



UNIVERSITY
of ALASKA

Many Traditions One Alaska

Strategic Pathways

Board of Regents
March 1, 2018

Overview

1. Framework
2. Process
3. Status
4. Phase 1
5. Phase 2
6. Phase 3
7. Next Steps
8. Deep Dive: Student Access Gateway

Strategic Pathways

Rev: November 2017

How do we optimize our statewide system to achieve our goals for higher education in Alaska?

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 funded by diverse and growing revenue sources		
CORE PRINCIPLES		Focus, Access, Diversity, Excellence, Consistency, Fiscal Sustainability		
STRATEGY		Prepare, Restructure, Implement, Refine		
WHO WE ARE		UA ANCHORAGE Comprehensive metropolitan university in Alaska’s economic hub, with primary focus on workforce development through its several regional community campuses	UA FAIRBANKS Research university renowned for leadership in Arctic and the North, with additional focus on workforce development and community and rural education	UA SOUTHEAST Comprehensive regional university focused on interdisciplinary & marine-oriented programs, teacher education, e-Learning, and workforce development
CAMPUS LEAD FOR THE STATE*	Research	Social and economic sciences, health policy	Arctic science and policy, physical, biological, and social sciences, engineering and applied energy	Interdisciplinary / environmental
	Teaching	<ul style="list-style-type: none"> • Health professions • Business and public policy • Economics • Logistics • Project Management 	<ul style="list-style-type: none"> • Physical, natural, and related sciences • Arctic / Northern Studies • Rural development / tribal management • Doctoral education • Mine training • Fisheries and ocean sciences 	<ul style="list-style-type: none"> • Marine-oriented programs (including joint programs with UAF) • Teacher education (administration) • Interdisciplinary degrees/ degree completion • Emphasis on regional workforce priorities, e.g., mine training.
	Outreach	• Aligned with Research and Teaching Focus		
COURSES / PROGRAMS AVAILABLE ACROSS THE UNIVERSITY SYSTEM		<ul style="list-style-type: none"> • Common General Education Requirements • Liberal Arts and Humanities • Social Sciences & Natural Sciences • Nursing • Engineering • Distance Education / E-Learning • Career and Technical Education 	<ul style="list-style-type: none"> • Alaska Native Studies • Teacher Education • Management • Mine training • Wide choice of non-major courses • Dual credit with K-12 • Developmental Education 	

* Research, teaching, and outreach at campuses other than the “lead” campus that are of high quality, cost effective, and core to mission, will continue to be provided. 3

Process

Strategic Pathways is a transparent and inclusive process of discovery. How do we organize our university system in order to maximize the value we provide to our students and our state, while our revenues are under such severe pressure?

230 faculty, staff, students, and community leaders came together from across Alaska to strengthen UA in terms of:

1. **Cost effectiveness** in all we do – important, but not the sole factor
2. **Quality** of the academic program or administrative service
3. **Access** to the benefits of the program/service to students, faculty, staff, and community
4. **Community impact** on the local, regional, statewide, and broader communities we serve
5. **Fiscal sustainability** over the long term

Status

Phase 1

Decisions have been made either by management or the Board of Regents in all seven areas reviewed. Implementation is in planning or under way in these areas:

Engineering, Teacher Education, Management, Information Technology, Athletics, Research Administration, Procurement

Phase 2

Options were discussed with stakeholders and campus communities; recommendations were shared with the Board at the June meeting. Implementation is in planning or under way in all eight areas:

Community Campuses, E-Learning, Fisheries, Health, Human Resources, Student Services, Institutional Research, University Relations

Phase 3

Options were shared with the Board of Regents for the seven areas in June. I shared my initial thoughts with the Board at the September meeting. Two rounds of forums were held at each campus to engage stakeholder and community feedback. Implementation is in planning or under way in all seven areas:

Arts and Humanities, Social and Natural Sciences, Mine Training, Finance, Land Management, Risk Management, Facilities

Strategic Pathways Phase 1

Focus Area	Decision/Recommendation	Status
Research Admin.	Policy leadership at UAF, with service centers at UAA and UAS focused on grants and contracts management.	Reviewing operations. Based on review, Grants and Contracts leadership at UAF; gain efficiencies through standardization, streamlining, and synergies across the UA system.
Engineering	Implement collaborative model within current administrative structure. Work toward common course numbering/descriptions, curriculum, advisory boards, and course sharing.	Most objectives have been met including MOAs for joint programs, and joint advisory board.
Teacher Education	Assign administrative leadership to UAS, Alaska College of Education, 1 Dean w/ UA wide steering committee. Administrative reorganization at UAA and UAF; integrate into colleges.	In implementation. Executive Dean search ongoing. UAA and UAF reorganization proposed.
Management / Business	Administration reorganization at UAS; integrate into College of Arts and Science. UAA has proposed a joint MPA/MPP program, in coordination with UAS' on-line MPA program.	Done: UAS reorganization. In implementation. UAA is moving forward with curriculum and degree proposal for the MPA/MPP program.
Intercollegiate Athletics	Expense reduction. Increase private funding support so on par with private (i.e, tuition) share of academic expense	UAF and UAA comparing GF costs to academic programs and increasing private support.
Procurement	Policy leadership at SW; CPO at UAF; service centers at UAA and UAS. Reduce cost over time through leveraged purchasing.	Leveraging purchasing to reduce cost. University procurement offices organized under a single procurement officer's leadership.
Information Technology	Reduce embedded IT staff in units (except those on restricted funds) and make other changes to save 20%. Implement lean process improvement and seek economies of scale, outsourcing, and cloud services.	Comprehensive review by external consultant. Report under review. Options being considered.

Strategic Pathways Phases 2

Focus Area	Decision/Recommendation	Status
e-Learning	Increase collaboration across campuses through e-Learning consortium. Explore outsourcing some programs.	In planning. E-Learning sub-council has been charged with this task.
Fisheries	Request BOR to approve a BS degree program in fisheries & ocean science jointly offered by UAF and UAS.	Done
Community Campuses	Increase collaboration between community campuses with main university campus and across community campuses. Increase cost effectiveness by expanding support for/access to e-Learning programs from main campuses. Explore potential partnerships with tribal and other community organizations.	In planning. Community Campus Directors Council actively working.
Health	Strengthen intercampus collaboration with statewide planning leadership from UAA. Expand Nursing and other high demand health professions programs.	In implementation
Human Resources	Consolidate, standardize, and automate “back room” functions to free up resources for high value services to faculty and staff.	In implementation
University Relations	Assess communication needs across UA to reduce operational redundancies, pursue cost efficiency, and increase alignment. Form a representative PR Council at each university to enhance strategic alignment and resource utilization.	In implementation
Student Services	Student Services Council to propose what “back room” functions should be consolidated and standardized, simplified, and automated to free up resources to improve the student experience and recruitment, retention, and completion.	In implementation
Institutional Research	Creation of a <i>Collaborative Knowledge Network</i> will be pursued, led by IR Council. Priority should be on process improvement, standardization, and automation.	In implementation

Strategic Pathways Phase 3

Focus Area	Decision	Status
Arts & Humanities	Charge Academic Council to convene faculty communities of practice to support collaboration and innovation in meeting UA goals, with emphasis areas including, but not limited to: course alignment, course sharing, curriculum development, student and faculty mobility, and faculty development in high impact practices and on-line course / program development and delivery. Charge Student Services Council to develop streamlined student gateway to courses and programs across the UA system.	In implementation. Developing Faculty Initiative Fund to support Goals. Student Gateway in planning phase, set for implementation this year.
Social & Natural Sciences	Charge Academic Council to oversee faculty communities of practice to support collaboration and innovation in meeting UA goals, with emphasis areas including, but not limited to: course alignment, course sharing, curriculum development, student and faculty mobility, and faculty development in high impact practices and on-line course / program development and delivery.	In implementation. Developing Faculty Initiative Fund to support Goals.
Mine Training	Maintain current structure, with UAS providing current programs in support of regional industry and MAPTS continuing to serve the mining and oil and gas industries statewide through its programs in Delta Junction, Soldotna, and Anchorage. Include occupational endorsements, certificates and workforce credentials in reporting on degree attainment.	In implementation
Finance	Charge Business Council with requirement to: simplify, standardize, and automate processes; review policies and regulations for simplification, elimination; and examine simplification of chart of accounts.	In implementation
Land Management	Maintain current structure, continue to collaborate on educational property management, develop plan to maximize returns on investment properties, and add Facilities Management to portfolio of Land Management Director (Chief Facilities and Land Management Officer).	In implementation. Upon further review, decided to keep Facilities Management separate from Land Management
Facilities	Maintain current structure and charge Facilities Council with requirement to: simplify, standardize, and automate processes; review policies and regulations for simplification, elimination; review functions and services to ensure cost effectiveness. Add Facilities Management to portfolio of Land Management Director (Chief Facilities and Land Management Officer).	In implementation (see above).
Risk Management	Charge Risk Management Council to simplify, standardize, and automate processes; identify gaps in RM staffing and propose remediation steps; support centralized functional area expertise and decentralized services; and extend “safety culture” across campuses through training and communication.	In implementation

Next Steps

- Continue to gather internal input on recent IT review, formulate action plan
- Move forward on Student Access Gateway
- Continue progress on AKCOE
- Commence faculty collaboration and innovation grant process
- Continue movement and monthly tracking of implementation by inter-university councils
- Inform budget and planning (contingency) decisions on Strategic Pathways framework

Deep Dive: Student Access Gateway

- Purpose
- Considerations
- A Two Track Plan
- Timeline
- Budget (draft)
- Project Team

Purpose

- Improve the student experience through more convenient, streamlined, and automated processes for admissions, registration, communication, etc.
- Expand on-line access to information about the full array of courses, programs, and services provided by the University of Alaska.
- Progress on two tracks (Gateway and Process Improvement) will not only enhance the student experience, but will support attainment of numerous UA strategic goals.
- Failure to make progress may result in further loss of enrollment, tuition revenue, and goal attainment. This may in turn lead to further cuts to programs and staff, leading to negative impact on programs and services.

Considerations

- Student opinions regarding strengths and weaknesses of current systems and processes
- UA leadership views of how to improve systems and processes
- Experiences of other states seeking to expand on-line access and improve student facing processes
- How this initiative drives UA's strategic goals
- Schedule and budget

A Two Track Plan

- Student Access Gateway

The Gateway will provide a single point of discovery and access to all UA course, programs, and services. It will improve visibility and coordination of UA programs across the system and help meet enrollment goals.

- At www.alaska.edu
- Modeled after www.TNRconnect.gov
- Possible vendor: AcademyOne
- On-line access for:
 - New students
 - Returning students (some college and no degree)
 - Veterans and service members
 - Continuing education/professional development
 - Dual enrollment
 - Credit for prior learning

- Process Improvement: Focus on business practices that underpin services and transactions for current students

Improved processes will enhance the student experience and contribute to our enrollment goals and student success.

- Pilot program at one campus for a user interface
- Possible vendor: rSmart

Timeline

Oct. 17	Nov. 17	Dec. 17	Jan. 18	Feb. 18	Mar. 18	April-Aug 18
System wide team receives charge from President starts regular meetings	Meetings continue Student Survey is designed and administered. BOR ASA provided initial project update.	Survey results are analyzed - respondents identify financial transactions and registration as two online services that both work well and frustrate. Information on two portal software vendors shared with team.	Meetings continue. Identification of staff to comprise the teams that will work on financial transactions and registration are requested. Solicitations for user interface testing (for prospective students) - Strategy360 offers proposal to use software to capture this information.	Two portal vendors submit proposals - AcademyOne (3-year contract) and OneCampus (OneCampus is for a 1-year pilot). Budgets for all components of project are submitted. BOR ASA updated at Feb. 22 meeting.	Vendor selection proposed for March. Implementation would begin immediately.	AcademyOne estimates timeline for implementation at UA would take approximately 5 months. Placing go live date in August 2018. OneCampus estimates implementation for 1-year pilot, less than 1 month.

Budget (draft)

	Year 1	Year 2	Year 3
GATEWAY			
Implementation fee	\$100,000		
Annual License and Hosting Fee	\$200,000	\$205,000	\$210,000
User interface testing	\$16,500		
Project manager	\$60,000	\$60,000	\$60,000
PROCESS IMPROVEMENT			
Portal software (pilot)	\$20,000		
Portal software (if expanded)		\$60,000	\$60,000
OTHER COSTS			
User training & software evaluation	\$20,000	\$20,000	\$20,000
Contingency	\$20,000	\$20,000	\$20,000
Total	\$436,500	\$365,000	\$370,000

Project Team

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Strategic Pathways

Discussion