>Line #</i>		Headcount projection as of Feb 2011	FY11 Actual Rates	FY12 (Option 1 & 2)	FY12 % Change	FY12 (Option 3)	FY12 % Change	FY12 (Option 4)	FY12 % Change
"500" Plan									
1	EE	158	\$2,547.00	\$2,667.00	4.71%	\$3,267.00	28.27%	\$2,727.00	7.07%
2	EE + SP	162	5,094.00	5,334.00	4.71%	5,934.00	16.49%	5,454.00	7.07%
3	EE + CH	38	4,584.00	4,801.00	4.73%	5,401.00	17.82%	4,908.00	7.07%
4	Family	114	7,131.00	7,468.00	4.73%	8,068.00	13.14%	7,635.00	7.07%
"750" Plan									
5	EE	1072	\$1,116.00	\$1,264.00	13.26%	\$1,864.00	67.03%	\$1,324.00	18.64%
6	EE + SP	941	2,232.00	2,528.00	13.26%	3,128.00	40.14%	2,648.00	18.64%
7	EE + CH	360	2,009.00	2,276.00	13.29%	2,876.00	43.16%	2,383.00	18.62%
8	Family	1242	3,125.00	3,540.00	13.28%	4,140.00	32.48%	3,708.00	18.66%
HDHP Plan									
9	EE	83	\$395.00	\$553.00	40.00%	\$1,153.00	191.90%	\$613.00	55.19%
10	EE + SP	48	790.00	1,105.00	39.87%	1,705.00	115.82%	1,225.00	55.06%
11	EE + CH	17	711.00	995.00	39.94%	1,595.00	124.33%	1,103.00	55.13%
12	Family	65	1,106.00	1,548.00	39.96%	2,148.00	94.21%	1,715.00	55.06%

Questions



Appendix

- A. Administrative Rates for FY10-FY12
- B. Pharmacy rebates YTD for FY11
- C. Projected Health Admin Costs for FY12
- D. Wellness Costs for FY12
- E. Multi Year Comparison: FY10-FY12
- F. FY12 Bi-weekly rates (26 pay periods)
- G. FY12 Bi-weekly rates (19 pay periods)

Monthly Admin Rates Comparison FY10-FY12

	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>
Health	48.99	47.61	49.04
Pharmacy	.17	N/A	N/A
Vision	14.76	11.47	11.47
Cobra Outsourcing	.55	.55	.47
Disease Management		2.85	2.85
Best Doctors			2.55

Pharmacy Rebates for FY11

FY11 Actual Rebate received through
December 2010:

\$349,459.58

Total Projected Health Administrative Costs for FY12

Health (PEPM)	2,549,883.83
Health (Utilization Fees)	145,933.23
Rx (Utilization Fees)	191,527.21
Disease Management	148,188.60
<u>Best Doctors</u>	<u>132,589.80</u>
Total	\$3,168,122.67

Total Projected Wellness Costs for FY12

JHCC Incentives	300,000.00
WIN Alaska Program	1,730,400.00
Smoking Cessation Program	49,100.00
<u>Newsletters and Mailings</u>	<u>21,012.65</u>
Total	\$2,100,512.65

FY12 Biweekly Rates (26 pay periods)

<i>Line #</i>		FY11 Actual Rates	FY12 (Option 1 & 2)	FY11 % Change	FY12 (Option 3)	FY11 % Change	FY12 (Option 4)	FY11 % Change
"500" Plan								
1	EE	\$59.97	\$102.58	71.05%	\$125.65	109.52%	\$104.88	74.89%
2	EE + SP	119.94	205.15	71.04%	228.23	90.29%	209.77	74.90%
3	EE + CH	107.94	184.65	71.07%	207.73	92.45%	188.77	74.88%
4	Family	167.90	287.23	71.07%	310.31	84.82%	293.65	74.90%
"750" Plan								
5	EE	\$29.54	\$48.62	64.59%	\$71.69	142.69%	\$50.92	72.38%
6	EE + SP	59.08	97.23	64.57%	120.31	103.64%	101.85	72.39%
7	EE + CH	53.16	87.54	64.67%	110.62	108.09%	91.65	72.40%
8	Family	82.70	136.15	64.63%	159.23	92.54%	142.62	72.45%
HDHP Plan								
9	EE	\$6.58	\$21.27	223.25%	\$44.35	574.01%	\$23.58	258.36%
10	EE + SP	13.12	42.50	223.93%	65.58	399.85%	47.12	259.15%
11	EE + CH	11.82	38.27	223.77%	61.35	419.04%	42.42	258.88%
12	Family	18.39	59.54	223.76%	82.62	349.27%	65.96	258.67%

FY12 Biweekly Rates (19 pay periods)

<i>Line #</i>	FY11 Actual Rates	FY12 (Option 1 & 2)	FY11 % Change	FY12 (Option 3)	FY11 % Change	FY12 (Option 4)	FY11 % Change
"500" Plan							
1 EE	\$82.06	\$140.37	71.06%	\$171.95	109.54%	\$143.53	74.90%
2 EE + SP	164.12	280.74	71.06%	312.32	90.30%	287.05	74.90%
3 EE + CH	147.70	252.68	71.08%	284.26	92.46%	258.32	74.89%
4 Family	229.75	393.05	71.08%	424.63	84.82%	401.84	74.90%
"750" Plan							
5 EE	\$40.43	\$66.53	64.55%	\$98.11	142.65%	\$69.68	72.36%
6 EE + SP	80.86	133.05	64.55%	164.63	103.60%	139.37	72.36%
7 EE + CH	72.75	119.79	64.66%	151.37	108.07%	125.42	72.40%
8 Family	113.17	186.32	64.63%	217.89	92.54%	195.16	72.45%
HDHP Plan							
9 EE	\$9.00	\$29.11	223.39%	\$60.68	574.27%	\$32.26	258.48%
10 EE + SP	17.95	58.16	224.00%	89.74	399.93%	64.47	259.18%
11 EE + CH	16.16	52.37	224.06%	83.95	419.48%	58.05	259.24%
12 Family	25.16	81.47	223.82%	113.05	349.33%	90.26	258.76%