



University of Alaska

Key Indicators

**STANDARD
FORMAT**

	FY09	FY10	FY11	FY12	FY13	Change FY09-FY13	
Annual Number of Students Taking For-Credit Courses	46,712	49,005	49,939	50,628	48,494	↑	4%
Associate and Certificate	7,808	8,962	9,951	10,266	9,845	↑	26%
Bachelor's	13,574	14,548	15,436	16,089	16,250	↑	20%
Graduate	3,052	3,290	3,393	3,458	3,439	↑	13%
Non-Degree Seeking	22,278	22,205	21,159	20,815	18,960	↓	-15%
Average Student Credit Hour Load	11.9	12.1	12.4	12.5	12.8	↑	8%
% of Recent College Bound Alaska High School Graduates		47.5%		47.5%		↔	
% of Recent Alaska High School Graduates who Attend UA	27.6%	29.4%	29.0%	29.4%	29.3%	↑	6%
% of Alaskans who took UA Class	8.2%	8.4%	8.4%	8.1%			

Student Learning Outcomes

Degree, Certificates, Endorsements Awarded	3,427	3,754	3,983	4,174	4,491	↑	31%
High Demand Job Area (HDJA) Degrees Awarded	2,468	2,731	2,910	2,918	3,067	↑	24%
HDJA Grads Employed 1 Year Later	80.5%	80.5%	80.8%				
Vocational Pre- to Post-Training Change in Average Wage Per Quarter	24.6%	21.1%	19.4%	17.9%		↔	
Bachelor's 150% Graduation Rate (Full-Time Only)	29.7%	27.7%	28.6%	28.2%	31.6%	↑	6%
Associate and Certificate 150% Graduation Rate (Full-Time)	13.7%	12.4%	12.4%	12.7%	11.3%	↓	-18%

Research & Creative Activity

Grant Funded Research Expenditures (Millions)	\$120.2	\$131.0	\$138.0	\$132.7	\$129.8	↑	8%
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Service

Non-Credit Instructional Units Delivered	10,873	16,049	15,541	15,498	12,922	↑	19%
Outreach Publications	155,763	177,292	229,778	280,922	284,000	↑	82%

Facilities (Fall Semester)

Sq. Ft. Per Faculty FTE (Fall)	2,401	2,334	2,296	2,221	2,407	↔	0%
Sq. Ft. of Building 25 Years or Older (1000s)	4,202	4,356	4,802	4,898	5,033		20%
Deferred Maintenance & Revitalization Backlog in \$ Per Sq. Ft. (1000s)	917	1,065	1,157	1,186	1,201		31%

Finance

Viability Ratio	4.1	4.4	5.7	5.1			
Return on Net Assets Ratio	-0.2	2.1	5.9	5.4			
Alumni Giving (\$1000s)	\$628	\$671	\$788	\$1,123	\$896	↑	43%
Corporate Giving (\$1000s)	\$12,390	\$10,375	\$24,868	\$14,282	\$8,120	↓	-34%

Note: Each arrow, under the change column, indicates the long-term, five-year, direction of a measure. Green arrows indicate measures that are trending in the desired direction while red arrows indicate those that may be trending differently than desired. Sources and definitions of these measures are summarized under UA Metrics - Data Definitions, starting on page 6.

University of Alaska

Strategic Direction Initiative (SDI) Measures

**STANDARD
FORMAT**









	FY09	FY10	FY11	FY12	FY13	Change FY09-FY13	
Theme I: Student Achievement & Attainment							
Grads who Earned Subsequent Graduate Degrees in 5 Years	9.4%	10.2%	10.6%	10.8%	11.1%	↑	18%
% of Degree-Seekers who Completed 30 Credits or More Per FY							
Bachelor's	13.0%	7.8%	12.9%	13.7%	15.0%	↑	15%
Associate & Certificate	4.1%	3.9%	3.7%	3.5%	4.4%	↑	7%
Preparatory Students Completing College-Level Class in Math or English							
Within 1 Year							
Bachelor's	18.7%	14.4%	19.6%	18.1%	19.3%	↑	3%
Associate & Certificate	7.3%	8.0%	7.6%	5.9%	9.0%	↑	23%
Theme II: Productive Partnerships with Alaska's Schools							
APS Recipients Meeting Annual SCH Requirements				80%	84%		
First-Time Freshmen Taking Math or English Preparatory Class							
Bachelor's	44%	47%	48%	50%	47%	↑	7%
Associate & Certificate	64%	62%	58%	65%	64%	↔	0%
First-Time Freshmen with Dual-Enrollment Credits	27%	27%	24%	23%	27%	↔	0%
Proportion of UA Educated New Teacher Hires	25%	23%	24%	17%			
Theme III: Productive Partnerships with Public Entities and Private Industry							
Graduates Working in Alaska	77.8%	78.6%	78.3%				
Industry Investments in Workforce Education (\$1000s)	\$4,840	\$4,501	\$3,919	\$4,524	\$3,534	↓	-27%
Industry Investments in Research & Extension (\$1000s)	\$28,216	\$23,908	\$24,424	\$28,585	\$26,242	↓	-7%
Baccalaureate Engineering Degrees Earned at UA	94	148	137	143	156	↑	66%
Health Related Degrees Earned at UA	715	824	786	788	914	↑	28%
Theme IV: Research and Development to Sustain Alaska's Communities & Economic Growth							
Ratio Non-General Fund: General Fund Research Revenue	5.7	5.2	5.6	5.3	5.2		-9%
Annual Number of Invention Disclosures	7	8	6	41	86	↑	1,129%
Theme V: Accountability to the People of Alaska							
Average Non-Loan Aid (\$) for Financial Aid Eligible Undergraduates							
Bachelor's	\$3,289	\$3,583	\$4,008	\$4,142	\$4,422		34%
Associate & Certificate	\$2,397	\$2,660	\$2,950	\$2,963	\$3,026		26%
% of Degree Seeking Undergraduates Receiving Pell	23.4%	22.6%	35.3%	36.3%	36.1%		54%
Average Loan Debt for those with Loans							
Bachelor's	\$20,019	\$20,479	\$21,231	\$20,451			
Associate & Certificate	\$14,287	\$13,829	\$13,460	\$13,970			
Number of Programs Available by e-Learning							
50+%				244	258		
100%				113	125		
Average e-Learning Credits per Student	2.1	2.4	2.6	2.5	3.0	↑	43%
Loan Default Rate	7.2%	8.1%	8.6%				
Percent of Alaska population that is minority: 24.5% (2010 US Census), compared to percentage of UA that is minority in Fall semester:							
Faculty	9.9%	10.4%	10.6%	10.7%	10.6%	↑	7%
Staff	14.0%	15.3%	15.4%	14.7%	15.2%	↑	9%
Bachelor's	23.0%	26.2%	26.4%	26.8%	26.8%	↑	17%
Associate & Certificate	28.0%	30.5%	28.6%	28.5%	29.2%	↑	4%
Graduate Students	16.6%	18.0%	17.3%	17.3%	18.0%	↑	8%
Degree Recipients	20.2%	22.7%	20.7%	22.2%	22.0%	↑	9%
UA Tuition & Fees Compared with Peer Institutions							
4-Year as percent of WICHE Average	92.9%	87.3%	82.8%	76.0%	76.6%	↓	-18%
2-Year as percent of WICHE Average	223.5%	213.6%	212.5%	192.0%	193.3%	↓	-14%
Total Cost of Risk per \$1,000 in Operating Expenses	9.3	9.4	9.2	9.0			

Note: Each arrow, under the change column, indicates the long-term, five-year, direction of a measure. Green arrows indicate measures that are trending in the desired direction while red arrows indicate those that may be trending differently than desired. Sources and definitions of these measures are summarized under UA Metrics - Data Definitions, starting on page 6.







University of Alaska

Key Indicators


**TRIAL
FORMAT**

	FY09	FY10	FY11	FY12	FY13	Change FY09-FY13
Annual Number of Students Taking For-Credit Courses	46,712	49,005	49,939	50,628	48,494	 4%
Associate and Certificate	7,808	8,962	9,951	10,266	9,845	 26%
Bachelor's	13,574	14,548	15,436	16,089	16,250	 20%
Graduate	3,052	3,290	3,393	3,458	3,439	 13%
Non-Degree Seeking	22,278	22,205	21,159	20,815	18,960	 -15%
Average Student Credit Hour Load	11.9	12.1	12.4	12.5	12.8	 8%
% of Recent College Bound Alaska High School Graduates		47.5%		47.5%		
% of Recent Alaska High School Graduates who Attend UA	27.6%	29.4%	29.0%	29.4%	29.3%	 6%
% of Alaskans who took UA Class	8.2%	8.4%	8.4%	8.1%		 -1%

Student Learning Outcomes

Degree, Certificates, Endorsements Awarded	3,427	3,754	3,983	4,174	4,491	 31%
High Demand Job Area (HDJA) Degrees Awarded	2,468	2,731	2,910	2,918	3,067	 24%
HDJA Grads Employed 1 Year Later	80.5%	80.5%	80.8%			 0.3%
Vocational Pre- to Post-Training Change in Average Wage Per Quarter	24.6%	21.1%	19.4%	17.9%		 -26.7%
Bachelor's 150% Graduation Rate (Full-Time Only)	29.7%	27.7%	28.6%	28.2%	31.6%	 6%
Associate and Certificate 150% Graduation Rate (Full-Time)	13.7%	12.4%	12.4%	12.7%	11.3%	 -18%




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Grant Funded Research Expenditures (Millions)	\$120.2	\$131.0	\$138.0	\$132.7	\$129.8	 8%
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Deferred Maintenance & Revitalization Backlog in \$ Per Sq. Ft. (1000s)	917	1,065	1,157	1,186	1,201	 31%

Finance

Viability Ratio	4.1	4.4	5.7	5.1		 24%
Return on Net Assets Ratio	-0.2	2.1	5.9	5.4		 1170%
Alumni Giving (\$1000s)	\$628	\$671	\$788	\$1,123	\$896	 43%
Corporate Giving (\$1000s)	\$12,390	\$10,375	\$24,868	\$14,282	\$8,120	 -34%

Note: Sparklines, found under the change column, are word-sized line charts designed to indicate long-term variation in a measure, in this case, from FY09 to FY13. Sources and definitions of these measures are summarized under UA Metrics - Data Definitions, starting on page 6.

Theme I: Student Achievement & Attainment	FY09	FY10	FY11	FY12	FY13	Change	
						FY09-FY13	
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Theme II: Productive Partnerships with Alaska's Schools

APS Recipients Meeting Annual SCH Requirements				80%	84%		
First-Time Freshmen Taking Math or English Preparatory Class							
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Ratio Non-General Fund: General Fund Research Revenue	5.7	5.2	5.6	5.3	5.2		-9%
Annual Number of Invention Disclosures	7	8	6	41	86		1,129%

Theme V: Accountability to the People of Alaska

Average Non-Loan Aid (\$) for Financial Aid Eligible Undergraduates							
Bachelor's	\$3,289	\$3,583	\$4,008	\$4,142	\$4,422		34%
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Percent of Alaska population that is minority: 24.5% (2010 US Census), compared to percentage of UA that is minority in Fall semester:							
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Staff	14.0%	15.3%	15.4%	14.7%	15.2%		9%
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Degree Recipients	20.2%	22.7%	20.7%	22.2%	22.0%		9%
UA Tuition & Fees Compared with Peer Institutions							
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Total Cost of Risk per \$1,000 in Operating Expenses	9.3	9.4	9.2	9.0			

Note: Sparklines, under the change column, are word-sized line charts designed to indicate long-term variation in a measure, in this case, from FY09 to FY13. Sources and definitions of these measures are summarized under UA Metrics - Data Definitions, starting on page 6.

On Campus Hours per Student

GF per Student FTE

Low Income Participation

Student Satisfaction Survey

Citations/Faculty

Other Sponsored Programs Grant Expenditures

Peer Reviewed Publications Per Tenure Track Faculty

UA Metrics - Data Definitions

Key Indicators

Annual Number of Students: Unduplicated fiscal year headcount. Fiscal year consists of consecutive summer, fall, and spring semesters. 2 Year and below students are defined as those enrolled in an associate, certificate, or OEC program. 4 Year students are defined as those enrolled in a baccalaureate program. Graduate students are defined as those enrolled in a licensure, masters, or doctoral program. Non-degree seeking students are not seeking any type of degree. Students are classified based on the most their most recent degree-seeking status within the fiscal year. Auditors are included. Year long students are not included. Non-credit students are not included.

Average Student Credit Hour Load: Fiscal year measure, consisting of total student credit hours divided by the total student headcount. Fiscal year consists of summer, fall, spring, and year long semesters. Students must be credit enrolled. Audit hours are not included.

% of Recent College Bound Alaska High School Graduates: data is from *Digest of Education Statistics*, National Center for Education Statistics. Projection is from Student & Enrollment Services, University of Alaska as of September 2012. Numbers are only published every other year. See <http://nces.ed.gov/programs/digest/>. The number of Alaska High School Graduates is provided by the Alaska Department of Education and Early Development.

% of Recent Alaska High School Graduates who Attend UA: high school graduates who are First-Time Freshmen at University of Alaska and who are less than 20 years old on September 1 of the reporting year. See UA in Review 2013 table 1.12 and Fall 2012 closing report. The number of Alaska High School Graduates is provided by the Alaska Department of Education and Early Development.

% of Alaskans who Took UA Class: Calendar year measure. Total Alaskans 18 and older who received a PFD are matched to UA data to calculate how many of those PFD recipients took a UA class during that year. Numbers for 2013 are delayed until 2014.

Student Learning Outcomes

Degrees, Certificates, Endorsements Awarded: Count of degrees, certificates, and endorsements awarded. Some students earn multiple degrees within a fiscal year. See UA in Review table 2.03

High Demand Job Area (HDJA) Degrees Awarded: Number of degrees awarded to qualifying degree recipients to take jobs in high demand and specified occupational areas as defined by the Alaska Department of Labor and Workforce Development (DOLWD) are categorized as high demand job programs. See UA in Review table 2.11. High Demand Jobs List: http://www.alaska.edu/files/swbir/High_Demand_Job_list.pdf

HDJA Grads Employed 1 Year Later: Numbers provided by Alaska Department of Labor and Workforce Development in collaboration with IRA. Figures are reported by the year a student graduated and consider employment in the following fiscal year. FY13 numbers are delayed until 2014.

Vocational Pre- to Post- Training Wage Increase: Numbers reported by Alaska Department of Labor and Workforce Development (<http://www.labor.state.ak.us/>) in Alaska Training Program Performance Reports for vocational training participants 1 to 12 months after training. FY12 numbers are delayed until 2014.

Bachelor's Degree 150% Graduation Rate: First-time, full-time baccalaureate degree seeking freshmen who earned a baccalaureate degree within six years. Based on opening data consistent with federal definitions. See UA in Review table 2.02a.

Associate & Certificate 150% Graduation Rate: First-time, full-time associate, certificate, or occupational endorsement certificate seeking freshmen who earned the credential within three years. Based on opening data consistent with federal definitions. See UA in Review table 2.02 b.

Research and Creative Activity

Grant-Funded Research Expenditures (Millions \$): Research Expenditures paid for by grants including indirect cost recovery and capital expenditures. Represents actual expenditures and not the awarded grant amount. See UA in Review table 5.07.

Service

Non-Credit Instructional Units Delivered: Number of non-credits units delivered which includes special interest, professional, and continuing education courses. Number is calculated by taking contact hours divided by 10 for non-credit courses.

Outreach Publications: Numbers reported by Cooperative Extension Service. Fiscal year measure based on the number of CES print publications.

Facilities (Fall)

Square Feet per Faculty FTE (Fall): Square feet is based on assignable space from UA in Review table 6.03. Regular faculty uses the same methodology as UA in Review table 3.01b. One Adjunct faculty FTE is equivalent to three adjunct faculty.

Square Feet of Buildings 25 years or Older: Provided by UA Statewide Budget. Square feet is based on gross square feet. See UA in Review 6.01a for information on total gross area for UA.

Deferred Maintenance and Revitalization Backlog in \$ Per Square Feet: Provided by UA Statewide Budget. Square feet is based on gross square feet. See UA in Review Table 6.05a.

Finance

Viability Ratio: Compares expendable net assets to debt. $3 \pm X$ is considered a normal ratio (X is pending). This data is from the annual financial statements, available December 2013.

Return on Net Assets Ratio: Compares change in net assets to total net assets. $3 \pm X$ is considered a normal ratio (X is pending). This data is from the annual financial statements, available December 2013.

Alumni Giving: Numbers provided by UA Foundation.

Corporate Giving: Numbers provided by UA Foundation

Strategic Direction Initiative (SDI) Measures - Data Definitions

Theme I: Student Achievement & Attainment

Graduates who Earned Subsequent Graduate Degrees in 5 Years: Proportion of students who earned a bachelor's degree and then earned either a Masters or a PH.D within 5 years. The proportion is based on distinct headcount rather than count of degrees. Information on degrees from universities outside the UA system comes from the National Student Clearinghouse.

Degree Seekers who Passed 30 Credits or More per Fiscal Year: Degree is determined by most recent within the fiscal year. Fiscal year consists of summer, fall, and spring semesters. Two year degrees are defined as any undergraduate degree below a baccalaureate which includes associates, certificates, and occupational endorsement certificates. Audit hours and non credit courses are not included. Non-degree seeking and year long students are not included. A passing grade is defined as a C or higher or a P.

Bachelor's Degree Seeking Preparatory Students Completing College-Level Class in Math or English Within 1 Year: First-Time freshmen who enroll in preparatory math or English courses in their first semester and complete a college level course within one year. Students enrolled in preparatory math and preparatory English must complete college level courses for both subjects. A college level course is defined as a course with the subject code of MATH or ENGL which is not preparatory.

Associate Degree Seeking Preparatory Students Completing College-Level Class in Math or English Within 1 Year: First-Time freshmen who enroll in preparatory math or English courses in their first semester and complete a college level course within one year. Students enrolled in preparatory math and preparatory English must complete college level courses for both subjects. Only students who are seeking an AA or AS are included. Bachelor's Intended (BI) are not included. MATH A105 is not counted as a preparatory course. A college level course is defined as a course with the subject code of MATH or ENGL which is not preparatory.

Theme II: Productive Partnerships with Alaska's Schools

APS Recipients Meeting Annual SCH Requirements: Proportion of students who received the APS who met the credit hour requirement to continue to receiving the APS.

First-year APS recipients must enroll in at least 12 student credit hours (SCH) to receive the full-time award each term, and those who enroll in less than 12 SCH receive the half-time award. If a first-year APS recipient received the full-time award for both award disbursements, then that student must have a cumulative SCH earned of at least 24 SCH by the end of term during which the recipient received the 2nd award disbursement. However, if a first-year APS recipient received the half-time award for both terms, that student must have a cumulative SCH earned of at least 12 SCH. If a first-year APS recipient received one full-time award and one half-time award, then that student must have a cumulative SCH earned of at least 18 SCH.

Second-year (and later) APS recipients must enroll in at least 15 SCH to receive the full-time award each term; otherwise, they receive the half-time award. For each full-time award received, 15 SCH are added to a recipient's cumulative SCH earned requirement, and for each half-time award, 8 SCH are added to a recipient's cumulative SCH earned requirement.

Bachelor's Degree Seeking First-Time Freshmen Taking Math or English Preparatory Courses: Includes only fall first-time freshmen taking preparatory courses in their first semester. All math or English preparatory courses are included regardless of level. Preparatory courses that are not math or English are not included.

Associate Degree Seeking First-Time Freshmen Taking Math or English Preparatory Courses:

Includes only fall first-time freshmen taking preparatory courses in their first semester. Associate degree seeking students are defined as those seeking an AA or AS. Bachelor's Intended (BI) are not included. MATH A105 is not counted as preparatory. All math or English preparatory courses are included regardless of level. Preparatory courses that are not math or English are not included.

First-Time Freshmen with Dual Enrollment Credits: Any first-time freshmen who earned dual enrollment credits at any time before becoming a first-time freshman

Proportion of UA Educated New Teacher Hires: Data from Lexi Hill (ISER). Proportion is determined by taking new teacher UA grads compared with all new teacher hires within the state of Alaska's fiscal year which is the same as UA's fiscal year.

Proportion of AK Teachers who are UA Educated: Data from Lexi Hill (ISER). All certified staff with at least a partial teaching assignment are counted as teachers. All teachers who received their initial preparation at UA are counted as UA educated regardless of when they underwent their teaching preparation. Year is based off of the state of Alaska's fiscal year.

Theme III: Productive Partnerships with Public Entities and Private Industry

Graduates Working in Alaska: Reported by Alaska Department of Labor and Workforce Development. . Figures are reported by the year a student graduated and consider employment in the following fiscal year. FY13 numbers are delayed until 2014.

Industry Investments in Workforce Education: Restricted expenditures received from private agencies plus indirect cost recoveries. The measure includes both, capital and non-capital expenditures and incorporates grants with the following program themes: Adult and Continuing Education, Education, Education or Instruction (Health or Safety or Medical), Education or Instructional Programs, Nursing Education, Training and Development and Vocational or Technical Education.

Industry Investment in Research and Extension Activities: Restricted expenditures received from private agencies plus indirect cost recoveries. The measure includes both, capital and non-capital expenditures and excludes grants with the following program themes: Adult and Continuing Education, Education, Education or Instruction (Health or Safety or Medical), Education or Instructional Programs, Nursing Education, Training and Development and Vocational or Technical Education. In addition, expenditures associated with the Cooperative Extension Service are excluded.

Baccalaureate Engineering Degrees: Baccalaureate degrees received in a fiscal year in Engineering, Civil Engineering, Electrical Engineering, Mechanical Engineering, Mining Engineering, Petroleum Engineering, Geological Engineering, or Computer Engineering

Health Related Degrees: Number of degrees received in a fiscal year that are identified as health related high demand job area programs

Theme IV: Research and Development to Sustain Alaska's Communities & Economic Growth

Non-General Fund to General Fund Research Revenue: Amount of research revenue from sources other than the state compared with research revenue from state appropriations. Revenue includes ICR. See UA in Review table 5.01.

Annual Number of Invention Disclosures: UAF numbers reported by the UAF Office of Intellectual Property and Commercialization. UAA numbers are reported by the Office of Technology Commercialization.

Theme V: Accountability to The People of Alaska

Average Non-Loan Aid for Financial Aid Eligible Undergrads: Aid year measure. Aid year consists of consecutive fall, spring, and summer semesters. 4 year students are those seeking a baccalaureate degree. 2 year and below students consist of associate degree, certificate, or occupational endorsement seeking students. All types of non-loan aid are included: grants, scholarships, waivers, and work study. Students are determined to be financial aid eligible if they were offered financial aid. Degree is determined by the most recent degree the student had during the aid year. FY13 number will become available in fall 2013.

% of Degree Seeking Undergraduates Receiving Pell: Aid year measure. Aid year consists of consecutive fall, spring, and summer semesters. Degree seeking undergraduates includes those working towards a degree, certificate, or endorsement. See UA in Review Table 4.15.

Average Loan Debt for those with Loans: Average amount of loan aid received by graduates during that fiscal year or students who dropped out of the university. The average only includes students who took out loans and includes all types of loans. For students who have earned multiple degrees, only the loans taken out for the most recent degree are counted. Students are considered to have dropped out if they failed to enroll in the next fiscal year. This measure operates on a year delay in order to determine whether a student has dropped out, so FY13 numbers will be available when FY14 closes.

Average e-Learning Credits per Student: Fiscal year measure. Fiscal year consists of summer, fall, spring, and year long semesters. Total e-Learning credits compared to total annual headcount, regardless if a student was enrolled in an e-Learning course. Only includes students who were credit enrolled and were not auditing, but it does include students in year long courses.

Loan Default Rate: Numbers reported by the US Department of Education: http://www.nslds.ed.gov/nslds_SA/defaultmanagement/search_cohort_2yr.cfm. Default rate is calculated by taking the number of students whose student loans come due within a particular fiscal year and comparing that to how many of those students default on their loans within two years. Rates are based on federal fiscal years which run from October 1st of a calendar year to September 30th of the following calendar year. Federal fiscal year refers to the calendar year in which it ends. Breakdown by degree types is not available. The loan default rate for FY11 should be released winter of 2013.

Number of Programs Available by e-Learning: Number of programs in which you can complete more than 50% of the coursework through e-Learning and the number of programs in which you can complete 100% of the coursework through e-Learning. Numbers are only available for 2012.

% Minority: Fall measure only except for degree recipients. Includes all students who are classified as AK Native/Am. Indian, Black, Asian, or HI Native/Pacific Islander. Census data: <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>. Faculty are identified as those with an EEO code of faculty. Staff includes employees with EEO codes of administrative, professional, technical, clerical, crafts/trades, and maintenance. Students are classified using the same methodology as in enrollment headcount. Auditors are included. Because the decrease recipients measure is based on a count of individuals rather than degrees, it uses a distinct headcount to calculate the percentage.

UA Tuition and Fees Compared with Peer Institutions: Numbers published by the Western Commission for Higher Education: <http://www.wiche.edu/>.

Total Cost of Risk Per \$1,000 in Operating Expenses: Numbers reported by Nancy Spink. Total cost of risk is defined as the total cost to UA over a fiscal year due to risk. This includes insurance, losses, expenses, broker's fees and commissions, opportunity costs, costs of capital, benefits, compliance, safety programs, global programs, and student safety. Operating expenses are taken from UA Financial Statements: <http://www.alaska.edu/financial-statements/>