



UNIVERSITY
of ALASKA

Many Traditions One Alaska

Budget Contingency Planning & Strategic Pathways

April 7, 2016



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Context

The University of Alaska (UA) relies heavily on the State of Alaska for annual operating revenues. In FY2016, the current fiscal year, \$351 million of UA's total revenue of \$916 million is coming from the State.

In the face of its very serious fiscal challenges, the State is looking to reduce its FY2017 appropriation to UA. The Governor's budget proposed \$335 million for UA operations. The Senate is at \$325 million, and the House is at \$300 million, of which just \$275 million is to the base and \$25 million is a non-base allocation from the Power Cost Equalization program. In real dollar terms, these reductions take the university back to the late 1980s.

At the same time, UA continues to play a critical role in research and discovery of new knowledge, workforce development, community service, and economic development. UA is the top ranked university in the world in Arctic research and leads the state in higher education, including its graduation of an increasing number of Alaskans for high demand jobs such as engineers, biologists, managers, process technicians, and teachers.

Strategic Pathways, UA's planning and decision making framework, sets out an evidence-based, inclusive process for evaluating and selecting academic, administrative, and other programs and services for investment or retrenchment. Investment will be directed to programs at each UA campus that reflect that campus' unique strengths in meeting high priority state needs. The Strategic Pathways process, as currently envisioned, assumes a state budget allocation of \$335 million in FY2017.

Lower funding levels will force UA to move much more quickly than it should, which—given UA's large size, wide geographic distribution, long notice requirements, and complexity of the three university system organization—will force decisions that are less strategic and more focused on areas where savings can be achieved quickly.



Budget Contingency Planning

- State Needs
- Fiscal Situation
- Tough Choices
- Campus by Campus Summary
- Impacts
- Key Dates



UA Meets State of Alaska Needs

1. A Culture of Education and Broad Accessibility

The University of Alaska serves the people of Alaska by providing quality, accessible education and a path to prosperity.

- Open enrollment
- Community campuses
- Online learning
- Pre-college programs
- Life-long learning
- Adult degree completion



UA Meets State of Alaska Needs

2. Research Relevant to Alaska and the Arctic

UA leads the world in Arctic research and climate change adaptation. Research activities support education, planning, development, policy and industry in Alaska and Arctic nations.

- Arctic climate research
- Marine / fisheries / ocean acidification
- Energy / power
- Traditional cultural knowledge
- Economic and social systems



UA Meets State of Alaska Needs

3. Workforce Preparation

UA provides both pure workforce development programs and liberal education to prepare graduates for successful careers and lives. UA programs aligned with K-12 to promote dual enrollment and Tech-Prep opportunities.

- Teacher education
- Health care
- Engineering and process technology
- Maritime trades
- Mine training
- Liberal arts
- Management



UA Meets State of Alaska Needs

4. Knowledge Economy

UA is using research and discovery to generate innovative technology, and increase expertise and skills that are needed to create new businesses and to diversify and grow Alaska's economy.

- Intellectual property / patent development
- Innovation / commercialization
- Outreach
- New technology
- Process improvements

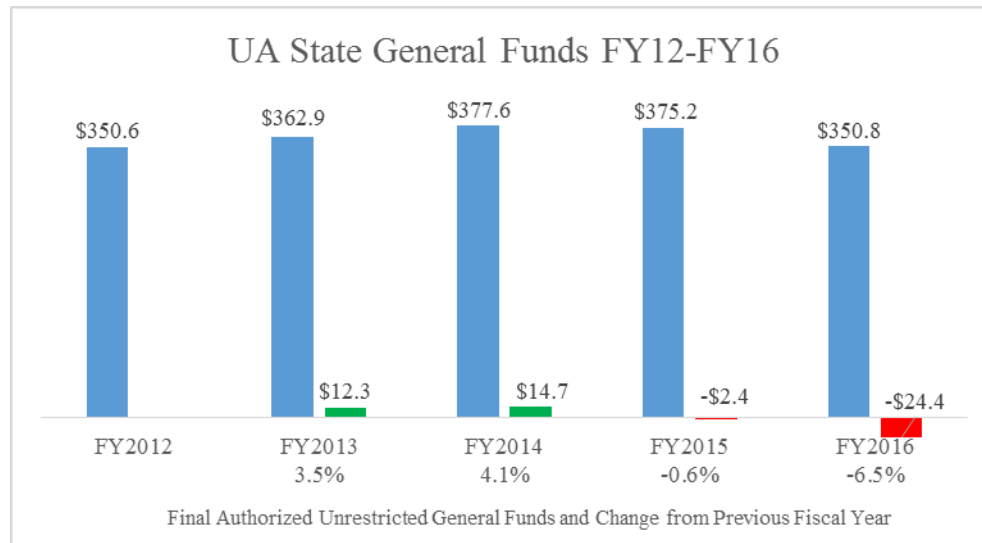


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State Budget Reductions

Round three of state budget reductions

The university's budget has been reduced for the past two years, decreasing baseline funding and not covering cost increases related to compensation, benefits and other fixed costs. The net result is greater than the reductions alone. There have already been some 300 positions eliminated, services reduced, efficiencies instated, travel restrictions, layoffs and program suspensions. The next round of cuts will require additional reduction of programs and personnel.





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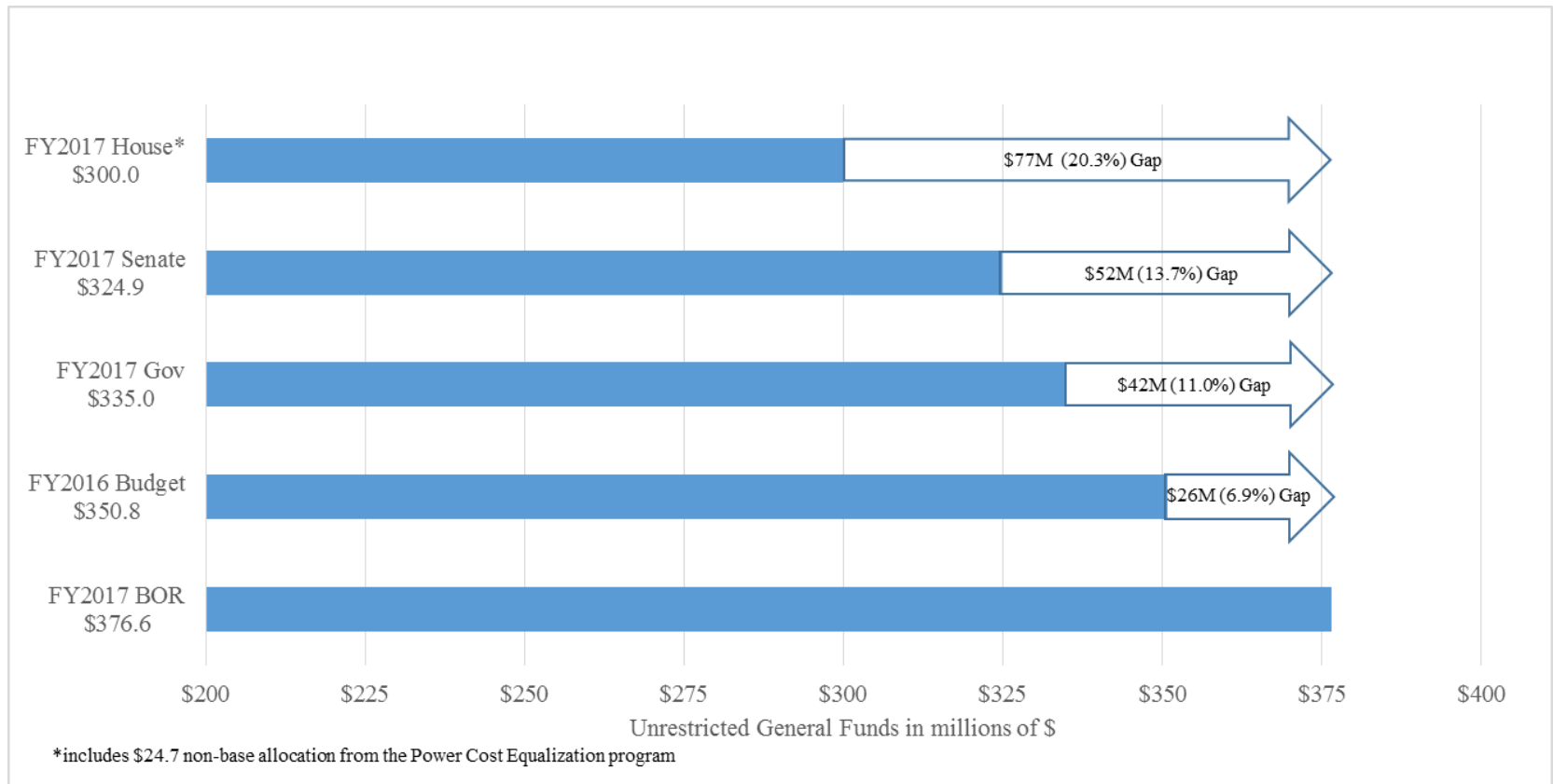
Recent Cost Reductions

- **Reduced Administrative Cost**
 - Reduced services
 - Consolidation of facilities and reduced maintenance
 - Travel restrictions: travel expenditures reduced approximately \$1.6 million (13%) March 2015 to March 2016
- **Elimination of Some Academic Programs**
 - Discontinuation of certificate and degree programs (with teach-out), suspension of low enrollment programs, reduced course offerings
 - Nearly 60 programs are on-track for elimination
 - An additional 24 programs are under consideration for elimination
- **Cuts in Research Support**
 - Reduced research support, reduced program funding, consolidation of animal care facilities
- **Personnel Reductions and Impacts**
 - Furloughs (approx. 167 employees impacted)
 - Hiring Freeze: approximately 62 more unfilled vacancies than spring 2015
 - Layoff/non-retention or attrition: approximately 130 fewer regular employees (spring 2015-2016)
 - Reduced assignments
 - Fewer student and adjunct positions: approximately 400 fewer temporary employees (spring 2015-2016)
 - Increased teaching assignments



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FY17 Budget Gap Scenarios





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Two Scenarios: the big picture (draft)

	Senate Budget \$325M	House Budget \$300M
Appropriation Cut from CY	(\$25.0)	(\$50.0)
Effective Cut from CY	(\$52.0)	(\$77.0)
New Revenue		
Mid-year Tuition Increase	\$6.0 (10%)	\$9.0 (15%)
Private Giving	?	?
Grants and Contracts	?	?
Total New Revenue	\$6.0	\$9.0
GAP	(\$46.0)	(\$68.0)
Unrestricted Fund Balance	\$10.0	\$15.0
GAP	(\$36.0)	(\$53.0)
Strategic Priorities *	TBD	TBD
GAP	(\$36.0)	(\$53.0)
Reductions		
Overall FTE reduction (approx.)	200-300	400-500
Senior Leadership (167 FTE)	\$4.5 (25 FTE)	\$6.0 (34 FTE)
Statewide Transformation	TBD	TBD
Restructuring	TBD	TBD
Efficiencies/Outsourcing (2%/yr)	\$3.0	\$3.0

* depends on the level of general fund reduction



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Strategic Priorities

Potential investments

Arctic Research

Community Campus Tuition Offset (UAA, UAF, UAS)

President's Professors and Post Docs (UAA, UAF, UAS)

Alaska Center for Energy and Power (UAF)

ISER (UAA)

Art and Lectures (UAA, UAF, UAS)

Teacher Education Scholarships (for expedited cert programs)

Health Professions Education (UAA)

Engineering Building Debt Service (UAF)

Course Redesign (UAA, UAF, UAS)

Dual Credit Programs, K-12 Partnerships (UAA, UAF, UAS)

Fundraising/Development

Lean Process Improvement

Leadership Development



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Budget Contingency Planning: UAA (target range: \$19-\$28 million)

- Academic College and Community Campus: target reduction \$7.7 million; positions impacted 151
 - Continue teach outs/staff reassignments arising from programs eliminated through prioritization
 - Eliminate or reduce administrative assignments for faculty
 - Leave vacant faculty positions unfilled
 - Reassign tenure/tenure track faculty time to teaching
 - Eliminate or reduce assignments of term and adjunct faculty
 - Eliminate or reduce academic staff assignments
 - Reduce summer assignments for leadership, faculty and staff
 - Increase program partnerships with UAF and UAS
 - Reduce spending on computers/technologies/instructional design
 - Implement differential tuition in Engineering and Business
 - Target recruitment (program, summer, non-credit, professional)
 - Charge fees for services using unique facilities



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Budget Contingency Planning: UAA (target range: \$19-\$28 million)

- Academic Infrastructure (Provost/Library): target reduction \$1.8 million; positions impacted 2
 - Freeze Librarian position with Engineering focus
 - Reduce Consortium Library collection
 - Reduce OAA administered faculty travel and professional development funds
 - Replace Academic Innovations and e-Learning general fund with fee revenue
- Student Affairs: target reduction \$1.3 million; positions impacted 23
 - Eliminate 19 and reduce four positions through reorganization and eliminating services
 - Eliminate student retention tools
 - AA degree advising responsibilities transfer to College advising center
 - Close the one-stop lobby operation, eliminate e-mail servicing and information advisors
 - Other reductions in: advising leadership, residence life, services to underrepresented populations, recruitment of diverse student body, rural student recruitment, and data analysis
- University Advancement & Chancellor's Office: target reduction \$500,000; positions impacted 15
 - Transfer two development positions to the UA Foundation
 - Reduce position hours in advancement



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Budget Contingency Planning: UAA (target range: \$19-\$28 million)

- Administrative Services: target reduction \$3.9 million; positions impacted 22
 - Reduce positions in facilities, human resources, and information technology services
 - Reduce maintenance of buildings, fleet, custodial, and grounds
 - Reduce building availability on nights and weekends
 - Move shuttle operations to transportation fee
 - Intercollegiate Athletics through Strategic Pathways expedited review
 - Eliminate weekend hours for IT Call Center
 - Reduce staff professional development opportunities and employee recognition awards
 - Implement credit card convenience fee of 2.75%
- Tuition and fee increases beyond the 5 percent already approved for FY2017
- UAA-wide Broad Level Plan: target reduction \$9.1 million
 - Centralize department IT positions
 - Administrative/Fiscal shared services
 - Coordinate and assign advising centrally
 - Campus administrative restructure
 - Course redesign and restructuring



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Budget Contingency Planning: UAF (target range: \$26-\$38 million)

- **Provost: target reduction \$17.2 million; positions impacted 141.6**
 - Programs being eliminated or consolidated because of earlier Program Review - \$400,000
 - Academic program collaboration - \$100,000
 - Effective retention programs retained, but the least effective ones are discontinued - \$256,000
 - Scholarship and fellowship - \$450,000
 - General instructional cost - \$655,000
 - Academic unit research (Fairbanks Campus) - \$670,000
 - Outreach and engagement (Fairbanks) - \$16,000
 - Outreach and engagement (throughout Alaska) - \$870,000
 - Academic administrator and department chair (Fairbanks Campus) - \$900,000
 - Vacant faculty positions not refilled - \$5.2 million
 - Academic administrative and student services staff (Fairbanks Campus) - \$2.5 million
 - Non-personnel costs not otherwise specified - \$1.8 million

New Revenue

 - Tuition Surcharge Revenue Increase (Engineering, School of Management) - \$760,000
 - Veterinary Medicine Year 2 Cohort Tuition - \$350,000
- **Chancellor, Administrative Services, and Office of Information Technology: target reduction \$7.2 million; positions impacted 163.3**
 - Chancellor's Office - \$265,000
 - Facilities Services - \$3.5 million
 - Central Business Operations - \$1.6 million
 - Central Safety Services - \$620,000
 - UAF OIT - \$710,000



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Budget Contingency Planning: UAF (target range: \$26-\$38 million)

- Vice Chancellor for Rural Community and Native Education: target reduction \$4.9 million; positions impacted 56.9
 - Bristol Bay Campus - \$326,900
 - Chukchi Campus - \$209,500
 - Community & Technical College - \$1,359,200
 - Interior Alaska Campus - \$388,500
 - Kuskokwim Campus - \$710,700
 - Northwest Campus - \$346,800
 - College of Rural & Community Development / Rural College - \$1,252,500
- Vice Chancellor for Research: target reduction \$4.1 million; positions impacted 33.5
 - Developmental Projects and Programs - \$191,242
 - Animal Resources Center (ARC) - \$242,258
 - Office of the Vice Chancellor for Research - \$330,700
 - Geophysical Institute - \$1,870,300
 - Institute of Arctic Biology - \$842,500
 - International Arctic Research Center - \$423,100
- Vice Chancellor for University and Student Advancement: target reduction \$3.4 million; positions impacted 40.5
 - Intercollegiate Athletics through Strategic Pathways expedited review
 - Advancement and Outreach - \$3 million
 - Student Services - \$438,000



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Budget Contingency Planning: UAS (target range: \$4-\$6 million)

- UAS-wide: Combining Offices--Chancellor and Provost: target reduction \$420,000; positions impacted 3.0 FTE
- UAS-wide: Administrative Services: target reduction \$702,000; positions impacted 4.0 FTE
- Juneau Campus Fixed Cost Reductions: target reduction \$714,400; no personnel reductions
- Juneau Campus Student Services: target reduction \$390,000; positions impacted 2.0 FTE
- UAS-wide: Egan Library Services: target reduction \$259,570; positions impacted 1.4 FTE
- UAS-wide: Academic Schools: target reduction \$432,300; positions impacted 7.5 FTE
- UAS Ketchikan Campus: target reduction \$400,000; positions impacted 2.0 FTE
- UAS Sitka Campus: target reduction \$662,039; positions impacted 1.3 FTE
- Tuition and Fee increases beyond the 5 percent already approved for FY2017
- Pay off the Juneau Administrative Services building debt with one-time funds
- Lease Juneau Administrative Services building
- Egan Library: Reduce contract durations and restructure of remaining positions (1 additional FTE reduction)
- School of Management: Restructure Dean position & contract reductions (possible FTE reduction)
- School of Education: Term faculty replacements at lower rates
- School of Arts and Sciences: Reduced support for Honors program
- Additional program reductions/eliminations based upon regular and expedited program reviews
- Reduced M&R and R&R



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Budget Contingency Planning: Statewide (target range: \$3-\$5 million)

- Statewide Transformation resulting in:
 - Position movement within Statewide
 - Position movement to campuses
 - Position elimination
- Vacant positions remain unfilled (10 positions impacted)
- Outsourcing
- Information Technology wide area network (WAN) savings (\$1 million)



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Budget Contingency Plan: Impacts

	Impacts* from Governor's Proposed Budget \$335.0M UGF Reduction of \$15.8M UGF	Additional impacts* from Senate Budget \$325.0M UGF Reduction of \$25.8M	Additional impacts* from House Budget \$275.3M UGF Reduction of \$50.8M (-\$75.5 UGF + \$24.7 State DGF)
Strategic Pathways	Allows proposed implementation timeline for Strategic Pathways	Shortened implementation timeline for Strategic Pathways	Significantly shortens implementation timeline for Strategic Pathways
Services to students	<ul style="list-style-type: none"> Reduction in services that impact students, including information technology, advising, and wait times 	<ul style="list-style-type: none"> Significant reduction in services that impact students, including information technology, advising, and developmental education 	<ul style="list-style-type: none"> Elimination of services that impact student success, including information technology, advising, and developmental education
Programs for students	<ul style="list-style-type: none"> Reduction of degree programs (especially. low enrollment) Reduction in support for athletics programs 	<ul style="list-style-type: none"> Elimination of departments and potentially a limited number of School/ Colleges Elimination of several athletic teams 	<ul style="list-style-type: none"> Elimination of Schools/ Colleges Potential elimination of one or more campuses Likely elimination of some athletics programs at UAA and UAF

* includes additional impact of estimated \$25.8M fixed cost increases



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Budget Contingency Plan: Impacts

	Impacts* from Governor's Reduction of \$15.8M UGF	Additional impacts* Budget Reduction of \$25.8M	Additional impacts* from Reduction of \$50.8M
Research	<ul style="list-style-type: none"> Reduction of ability to support programs that support grantsmanship and the ability to secure private and federal dollars to support Alaska research 	<ul style="list-style-type: none"> Consolidation/ elimination of areas of research, reduced income from research and less support for campus infrastructure 	<ul style="list-style-type: none"> Narrowly focuses support to secure private and Federal dollars to support Alaska research. Likely significant reduction to the ability of UA to attract the best and brightest to advance knowledge about Alaska and diversify Alaska's economy.
Other services	<ul style="list-style-type: none"> Reduction in ability to secure external funding through marketing and recruitment 	<ul style="list-style-type: none"> Reduction in ability to raise private funds, donations Outsourcing to private sector of additional functions now performed by UA 	<ul style="list-style-type: none"> Likely elimination of some community outreach programs
Facilities	<ul style="list-style-type: none"> Reduction of building use times (e.g., student centers, libraries) Sell facilities that are not core to academic purpose 	<ul style="list-style-type: none"> Elimination of facilities, such as those currently used to provide specialty services Reduction of facilities maintenance and upkeep 	<ul style="list-style-type: none"> Elimination of core facilities, including facilities used for teaching, research, and service Significant reduction of facilities maintenance and upkeep



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Budget Contingency Planning: Impacts

	Impacts* from Governor's Reduction of \$15.8M UGF	Additional impacts* Budget Reduction of \$25.8M	Additional impacts* from Reduction of \$50.8M
Tuition & Fees	<ul style="list-style-type: none"> • Programmatic surcharges added to tuition for engineering and management (UAF & UAA) • Introduce/increase fees for building usage, police services at special events, other activities 	<ul style="list-style-type: none"> • 10% mid-year increase in FY2017 tuition (in addition to 5% already approved) 	<ul style="list-style-type: none"> • 15% mid-year increase in FY2017 tuition (in addition to 5% already approved) • Additional increase in FY2018 tuition
State & Community Impact	<ul style="list-style-type: none"> • Reduction in opportunities for public performances, K-12 engagement at University, and employment impacts across Alaska 	<ul style="list-style-type: none"> • Significant loss of employment and economic impact on communities across Alaska which will be hard to rebuild in the future 	<ul style="list-style-type: none"> • Major loss of employment and economic impact on communities across Alaska which will be hard to rebuild in the future
Positions	<ul style="list-style-type: none"> • Impact to or loss of 300-350 positions • Focus on administration, but significant impact on faculty and support staff 	<ul style="list-style-type: none"> • Impact to or loss of additional 100-150 positions (400-500 total) 	<ul style="list-style-type: none"> • Impact to or loss of additional 300-450 positions (600-800 total)



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Key dates

- April 7-8 - Board of Regents meeting
- April 17* - End of Legislative session
- June 2-3 - Board of Regents meeting - FY17 budget approval
- July 1 - FY17 fiscal year start

* Pending possible special session



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Regents' Four

- Task forces completed their work with recommendations to President 3/31
- Next step - VP White briefing to BoR Regents Four subcommittee with President's action items organized as follows:
 - Immediate decisions to be implemented - action within 60 days.
 - Decisions that will be improved by faculty/staff involvement - action within 90 days.
 - Decisions that require BoR action will be prepared for BoR in June and September
- A few examples of conclusions from the Task Forces:
 - UA standards and practices for these four areas are comparable to peer institutions.
 - Processes in each area need streamlining for efficiency and improved student experience.
 - Communication and coordination within and across the areas should be improved.
 - UA needs common coding and reporting definitions across the system for accurate institutional reporting and data analysis.
- Examples of immediate decisions:
 - Unify data definitions and provide broad access to data needed by faculty and staff across the system.
 - Expand developmental education course redesign initiative.
 - Create a single sign-on and adopt a single learning management system for e-Learning. 25



Statewide Transformation

- Need for clarity of roles and responsibilities of staff in Statewide and those with similar or related functions on the campuses.
 - Avoid unnecessary frustration, cost, time, and service delays, while ensuring responsiveness and accountability.
- Avoid expensive one-of-a-kind processes and enterprise systems.
 - Ensure lowest cost and convenience for our students.
- Charge the officers at Statewide with reinvigorating their respective consultative councils.
 - Campus leaders and governance representatives included as members.
- Guiding principles for how to think about the changes ahead:
 - Work that directly touches faculty and students should be done on the campuses.
 - Work that involves strategy and policy will be led by Statewide in consultation with campus leaders.
 - Governance representatives will be included in the various councils.
 - If divergent processes do not create value by bringing us a new student or graduate a student more quickly, then a standard process will be used.



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Why Strategic Pathways?

The purpose of the University of Alaska is to serve the wide variety of education needs in our state. Alaska depends on us to meet those needs through our research and creative activities, teaching and learning, outreach and services to the public. We have done a great job over the years in performing to our purpose, but there remain many large gaps that require our focused attention. There are also several major opportunities that must be pursued.

Now, more than ever, as our budget is reduced by the state we must find ways to serve our important purpose as cost effectively as possible. Strategic Pathways is the framework we will use to improve our service to the state. It is based on the simple fact that each of our universities has unique strengths in meeting the state's needs. While strategic pathways focuses on academic programs, efficiencies in administrative functions across the system are being sought.

Strategic Pathways envisions reallocating resources to programs that are tied to each university's unique, distinctive strengths. Some programs will receive additional investment to maximize quality and value. Funding for investment will come from administrative savings and adjustments to programs that are (1) **not core** to each university's strength in meeting state needs; (2) **challenged** by low enrollment, high cost or insufficient faculty resources; or (3) **redundant** with programs at our other universities.

Strategic Pathways will be implemented in 3 phases, with Phase 1 beginning this spring and Phase 3 completed by 2019. Faculty, staff, and students will have extensive opportunities to participate in the process and the university community will be informed of progress on a regular basis. There are many issues that we will need to better understand and address as we proceed.



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Strategic Pathways

This is a conceptual framework being analyzed and evaluated for the UA System. Strategic Pathways will begin taking shape over the coming weeks and months. While certain changes may be implemented before the end of the fiscal year, restructuring will be implemented over the next couple years. There will be ample opportunity for shaping the strategy as options become better defined.

OUR MISSION		The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples. (Regents' Policy 01.01.01)		
OBJECTIVE		Maximize value to Alaska through excellent, accessible, and cost effective higher education		
CORE PRINCIPLES		Focus, Access, Diversity, Excellence, Consistency		
STRATEGY		Prepare, Restructure, Implement, Refine		
WHO WE ARE		UA ANCHORAGE Metropolitan university	UA FAIRBANKS Research university	UA SOUTHEAST Liberal arts/science university
FOCUS The identification of lead universities in some academic, research, and administrative areas is under discussion, as are the roles and responsibilities of a lead university.	<i>Research</i>	Social and policy sciences	Science and engineering	Interdisciplinary environmental
	<i>Teaching</i>	<ul style="list-style-type: none"> • Health professions • Social and policy sciences • Management (focus consistent with primary mission) • Education • Engineering 	<ul style="list-style-type: none"> • Physical, natural, and related sciences • Management (focus consistent with primary mission) • Education • Engineering • Rural development 	<ul style="list-style-type: none"> • Marine biology/fisheries (undergraduate) • Management (focus consistent with primary mission) • Education • Marine trades • Mining training • Interdisciplinary degrees/ degree completion
	<i>Outreach</i>	Aligned with Research and Teaching Focus		
COURSES AVAILABLE ACROSS THE UNIVERSITY SYSTEM		<ul style="list-style-type: none"> • Common General Education Requirements • Liberal arts and humanities • Distance education • Career and technical education 	<ul style="list-style-type: none"> • Alaska Native studies • Wide choice of non-major courses • Dual credit with K-12 • Developmental education 	



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Strategic Pathways Potential Goals and Measures

Goals	Measures
Wider access to higher education for all Alaskans	<ul style="list-style-type: none"> • Increase Alaskans going directly from high school to postsecondary from 47% to 63% • Increase participation rates of Pell Grant eligible students (measure TBD)
UA research focused on issues of high state need	<ul style="list-style-type: none"> • Continue to rank #1 globally in Arctic research and expand in biomedical and social/economic • Increase engagement with state agencies and communities on Alaskan problems (measure TBD)
Alaskans prepared for Alaska's jobs	<ul style="list-style-type: none"> • Increase Alaskans hired into teacher vacancies from 30% to 90% • Increase graduates in STEM fields from 38/1,000 to 59/1,000 • Increase graduates in health occupations from 36/1,000 to 45/1,000
A more diversified knowledge economy in Alaska	<ul style="list-style-type: none"> • Increase "New Economy" score from 56 to 64 by focusing on inventor patents, health IT, export business development, and industry investment in UA research and development • Increase corporate use of Alaska higher education income tax credit program (measure TBD)
A strong education pipeline, from K-12 to the workforce	<ul style="list-style-type: none"> • Increase from 37% to 65% Alaskans with post-secondary education leading to a degree or certificate • Increase the number of K-12 students participating in concurrent enrollment programs at UA (measure TBD)



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Strategic Pathways Core Principles

Focus

Meet the state's higher education needs, and reduce unnecessary redundancy, with each university focused on its unique strengths.

Access

Increase Alaskans' participation in higher education by maximizing use of innovations in e-Learning, supporting high demand programs, and ensuring affordability.

Scope

Offer a broad array of academic degree and certificate programs across the university system, though not all programs will necessarily be available at all locations.

Excellence

Commit to excellence in the classroom, in our labs, and in the communities we serve.

Consistency

Streamline and increase consistency in business practices, policies, processes, and systems that support expedited student progress.



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Strategic Pathways Roles and Responsibilities

	Mission	Strategy	Policy	Programs	Budget
Board of Regents	Establish mission and purpose of university system and its campuses	Approve strategic plan and priorities for the university system and its campuses	Govern the university, set policy, consult with internal and community stakeholders	Approve academic program additions and deletions	Approve budget, set tuition, ensure financial viability, and manage risk
Statewide System Administration	Advise Regents and recommend mission of universities; ensure missions are implemented; measure effectiveness	Develop strategic plan for university system in conjunction with university leaders; focus on meeting state needs	Ensure implementation and compliance with Regents' Policy; promulgate regulations; focus on meeting state needs	Analyze effectiveness of universities and strategically organize programs system-wide for maximum benefit to the state	Prepare annual budget and tuition request to Regents, advocate with Governor and legislature, allocate to universities
University Campuses	Propose mission and purpose of university and allocate resources and implement approved mission	Develop and implement academic, student, and financial strategies	Advise on Regents Policy and university regulations; implement approved policy and regulation; consult with internal and community stakeholders	Deliver academic programs, review effectiveness, recommend priorities and program changes, maintain accreditation	Request resources through annual budget process, implement approved budget, reallocate to priorities
Faculty, Staff, and Student Governance	Participate in mission development and implementation; communicate with stakeholders	Participate in strategic planning at university and system levels; communicate with stakeholders	Recommend policy changes and provide input on proposed policies; communicate with stakeholders	Participate in program review process; recommend additions, changes, reductions, deletions; communicate with stakeholders	Provide input & advocacy on university, system, and Regents on annual budgets; communicate with stakeholders



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Strategic Pathways

Lead University Options


Options could vary on a program by program basis based on such factors as mission centrality, cost effectiveness, quality, and access. Distance learning can play a role in all options as will the development of a common catalog.

Concept	Similar program at multiple locations, but each program's focus tied to unique campus mission and region	Similar program at multiple locations but only one location offers graduate level degrees in program	Similar courses offered at multiple locations but only one location offers Bachelors or higher level degrees in program	Sole provider model: Degrees are offered at multiple locations but by one Institution
Benefits	Needed to meet demand	Reduces unnecessary duplication	Reduces unnecessary duplication	Consistency in program delivered
Challenges	Coordination Essential	May require place-committed students to take some classes by distance	May require place-committed students to take some classes by distance	Difficult for large programs



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Strategic Pathways 2016-2017 Process / Timeline

2016				2017			
Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
<ul style="list-style-type: none"> •Regents approve SP framework (Jan) •Regents review draft plan (Feb) 	Regents receive SP update (Apr, Jun)	Regents receive SP update (Sep)	Regents receive SP update (Nov)	Regents approve program changes (Feb)	Regents receive SP update (Jun)	Regents receive SP update (Sep)	Regents receive SP update (Nov)
<ul style="list-style-type: none"> •Admin proposes framework (Jan) •Admin develops draft plan (Feb) 	<ul style="list-style-type: none"> •Admin convenes governance for input on Phase 1 and suggestions on review process (Apr) •Admin finalizes process (May) 	<u>Phase 1:</u> Establish goals and measures, data collection *	<u>Phase 1:</u> Convene teams, analyze data, evaluate options	<u>Phase 1:</u> <ul style="list-style-type: none"> •Teams present recommendations to president (Jan) •President recommends program changes to Regents (Feb) 	<u>Phase 1:</u> Teams develop implementation plans	<u>Phase 1:</u> Implement (Jul) <u>Phase 2:</u> Data collection	<u>Phase 2:</u> Convene teams, analyze data, evaluate options Process continues through Phases 2 and 3 

* Administrative areas will follow more expedited timeline.



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Strategic Pathways 2016-2017 Process / Timeline

1. What programs will be included in Phase 1 reviews?
2. What is the composition of Phase 1 review teams?
3. What process will be followed?
4. Who will provide staff support to the teams?



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Strategic Pathways Phase 1 Criteria

Potential Criteria (input coming from Governance)

- Occur at more than one university
- Size
- Professional and/or graduate
- Enrollment
- Cost
- Importance
- Ready to review now

Initial Suggestions (TBD)

- School of Business/Management
- Engineering
- Education
- Athletics
- Research Administration
- IT



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Strategic Pathways Work Teams

Selection Criteria

- SW
- Campuses
- Deans
- Faculty
- Governance (Faculty, staff, and student)

	MGMT	ENG	ED	ATH	RESEARCH	IT
Chair(s)						
UAA						
UAF						
UAS						
Faculty						
Governance						
SW						
Support						



Board of Regents

Strategic Pathways Process

Step 1: Data Collection

Step 2: Data Analysis

Step 3: Creating Options

Step 4: Evaluating Options

Step 5: Recommending Top Options to Summit Team

Step 6: Summit Team Analysis and Recommendation to President

Step 7: President's Recommendations to Board of Regents