

University of Alaska Board of Regents

FY 2020 Budget

July 15, 2019

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Purpose

Purpose

In light of the major reduction in the university's operating support from the State of Alaska the university seeks a declaration of financial exigency from the Board of Regents in order to effectuate rapid reduction of ongoing costs in excess of this year's budget.

In preparation for subsequent consideration and approval of specific cost reduction measures, the university seeks a discussion with the Board on several strategic options for cost reduction.

Budget / Advocacy Update

State Funding Update

- In joint session, July 10 – 11, Alaska Legislature considered overrides of all of the Governor's FY20 operating and capital budget vetoes
 - \$136 million UA UGF operating reduction was included with other vetoes
- Override requires supermajority: 45 of 60 legislators
- Only 38 of 60 legislators attended Juneau sessions
- Override vote: **37-1 in favor with strong UA support**; Lacking 45 votes, override failed
- Capital budget override debated, but motion withdrawn
 - End of fiscal year “sweep” of GF accounts, puts \$5 million in Deferred Maintenance funding in question
- Before Special Session concludes, Legislature is expected to introduce and pass an appropriation bill that may include supplemental operating or capital funds for UA
- Amount and timing of supplemental funding very uncertain; may extend into August
- The Legislature may also address lapsed APS, AEG and WWAMI funding

Advocacy: UA Strong! Generated widespread support

- The UA Strong social media campaign provided the seed that created important news coverage, coalition support and social conversations about the university budget/vetoes.
- Coalitions of students, community members and supporters actively advocated for the university's budget.
- There were community rallies championed by the local Chambers of Commerce in Anchorage, Fairbanks and Juneau, students and coalition partners.
- The UA Strong Facebook page was the vehicle that delivered our advocacy messages and had more than 2,600 followers.
 - 23 videos were filmed of students and industry leaders, which established them as our most effective voices.
 - Important industry leaders penned opinion pieces, made personal phone calls and sent messages to elected officials including the governor
- 20 issues of UA Strong have been distributed to 8,000 supporters.
- 20 opinion pieces and 50 letters published in statewide publications and promoted on UA Strong!
- 2 public opinion polls of 600 Alaskans were completed, which helped direct the efforts and confirmed that there continues to be a high level of support for the university.
- 3.6 million impressions of our geo-targeted ads reached 366,000 people (on average). The ads were placed to influence specific Facebook (FB) population groups in key legislative districts. The geo-effort included message/videos, tagging legislators with specific FB posts and news coverage including national news.
- The average person saw the FB ad 17+ times.

Advocacy: UA Strong! Generated widespread support

- The creation and distribution of:
 - 2,500 UA Strong buttons
 - 2,000 window clings
 - 2,000 stickers
 - 10,000 #SupportUA temporary tattoos
 - 2,000 coffee sleeves
 - 225 UA Strong campaign-style yard signs. Large signs placed in key geographic locations in Anchorage, Fairbanks and Juneau; the Nome 4th of July Parade; and other community parades/events.
- 1,831 news articles including 4 UA stories on the front page of the 7/10 ADN, and multiple national news stories including NYT, Washington Post, NPR, Bloomberg and NBC Nightly News since June 28 when the vetoes were announced.
- Placed 2 TV spots on 6 Anchorage/Fairbanks TV stations and 4 cable stations and 2 radio spots on 26 commercial radio stations that aired July 1-6 and reached 72-87 percent of the market.
- Continuing to plan for the post-veto advocacy effort including continued discussions with key legislators by influential Alaskans on the importance of UA to Alaska's future.

Immediate Cost Reduction Measures

- Freezes on non-essential
 - Hiring
 - Travel
 - Procurement
- Furlough notices issued to non-represented staff
- Contract adjustments for represented faculty and staff in process subject to exigency declaration
- Elevate/delay all Executive/Senior Administrator recruitments
- Review/eliminate selected organizational memberships
- Eliminate selected non-core units

Financial Exigency

Financial Exigency Policy

P04.09.020. Determination of Financial Exigency.

A. Financial exigency exists when the board determines that a shortfall in projected revenues for general operations, as compared with projected expenditures over the same period, will have a material adverse effect on the operation of the university generally, or on a major administrative unit or an academic or other unit of a major administrative unit.

B. In the event of reduced appropriations, declining enrollments, or other actions or events that compel a reduction in the operating budget of the university generally, or in an MAU or an academic or other unit of an MAU, the board may, in the exercise of its educational and fiscal responsibility, decide to reduce the operation of, to modify, or to close one or more MAUs or an academic or other unit of an MAU. Such reductions, modifications, or closures may require the unilateral reduction of salaries; modification of terms of employee appointments, including the duration of appointments, layoffs or terminations of tenured faculty, non-tenured faculty, or other university employees before the end of their employment term. The board will not be required to reallocate resources from one unit to another to avoid a determination of financial exigency in an MAU or an academic or other unit of an MAU. Any action taken by the board and university in response to a financial exigency will be developed with the understanding that the action will be consistent with the basic mission of the university to provide quality education for its students.

- (Continued)

Regents' Policy 04.09.020

C. Within the limits of the budgetary constraints, the university will make reasonable efforts to ensure that students affected by a financial exigency determination will be allowed to complete their programs at the affected unit or by transfer to another unit of the university.

D. The determination of the existence and extent of financial exigency affecting the university generally, or any MAU or an academic or other unit of an MAU is the sole responsibility of the board, but the president of the university may request such a determination by the board. When such determination is made, this policy and university regulation will take precedence and control over those applicable regents' policy, university regulation and other practices and procedures which govern normal operating procedures.

Exigency Analysis

- UA is a single constitutional corporation and one legal entity governed by the Board of Regents pursuant to Art. 7, §§ 2 and 3 of the Alaska Constitution and AS 14.40.120.
- The framers of the Alaska Constitution specifically sought to insulate UA from politics. The UA Board of Regents historically has recognized and affirmed its fiduciary duty to the university and its responsibility to the state, its communities, and students to act without regard to political, geographic, or other personal considerations.
- Under AS 14.40.170 the Board of Regents, among other things, has the care, control and management of all real and personal property as well as the money of the University, may determine and regulate the course of instruction in the University, and receive and expend University receipts.

Exigency Analysis (continued)

- In response to legislative direction and Board leadership, since 2014, the Board of Regents and the administration have reduced university administration and academic programs, consolidated positions, deferred facility maintenance and other essential expenditures, consolidated and reduced leased space and underutilized buildings, and eliminated 1,200 staff and faculty through attrition, layoffs, administrative consolidation and leaving vacancies unfilled as they arise.
- The Board of Regents and UA administration have led by implementing strategic processes to clarify each university's mission, eliminating numerous administrative units, moving programs out of statewide administration to the universities, improving and standardizing processes, redesigning and consolidating human resource services across the system; enhancing collaboration among academic programs and student services, implementing common calendars, common general education requirements, common mathematics courses, common procurement processes, common travel system, and common Title IX training, as well as focusing on strategic initiatives essential to the State of Alaska.

Exigency Analysis (continued)

- Despite these and other efforts, the FY20 appropriation has been reduced \$136 million, some 41 percent, over FY19 levels.
- This is a reduction in base state funding of \$187 million, some 49%, since FY14.
- The university has ongoing obligations to students, employees, educational partners, and contractors, that cannot be reduced or eliminated immediately, as well as ongoing fixed costs including facilities and debt.
- We expect other revenues from tuition, grants, contracts, and charitable giving to decline given reputational impacts and potential reductions in state scholarships and financial aid, and that UA will incur transition and teach-out costs, requiring FY20 reductions in excess of \$200 million.
- For context, closing UAF, or UAA and UAS combined, would not eliminate this shortfall.

Exigency Analysis (continued)

- Each day of delay in implementing additional cost reductions, including administrative and academic consolidations, and the required termination of more than 1,300 – approximately 18% – of remaining faculty, staff and the programs they offer, will result in expenditures in excess of current funding, requiring still additional reductions.
- Difficult, immediate decisions are required to reduce disruption to students, and to ensure that vocational, technical, and academic standards are maintained and essential services are provided.
- A declaration of financial exigency supersedes policy, regulation, practices and procedures, and Exigency policy is incorporated into UA's collective bargaining agreements.
- Effects include more rapid reduction, modification, or closure of Major Administrative, academic or other units, and modification of appointment terms, including salary and duration.
- Significantly, available contract modifications include termination of tenured faculty on 60 days' notice, and reduction of exempt staff notice to eight weeks.

Extent of Declaration

Administration recommends that the declaration extend system-wide.

- The University of Alaska is an integrated legal and financial entity, using a shared services model. No administrative unit operates independently or has the capacity to do so, and no administrative unit is legally free of the liabilities and obligations of the others.
- The System office, and each university, provide governance and a variety of services required by each university and the community campuses.
- Centrally provided services include audit, accounting, finance, budget, payroll and benefits, legal, human resources, labor relations, Title IX, academic oversight, student services, facilities, admissions, enrollment, financial aid, government and University relations, compliance, emergency services and occupational health and safety, risk and land management, institutional research, and certain information technology services including broadband.

Extent of Declaration (continued)

- The separate UGF appropriation (\$57 million) for the Juneau and community campuses across the state does not account or provide for the cost of these shared services, which they require to operate.
- If those campuses were to attempt to operate within their appropriation, providing those services separately, or to account for and reimburse SW, UAA or UAF, the resulting shortfall in projected revenues for general operations compared with projected expenses is approximately \$12 million.
- The chart on page 44 shows costs for those services that are reasonably attributable to the Juneau and community campuses.

Exigency Cost Reduction Target

The UGF reduction from FY19 is \$136 million. However, we project needed cost reductions to be in excess of \$200 million.

I. UA cannot and should not implement all required operational reductions immediately.

- We have and will continue to implement available administrative cost reductions immediately.
- Accreditation obligations and our responsibility to students, and our contractual obligations to employees, educational partners and contractors will require deferring many operational reductions until Spring semester.
- Acting responsibly will increase cuts significantly:
 - For example, if you must reduce operating costs by \$1,200 over 12 months, and you reduce operations starting July 1, you only need to reduce operations by \$100 per month; if you delay reductions for six months, you have to reduce operations by \$200 per month starting January 1 to achieve the same savings.

Exigency Cost Reduction Target (continued)

II. Other revenues, particularly tuition, will decline:

- Tuition revenue will decline because the massive UGF reduction and resulting uncertainty surrounding UA will reduce student enrollment, not just in terminated programs but across the board.
- Research grant and contract revenue will decline as UA terminates the faculty, staff, and the programs and services they provide.
 - Voluntary departure of well qualified faculty and staff, in the context of this massive cut, will affect UA's reputation nationally.
- Philanthropic giving will decline as donors wait to see if UA, or their favorite program, can survive in a form they wish to support.

Exigency Cost Reduction Target (continued)

III. Teach out and unexpected transition costs will be significant

- UA can only achieve operational cost reductions of this magnitude by terminating administrative and academic units and the programs they support or provide.
- Accreditation requires that a University provide or arrange for teach-outs either at UA or elsewhere. Experience shows that assisting students with those arrangements, and efforts to reduce financial impact on students, will result in significant costs.
- Experience also shows that savings derived from eliminating units/programs may be less than the budgeted amount for that unit for a variety of reasons.
 - Unanticipated shortfalls in savings will then require additional reductions in operations.

UA Financial Summary FY20

(\$ in Millions)

Targeted Reduction	\$200	UGF reduction + other est. revenue losses*
Immediate Cost Reduction Measures	(\$25)	Furlough; hiring, travel, procurement freeze, etc.
Cost Allocation to Juneau & Community Campuses	(\$12)	
One-Time Funding	TBD	Supplemental bridge funding (possible) , available reserves, etc.
Program & Administrative Reductions	(\$163 - TBD)	Reductions have corresponding direct impact on current students, UA Mission, etc. large reductions very difficult to achieve in one year.

* e.g. loss of tuition revenue based on historic average of tuition revenue as a percent of general fund revenue.

Recommendation

The Administration recommends that the Board of Regents adopt the resolution provided which contains the determinations required by Regents' Policy 04.09.030, i.e.:

- 1) That a bona fide financial exigency exists for the reasons stated in the declaration;
- 2) That the declaration affects all administrative units of the University for the reasons recited;
- 3) That cost reductions of approximately \$200 million are required; and
- 4) That services, programs, and positions will be reduced or eliminated to produce necessary cost reductions.

Motion

Going Forward



UNIVERSITY
of ALASKA

Our Values

Unity in promoting communication and collaboration.

Accountability to our students, faculty, staff, alumni, and the diverse peoples of Alaska.

Leadership for Alaska's people and institutions.

Excellence in our programs and services.

Accessibility for all Alaskans.

Dedication to serving community needs.

Stewardship of our resources.

Principles – Strategic Pathways +

- Access – maximize e-Learning, support high demand programs, affordability
- Focus – eliminate redundancy, focus on unique strengths/opportunities
- Consistency – in business practices, policies, processes, and student support systems
- Sustainability – the remaining structure, administration, units, and programs must be constructed to not only survive this crisis but to achieve UA's future role in Alaska:
 - Quality vocational, technical, professional, academic and research programs
 - Seamless and student-centered student experience
 - Efficiency
 - Collaboration
 - Coordination
 - Clear lines of authority/accountability
 - Capacity for consolidation and future growth

Options

1. Fewer Universities and Campuses
2. Current UA, Lead Campus
3. New UA

1. Fewer Universities and Campuses

Eliminate one or more universities and campuses

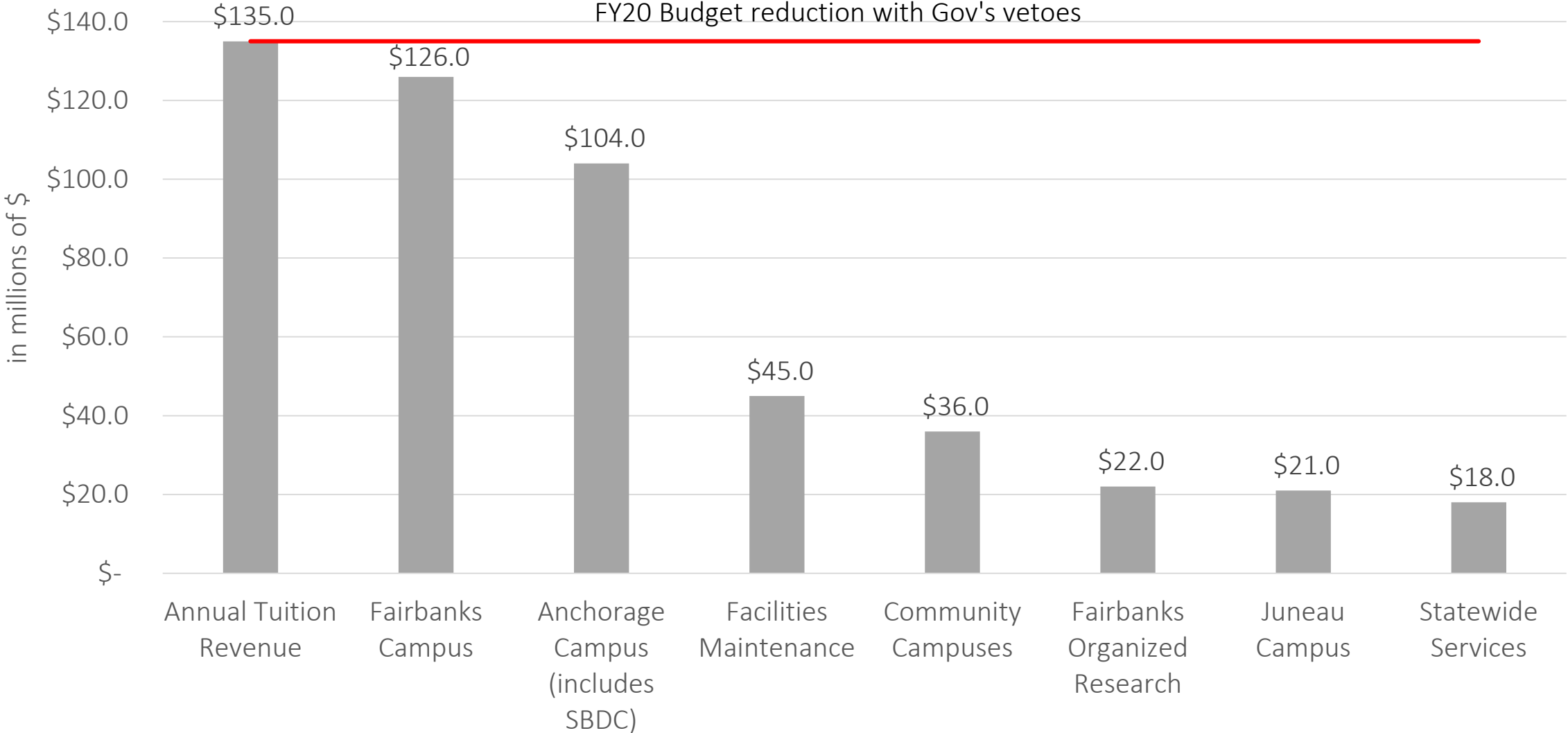
Benefits

- Limits impact of cut to eliminated units.
- Protects units not eliminated.
- Maintains mission and scope of units not eliminated.
- Less disruptive to faculty and students at universities not eliminated.
- Structure and accreditation not impacted at remaining universities and campuses.

Risks

- Leaves open the question which university to cut, encouraging inter-university and regional conflict.
- Could be either UAF, or UAA and UAS, and additional campuses.
- Denies access to higher education to a large number of Alaskans.
- High negative economic impact on communities.
- Indiscriminately eliminates strong as well as weak programs.
- System Administration unclear in a reduced system.

Magnitude of UGF Budget Reductions



2. Current UA, Lead Campus

Distribute UGF reduction proportionately to each university and SW; each unit to reduce into its unique “core” as described in Strategic Pathways.

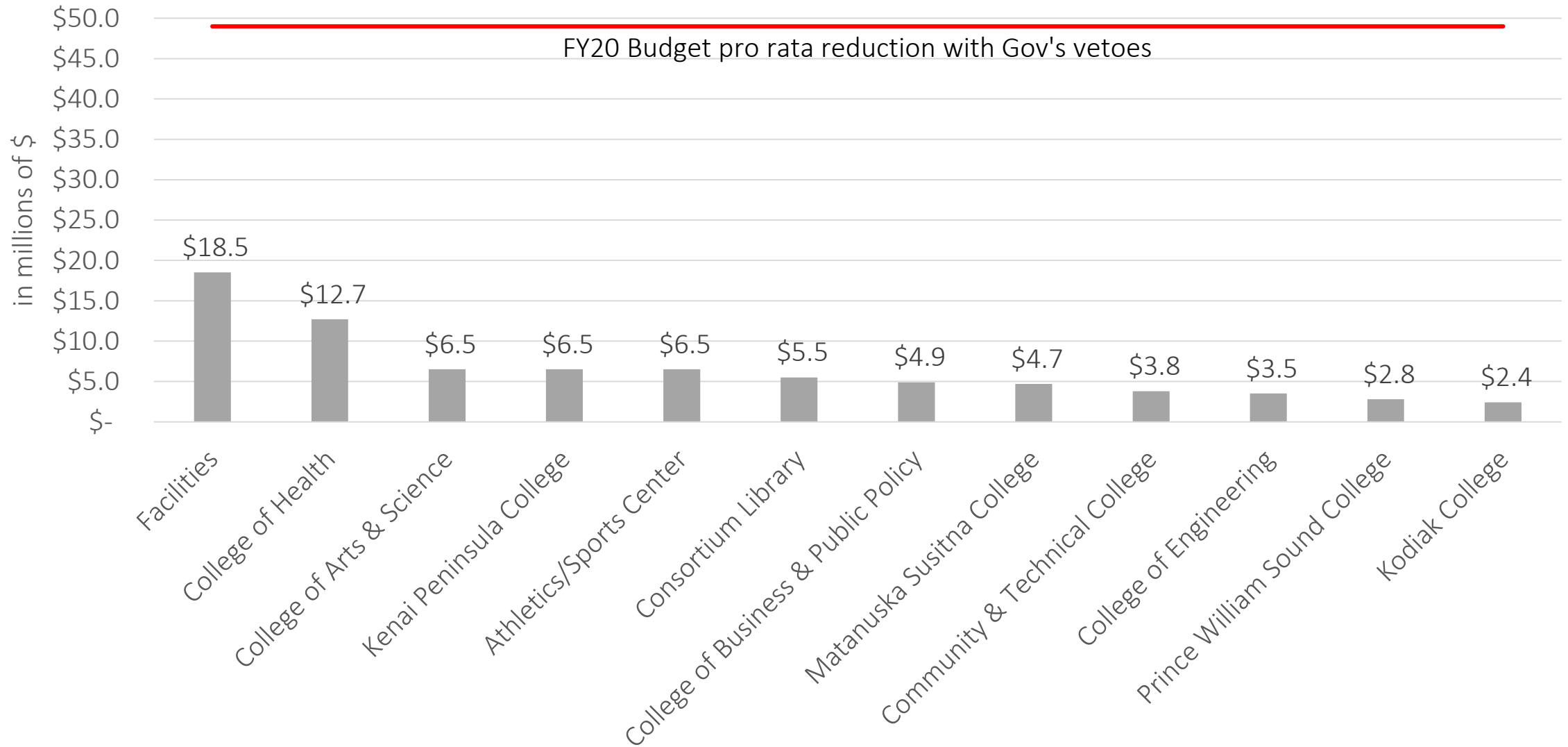
Benefits

- Spreads impact of cut proportionately; does not pick and choose among units.
- Maintains some access to higher education to a large number of Alaskans.
- Retains current organizational structure.
- Each university retains its core.

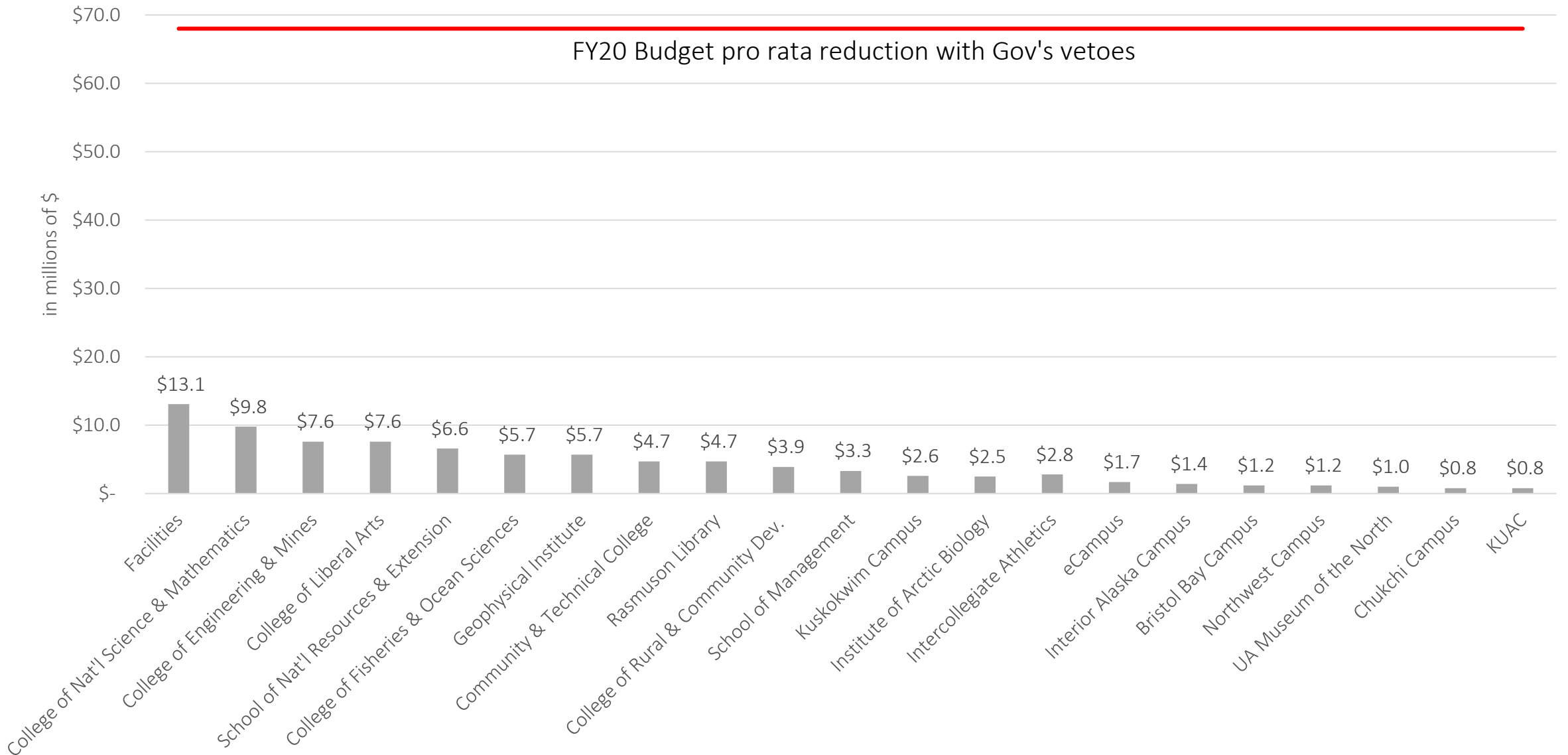
Risks

- Risks financial viability and accreditation of each university.
- Promotes inter-university conflict, as some may argue proportional distribution not “fair”.
- Lack of agreement around each university’s “core” mission.
- May reduce student choice of academic programs and services at each university.
- Not strategic, since priorities would be set at each university.

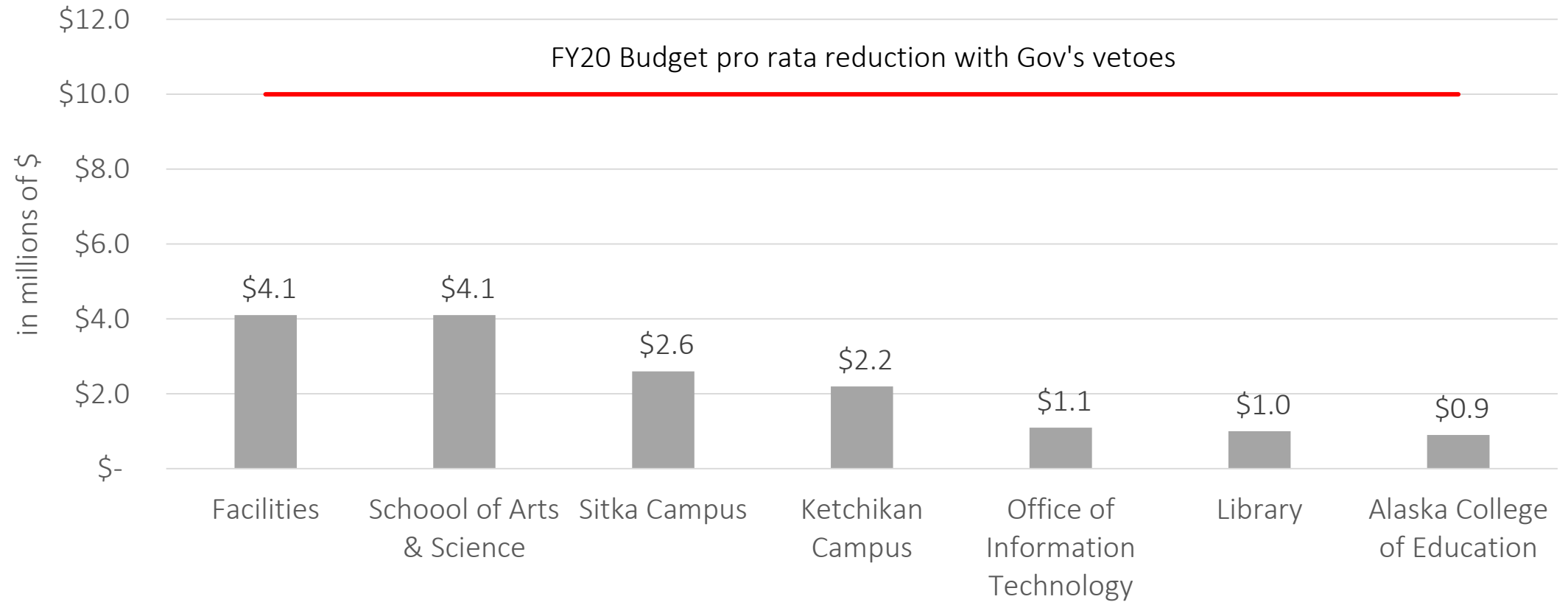
Magnitude of UGF Budget Reductions - UAA



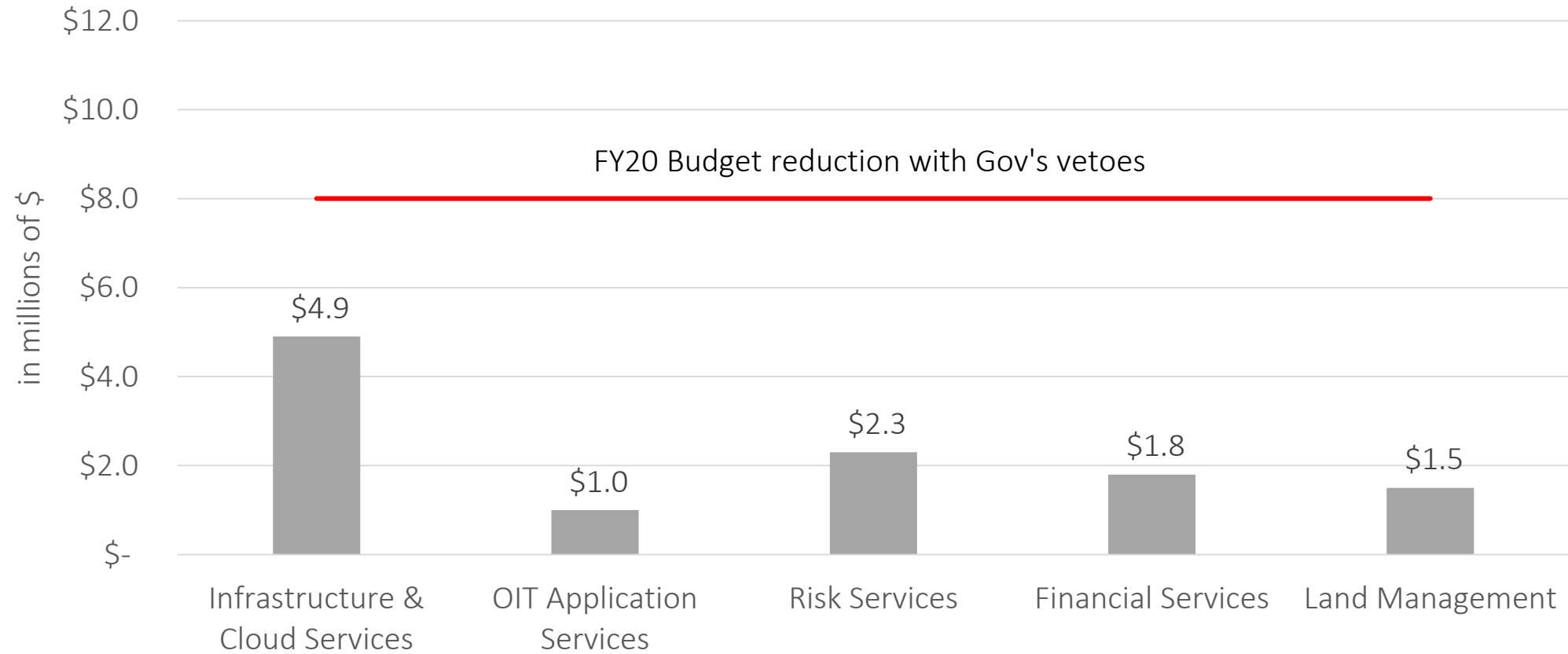
Magnitude of UGF Budget Reductions - UAF



Magnitude of UGF Budget Reductions - UAS



Magnitude of UGF Budget Reductions - SW



3. New UA

A more integrated, single accreditation model for delivering higher education across the state that preserves our core mission at lower cost. Builds on constitutional and legal foundation of single university.

Designed to “fit” our enrollment and budget.

Delivers education through single “college” for each major field serving the state (e.g., education, engineering, business management, science, arts and letters, fisheries and ocean sciences, career and technical education). Delivery would be both face to face and, where feasible, on-line.

Organized research would be conducted through research institutes with system-wide scope. Service units would be organized in a similar manner.

Examples of systems with a single institutional accreditation include the University of Washington, Pennsylvania State University system, and Kent State University system.

3. New UA

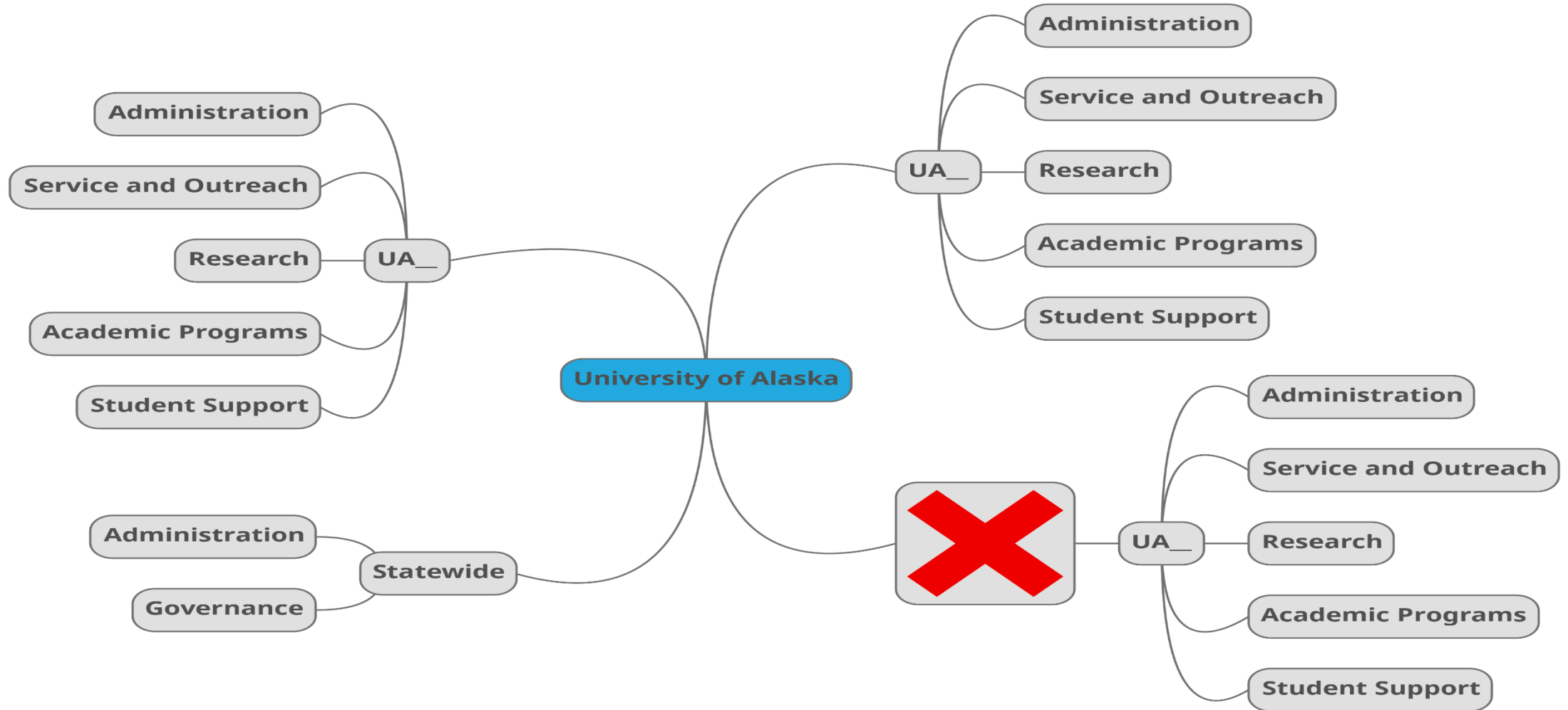
Benefits

- Preserves our strategic core--what's best about all of UA--and provides it through available resources (programs, faculty, staff, funding) to Alaskans through facilities (campuses, on-line technology) across Alaska.
- Eliminates duplicative units and programs.
- Elevates focus and mission of UA on meeting the state's needs and local interests more cost effectively.
- Opportunity for common curriculum, calendar, admissions, financial aid processes, transcript, bill, fee schedule, and other processes.
- Reduces administrative overhead and layers of bureaucracy.
- Increases access to all UA programs for Alaskans across the state, taking advantage of a centralized eLearning hub.
- Increases opportunities for university-wide faculty collaboration in research and education.
- Consistent with Legislative intent:
 "It is the intent of the legislature that the Board of Regents consider a plan to transition the University of Alaska from three separately accredited academic institutions into a single accredited institution with multiple community campuses, and that the Board of Regents provide an update to the legislature on the development of such a plan by December 1, 2019. "

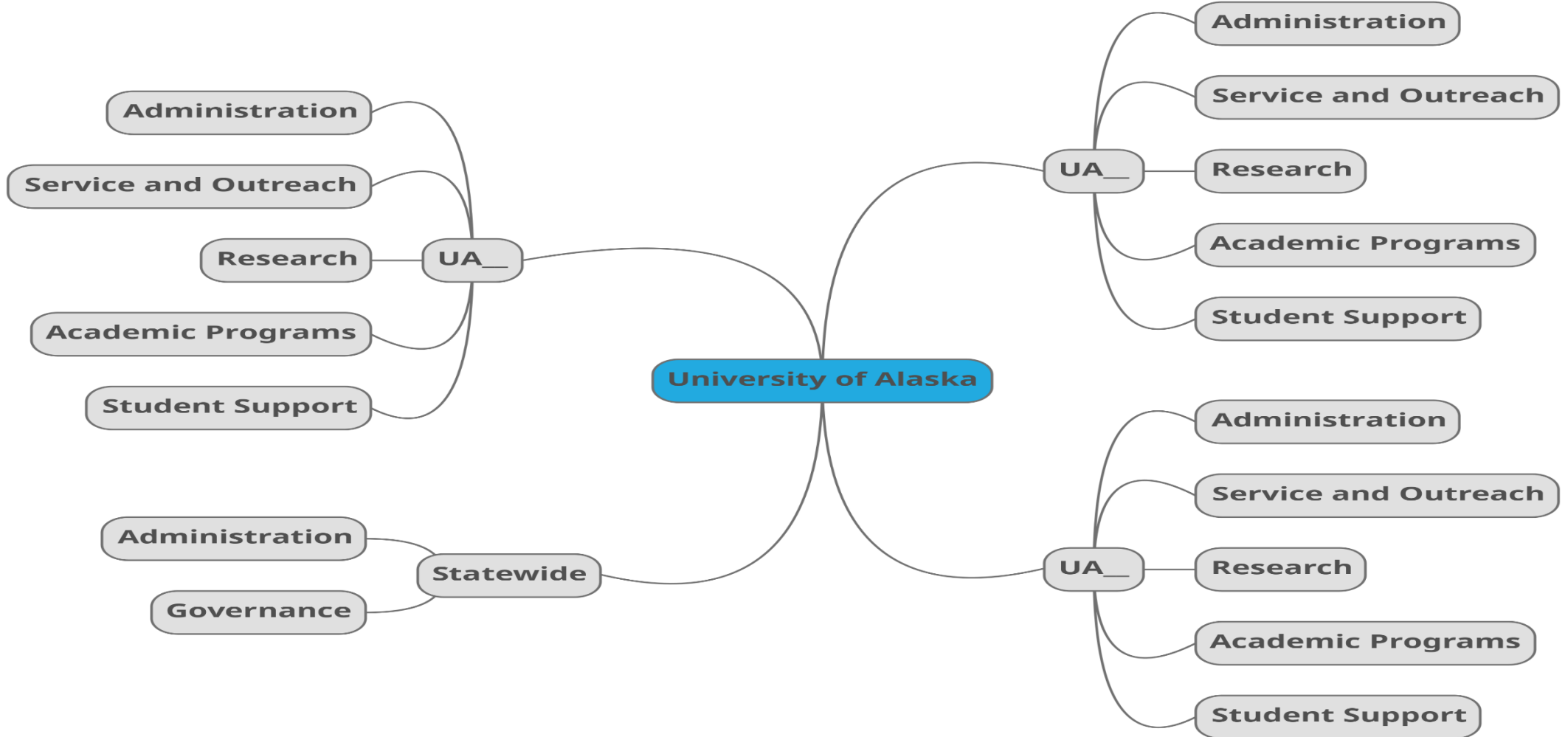
Risks

- Requires substantive change in institutional accreditation and Department of Education approval, requiring time and significant effort.
 - Recent discussions with NWCCU indicate a viable path forward.
- Possible dilution of mission, lack of mission differentiation at each of the three current universities.
- Requires elevation of primary identification from local campus to the state.
- Centralized leadership and administration must be intentional to connect with local communities.

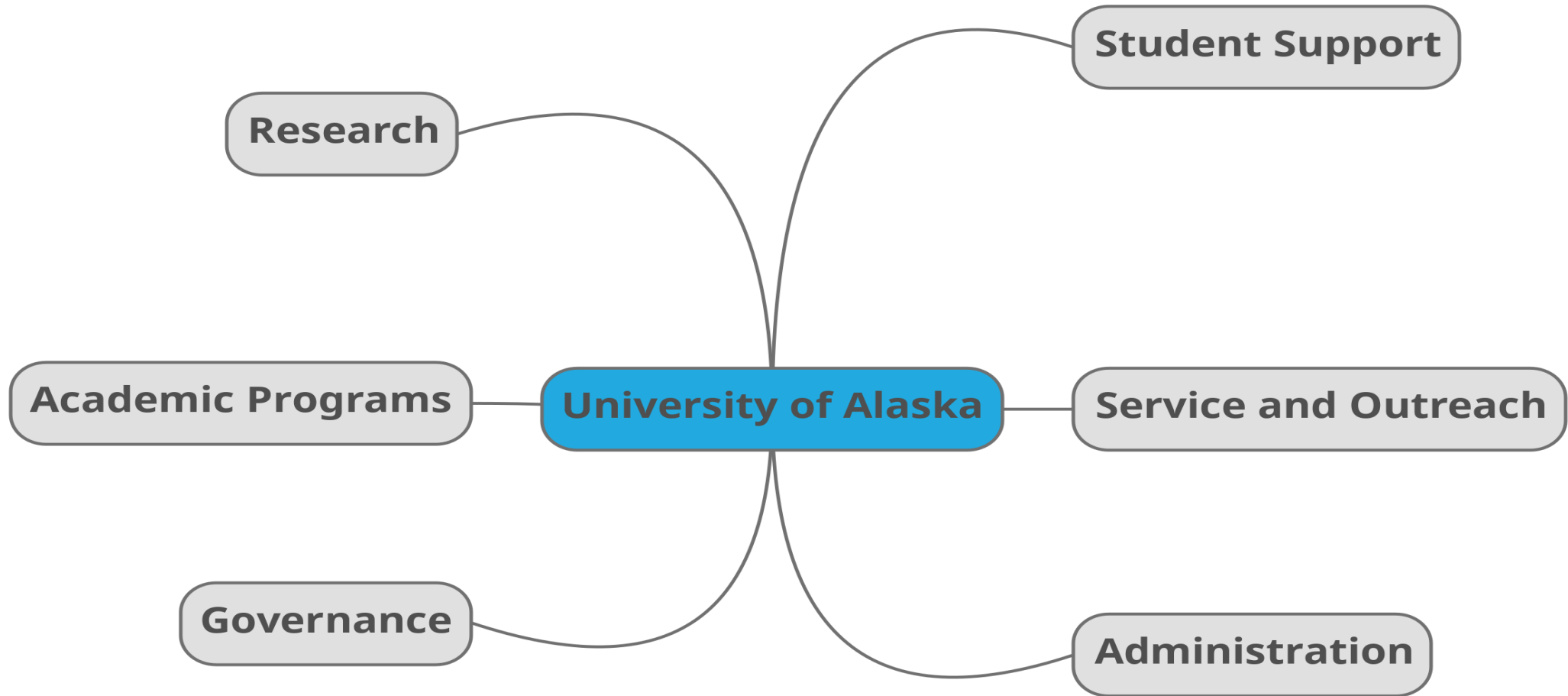
1. Fewer Universities and Campuses



2. Current UA, Lead Campus



3. New UA



Next Steps (with BOR direction)

- 7/15-30
 - Continue with administrative reductions and notices to affected employees.
 - Administration continues to engage in appropriation process.
 - Administration prepares detailed organizational structure, budget, and communication plan.
- 7/30 (Special Board Meeting)
 - Administration proposes FY 2020 budget distribution for BOR approval.
 - Administration proposes changes to UA structure for BOR approval.
- 8/1-8/30
 - Student, faculty, staff, and public input.
- 9/12-13 (Regular BOR Meeting)
 - Administration proposes program reductions pursuant to new structure with resulting notices to affected faculty and staff.
 - Continued open communication with students and employees.
 - Preliminary review of FY 2021 budget request.
- 11/7-8 (Regular BOR Meeting)
 - Approval of FY 2021 budget request.
- 12/31
 - Effective date of personnel decisions stemming from September Board meeting.

Discussion

Appendix

UA Overhead Cost Allocation FY20

(in thousands of \$)

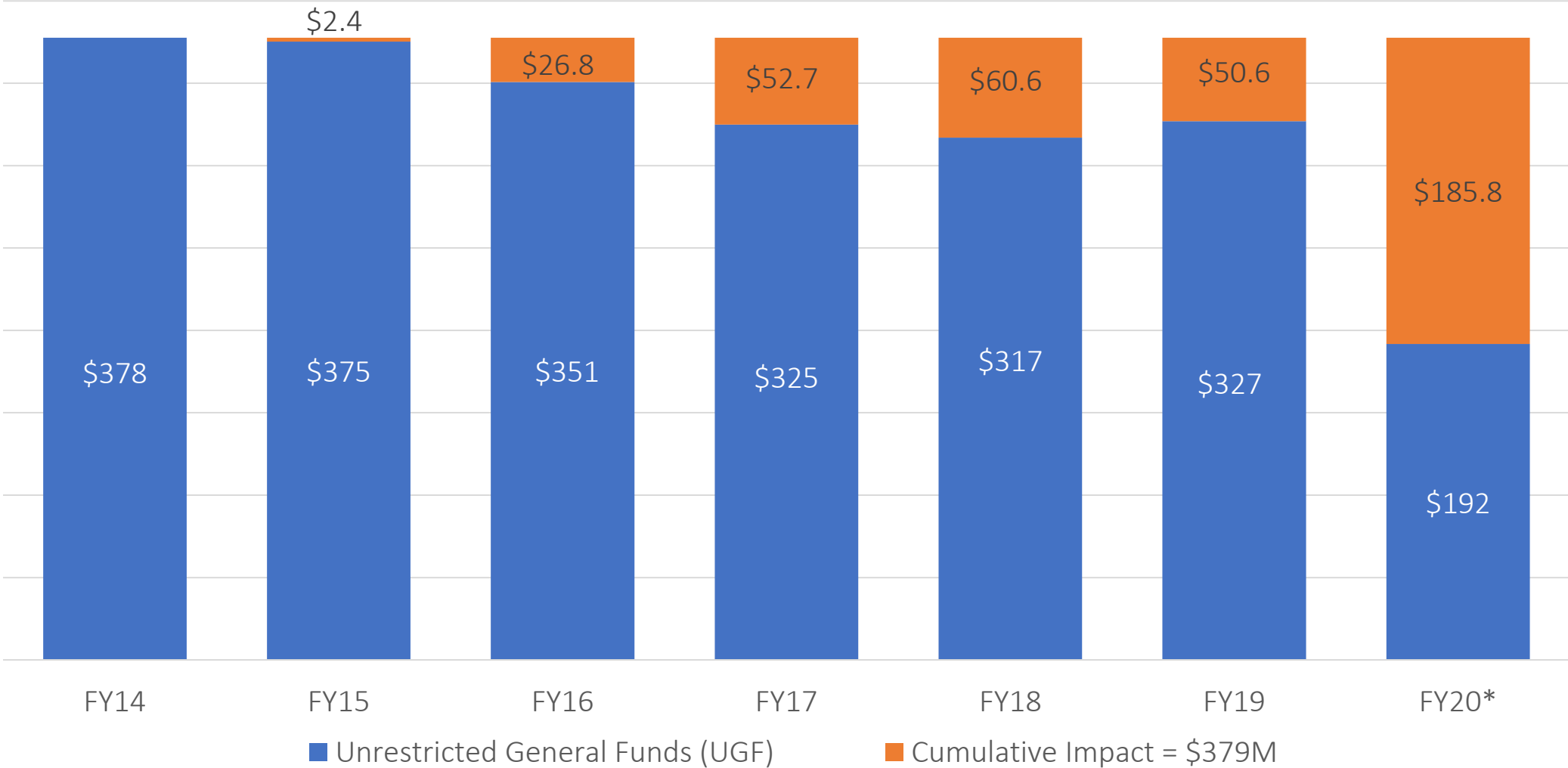
FROM/OF:				
TO/FOR:	SW	UAA	UAF	Total
Kenai	483.5	1,715.5		2,199.0
Kodiak	149.7	531.2		680.9
Mat-su	351.8	1,248.5		1,600.3
Prince William Sound	184.4	654.0		838.4
UAA Subtotal	\$1,169.4	\$4,149.2		\$5,318.6
Bristol Bay Campus	127.2		386.5	513.7
Chukchi Campus	36.0		109.2	145.2
Interior Alaska	135.7		410.9	546.6
Kuskokwim	174.7		529.4	704.1
Northwest	65.3		200.0	265.3
College of Rural & Comm	232.2		708.2	940.4
UAF Community & Tech	380.8		1,154.5	1,535.3
UAF Subtotal	\$1,151.9		\$3,498.7	\$4,650.6
Juneau	1,316.3			1,316.3
Ketchikan	169.2			169.2
Sitka	221.6			221.6
UAS Subtotal	\$1,707.1			\$1,707.1
Total	\$4,028.4	\$4,149.2	\$3,498.7	\$11,676.3

The purpose of this document is to show an estimate of the overhead costs that are allocable from UAA, UAF, and SW to Juneau and the community campuses. Juneau and the community campuses historically have not been allocated these overhead costs.

Overhead costs include: Finance, Treasury, Debt, Audit, Human Resources, Facilities, General Counsel, Budget, Academic, President, Regents, Title IX, Information Technology, Development, University Relations, Institutional Research, Governance, Risk Services, Provost, Chancellor, Student Affairs, Financial Services, Library, Research, Safety, eCampus, Registrar, Admissions and other support costs.

Unrestricted General Fund (UGF) History

(in millions of \$)



* Excludes Gov's veto of \$1.2 million for debt service reimbursement

Cost Saving Summary

- Eliminated more than 50 degree and certificate programs
- Reduced more than 1,200 faculty and staff
 - Administrative staff consolidation
 - Attrition
 - Leaving positions unfilled
- Consolidation of Human Resources underway
- Reduction of leased space
- Space consolidation
- Streamlining programs & services

Support Services Cost Reduction

In Process

- Reduction of facilities footprint
- Grants and contracts process standardization
- Travel: reduce and implement new system
- IT standardization
- Human Resources redesign
- Process improvement
- Position vacancies
- Eliminate unnecessary contracts

In Addition

- Potential systemwide administration consolidation / reduction (e.g., IT, Admin Services)
- Senior administrator reductions
- Staff layoffs and potential furlough
- Increase position vacancy periods
- Reduce facility maintenance
- Reduce out-of-state employees
- Elevation of hiring authority

Academic Programs / Unit Cost Reduction

- Increase FT Student: FT Faculty ratio by ~2 students/year
- Reduce adjunct and term faculty positions
- Increase instructional component of faculty workload
- Strengthen critical mass/quality through assignment of lead campus responsibility and coordinated instruction
- Transform, redesign large enrollment classes
- Expand and diversify on-line course and program offerings
- At community campuses:
 - Continue delivery of workforce development courses, programs to meet local demand
 - Import GERs, provide local support
 - Expand access to courses and programs from all UA universities
- Conduct exceptional program reviews in preparation for possible reduction or discontinuation of academic programs

Over 50 Academic/Job Training Programs Discontinued or Suspended Including:

Discontinued

- GC Clinical Social Work Practice (UAA)
- PhD Clinical-Community Psychology (UAF)
- BA & BBA Economics (UAF)
- AAS Apprenticeship Technology (UAS)
- Certificate Automotive Technology (UAS)
- Assoc. of Business (UAS)

Suspended

- MS Applied Environmental Science & Technology (UAA)
- MS Engineering Management (UAA)
- MS Science Management (UAA)
- AAS Computer Information and Office Systems (UAA)
- BA Philosophy (UAF)
- MS Resource Economics (UAF)
- BA & BS Sociology (UAF)

Simplify, automate, and streamline processes

Done	In Process	Future Work
<ul style="list-style-type: none"> • Simplified employee tuition waiver process (UA) • Single e-mail platform (UA) • Changed Wellness Rebate to one time per year (UA) • Created online process for employees to update HR address (UA) • Redesigned health care deduction structure and created new HSA codes to eliminate errors (UA) • Improved scholarship process and earlier packaging and notification of aid (UAA) • Increased automation and paperless administrative processes (UAA) • Train and use of LEAN (UA) • Developed IT automation and “self-service” tools (UAS) • Implemented PageUp - UA HR Enterprise System (UA) • Campus-wide initiatives and efficiency projects (UAF) 	<ul style="list-style-type: none"> • Automating Journal Voucher (JV) Workflow (UA) • Improving the scholarship process (UAF) • New vendor payment method using virtual credit card (UA) • New travel system (UA) 	<ul style="list-style-type: none"> • Improved student billing (UA) • Improve customer service, increase processing speed and accuracy, and reduce duplication of effort (UAF) • Automate HR processes and data entry in Banner (UAF) • Streamline FMLA system (UAS) • Automate the employee onboarding between PageUp and Banner (UAS) • Streamline credit transfer (UA) • Examine credit for prior learning process (UA) • Consider increasing procurement levels (UA) • Consider minimizing approval levels (UA)

More effective use of technology

Done	In Process	Future Work
<ul style="list-style-type: none"> Employee benefits open enrollment now uses a new generation digital tool Curriculum management via electronic submission, review and publication solution Faculty promotion and tenure at UAA moved into an electronic submission and review tool, joining UAF Agencies who financially sponsor UAA students use online portal to manage payments to the university Replaced employee recruiting, training and performance management solutions with a new online suite Increased computing network performance to rural community campuses in Interior Alaska Redesigned computer lab classrooms into team-based learning environments at UAA and UAS 	<ul style="list-style-type: none"> Implementing UA's first ever travel booking solution Upgrading travel expense management system Improving business continuity risk mitigation with backup electrical generator for UA data center Implementing automated processes for athletic ticket renewals, registration and scheduling at UAA Implementing MyFuture.Alaska.edu adult learner gateway to simplify user experience, increase enrollment Improving online training options Deploying new systemwide video conferencing and long distance services Developing a UA-wide security awareness program for staff faculty and students 	<ul style="list-style-type: none"> Redesign/improve fee data entry and management Consider using student conduct case management system for managing employee conduct Increase IT support to campus security at UAA Extend "virtual desktops" to replace employee desktop computers Develop business case for modernized ERP capabilities Digital transformation of existing manual workflows Modernize the UAOnline experience Revisit the degree audit system to improve prerequisite management & compliance Improve security of UA data through use of Multi-Factor Authentication Fully leverage Cloud technologies

Reduce facility operating costs

Done	In Process	Future Work
<ul style="list-style-type: none"> • Reduced off-campus leased space (UA) • Reduced facility operating hours (UAA, UAF) • Consolidated student housing (UAF) • Closed rural learning centers (UAF) • Sold or demolished properties (UA) • Prioritized facility reinvestment resulting in operational efficiency (UAS, UAF) • Assessed facility utilization (UA) 	<ul style="list-style-type: none"> • Pursuing Public-Private Partnership (P3) tenants (UAF) • Planning demolition of the Fitzgerald house (UAS) • Improve facility utilization (UA) 	<ul style="list-style-type: none"> • Explore software related to access, security, and scheduling to better manage space utilization (UAA) • Consider relocating off campus services to main campus (UAA) • Explore options to renegotiate remaining leases to reduce square footage (UAF) • Evaluate future demolition of aging facilities (UAF) • Consolidate or phase-out Fairbanks Experiment Farm large animal care (UAF) • Evaluate use of current Natural Sciences Research Lab (UAS) • Examine facility sharing opportunities with state and local agencies (UA)

Streamline policies and regulations

Done	In Process	Future Work
<ul style="list-style-type: none">Removed administrative review of grade point and length of employment requirements for tuition waiver (UA)Revised dual enrollment policy (UA)Adopted Title IX “old case” policy (UA)	<ul style="list-style-type: none">Developing dual-enrollment regulations and guidelines (UA)All system-wide councils are reviewing policies and regulations in their areas for streamlining (UA)	<ul style="list-style-type: none">Develop regulations for “micro-credentials” and non-credit programs to meet workforce needs (UA)Assess credit and transfer issues across the system (UA)

Share resources across universities and campuses

Done	In Process	Future Work
<ul style="list-style-type: none">• Increased administrative consolidations and use of shared service centers (UAF)• Consolidated research building operations staff and computing (UAF)• Transformation of the schools of education (UAS)• Leveraged journal and database subscription purchasing arrangements (UAS)	<ul style="list-style-type: none">• Sharing of engineering courses between UAA and UAF (UAA &UAF)• Developing UAA Consortium Library joint licensing agreements (UAA)• Standardizing procurement and grants and contracts process (UA)• Faculty Innovation Fund in UNAC CBA supports inter-university collaboration (UA)• Numerous research programs involve faculty from across UA (e.g., EPSCoR, INBRE, CANHR, ADAC)• Title IX staff provide assistance to each other (UA)• Sharing of undergraduate fisheries courses (UAS, UAF)• Alaska College of Education advocacy, accreditation, and student support (UA)	<ul style="list-style-type: none">• Tuition and fee sharing in Nursing and other programs (UA)• Assess how we allocate resources and responsibilities for on-line program development and delivery (UA)• Expand common course time blocks (UA)

Prioritize programs, revise and reduce

Done	In Process	Future Work
<ul style="list-style-type: none">• Reviewed and discontinued, deleted, or suspended over 60 degree and certificate programs (UA)• Reduced TAs and Course Offerings (UA)• Eliminated the UAS School of Management and consolidated the degree programs (UAS)• Integrated education programs at UAA and UAF into larger colleges and established the Alaska College of Education at UAS to support interuniversity coordination (UAA, UAF, UAS)• Moved K-12 Outreach and Mine Training programs out of SW• Separated UA Foundation and Education Trust of Alaska (SW)	<ul style="list-style-type: none">• Pro-actively teaching out programs identified for discontinuation (UA)• eCampus adding 40+ online courses for Spring 2019 (UAF)• Coordinating health workforce programs across the system through the UAA COH (UA)	<ul style="list-style-type: none">• Regular academic program review as required by NWCCU (UA)• Explore new program development in high demand areas (UA)• Reduce number of small sections (UA)• Assess additional opportunities for course redesign (UA)

Program delivery

Done	In Process	Future Work
<ul style="list-style-type: none">• Moved programs to fully online (UAA & UAF)• Aligned general education across the system (UAA, UAF, UAS)• Reduced program redundancy and low enrolled tracks and emphases within majors (UAA)	<ul style="list-style-type: none">• Identifying state need for access to distance delivered programming (UAA)• Developing online course/program development in specialized areas (UAF)• Increasing class size and establishing minimum class enrollments (UAF)• Migrating from traditional audio-conferencing to low cost (or no additional cost) web alternatives (UAS)	<ul style="list-style-type: none">• Continue shifting programs to online and hybrid models (UAA, UAF, UAS)• Develop cross-university programs, courses and delivery (UAA, UAF, UAS)

Optimize workloads

Done	In Process	Future Work
<ul style="list-style-type: none">• Reviewed faculty workload assignments (UAA)• Established an ad hoc committee to provide additional input into defining and managing the service component of workload assignments (UAA)• Increase enrollment capacity in online classes, when practical, in courses and programs where demand exists (UAF)• Reduce adjunct faculty and have more regular faculty instructing GERs (UAS)	<ul style="list-style-type: none">• Encouraging faculty to teach more classes per semester (UAF)• Working with departments to identify opportunities for employee function consolidation (UAS)• Reducing the number of faculty overloads to teach classes (UAF)• Assessment of student to faculty and staff ratios (UA)	<ul style="list-style-type: none">• Assess utilization of part-time faculty (UA)• Integrate former UAFT faculty into the UNAC workload process. (UAA, UAF, UAS)• Implement faculty workloads for AY19-20 with an emphasis on teaching and research activities (UAA, UAF, UAS)• Move student to faculty and staff ratios toward our peer levels (UA)

UA Workforce Reductions FY15-FY19

Headcount Fall 2014 (FY15) ⁽¹⁾

	SW ⁽²⁾	UAA ⁽⁴⁾	UAF	UAS	Total
Regular	239	1,795	2,127	349	4,510
Leadership ⁽³⁾	34	75	71	12	192
Faculty	0	629	649	114	1,392
Staff	205	1,091	1,407	223	2,926
Temporary	52	1,714	1,846	308	3,920
Adjunct Faculty	6	666	358	118	1,148
Staff	20	316	426	56	818
Student	26	732	1,062	134	1,954
Total Headcount	291	3,509	3,973	657	8,430

Headcount Fall 2018 (FY19) ⁽¹⁾

	SW ⁽²⁾	UAA ⁽⁴⁾	UAF	UAS	Total
Regular	171	1,619	1,790	307	3,887
Leadership ⁽³⁾	29	67	62	12	170
Faculty	0	555	523	109	1,187
Staff	142	997	1,205	186	2,530
Temporary	26	1,497	1,530	207	3,260
Adjunct Faculty	0	565	322	63	950
Staff	10	259	370	34	673
Student	16	673	838	110	1,637
Total Headcount	197	3,116	3,320	514	7,147

Headcount Change Fall 2014-2018 (FY15-FY19) ⁽¹⁾

	SW ⁽²⁾	UAA ⁽⁴⁾	UAF	UAS	Change	
					#	%
Regular	-68	-176	-337	-42	-623	-13.8%
Temporary	-26	-217	-316	-101	-660	-16.8%
Total Headcount Reduction	-94	-393	-653	-143	-1,283	-15.2%
% Change	-32.3%	-11.2%	-16.4%	-21.8%		-15.2%

Key Observations

- UA has 1,283 fewer employees than four years ago.
- The largest percentage reductions have occurred at Statewide and temporary positions on campus.
- Reductions have been achieved primarily through attrition, retirement, ending term contracts, and eliminating or leaving positions vacant.
- UA has reduced 752 State authorized positions (PCNs), three times more than any other state agency.

1. Employees with active assignments as of Oct 1st of each year.

2. Includes: 33 regular and 3 temporary positions transferred from SW to UAF for the K-12, OIT, and MAPTS program; and 30 regular and 4 temporary positions in UA's Enterprise Entities RDU.

3. Includes Academic Leaders (12 month regular faculty ecls FR).

4. Includes 145 positions transferred from UAF to UAA in FY15.