

Transforming the University of Alaska's Statewide Office

**Statewide Transformation Team Report
Submitted to
President Jim Johnsen**

September 2015

Team members:

Bruce Schultz, UAA Vice Chancellor of Student Affairs

Rashmi Prasad, UAA Dean College of Business and Public Policy

Nettie LaBelle-Hamer, UAF Associate Vice Chancellor for Research, Director Alaska Satellite Facility

Julie Queen, UAF Director Office of Management and Budget

Michael Ciri, UAS Vice Chancellor Administrative Services

Maren Haavig, UAS Assistant Professor of Accounting, Senate Faculty President

Carla Beam, UA Vice President University Relations, President UA Foundation

Michelle Rizk, UA Chief Strategy, Planning and Budget Officer

Table of Contents

I.	The Case for Change.....	3
II.	Purpose and Scope of Work.....	3
III.	Initial Observations by Functional Area.....	7
1.	Offices of the President and Board of Regents.....	7
2.	Finance and Administration (FA).....	7
3.	Academic Affairs and Research (AAR).....	9
4.	General Counsel (GC) and Risk Services.....	10
5.	Human Resources (HR).....	11
6.	Strategy, Planning and Budget (SPB).....	12
7.	University Relations (UR) and UA Foundation.....	12
8.	Office of Information Technology (OIT) and Enterprise System Management.....	13
IV.	Conclusions and Next Steps.....	13
	Appendices	

I. The Case for Change

The University of Alaska's Statewide (SW) office exists to provide leadership, broad policy and strategic direction, and a certain level of support to the three universities in its system. An effective SW entity will be lean, smart, and valued for its service. It will demonstrate clarity with regards to its purpose and system-level strategic direction, foster collaborative decision-making, and help to ensure resources invested in the system are strategically applied.

In March 2015, President Gamble established the SW Transformation Team (SWTT) to review the SW office programs and services and make recommendations to ensure SW work is tied to its essential purpose, efficient in use of resources, and effective in delivering results. (See Appendix.)

This report identifies SW's essential roles, provides broad analysis of structural, cultural and management issues that will be important for UA's new president and his leadership teams to consider, and it makes recommendations for specific changes to functional areas.

The recommendations involve a mix of reductions in functions or positions, changes in the work being done, and changes in work effectiveness. Some observations are focused on specific cultural improvements and customer service. The size and work of SW staff has evolved over time. Healthy levels of state funding and ongoing institutional growth, among other conditions, have led it to where it is today.

It is important to note that this review was not commissioned primarily as a budget exercise. The current fiscal climate; the changing education environment in Alaska and nationally; and changing expectations of students, policy makers, and the public made it imperative to transform SW to deliver a strong and sustainable set of core services and functions in support of the entire UA system. That said, certain efficiencies will generate budget impacts at SW and at the universities.

II. Purpose and Scope of Work

The team identified four essential roles for SW and distinguished areas of accountability that are the responsibility of the system's three universities.

The four essential roles of SW are:

1. **External Relationships** : serving as Board of Regents (BOR) support and a single system voice when needed
2. **Compliance**: providing legal interpretation and system-level risk assessment
3. **Steward of Shared Strategic Resources**: overseeing assets such as non-educational lands, the UA network, and the consolidated endowment
4. **Leadership, Governance and Strategic Vision**: establishing system-level strategic direction, fostering collaboration to achieve UA mission, and leadership to address conflicting objectives

The universities are responsible for:

1. Direct services to UA components (students, faculty, staff, facilities)
2. University functional operations and transaction processing
3. Maintenance of data that supports individual universities and UA as a whole

The review process described in the next section led to four general recommendations which were applied after reviewing each functional area. These were:

1. Move the function to one (or more) of the system's three universities
2. Restructure the function within SW
3. Modify the function, services and/or positions (may require moving remaining services to a university or another functional group at SW)
4. Maintain current function at SW

Review Process:

The Statewide Transformation Team was formed intentionally, taking into account representation, individual attributes, and collective knowledge and experience. It includes two members each from SW and the three universities. Each team member has the following attributes:

- ability to balance analytical skill with action-orientation
- strategic and creative thinker
- collaborative
- big picture perspective - sees needs of entire system and UA's impact or potential impact on Alaska

Collectively, the team has experience in business and organizational planning, institutional reorganization, process change and improvement, and delivery of services needed to support higher education. Team members are listed on the cover page of this report.

The team's work started with research, reviewing past reports including the Fisher Report (2011) and MacTaggart/Rogers Report (2008). It involved an analysis of the functioning and structure of UA SW as compared with appropriate peer university systems and included interviews with key SW leaders, leadership at the three universities, and leaders at the peer comparator institutions. SW functional leaders were asked to review their areas, providing information on primary functions, changes in staffing and budget between FY11 and FY15, the basis for their function's existence (e.g. policy, Federal or State regulations and laws, accreditation requirements), impacts of not doing the function, and recommendations on improvement or change to the function. SW governance solicited input from staff on efficiencies and improvements. Finally, the information gathered from functional leads was assembled into a functional organization chart and further feedback solicited. (See Appendix).

In addition to reviewing key functions, roles, and staffing levels, the team identified other important areas through which to understand and assess the structure and functioning of SW. These included:

1. ***Organizational culture and management mindsets***: Do the shared values, norms and management mindsets of SW staff reinforce a service culture in meeting the needs and

priorities of the universities and working collaboratively with them to establish rational system-level policies?

2. **Decision-making processes and levels:** Does SW function in a way that supports clear and effective decision-making and execution at the universities?
3. **Informational model:** Does SW enable an informational model which optimizes decision-making, delegated to appropriate levels in the context of shared governance at the three universities?

Observations on Organizational Culture, Management Mindset and Decision-making:

A prevailing observation that emerged from discussion with SW leadership, university leaders, governance, and team members' anecdotal experiences was the lack of clarity on the part of a majority of SW functional leaders regarding SW's essential purpose. In fact, the absence of a SW mission statement was noted by the team.

When functional leaders were asked to speak to their function's purpose, the dominant response was "compliance." Few made mention of serving the system's three universities and nobody connected to the broader mission of the UA system. (*The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples.*)

This lack of clarity has resulted in:

- absence of a shared purpose within SW
- silos, both within the SW office and between SW and the three universities
- lack of clarity with regard to decision-making – who has responsibility and authority, who should be consulted and informed (RACI) – this will require a review of formal and informal governance groups and how they interact, or do not interact, with one another
- a lack of trust leading to a command and control style and an absence of collaboration between departments at SW and between SW and the universities
- in some departments/units within SW the absence of a service mindset
- arbitrarily-determined decision-making and veto power at multiple levels
- trouble agreeing on appropriate levels of risk
- frustration related to the tension between data integrity and data security/system access
- the inability to gain support for initiatives or move projects through the SW offices on a timeline that keeps pace with the speed and/or needs of business

These issues, if not addressed, will undermine the system's ability to be innovative, excellent, and resilient. If successfully managed, they will catalyze the system and employees at SW and the three universities to meet the ever evolving education, workforce development, and research needs of Alaska and fulfill the UA's commitment to attaining the effects contained in Shaping Alaska's Future.

Requirements for Success:

The team recommends consideration of the following requirements for success as transformation options are implemented:

- 1. *Any reorganized and remaining SW functions need to reflect a culture change in addition to any structural changes***
 - a. shift from a model of control to one of facilitation and support
 - b. service to and active collaboration with universities must be incorporated into SW mission and management philosophy
- 2. *Transfer of a function to a university cannot be a ‘throw it over the fence’ maneuver***
 - a. shared SW and university leadership discussion and decision-making will be required in order to agree on a transition plan and timeline for implementation, with expected results
 - b. transfer of Full Time Equivalents (FTE) or staff involves buy-in and clarity -- universities must have the option to rehire and organize as they see fit to meet the needs and manage the function in the declining budget climate -- universities should have the authority to determine appropriate salary levels based upon restructured function
 - c. resources to cover operating and labor costs should be transferred with functions at a rate or level that is mutually agreed between SW and the university that assumes the function
 - d. functions transferred to a university must be managed on behalf of the UA system to provide system-wide support -- a plan to ensure this happens should be developed and agreed upon by the three universities prior to shifting functions
 - e. a “lift and shift” model may not be most effective as functions are transferred, some functions may require full restructure in order to gain efficiencies and/or be sustainable in the current fiscal climate
- 3. *Functions reduced or moved to a university need to be discontinued at SW***
 - a. if a university takes on a function, it will own operational and governance responsibilities for that function, include appropriate infrastructure or access to systems
 - b. the eliminated function should not be recreated elsewhere in SW

III. Initial Observations by Functional Area

In some functions, certain recommendations have already been implemented or are in process. These involve situations where functional leads took advantage of opportunities, as they occurred, to implement streamlining opportunities. In December, President Johnsen, will make decisions on the recommendations and an implementation plan will be developed. Implementation will begin January 1 and will be completed by July 1, 2016.

The essential roles listed below are those the team believes should be the purview of each functional area, not necessarily the role(s) currently held.

1. Offices of the President and Board of Regents

Essential Roles: External Relationships, Compliance, Steward of Shared Strategic Resources, Leadership, Governance and Strategic Vision

Summary: Reorganize this function within SW to improve efficiency and collaboration between the two offices, and consider moving some Board of Regents (BOR) local support functions to the universities.

Recommendations for Consideration:

- a. Reorganize administrative functions to improve efficiency and sharing of resources and knowledge, and to provide better integration with other departments.
- b. Eliminate less than 1/2 time temporary coordinator position and distribute administrative work to other departments within SW with existing capacity, or utilize a shared service model for administrative support.
- c. Use co-located administrative assistants (e.g. VP Academic Affairs and Research (AAR) admin.) as backup to President's assistant, providing professional growth opportunities and succession planning.
- d. Consider processing travel and procurement requests through existing administrative hubs or staff in other departments (e.g. Office of Information Technology (OIT) business office, General Counsel's office, a shared model among co-located VP level administrative assistants).
- e. Use local (university-based) videoconferencing and administrative support for BOR meetings.
- f. Consider eliminating the temporary housing manager and using an on-call employee as needed for events.
- g. Evaluate the need to hire a special events coordinator who might also serve as a backup in providing travel and procurement services. Assess if position would be full or part time.
- h. Reassign Shaping Alaska's Future Office work to President's Office (see further information in Strategy, Planning and Budget section).

2. Finance and Administration (FA)

Essential Roles: Compliance, Steward of Shared Resources

Summary: Move certain operational functions to the universities with an agreed upon transfer of resources to provide the functions on behalf of the UA system. Some unique finance and investment functions can only be performed at the UA system level. However, several of these areas should be moved to other SW units/departments for improved efficiency and to reduce the level of duplicate staffing and effort associated with similar work. Additionally, this group recommends that a few functions, currently housed in other areas of SW, be transitioned to FA for better internal alignment of similar duties.

Overarching Recommendations for FA:

- a. Examine current level of risk for some specific reporting functions and related staffing including effort/time dedicated to some tasks -- determine if SW is over-resourcing some functions (or under-resourcing).
- b. Refine FA work to align with governance/policy role of SW, moving operational functions to the universities or other SW offices where operational functions overlap.
- c. Eliminate duplication of technology system management and functions by centralizing and coordinating these functions within SW OIT. Expand access and responsibility for management of operational finance technology systems, permissions, and enhancements/projects to the universities.
- d. Move policy functions of Risk Services (e.g. insurance, claims) into FA. Move operational risk functions to the universities. (See further information in General Counsel and Risk Services section.)
- e. Consider moving Human Resources policy functions under FA after streamlining to focus on policy level issues. (See additional recommendations in Human Resources section.)
- f. Evaluate the number of senior leadership positions.

Recommendations for Consideration by FA Division/Department:

Audit and Consulting Services

- a. Maintain policy functions.
- b. Regularly review audit staffing levels and adjust staffing to match level of acceptable risk, potentially no less than a three-year review cycle.
- c. Ensure adherence to annual audit plans by minimizing ad hoc internal audits.
- d. Use audits as a tool to evaluate management practices and decisions, not to police universities. This will require a continued focus on building and maintaining trust.

Controller (Financial Systems, Fund Accounting, Cost Analysis)

- a. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities with SW Financial Systems serving as a collaborative partner rather than a system or data owner.
- b. Move Banner/other Finance system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.
- c. Maintain role as custodian of system institutional data and definitions, but clarify who holds responsibility for making decisions about data integrity and definitions. Involve SW and the universities in a discussion to determine if responsibility belongs at SW, with the universities, or is shared equally.
- d. Maintain Financial Systems, Fund Accounting, and Cost Analysis roles at a policy and oversight level, ensuring that information is transparent, accessible/available, and reporting is a shared responsibility with the universities.

Records and Information Management

- a. Remove from FA, limit to policy level role and move to OIT where Security Oversight functions already exist.
- b. Examine senior management positions and consider transitioning technical management functions to a senior level lead position.
- c. Move management of the OnBase system to the universities, aligning with the role they already play in operational support and use. Maintain higher level system and maintenance in SW OIT.

Finance and Investment Management (Foundation Accounting, Treasury Services, Education Trust of Alaska, Fund Management)

- a. Analyze level of management needed for development and oversight of prudent SW and Foundation investment strategy.

Procurement

- a. Eliminate Chief Procurement Officer position at SW and move function to a university.
- b. Note: while this position is stipulated by law, there is no requirement that it be located at SW. AS 36.30.005 identifies the purpose as "meeting its responsibility to maintain fair and reasonable procurement practices throughout the university system."

UA College Savings Plan and UA Scholars Program (including system-based scholarships)

- a. Maintain only the finance and investment functions for the UA College Savings Plan in FA.
- b. Move oversight of student-centered programs, including associated external relationships, to SW AAR.
- c. Have SW AAR coordinate with the universities and SW Office of Public Affairs on outreach activities in order to keep student-centered programs more closely coordinated with university-delivered student services.

3. Academic Affairs and Research (AAR)

Essential Roles: External Relationships, Compliance, Leadership, Governance and Strategic Vision

Summary: Maintain those areas that fulfill essential roles, but eliminate or move programmatic and student-centered operational functions to the universities.

Recommendations for Consideration:

- a. Maintain leadership of educational policy issues at SW. Assess where it is best located.
- b. Transition K-12 Outreach to the universities. Streamline where appropriate.
- c. Move workforce development programs to the universities.
- d. Maintain system-level workforce development relationships (e.g. Alaska Workforce Investment Board) at SW to ensure alignment with Shaping Alaska's Future. Clarify, remit and assess proper placement of function.
- e. Maintain leadership role for system-level industry-related policy decisions at SW.
- f. Change focus of Student and Enrollment Services to align with essential roles of SW and consider changing the name to Student and Enrollment Strategy (SES), as the term/name “services” implies operational responsibility.
- g. Move student-related services, campaigns and communications to the universities.
- h. Utilize newly-named SES to facilitate system-level student scholarship, and tuition policy development.
- i. Move Alaska Scholars outreach and external relationships to AAR/SES.
- j. Family Educational Rights and Privacy Act (FERPA) policy development should be held at SW and be housed in AAR/SES. FERPA compliance should be managed at the universities.
- k. Maintain system governance as it is currently structured and located.
- l. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities, with SW SES serving as a collaborative partner rather than a system or data owner.
- m. Move Banner/other student system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.

4. General Counsel (GC) and Risk Services

Essential Roles: Compliance, Leadership, Governance

Summary: Maintain General Counsel work focused on legal advice and guidance, contract review, and elevation of issues that require SW leadership or intervention. Move policy-level Risk Services to FA with operational Risk Services responsibilities transitioning to the universities.

Recommendations for Consideration:

- a. Move Risk services to FA, this function is administrative in nature and creates conflicts of interest as currently housed in GC.
- b. Focus SW Risk Services work on policy-related operations (e.g. insurance, claims).
- c. Move operational Risk Services functions to universities (e.g. emergency management, environmental health, safety and loss prevention) to avoid duplication with services already provided at universities.
- d. Evaluate opportunities to streamline SW policy-level Risk Services staff. Evaluate staffing regularly (potentially no less than a three-year review cycle, similar to SW Audit) relative to degree of risk present (e.g. if claims are decreasing, consider needed staffing levels).

5. Human Resources (HR)

Essential Roles: Compliance, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Consider moving under FA or, if maintained as a standalone function, streamline. Maintain policy level functions at SW. Move operational functions to universities.

Overarching Recommendations for HR:

- a. Consider moving under FA as this is an administrative function.
- b. If moved, consider appropriate level for current Chief Human Resource Officer (CHRO) position. If not moved, streamline with a policy-level focus.
- c. Maintain those functions that are policy-related or require consistency across the system (e.g. labor negotiations, job family structure/market analysis, compensation, health benefits).
- d. Universities can provide operational HR services for SW staff located in their operating areas.

Recommendations for Consideration by HR Division/Department:

HR Systems

- a. Maintain a role as custodian of UA HR institutional data definitions; however, discussion is needed regarding who holds responsibility for data integrity and data definitions – is it at SW, the universities, or shared in an equal partnership?
- b. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities with SW HR serving as a collaborative partner rather than a system or data owner.
- c. Move Banner/other HR system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.

Employee and Student Payroll

- a. Move to universities or consider outsourcing.
- b. Move UA tax accounting for out-of-state and international students and employees to FA.

Compensation/Classification and Recruitment

- a. Maintain oversight role for classification and compensation at SW, but work to improve transparency to foster equity and consistency across the system.
- b. Regularly review compensation across job families and between universities including criteria for determining placing executive and senior administrative staff, and conduct market analyses on a scheduled interval, providing this information to the President and the universities.
- c. Consider collaborative hiring – involve university staff on hiring committees for SW positions, this may increase awareness of services/needs across university boundaries and build relationships.
- d. Move recruitment functions to universities with each university providing recruitment support to SW departments in their geographic area.

Benefits Management, Plan Design and Communication

- a. Maintain health insurance, wellness program, benefit accounting, supplemental benefits design/procurement, and retirement compliance at SW, but consider moving to FA.
- b. If maintained in a standalone HR department, look for opportunities to streamline.

Labor Relations

- a. Retain at SW, but look for opportunities to secure input from universities in labor relations and agreement implementation.
- b. Consider moving under GC if HR is moved to FA.

Training and Development

- a. Eliminate function from SW and partner with universities for needed training.
- b. If system standardization is required for particular curriculum, use staff at a lead university to develop. Agreement will be needed among universities to adhere to this standard and track employee training in a consistent (preferably automated) manner.

6. Strategy, Planning and Budget (SPB)

Essential Roles: External Relationships, Compliance, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Evaluate operational and external reporting functions that could be moved to universities and continue to explore ways to provide service/share staff with University Relations office for advocacy efforts and other communications related to long term plans and budgetary information.

Recommendations for Consideration:

- a. Eliminate Shaping Alaska's Future Office and reassign work to Strategy, Planning and Budget Office, University Relations and President's Office.
- b. Support University Relations on Federal relations efforts and ensure Federal and State relations are aligned and taking advantage of leveraging opportunities.
- c. Consider reducing State Relations position to a six to nine month contract.
- d. Consider refilling vacant Chief Facilities Officer position, as this position is critical to coordinating and advising on system-wide facilities services needs/projects and is supported by the universities.

7. University Relations (UR) and UA Foundation

Essential Roles: External Relationships, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Realignment of certain functions under UR and expectations of the Foundation to assist in coordinating a system-level fundraising effort support a recommendation to decouple the two and eliminate a SW executive position. This will result in cost savings to the university, while enabling greater focus on its role in support of system fundraising.

Recommendations for Consideration:

- a. Move AVP State Relations under the Office of Strategy, Planning and Budget (SPB)
- b. Eliminate the Squire Patton Boggs Federal relations contract.
- c. Create and fill a new AVP Public Affairs and/or Federal Relations position. *Note: Upon retirement of VP UR, this position to report to the UA President.*
- d. Eliminate VP UR position (will occur year-end with retirement of incumbent).
- e. Eliminate UR administrative support position.
- f. Align efforts and explore ways to work together with SPB and AAR in supporting State and Federal relations efforts.
- g. Reassign Shaping Alaska's Future Office work to Public Affairs (see further information in Strategy, Planning and Budget section).

8. Office of Information Technology (OIT) and Enterprise System Management

Essential Roles: Compliance, Steward of Shared Resources

Summary: IT functions should be evaluated with the overall objective of being policy-centered and focused on creating economies of scale (e.g. maintaining the WAN, core administrative enterprise systems such as Banner, along with the underlying databases). Further discussion and work is needed to implement a consistent strategy for enterprise system management which will help to resolve issues that arose in nearly every functional area.

Recommendations for Consideration:

- a. Maintenance and upgrade functions for Banner should be centralized under OIT and moved out of other SW functional areas. Evaluate if significant portions of the workload can be outsourced or moved to the universities.
- b. Coordination of data definitions and data quality standards should be managed by their respective functional areas in collaboration with the universities.
- c. Enterprise system access control and security provision/management should be handled at the university level.
- d. Projects and system enhancements should be encouraged. While data standards must be maintained system-wide, individual universities should be empowered to innovate and share solutions which means that projects will be developed and implemented either by university staff, or through outsourced contracts for specialized services.
- e. The operational information technology functions for UAF and SW should be managed by UAF. UA should move to a model where host-universities provide core IT services for Statewide staff.
- f. Evaluate the OIT Business Office to see if SW can achieve more value if these areas have the potential to serve all of SW as part of a shared service model for administration.
- g. Continue to look at outsourcing opportunities for IT functions or contracted/hosted services.

IV. Conclusions and Next Steps

The SWTT believes SW has the potential to lead and serve the entire University of Alaska system in a way that will enable rather than hinder excellence. The SWTT believes there is a clear and purposeful

role for SW administration, and through this process, this role has been refined with agreement from the three universities and SW leadership team (i.e. Summit Team). All actions listed here are intended to clarify and strengthen the focused role of SW, and the SWTT would like to see both functional and cultural change take shape over the specified timeline.

A number of people have asked what is different now that will compel implementation of the recommendations. It is clear that the BOR, state policy makers, students, faculty and staff, and the people of Alaska expect change. The current fiscal climate and changing landscape of education require it. Recent transitions in SW and within university leadership provide an opportunity to establish new ways of doing things that will build upon the Summit Team's growing collaborative work. Finally, a well-thought out implementation process with clear accountabilities and timelines will ensure it happens. (See Appendix.)

Subject: [SW Staff] Team to Review Statewide Programs and Services
From: uasw-1@lists.alaska.edu
Date: 3/23/2015 8:15 AM
To: uasw-1@lists.uaf.edu
CC:

Memorandum

To: Staff
From: Patrick K. Gamble
Subject: SW Transformation Team Formed
Date: March 23, 2015

The University of Alaska system regularly reviews its programs, services and processes to ensure they are tied to mission, efficient in use of resources, and effective in delivering results. Prioritization efforts, program reviews, the annual budget process and Shaping Alaska's Future are all key drivers of the continuous improvement needed to meet the higher education needs of Alaska. With the fast pace of change in higher education and the state's deepening fiscal crisis, UA's three universities have accelerated the pace of program reviews to ensure the budget reduction decisions they make are aligned with the system goal to maintain as strong a core as possible.

Statewide also took its share of cuts in FY15, but it is now time to conduct an even more thorough review of services and programs. Towards that end, Michelle Rizk has been assigned to assemble a small, agile team to conduct this review.

The committee will review SW functions, services, and programs. Questions they will address: What are we doing now? What is essential for a SW staff to do going forward? What's the best way to accomplish what's absolutely needed? Consideration will also be given to relocating certain SW functions, services, or programs within any of the three universities.

The estimated eight- to ten-member team will include members from SW and the three universities. While small, one of its first tasks will be to develop a framework for ensuring meaningful communication with and input, feedback and review by the full range of stakeholders throughout the review process. That will include mobilizing ad hoc sub-groups in specialized areas to provide more detailed and technical analysis of specific recommendations before they are sent to the Summit Team for decision.

The team will review MacTaggart/Rogers and Fisher reports to determine what recommendations from those reports have already been implemented and to assess relevance and impact of the remaining recommendations. They will also gather and analyze other ideas. Finally, they will recommend priorities for

action and develop an implementation plan.

It's important to note this is not primarily a budget exercise. The goal is to define what they are and how we deliver a strong and sustainable set of core services and functions in support of the entire UA system. It is a long-term focused evaluation and planning process that will position UA for the coming years. The plan will be developed for FY17 implementation with certain recommendations put in place earlier where it makes sense and implementation is possible with shorter lead times. This will help to meet state budget reductions we expect in FY16.

I am grateful to everyone at SW for their ideas and energy during a challenging time and recognize that while this transformation process will be good for the University of Alaska system, it won't be without impact to the people who work here. Michelle is committed to open communication and dialogue throughout this review to ensure you have the information you need to inform your own personal planning and decisions.

With sincere appreciation for the great job you do.

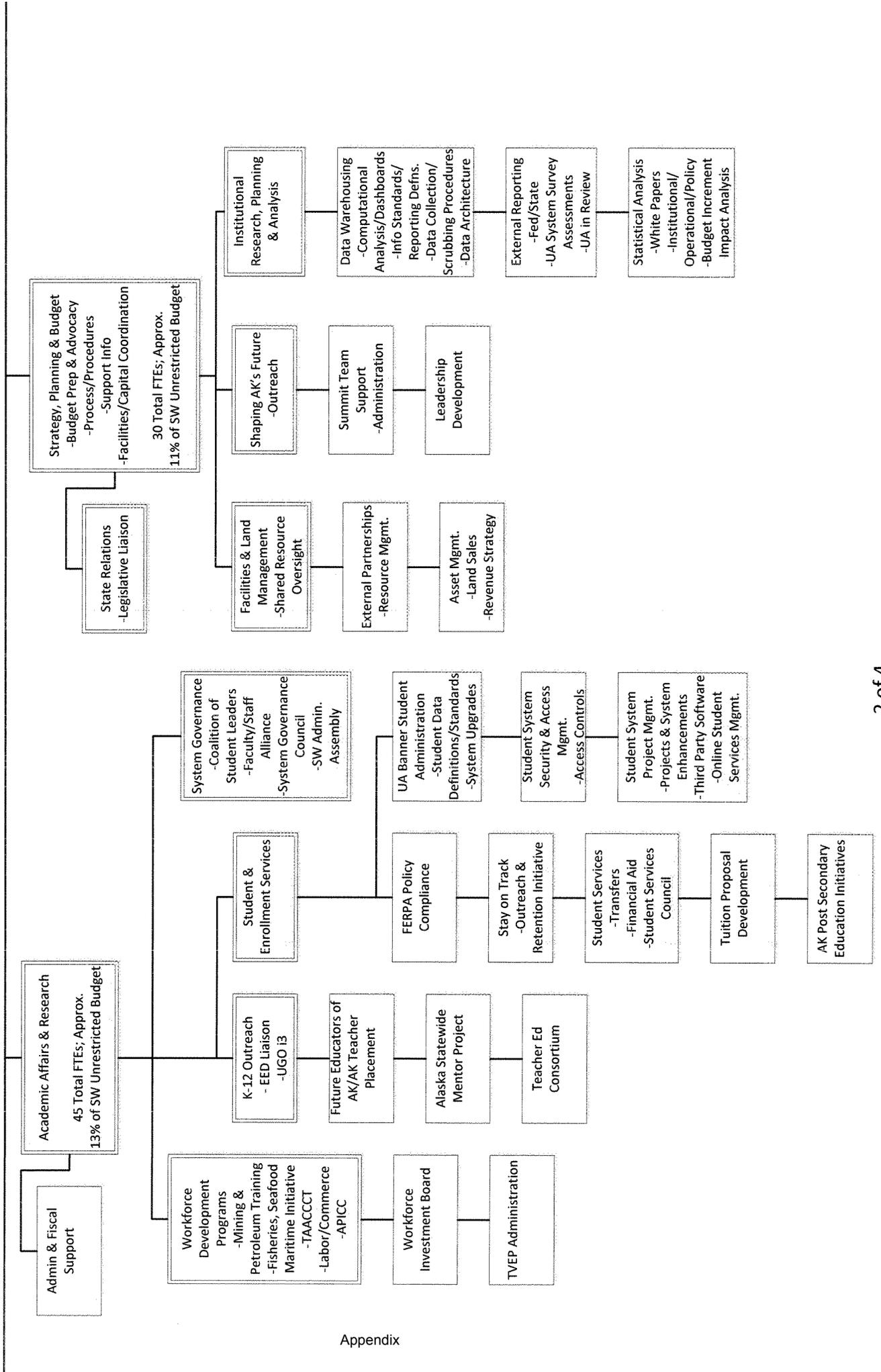
~~~~~

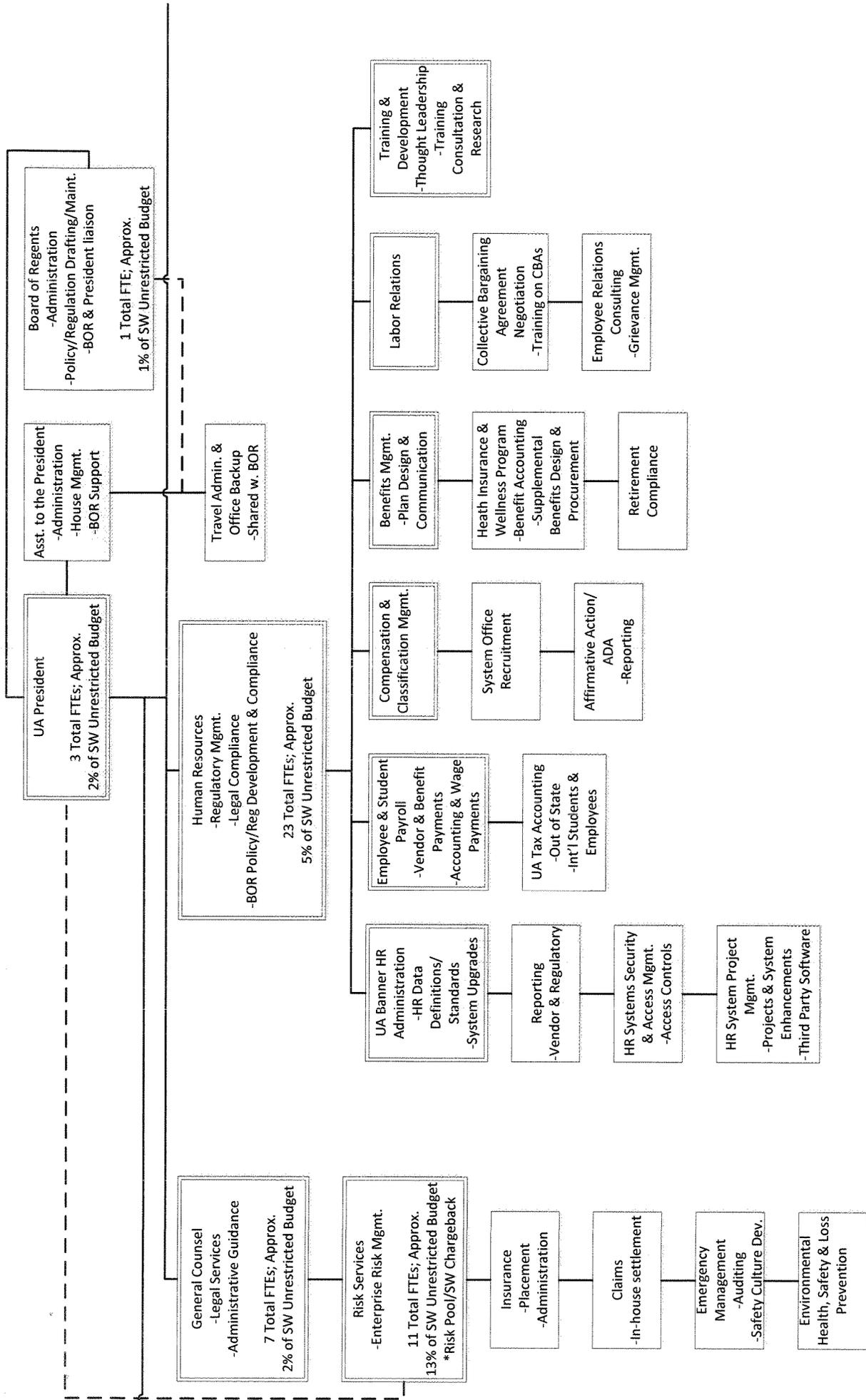
Many Traditions ... One Alaska

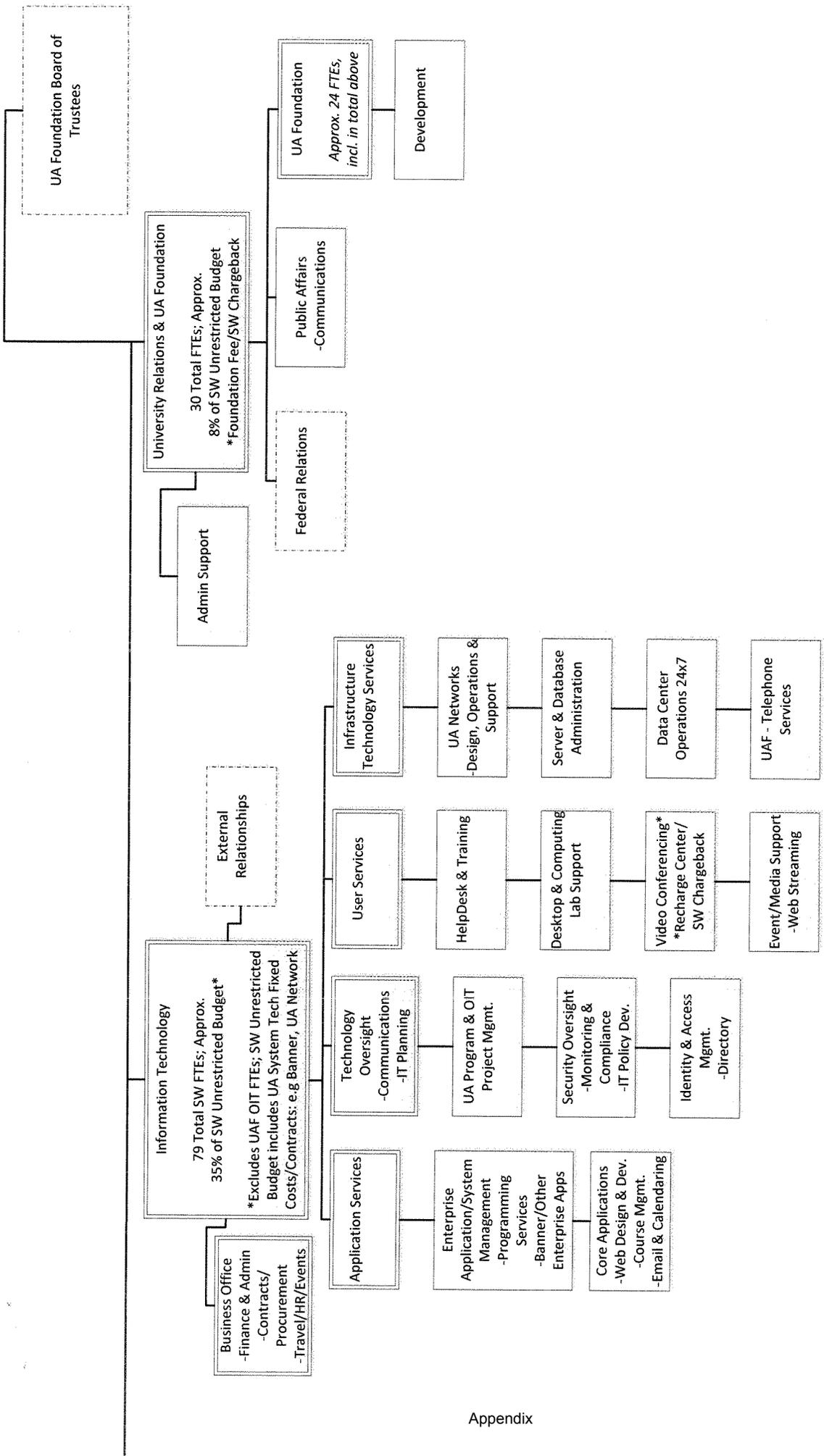
~~~~~

www.alaska.edu

www.facebook.com/uasystem







SW Transformation Process Outline

September 1-25, 2015	Statewide Transformation Team finalize preliminary report IT/OPA set up website for employee input
September 4, 2015	President Johnsen reviews process with Chair Heckman and with President of Statewide Administration Assembly (SAA)
September 9, 2015	President Johnsen and Michelle meet with consultant (call) to discuss scope, schedule and budget
September 16, 2015	Discussion with Summit Team on SW Transformation
September 17, 2015	President Johnsen update Board of Regents on SW Transformation process next steps
September 25, 2015	Transformation Team preliminary report delivered to President Johnsen
September 29, 2015	President Johnsen distribute report to all Statewide employees with cover memo outlining context, purpose, process and next steps; key topic in President's staff meeting.
September 29-October 20, 2015	Input on report received through employee website. Engage consultant for implementation plan development.
October 28, 2015	Individual meetings with President's Statewide direct reports and their key staff, SAA President and Transformation Team
September 29- October 29, 2015	Transformation Team analyze input from Direct Reports and SW employees
October 30, 2015	Transformation Team deliver revised recommendations to President Johnsen, Summit Team and Vice-Chancellors of Administration
November 3, 2015	Summit Team meeting to advise President on Transformation Team recommendations (include Summit Team members, Transformation Team Members and Vice-Chancellors of Administration)
November 4, 2015	President Johnsen update Board of Regents on Transformation process
December 2015	President Johnsen makes decisions on recommendations
December 1-31, 2015	Implementation plan development
January 1, 2016	Implementation begins
July 1, 2016	Implementation complete

As of 9/29/15