

UA Consortium – Three University Model

One Size Does Not Fit All



Shared Mission of an Engaged University

- Teaching, Research, Engagement
- Campus culture is defined by shared University and community goals
- Agreed upon definitions of success for both the university and the communities served
- Life long learning opportunities
- Leveraging of university resources and public and private funds

Core Commitments

- Access
- Student Success
- Reducing Costs
- Diversifying Revenue
- Change Management
- Economic and Community Engagement

Benefits

- Builds on the work of Strategic Pathways and our individual as well as collective strengths
- Campus specialization reduces duplication
- Option for singular colleges or mergers as it makes regional sense (e.g. college of health)
- Local (Chancellor) decision making based on student needs, demographic and economic trends
- Optimizes current accreditation – we don't lose accreditation and therefore revenues

Benefits Continued

- Sustains our existing and significant investments in student recruitment and student success
- Maintains and continues to foster stronger connections to communities across the state
- Provides Alaskans with options
- Leverages existing and significant investments in branding and marketing
- Donors are more likely to give to their local university
- Alumni are more likely to stay engaged

Risks

- Perception that it is simply status quo
- May allow unnecessary duplication
- May pit regions against one another
- May require more deliberative decision making

Accreditation Considerations

- Existing structure is responsive to students fulfilling NWCCU's new standards emphasizing student success
- Consortium model can be achieved quickly with minor substantive change
- Currently all 3 Universities are accredited. UAA and UAS received reaffirmation in 2019, good for 7 years. UAF is in the cycle for reaffirmation.
- Consortium model fosters a less disruptive, collective, more thoughtful process for restructuring
- Creation of common course numbering systems, shared course time blocks, etc. may require substantive change or review, but would show good faith and intention to create workable alternatives for student success



Contemporary Student Affairs Functions, Programs and Services

- There is no standard structure that can fit all campuses equally well
- Student learning and engagement stays at the forefront
- Out-of-class experiences of students contributes substantially to their learning and growth
- Direct interaction with students at the campus level enhances student learning and student development

Delivering Enrollment Services From One University

Delivering processes from one University

1. Single UA undergraduate application for admission and CRM management
2. Loan default management
3. VA verification process
4. Petition for refunds
5. Enrollment, aid, and degree verifications
6. Prospective student name buys
7. Residency determinations
8. Enrollment services mail room & data entry

Contemporary Student Affairs

Consortium (communities of practice)	<ul style="list-style-type: none">• Program leadership remains at each university• Creates a common student experience and improves processes• Cross-functional teams (communities of practice), joint planning, and implementation and assessment of mutually agreed upon outcomes• Cross-functional teams align and maintain policies, practices, dates, forms, fees, etc.• Shared responsibility for service quality and student success• Improves the student experience, reduces bureaucracy• Process efficiencies create savings
Lead University	<ul style="list-style-type: none">• Program leadership is delivered from one university, with assistant leaders and/or coordinators at non-lead universities• Capitalizes on specialized expertise in the functional areas that then lifts all three universities• Student resources and tools, such as Web pages, applications, and forms are centralized• Program team determines policies, practices, dates, forms, fees, etc.• More suitable for programs that do not depend on being deeply embedded in each university
University Specific	<ul style="list-style-type: none">• Program leadership is autonomous at each university

Contemporary Student Affairs Functions: One Size Doesn't Fit All

Suitable for Consortium (communities of practice)	Suitable for Lead University	Suitable for University Specific
<ol style="list-style-type: none">1. Financial Aid2. Admissions3. Registrar4. Military & Veteran Student Services5. UA Foundation scholarship management	<ol style="list-style-type: none">1. Career Services2. Disability Support Services3. Out-of-state and rural student recruitment	<ol style="list-style-type: none">1. Student conduct, crisis & care, Federal mandate compliance (DOS/CSSR)2. Alaska Native & diversity prog's.3. Intercollegiate Athletics4. Student Health and Counseling5. Student activities, leadership, governance and organizations6. Residence Life7. Intl. student and exchange visitor management (SEVIS)8. Orientation & first year experience programs9. Community engagement

Academic Collaboration

- To reduce redundancy and increase efficiency, share courses widely across campuses
- Savings would accrue through reduction in faculty numbers
- Revenue optimization would come from higher enrollment in courses
- GERs now widely realigned across campuses; ongoing GER realignment is faculty-led
- GERs transfer seamlessly across the UA system
- GERs share identical numbering systems, parallel course descriptions, number of credits, and course name
- Faculty senate presidents are collaborating to solve the problem of course blocks and calendar during fall 2019 semester

Consortium Shared Business Services

Offers same benefits as One-University Model - maximizing back-office savings to reduce impacts on instruction and research.

Current	In Progress	Future Opportunities
Controller/Financial & Tax Reporting & External Audit	Travel	Procurement, Payables
Internal Audit		Leveraging Service Contracts
Treasury - Endowment & Debt		Risk Management
Risk Management – Insurance & Claims for Property, Liability, Workers Comp	Student Accounting (common deadlines, bill, etc.)	Common IT Help call center
Human Resources – Compensation, Payroll and Employee Benefits, Union negotiations	Student ID Cards (PolarExpress, Whale Card, Wolf Card)	Further collaborations and decentralization for cost savings and utilization of campus level expertise
IT Infrastructure & Security		

Research Administration

- Through the statewide research council and SCoR, UA has already made significant headway in aligning administrative processes, as a way for greater research administrative consolidation.
- In areas of IRB, IACUC, F&A waivers, compliance, safety, award management, UA expert guide, research labs, and research planning exists
- Current model works well for our funding agencies.

Research Programs

- Capitalizes on collaborative research across the universities:
 - Alaska EPSCoR
 - Alaska INBRE
 - One Health
 - ADAC
- Participation in these programs is broad-based and includes community colleges.

Cost Savings

- Consolidations will be economically driven and a collaborative process among the chancellors at all three universities.
- Chancellors are already working together to surgically reduce costs at each university, to find natural consolidations that generate cost savings without added administration and cause the least reduction in enrollment.
- Cost savings will be from a balanced reduction (e.g. administration, instruction, athletics) to minimize the impact on students.
- The chancellors' relationship with their communities, universities and to each other puts them in a position to collaboratively develop the optimal strategy for budget reductions while maintaining strong universities that serve their individual communities.

Broad Collaboration

- Cathy Sandeen, UAA Chancellor, csandeen@alaska.edu
- John Stalvey, UAA Provost, jstalvey@alaska.edu
- Bruce Schultz, UAA Vice Chancellor for Student Affairs, brschultz@alaska.edu
- Beverly Shuford, UAA Vice Chancellor for Admin Services, bcshuford@alaska.edu
- Christi Bell, UAA Associate Vice Chancellor, BEI, cabell2@alaska.edu
- Denise Runge, UAA Dean, Community & Technical College, drunge@alaska.edu
- Joel Potter, UAA Professor, jmpotter3@alaska.edu
- Maria Williams, UAA Professor, UA Faculty Alliance Chair, mdwilliams6@alaska.edu
- Scott Downing, UAA Faculty Senate President, smdowning@alaska.edu
- Dave Fitzgerald, UAA Professor, dafitzgerald@alaska.edu
- Max Kullberg, UAA Professor WWAMI, mpkullberg@alaska.edu
-
- Rick Caulfield, UAS Chancellor, racaulfield@alaska.edu
- Michael Ciri, UAS Vice Chancellor for Admin Services, maciri@alaska.edu
- Karen Carey, UAS Provost, ktcarey@alaska.edu
- Robin Gilcrist, UAS Faculty Senate President, regilcrist@alaska.edu
- Heather Batchelder, UAS Assistant Professor, UA Faculty Alliance Vice Chair, habatchelder@alaska.edu
-
- Dan White, UAF Chancellor, dmwhite@alaska.edu
- Anupma Prakash, UAF Provost & Executive Vice Chancellor, aprakash@alaska.edu
- Julie Queen, UAF, jmlarweth@alaska.edu
- Sine Anahita, UAF Professor & Faculty Senate President, sine.anahita@alaska.edu
- Syndonia Bret-Harte, UAF Associate Professor, msbretharte@alaska.edu
- Keith Champagne, UAF Vice Chancellor for Student Affairs, kmchampagne2@alaska.edu
- Julie (Jak) Maier, UAF Associate Professor & Research Scientist, Faculty Affairs President, jamaier@alaska.edu