

10/6/2017

TO: Chancellors
FROM: Jim Johnsen
RE: Budget Development

Thank you to you and your teams for all your work on the budget. This framework includes all of the information we received from the universities.

I look forward to our discussion at the Budget and Enrollment Summit next week to help us refine the framework and align strategies across the UA System.

The framework will guide the budget discussion with the Board on 10/24. We are also working on the standard budget documents we provide the Board that will include the total dollar amount of the request.

Upcoming dates:

10/8 Executive Council discussion
10/10 UA Budget and Enrollment Summit
10/11-13 PP revised; Budget drafted by SW
10/16 Executive Council discussion, edits
10/17 Post on Board docs
10/23 APHER Meeting
10/24 BOR Video Conference 1st review FY19 budget
10/25-11/1 Review BOR feedback and make plan adjustments
11/2 Post BOR materials
11/9-11/10 BOR Approval of FY19 Budget

DRAFT

The University of Alaska
is

Creating a Culture of Education in Alaska

by increasing:

- * the degree attainment of our students *
- * the number of skilled Alaskans for our workforce *
- * our world class research *
- * our contribution to Alaska's economic development *
- * the university's cost effectiveness *

A Culture of Education in Alaska

Alaska is a land of great wealth in terms of its natural resources and environment, global location, diverse cultures, adventurous people, and opportunity to create a sustainable future for generations to come.

Our state faces very serious challenges, including a vast geography and a small population, low educational attainment, health disparities, critical workforce gaps, narrow economic base, and high costs in such areas as health care, facilities, energy, and telecommunications.

There is no single organization in Alaska better poised—with the mission, the assets, and the commitment—to solve Alaska’s problems than the University of Alaska.

Its top quality courses and programs, high powered research into issues relevant to Alaska and the world, and critical role of public and community service—through its campuses and on-line programs available all across the state—make the University a prime investment in the capabilities and the ideas that will propel Alaska forward.

Overview

1. System Level Goals, Measures and Strategies
2. System Level and University Goals
3. UA 2025: Annual System Level Goals by University
4. System Level Communication and Advocacy
5. UAA Goals and Strategies
6. UAF Goals and Strategies
7. UAS Goals and Strategies

System Level Goals, Measures and Strategies

UA 2025 Goals and Measures (Context)

1. Increase degree attainment

- A. Increase enrollment from 29,171 to 45,000 (55%)...6.3% of AK state population, as in 1975
- B. Increase completions from 4,600 to 10,400 (126%)...represents an increase in enrollment and in completion rate up to national average

2. Provide Alaska's skilled workforce

- A. Increase percentage of educators hired from 30% to 90%...represents ambitious commitment to meet needs of Alaska's schools and kids
- B. Increase number of graduates from health programs from 765 to 1,530 (100%)...responds to projected growth in health care workforce

3. Grow our world class research

- A. Continue leading the world in Arctic research...currently #1 in terms of publications and citations in academic journals
- B. Increase research expenditures from \$159 million to \$235 million (5% per year)...reflects capacity for additional research spending

4. Contribute to Alaska's economic development

- A. Increase the number of invention disclosures from 17 to 34 (100%)...reflects heightened commitment and support
- B. Increase STEM graduates from 1,640 to 2,460 (50%)...responds to projected growth in STEM jobs in Alaska

5. Operate more cost effectively

- A. Decrease total cost of education (indirect and direct) per completer from \$130k to \$75k* (COL adjusted peer average) ...represents the average for our peers (* we are reviewing other options as IPEDS data will not be available until spring 2018)
- B. Decrease annual student FTE per completion from 4.4 to 3.7 (Peer comparison values are for FY16, as FY17 information for other institutions will not be made available by IPEDS until fall 2018)

UA 2025 System Level Goals and Measures

	2017 (baseline)	2018	2019	2020	2021	2022	2023	2024	2025
1. Increase degree attainment									
A. Increasing enrollment by 55%	29,171	29,171	31,000	33,000	35,000	37,500	40,000	42,500	45,000
B. Increasing completions by 126%	4,600	4,800	5,200	5,800	6,600	7,500	8,400	9,400	10,400
2. Provide Alaska's skilled workforce									
A. Increase % of educators hired from 30% to 90%	30%	35%	40%	45%	50%	60%	70%	80%	90%
B. Double number of health program completers	765	834	910	992	1,082	1,180	1,287	1,403	1,530
3. Grow our world class research									
A. Continue leading the world in Arctic research	1	1	1	1	1	1	1	1	1
B. Increase research expenditures to \$235 million	\$159m	\$167m	\$175m	\$184m	\$193m	\$203m	\$213m	\$224m	\$235m
4. Contribute to Alaska's economic development									
A. Increase the number of invention disclosures from 17 to 34	17	19	21	23	25	27	29	31	34
B. Increase STEM graduates from 1,640 to 2,460	1,640	1,720	1,810	1,905	2,005	2,110	2,221	2,337	2,460
5. Operate more cost effectively									
A. Decrease total cost of education (indirect and direct) per completer from \$130k to \$75.4k	\$130k	\$128k	\$125k	\$122k	\$115k	\$105k	\$95k	\$85k	\$75.4k
B. Decrease annual student FTE per completion from 4.4 to 3.7	4.2	4.3	4.2	4.2	4.1	4.0	3.9	3.8	3.7
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For each goal, our guiding questions:

- Importance
 - Why is the goal important?
- Partnerships
 - With what groups should we partner to achieve the goal?
- Finance
 - What are the finance strategies needed to achieve the goal?
- Policy
 - What policies, regulations, and processes should be revised or added?
- Accountable/Governance
 - Who is accountable for overall success? Who is responsible for specific strategy? Who is consulted? Who is informed? What is the role of governance organizations?
- Resources
 - What resources are needed, to include funding, people, facilities, or technology?