



University of Alaska Board of Regents' Roadmap to Empower Alaska

Board of Regents' Priority Strategies – FY24

The Board of Regents has identified the following priority strategies for FY24 for President Pitney's attention and implementation. Progress on these will be monitored by the BOR at their quarterly meetings:

- Improving Graduation and Retention
- Systemwide Enrollment Plan
- Facilities Maintenance and Modernization Plan
- Achieving Cost-Efficient Operations
- UAF reaching R1 research status by 2027
- Empower Alaska Branding

Implementation Timeline

Priority strategy	November 2023	February 2024	May 2024	August 2024
Improving Graduation and Retention	Recruitment and retention efforts from the Student Success Convening	Inventory and prioritization of existing efforts across the system	Assess progress and identify additional efforts to pursue – Present implementation plan	Monitor, potential budget proposals
Systemwide Enrollment Plan	Update on UAA, UAF, UAS enrollment for fall	1. Update Board on UAA, UAF and UAS enrollment plans and define Scope of work for a Systemwide plan 2. Engaged a consultant to compile strategies into a comprehensive system plan	President presents the Systemwide Enrollment Plan	Monitor, potential budget proposals
Facilities Maintenance and Modernization Plan	Board approves plan as part of FY25 budget	1. Update based on Governor and legislative input 2. BOR/FMLC approve guidelines for annual distribution and reviews proposed priority projects	BOR/FMLC approves FY25, FY26 priority projects and financing plan	Monitor progress

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Implementation Timeline

Priority strategy	November 2023	February 2024	May 2024	August 2024
Achieving Cost-Efficient Operations	Financial update and audit report	Identify 6-8 priority efforts key to achieving cost efficient operations	Report each priority effort (current priorities): 1. Student Information System (SIS) Modernization 2. Continuous focus on business process improvement a. Banner Self-Serve 9 - HR and Fin Systems b. Review of existing procedures 3. Intellectual property activity 4. Land/Real-estate development opportunities	Monitor, potential budget proposals
UAF reaching R1 research status by 2027	Board approves R1 Funding plan as part of FY25 budget	Update based on Governor and legislative input, Report progress on key milestones	Report progress on key milestones	Report progress on key milestones
Empower Alaska Branding	Update on branding efforts	Provide timeline and key milestones – including survey plan	Report progress on key milestones	Monitor, potential budget proposals



University of Alaska Board of Regents MEASURES & TARGETS - CURRENT SCORECARD

	FY19	FY20	FY21	FY22	FY23	FY24	3-Year Average	Most Recent	Status	BOR FY27 Target
Contribute to Alaska's Economic Development, Skilled Workforce and Engaged Citizenship / State Leadership										
Student Credit Hours	227,277	206,150	186,401	169,127	164,525	170,460	168,037	170,460	●	218,000
Headcount	26,641	24,943	22,093	20,745	20,228	20,960	20,644	20,960	●	26,000
Majors - High Demand Programs	10,046	9,508	8,989	8,540	8,272	Jan 2024	8,600	8,272	▲	9,700
Majors - Teacher Education	1,168	1,112	1,117	1,046	1,035	Jan 2024	1,066	1,035	▲	1,190
Majors - Initial Teacher Licensure	542	533	519	531	545	Jan 2024	532	545	●	600
Majors - Health	2,556	2,487	2,448	2,363	2,367	Jan 2024	2,393	2,367	▲	2,800
Degrees Awarded	4,314	4,278	3,996	3,567	3,285	Aug 2024	3,616	3,285	▲	4,600
Degrees - High Demand	2,868	2,816	2,658	2,561	2,335	Aug 2024	2,518	2,335	▲	2,700
Degrees - Teacher Education	404	389	358	354	340	Aug 2024	351	340	▲	400
Degrees - Initial Teacher Licensure	179	174	137	161	143	Aug 2024	147	143	▲	160
Degrees - Health	951	971	943	897	841	Aug 2024	894	841	▲	980
Foster Academic Excellence for Student Success / Reputation Enhancement										
Graduation Rate First-Time Full;-Time Freshman, Any Undergrad Degree	37.5%	39.1%	40.7%	38.4%	36.6%	Aug 2024	38.6%	36.6%	▲	42%
Fall-to-Fall Retention Rate, First-Time Full-Time Freshman	64.3%	63.0%	66.4%	65.8%	64.4%	66.8%	65.7%	66.8%	●	70%
Capture Rate, Designated UA Scholars (Top 10% Alaska HS grads)	37%	33%	30%	28%	26%	Jan 2024	28.0%	26.0%	▲	45%
Ratio for Prior Year Graduates: Working in Alaska ↔ Alaska Resident	90.0%	89.1%	86.5%	89.1%	Aug 2024	Aug 2025	88.2%	89.1%	●	90%
K-12 School satisfaction with UA 1st and 2nd year teachers		95%			TBA	TBA	95%	TBA	●	95%
Dual Enrollment Headcount (FY)	3,174	3,096	2,999	3,218	3,597	June 2024	3,271	3,597	●	3,630
Grow Our World-Class Research / Arctic Leadership										
Grant Funded Research Expenditures (\$000's)	\$123,947	\$131,717	\$154,919	\$181,551	\$193,067	Nov 2024	\$176,512	\$193,067	●	\$193,000
Operate Cost Effectively / Financial Health & Long Term Viability										
Administrative cost (Institutional support personnel expenditures) as a proportion of total expenditures	8.4%	8.3%	9.9%	9.1%	9.2%	Oct 2024	9.4%	9.2%	●	8.8%
Earned revenue dollars (\$000's)	\$423,492	\$411,425	\$412,021	\$445,330	\$471,972	Oct 2024	\$443,108	\$471,972	●	\$492,000
Total number of donors	6,232	4,572	5,047	4,533	Nov 2024	Nov 2025	4,717	4,533	▲	6,000
Private Philanthropy dollars raised (\$M)	\$29.2	\$16.8	\$29.5	\$21.3	Nov 2024	Nov 2025	\$22.5	\$21.3	▲	\$28.4
Students Receiving Non-Loan Financial Aid (% of Total, Aid Year)	29.8%	32.0%	35.6%	43.8%	32.2%	Nov 2024	37.2%	32.2%	▲	50%
% Graduating students with debt	46.0%	47.0%	48.0%	47.0%	Nov 2024	Nov 2025	47.3%	47.0%	●	< 50 %
Average debt of graduating students	\$25,682	\$25,804	\$25,925	\$ 26,356	Nov 2024	Nov 2025	26,028	26,356	●	< WICHE median
Promote diversity, equity and inclusion in students, faculty and staff										
Indigenous Students as % of Total	16.0%	15.9%	15.1%	16.2%	15.6%	Jan 2024	15.6%	15.6%	●	19.0%
Historically Underrepresented Students (non-Indigenous) as % of Total	13.2%	13.5%	14.7%	14.7%	14.9%	Jan 2024	14.7%	14.9%	●	18.0%
Pell Grant Recipients as % of Total	15.9%	15.6%	14.3%	13.9%	13.9%	Nov 2024	14.0%	13.9%	▲	19.0%
Graduation Rate, Indigenous First-Time Full;-Time Freshman, Any Undergrad Degree	22.7%	23.1%	18.7%	21.1%	21.9%	Aug 2024	20.6%	21.9%	●	23.0%
Indigenous Faculty as % of Total	5.8%	6.2%	5.8%	6.1%	6.5%	7.5%	6.7%	7.5%	●	11.0%
Faculty From Historically Underrepresented Groups (non-Indigenous) as % of Total	7.5%	7.9%	8.3%	8.2%	8.7%	8.7%	8.5%	8.7%	●	9.0%
Indigenous Staff as % of Total	9.1%	9.2%	8.7%	8.5%	9.3%	9.2%	9.0%	9.2%	●	11.0%
Staff From Historically Underrepresented Groups (non-Indigenous) as % of Total	7.7%	7.3%	7.7%	7.7%	8.4%	8.9%	8.3%	8.9%	●	12.0%

Greater than 1% change toward, or already at, Target

Minimal change +/- 1% Relative to Target

Greater than 1% change away from Target