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Lacey Sanders
Fiscal Analyst
Alaska Legislative Finance Division
P.O. Box 113200
Juneau, AK 99811-3200

Dear Ms. Sanders:

Included below is the University of Alaska's response concerning the FY2019 enacted legislative intent. FY2019 Operating Budget (CCS HB 286)

(1) "It is the Intent of the Legislature that the University of Alaska continue to pursue the goals of the Strategic Pathways process to take the greatest advantage of each campus' strengths, minimize redundancies, eliminate underutilized and/or under resourced programs, expand student access to programs across the system, maximize utilization of facilities, streamline administrative processes, and create a stronger, more focused, and efficient system overall."

Strategic Pathways (SP) is UA's framework for improving our service to the state, premised on the fact that each of our universities has unique strengths in meeting the state's many needs and the reality that each campus cannot be everything to everyone. UA has reviewed all of its major academic programs and administrative services for how we can create a more sustainable university with more diverse revenue sources and lower costs—where we seek quality, access, and cost effectiveness while we grow in service to our state at this critical time in our history.

UA has implemented decisions in all twenty-two SP areas. Major SP decisions aimed at creating a stronger, more focused, and efficient UA system include:

- Integrating the UAS School of Management into the UAS College of Arts and Sciences.
- Creating the Alaska College of Education, based at UAS, led by an Executive Dean and Statewide Education council; integrating the Colleges of Education at UAA and UAF into other colleges.
- Cooperation between UAA and UAF engineering has resulted in meeting most of the objectives outlined in SP. Examples include course sharing, program coordination, and research collaboration.
- Implementing a common calendar, common general education requirements, and coordinating on-line programs to better serve our students.

- Reorganization of UA Information Technology function based on recommendations from a comprehensive external consultant review.
- Gain efficiencies in UA research administration through process standardization, streamlining, and synergies across the UA system.
- Standardization of UA Procurement with reorganization under a single procurement officer's leadership.
- UA campuses are actively managing space to increase utilization and to reduce the cost of facilities ownership.
- High quality e-Learning programs are expanding to meet the needs of traditional and non-traditional students.
- Tuition discounting at our community campuses is making these programs more accessible to low income students.
- Strategic plans and budgets are evaluated and allocated based on the unique mission of each university, while simultaneously increasing consistency in "back room" administrative processes.

Additional information related to SP can be found here: <https://www.alaska.edu/pathways>

(2) "It is the Intent of the Legislature that the University of Alaska maximize, consistent with the terms of its collective bargaining agreements, the teaching and research capability of the University workforce and enable the University to serve the most students at current staffing levels."

Most University of Alaska faculty are represented by faculty unions, the largest of which is United Academics (UNAC). UNAC faculty workload is the subject of Article 13 in the 2017-2019 Collective Bargaining Agreement (CBA). According to the CBA, workloads are assigned by a dean or director to meet the needs of the university and best utilize the expertise of the faculty member. The workload assignment process starts in February and concludes in May, before the end of the academic year.

The university annually collects information on faculty workload assignments in the form of proportions of teaching, research, and service to the public, profession and university. In May 2018, the UA Vice President for Academics, Students and Research presented an analysis on workloads to the university President and Chancellors. The study found that in addition to significant improvements in terms of instructional and research workloads over the last couple of years, systematic differences remain in workload assignments among the three universities and within different programs at individual universities. Based on this analysis and within the current staffing levels, the President has requested the Provosts to work with the Deans and Directors to assign faculty time between teaching, research, and service to best serve the most students and cost effectively meet the needs and mission of the university and the state. This new directive will go into effect before the start of the workload assignment process in February 2019.

(3) "It is the Intent of the Legislature that the University of Alaska emphasize the importance of maintaining and extending its position as the leader in Arctic related research, and to contribute

to Alaska's economic development, provide Alaska with a skilled workforce, and increase degree completions."

At their June 2018 planning retreat, the UA Board of Regents' (BOR) reaffirmed its support for the following five goal areas and associated outcome measures:

- Educational attainment: increased enrollment and degree completions;
- Workforce development: focused on educators and health care providers;
- Research: continue leading in Arctic research and increased total research expenditures;
- Economic development: increased number of invention disclosures and science, technology, engineering and math (STEM) graduates;
- Operating more cost effectively: reduce the total cost of education and the cost per student full-time equivalent enrollment.

These goals and measures represent the fundamental direction UA must head. Continued support from the BOR in these areas as demonstrated by the FY2020 budget request ensures attention remains focused on UA's success in these critical areas.

Additional information can be found here:

UA's Goals and Measures: <https://www.alaska.edu/pres/goals-metrics/>

UA's Proposed FY2020 Operating Budget Request:

[https://www.boarddocs.com/ak/alaska/Board.nsf/files/B5WP4V57663A/\\$file/FY20%20Proposed%20Operating%20Budget%20Request%20-%20Revised%2010.26.18.pdf](https://www.boarddocs.com/ak/alaska/Board.nsf/files/B5WP4V57663A/$file/FY20%20Proposed%20Operating%20Budget%20Request%20-%20Revised%2010.26.18.pdf)

If you have any questions or concerns, please feel free to contact me.

Sincerely,

Michelle Rizk, VP University Relations
University of Alaska

cc: Neil Steininger, Chief Budget Analyst State Office of Management & Budget