



UNIVERSITY
of ALASKA
Many Traditions One Alaska

Agenda

Faculty Alliance

Friday, May 12, 2017

2:30 p.m. – 4:30 p.m.

[Google Hangouts](#)

Audio only: 1-855-280-1855

1. Call to Order

Voting Members:

Megan Buzby, President, UAS Faculty Senate

Sharon Chamard, President, UAA Faculty Senate

Chris Fallen, President, UAF Faculty Senate

David Fitzgerald, Past President, UAA Faculty Senate,

Lisa Hoferkamp, Past President, UAS Faculty Senate, Chair, Faculty Alliance

Orion Lawlor, Past President, UAF Faculty Senate

Outgoing members' terms end after Old Business:

Maren Haavig, UAS Faculty Senate

Debu Misra, UAF Faculty Senate

Tara Smith, UAA Faculty Senate

Incoming members' terms begin with New Business:

Donie Bret-Hart, President-Elect, UAF Faculty Senate

Robin Gilchrist, President-Elect, UAS Faculty Senate

Maria Williams, 1st Vice President, UAA Faculty Senate

Staff:

Morgan Dufseth, Executive Officer, System Governance

Guests:

President Johnsen at 3:45-4:15

2. Adoption of Agenda

3. Approval of April 14 & 28 Minutes

4. Public or Guest Comments:

5. Report from Chair

6. Report from Faculty Senates (current Presidents): Issues, concerns, motions; questions or comments to Faculty Alliance
7. Ongoing Business
 - 7.1. Shared Governance Feedback Results
 - 7.2. Enrollment Plan Response Response
 - 7.3. Statewide Reductions Response
 - 7.4. EAB memo (see April & March SAC materials)
 - 7.5. Thanks to outgoing members
8. New Business
 - 8.1. Induction of new members & installation of new chair
 - 8.2. Confirm meeting dates/times for AY18: Second & Fourth Fridays, 2:30-4:30?
 - 8.3. Fall retreat dates/location
9. Agenda Items for August Retreat
 - 9.1. Phase 3 Options Feedback
 - 9.2. Statewide Administration Assembly (staff governance)
10. Agenda Items for September 8
 - 10.1. TBD—send issues to Lisa & Morgan!
11. Comments, concerns, and announcements
12. Adjourn

Upcoming Meetings & Events:

May

- 12- Faculty Alliance Meeting & Transition to new members, 2:30-4:30p via Google Hangouts
 19-SAC, 3-5p, Audio
 22- BOR Public Testimony, 4p-6p, audio
 25- BOR ASA Committee meeting, 8:30a-11:30a, video
 25- BOR Facilities Committee meeting, 1p-5p, video
 26- BOR Audit Committee meeting, 9a-11a, video

June

- 1-2, BOR meeting, Fairbanks
 16-SAC, 3-5p, Audio

July

- 21-SAC, 3-5p, Audio

August

- 13-Faculty Contract Begins
 FA RETREAT--TBD
 18-SAC, 3-5p, Audio

September

26-SAC, 3-5p

October

20-SAC, 3-5p, Audio

November

17-SAC, 3-5p, Audio

December

15-SAC, 3-5p, Audio



UNIVERSITY
of ALASKA
Many Traditions One Alaska

Minutes

Faculty Alliance

Friday, April 14, 2017

[Google Hangouts](#)

or call 1-855-280-1855

2:30 p.m. – 4:30 p.m.

1. Call to Order

The meeting came to order at 2:32 p.m.

Voting Members:

Megan Buzby, President-Elect, UAS Faculty Senate

Sharon Chamard, 1st Vice President, UAA Faculty Senate

Chris Fallen, President-Elect, UAF Faculty Senate

David Fitzgerald, President, UAA Faculty Senate,

Lisa Hoferkamp, President, UAS Faculty Senate

Orion Lawlor, President, UAF Faculty Senate *left at 3:00 p.m.*

Debu Misra, Past President, UAF Faculty Senate

Tara Smith, Past President, UAA Faculty Senate; Chair, Faculty Alliance

Staff:

Morgan Dufseth, Executive Officer, System Governance

Guests:

President Johnsen will join at 3:45 p.m.

Members Absent:

Maren Haavig, Past President, UAS Faculty Senate (proxy given in writing to Lisa)

2. Adoption of Agenda

Debu moved to approve, seconded by Chris. There were no objections. The agenda was approved as presented.

3. Approval of March 24 Minutes

Dave moved to approve, seconded by Debu. There were no objections. The minutes were approved as presented.

4. Public Comments

President Johnsen joined the meeting at 3:45 p.m.

The president stated he was surprised when the Alliance passed a resolution at their last meeting but did not mention it to him when he was participate in the meeting and that it wasn't the type of communication he would expect from a group of this nature. He also noted he would prefer to discuss the issues rather than formalizing positions. He noted, however, that he knows he can continue to improve his own communications. Tara noted that she disagreed and felt that the contents of the resolution had been discussed with him and others multiple times and in multiple settings. She pointed out they had discussed it on their one-on-one meetings and it was also a part of the Alliance's response to the single accreditation report.

Phase 2 Options Memo: Tara asked if the president was still planning to provide his initial thoughts on Phase 2 Options. She noted the Alliance had been holding back on additional feedback on the options until they heard from him. He noted he was planning to formalize his thoughts (that had already been shared with the Board at their March meeting) and would share it shortly. Tara thanked the president for emphasizing in his comments the faculty's willingness to collaborate. Chris noted that, although there had been increase in collaboration between faculty, there was still some mistrust on how members are selected for committees and working groups—specifically, there is suspicion that members are selected to craft certain options.

FY18 Budget: Tara reported the Alliance had approved a message to the State Legislature in support of a higher budget. The president thanked the Alliance for their support.

Summit Team Configuration: The president noted he hadn't yet had time to tackle this issue but it is still on his list to do.

Governance at Regents' meetings: The president noted he has discussed this issue with Chair O'Neill and expects there to be improvement in that area in the near future.

Title IX: UA is working toward meeting the May 1 deadlines laid out in the voluntary resolution with OCR.

Legislature: The president will continue to travel to Juneau to advocate for the University with legislators.

Tara suggested having the Board send a thank you the GER Coordinating Task Force for their work over the last several years. The president agreed that would be a good idea.

5. Report from Chair

Tara noted her meeting with President Johnsen had to be re-scheduled but gave a few additional thoughts on her meeting with Chair O'Neill.

6. Report from Faculty Senates (current Presidents): Issues, concerns, motions; questions or comments to Faculty Alliance

UAF: Chris noted President Johnsen's presentation to the UAF Faculty Senate was not well received. The Senate overall seemed to disagree with the president's perception of

faculty as employees. Chris also reported the UAF Faculty Senate will, at their last meeting, vote on up to 15 program eliminations; they are considering a special meeting to begin the process on this large number of eliminations. Debu reported there are four finalists for the chancellor search. They will visit Fairbanks in late April. Debu also reported Rep. Wilson has agreed to co-sponsor the faculty regent bill if Rep. Wool will submit it to the House.

UAA: Tara noted President Johnsen also attended the UAA Faculty Senate meeting and noted that Dave asked the president to spend more time on Q&A than he did at the UAF Faculty Senate meeting, and that the president's participation seemed more productive as a result. Dave noted there was still mistrust toward the president regarding the Strategic Pathways process. Dave noted CITO Karl Kowalski will attend the next UAA Faculty Senate meeting to discuss the president's [response](#) to the Senate's vote of no confidence in Kowalski.

UAS: Lisa noted the UAS Faculty Senate is working to revise a pre-requisite policy. They are also reorganizing their committees to be more effective.

7. Ongoing Business

7.1. Protection of Minors Regulation draft (last look)

Tara asked if members had any additional feedback on the draft revisions to the policy and regulation. Members felt the feedback to date was sufficient.

7.2. Shared Governance Survey

Orion drafted a survey and will share with members for feedback. Once they finalize the survey, members can distribute to their Senates.

7.3. Enrollment Plan Response

Sharon and Megan drafted a response and shared with members via Google Docs. Members reviewed the memo and provided feedback, and agreed to share with other faculty for additional feedback. The Alliance will review again at their next meeting.

8. President Johnsen joined the meeting at 3:45 p.m.

The president stated he was surprised when the Alliance passed a resolution at their last meeting but did not mention it to him when he was participate in the meeting and that it wasn't the type of communication he would expect from a group of this nature. He also noted he would prefer to discuss the issues rather than formalizing positions. He noted, however, that he knows he can continue to improve his own communications. Tara noted that she disagreed and felt that the contents of the resolution had been discussed with him and others multiple times and in multiple settings. She pointed out they had discussed it on their one-on-one meetings and it was also a part of the Alliance's response to the single accreditation report.

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Legislature: The president will continue to travel to Juneau to advocate for the University with legislators.

Tara suggested having the Board send a thank you to the GER Coordinating Task Force for their work over the last several years. The president agreed that would be a good idea.

9. New Business

9.1. Motion of support for funding UA System

Debu moved to approve, seconded by Lisa. There were no objections. The motion was passed unanimously.

9.2. Services for Students Experiencing Disabilities

Members reviewed proposed changes to the policy and regulation. Chris will send his feedback on services for the visually impaired and other feedback provided by the other members to General Counsel.

10. Agenda Items for April 28 Meeting

10.1. Revised Phase 2 Options, if available

11. Agenda Items for May 12 Meeting

11.1. Induction of new members & installation of new chair

11.2. Title IX policy/regulation

12. Comments, concerns, and announcements

13. Adjourn

The meeting adjourned at 4:55 p.m.

Upcoming Meetings & Events:

April

21-SAC, 3-5p, Audio

28- Faculty Alliance Meeting, 2:30-4:30p via Google Hangouts

May

- 1-Faculty Alliance report due to Statewide Governance
- 1-UAF Faculty Senate, 1p-3p
- 2- Chair meets with President, 1p, Anchorage
- 2- Chair meets with VPAAR, 2p, phone
- 5-UAA Faculty Senate, 2:30p-4:30p
- 5-UAS Faculty Senate, 3p-5p
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- 25- BOR Facilities Committee meeting, 1p-5p, video
- 26- BOR Audit Committee meeting, 9a-11a, video

June

- 1-2, BOR meeting, Fairbanks
- 16: SAC, 3-5p, Audio



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Minutes

Faculty Alliance

Friday, April 28, 2017

2:30 p.m. – 4:30 p.m.

Google Hangout

Audio only: 1-855-280-1855

1. Call to Order

The meeting came to order at 2:30 p.m.

Voting Members:

Sharon Chamard, 1st Vice President, UAA Faculty Senate *left at 4pm*

Chris Fallen, President-Elect, UAF Faculty Senate

David Fitzgerald, President, UAA Faculty Senate,

Maren Haavig, Past President, UAS Faculty Senate

Lisa Hoferkamp, President, UAS Faculty Senate

Orion Lawlor, President, UAF Faculty Senate

Debu Misra, Past President, UAF Faculty Senate

Tara Smith, Past President, UAA Faculty Senate; Chair, Faculty Alliance

Staff:

Morgan Dufseth, Executive Officer, System Governance

Guests:

Dan Kline, Chair, GER Coordinating Task Force

James R. Johnsen, President, University of Alaska

Members Absent:

Megan Buzby, President-Elect, UAS Faculty Senate *proxy given to Maren*

2. Adoption of Agenda

Sharon moved to approve, and Maren seconded. There were no objections. The agenda was approved as presented.

3. Approval of April 14 Minutes

Postponed to the May 12 meeting.

4. Public or Guest Comments

Dan Kline – GER Coordinating Task Force Update: Dan provided an update on GER Coordinating activities. He noted it was a long process to find what worked for each

campus individually with regard to the AK Native Studies GER; they are now waiting for more formal reports from the campuses on how they will move forward. They are currently working with UAF on its processes for this fall. But, all the hard work notwithstanding, UA will be the first university to require a course on AK Native studies. Dan reported the WRTG prefix has been approved and will roll out in Fall 2017. Math and Composition will roll out in the fall 2017, Communications will be shortly after that, and then the final four subject areas (Humanities, Social Sciences, Fine Arts, and Natural Sciences) will be done the following year. There wasn't a Humanities rep from UAF until late in the process which slowed down progress considerably. Dan noted the task force would also like clarity on the mandate/charge from the Board regarding alignment of pedagogy, curriculum, learning outcomes and schedules. Ultimately, after completion of alignment, UA will have a faculty body that is aware of course and programs at other campuses. Another medium- to long-term concern is the request for the coordinating task force for revised Board policy on Gen Ed. There were GELO discussions that happened a few years ago but here wasn't buy-in across the system. Dan also encouraged Alliance members to look at the [interstate passport](#), previously shared by Dana Thomas when he was VPAA, gives another way to think about Gen Ed. Dan also mentioned a curriculum matrix—shared courses of Gen Ed but then some courses only taught at a certain campus. Dan noted UA's is a soft alignment that only requires agreement on some learning outcomes and basic elements. A hard alignment would require identical course numbers and course content. UA's is only for common courses or courses that are already very similar.

5. Report from Chair

Tara reported that during her meeting with President Johnsen, she asked about the faculty regent proposal. She reported that Johnsen noted SW will remain neutral and that the Board would only discuss process rather than offer support. The Summit Team discussed the Alliance's recommendation on the common calendar and noted they support chancellors being able to designate one day per year but they aren't yet sure about designating the Wednesday before Thanksgiving as a no class day.

6. Report from Faculty Senates (current Presidents): Issues, concerns, motions; questions or comments to Faculty Alliance

UAF Special Meeting – Orion reported there were 15 programs for discontinuation on the agenda. The Senate did not officially approve any programs for discontinuation (which, Orion noted, is only an advisory vote to the provost/chancellor/Board). Most of the programs are already in suspension and are not taking on new students. There is an effort by Sociology and Economics programs to request that the current interim chancellor hold off on discontinuation until the new chancellor is installed. Lisa asked if the cost-benefit analysis were available; Chris noted in this instance they were shared with all of the UAF senators but that the data isn't that clear on cost savings. Chris also noted there is a survey available for feedback on the UAF Chancellor Forums.

UAS – Lisa noted Megan worked on the suggested rally for next Wednesday, however, there wasn't enough interest to continue their efforts. Lisa reported she is scheduled to speak before the legislature this coming Saturday.

UAA – Dave reported their E-Board met with President Johnsen and discussed the vote of no confidence regarding CITO Kowalski. Dave noted he wasn't sure of what the outcome will be but expects some sort of response within the next month. Dave also noted the deadline for the Board to respond regarding the vote of no confidence on President Johnsen. Dave noted he contacted the Board Office and today received a message from Chair O'Neill that she would like to talk to him to discuss. UAA will hold a national search next fall for a new chancellor. It has not yet announced who will be the interim provost while Provost Gingerich serves as interim chancellor.

Dave noted the Common Calendar Committee met yesterday and reviewed history and charge. They will meet one more time before the end of the semester and have invited the registrars to participate.

7. Discussion with President Johnsen

FY18 Budget – President Johnsen noted UA's budget is still at \$325M in the House and \$303M in Senate. He is currently working the back stage to garner support and advocate for the University. The House Finance Committee will hold a hearing tomorrow (April 29) from 1:00–3:30. The president noted he does not think SB 103 is going to move this session but notes UA still needs to do more research on how to defend it and see if there are changes that would make sense. He recently met with members of the Finance Committee and it seemed like they were amendable to increasing the UA budget above the Senate budget of \$303M. The president noted if the budget comes in below \$325M there will likely be a mid-year tuition increase and increased pressure to reduce administrative services. The president also reported there was some initial support for a referendum for 2018 ballot to dedicate a portion of permanent fund revenue to support K12 and higher education. Another out-of-the-box funding option would be to get a guaranteed portion of revenue from new oil fields. Both tough ideas that would take a great effort but that could be highly beneficial to the University and school districts.

Timeline for SP Phase 2 and 3 – The president noted there was one area where they will move forward with Board approval at the June meeting—Fisheries and creating a joint program between UAF and UAS. In other areas, he has removed some options that have not garnered any support and does not think any other decisions will be put before the Board at their June meeting. Regarding community campuses, there was a suggestion to create learning centers so they are looking into the differences between learning centers and campuses with respect to accreditation and Title III funding. He noted UA is also exploring partnerships with tribal colleges, and has started initial conversations with APU. In the near term, there will be continued collaboration internally. E-Learning has several faculty and campuses who are interested in exploring a partnership with Pearson or another contractor (the president reminded the Alliance he is not mandating this effort but has offered it as an opportunity to interested parties). Human Resources and Student Services options are being deferred to their respective councils to determine what can be streamlined and automated (also includes Institutional Research). The president noted in those administrative areas he doesn't foresee major reorganization. The president acknowledged the Phase 3 options were only released on April 11 and noted he understands the timing does not allow for feedback over the summer, so he will push back the feedback date to October (at least for students and faculty).

8. Ongoing Business
 - 8.1. Shared Governance Survey
Members reviewed the survey developed by Orion and agreed to distribute to their Senates. Feedback will be collected until May 11.
 - 8.2. Enrollment Plan Response
Members reviewed the draft response developed by Sharon and Megan. Orion moved to approve, seconded by Chris. There were no objections. The memo was approved unanimously.
9. New Business
 - 9.1. Feedback on recognizing Indigenous People's Day
UA governance leaders were asked by President Johnsen to provide feedback on recognizing Indigenous Peoples' Day at UA after the Coalition of Student Leaders passed a resolution in support. Tara drafted a resolution in support but also noting each campus should be allowed to decide what is meaningful to their community. Debu moved to approve the resolution, and Lisa seconded. There were no objections. The resolution was approved unanimously.
 - 9.2. Feedback on Phase 3 Options
Tara revised the memo to request an extension to September 29. Dave moved to approve, and Debu seconded. There were no objections.
10. Agenda Items for May 12 Meeting
 - 10.1. Revised Phase 2 Options, if available
 - 10.2. Shared Governance Feedback Results
 - 10.3. Induction of new members & installation of new chair
 - 10.4. Confirm meeting dates/times for AY18
 - 10.5. Fall retreat dates/location
11. Agenda Items for August Retreat
 - 11.1. Phase 3 Options Feedback
 - 11.2. Others?
12. Comments, concerns, and announcements
13. Adjourn
Debu moved to adjourn. The meeting adjourned at 4:51 p.m.

Upcoming Meetings & Events:

May

- 1-Faculty Alliance report due to Statewide Governance
- 1-UAF Faculty Senate, 1p-3p
- 2- Chair meets with President, 1p, Anchorage
- 2- Chair meets with VPAAR, 2p, phone
- 5-UAA Faculty Senate, 2:30p-4:30p
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June

1-2, BOR meeting, Fairbanks
16: SAC, 3-5p, Audio

DRAFT

James R. Johnsen, Ed.D.
President

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MEMORANDUM

Date: May 8, 2017
To: Tara Smith, Faculty Alliance Chair
From: James Johnsen, UA President *Jim Johnsen*
Re: Response to April 28, 2017 Memo Re UA Enrollment Planning Report

I thank the Faculty Alliance for the thoughtful feedback (April 28, 2017 memo attached) on the Fall 2016 "UA Enrollment Planning Report" working draft by Associate Vice President Oba.

Enrollment strategy planning at our campuses needs statewide effort and commitment. We are all responsible for ensuring our universities are welcoming and engaging for our students. While there are recruitment and retention experts at each of the campuses, and it is recognized there are unique strengths to every campus, our university needs to work together to address our declining enrollment.

Response to Recommendation 1: Differentiate branding and recruitment strategies developed by each university.

Students will be attending a University of Alaska (UA) campus. While it is important for students to have a sense of "home" at their campus, they should also feel comfortable taking classes from other UA campuses, recognizing that all our campuses are part of the UA system.

Response to Recommendation 2: Use existing resources (monetary or intellectual) and expertise where possible.

I am committed to utilizing existing resources within our university system when appropriate and when the resources are available. Our faculty and staff have an important voice, and I always look forward to engaging their expertise. There are, of course, limits to their capacity to take on additional responsibilities.

Dual enrollment is an issue that we are working on with the UA Statewide Academic Council, UA General Counsel and the Alaska Department of Education & Early Development. However, I think it is all of our responsibility to acknowledge the potential pitfalls and benefits of dual enrollment.

Response to Recommendation 3: Use user-friendly recruiting tools but retain truth in advertising, supporting existing policies at each of the three universities.

The Credit for Prior Learning website <http://collegecreditpredictor.org/thec> was provided as an example of a tool already available to help students determine if their prior learning might be applied toward earning a degree. It would be the responsibility of the student and the campus to work together to determine what prior learning could or could not be applied. While you do not raise it, I also think credit for prior experience is a worthy area for exploration.

Our students deserve our best. UA can and should adapt our advising and retention practices to help our students earn a quality education that prepares them for their career of choice within a four-year baccalaureate graduation rate comparable to peer institutions. This would be beneficial to students in a number of ways, not the least of which is a lower cost to attend college (four vs six years of tuition and fees).

Response to Recommendation 4: Support additional resources for low-income students.

It is important to support programs that address the needs of all our students. Our campuses work hard to accomplish this goal. As the State budget continues to decline, UA needs to address our budget shortfalls. Over the course of the next few years, one approach is to gradually increase tuition to match our peer WICHE institutions.

Although our tuition will increase, we recognize that UA can and should provide strategic investments based on student financial aid needs and micro-grants. Additionally, a lower per credit hour rate of tuition and/or specific financial aid incentives are needed to reduce student costs for those enrolled in Career and Technical Education (CTE) programs. We are in the process of implementing a pilot program to test the lower CTE tuition rates and its possible success.

Response to Recommendation 5: Make explicit the allocation of resources.

As we develop and implement a UA enrollment strategy for the system, allocation of resources will be shared and discussed with all of the campuses.

JRJ

Attachment (as stated)

cc: Morgan Dufseth, UA System Governance Executive Officer
UA Summit Team

Faculty Alliance
910 Yukon Drive
P.O. Box 757780
Fairbanks, AK 99775



106E Butrovich Building
(907) 450-8042
ua-sygov-faculty@lists.alaska.edu
alaska.edu/governance/faculty-alliance/

Date: April 28, 2017
To: James R. Johnsen, President, University of Alaska
From: Tara Smith, Chair, Faculty Alliance TS
Re: UA Enrollment Planning Report

The Faculty Alliance would like to address the “UA Enrollment Planning Report” by Saichi Oba dated Fall 2016.

The Faculty Alliance agrees that our universities’ abilities to attract, retain, and graduate Alaskans is central to our missions and fundamental to the financial welfare of our institutions.

However, we do not support the presumption that a statewide solution to enrollment would be either necessary or effective. Indeed, the report itself mentions that many decisions are best left to experts at the universities.

“The unique missions of each university should be used to define the goals for what students they will recruit, retain, and graduate. Integrating the universities’ missions into their enrollment goals is a leading and necessary component of enrollment planning strategy.” (p. 2)

Recommendation 1: Differentiate branding and recruitment strategies developed by each university.

We strongly emphasize this recommendation as something to keep in mind in the event of further efforts to homogenize the university experience for students regardless of which university they attend.

Recommendation 2: Use existing resources (monetary or intellectual) and expertise where possible.

The Faculty Alliance agrees with the recommendation of including faculty on these decisions for recruiting and retaining students. A lot of money is going to be spent on this endeavor and the implications will be long-lasting, be they positive or negative. Faculty have a unique vantage point and important voice in determining what makes a quality education - let us not look past the quality to get to the quantity.

We are concerned that yet another consultant (McDowell) was hired to examine the reasons for decline in enrollment, again overlooking the many internal resources at our three universities that are available to answer such questions.

Faculty Alliance Enrollment Plan Feedback

April 28, 2017

Page 2

Faculty Alliance finds that the potential pitfalls of dual enrollment have not been addressed in the report. Dual enrollment brings at least as many cons as it does pros. Some high school students are ready for university classrooms and allowing them to take these classes may be a valuable tool for recruitment. However, it must be recognized that not all high school students are ready for the university classroom, pace, or general expectations. Further, if dual enrollment is widely implemented (perhaps as a cost-saving measure for various school districts), it is important for the UA System to acknowledge that these high school students would be entering an environment for adults; the universities should not change to become a substitute or extension of high school.

As well, Alaska's high schools are having trouble with low enrollment and their own struggles with students being passed through coursework without the skills needed to be successful in the next course. University-level courses assume a base level of knowledge and ability gained from high school. Passing up some of those high school courses to get to and through college faster often add to the "holes" in a student's learning rather than filling them.

Recommendation 3: Use user-friendly recruiting tools but retain truth in advertising, supporting existing policies at each of the three universities.

For example, we caution against the widespread advertisement of Credit for Prior Learning (CPL) websites that are not associated with a particular UA university. The site <http://collegecreditpredictor.org/thec>, for example, asks the user a few simple questions about their background then generates a list of several specific courses for which the potential student may be able to receive college credit. The courses listed are not necessarily courses available from the UA universities. While the tool may seem simple and user-friendly, it is not transparent or consistent with the faculty-approved processes a UA student must follow to be granted CPL. Rather than direct returning adult students to a non-UA website, we recommend providing a link to the CPL policies currently in place at each of the three universities.

The UAF CPL Handbook makes a very important distinction between credit for prior learning and credit for prior experience, which should be made clear in any UA publications or communications to students. There is no guaranteed or implied skill that is gained in a person's *experiences*. University credit may be awarded for prior *learning* that is demonstrated by the student through an exam, certification, or portfolio assessed by faculty members. This is especially relevant for course sequences that rely on recent knowledge and competency of material in a prerequisite course (or prior learning) to be successful in the next course.

Regarding advising, the Faculty Alliance agrees that all three universities should work together to provide the best education that fits an individual student's needs and abilities. However, we generally oppose the message that the intent of a college education is to get in and out as fast as possible. The intent is for each student to get a *quality* education and one that prepares them for their career of choice. The UA system should strive and advertise that as its primary message and goal.

Faculty Alliance Enrollment Plan Feedback

April 28, 2017

Page 3

Recommendation 4: Support additional resources for low-income students.

The Faculty Alliance recognizes the importance of ensuring an adequate revenue stream from tuition. However, making it more difficult for students of modest means to attend our universities is contrary to our respective missions to serve all the people of Alaska and will reduce socio-economic diversity among our student body. We were therefore pleased by the explicit statement that “more resources for poor students should be made available” (p. 9).

Similarly, we find it disingenuous to use low tuition as a selling point when one of the goals of the plan you have presented to make the UA system sustainable is to increase tuition in the coming years to a level that is comparable to other WICHE universities.

Recommendation 5: Make explicit the allocation of resources.

We understand that recruitment and retention is a high priority, even in these low budget times. To that end, we request that the allocation of resources be explicitly stated, whether implied or direct expenses. For example, the UA Enrollment Planning Report presents a scenario of a student in Kuskokwim using *Degree Works* to see if his/her courses fit better into a degree from UAA or UAS (pp. 11-12). This sounds good on the surface, but it strongly implies that the student could then complete a degree from UAA or UAS while staying in Kuskokwim. The Faculty Alliance notes that this scenario requires widespread online courses and vastly improved infrastructure. However, the document does not specifically address allocating resources for this purpose.

The discussion on p. 5 regarding leveraging financial aid mentions tuition waivers. While it is not clear which class of tuition waivers is referenced, it is important to understand that tuition waivers for faculty and their dependents are negotiated benefits and are likely a valuable tool for recruitment and retention of faculty and other employees. Any strategy that involves these tuition waivers should be made with significant input from Faculty Governance and faculty unions.


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May 5, 2017

TO: Faculty Alliance

FROM: Gloria O'Neill, Chair, University of Alaska Board of Regents


RE: Faculty Alliance Resolution 2017-07 – Statewide System Office

Thank you for transmitting Faculty Alliance resolution “2017-07 Regarding the Statewide System Offices (SW) of the University of Alaska.” The Board of Regents has carefully reviewed the resolution and, although a response is not due until June 22, we have expedited our response because of the importance of the issues raised, and out of respect for the institution of shared governance at UA.

There appear to be significant misunderstandings reflected in the resolution. For example, the resolution overstates total statewide administrative expenditures by more than 200 percent. The resolution states that 199 statewide administrative positions in FY17 “*consume more budget resources than all permanent and contingent faculty salaries and benefits combined.*” Excluding “contingent” faculty, UA has some 1,198 regular faculty, with a salary and benefit cost of \$154.1 million. By comparison, total statewide expenditures, including salaries, benefits, **and expenditures on behalf of the individual universities**, totaled \$53 million in FY16.

In addition, statewide’s \$53 million budget includes over \$8 million in direct costs paid on behalf of the individual universities. This \$8 million is expended for essential services such as insurance premiums, worker’s comp and litigation expenses, internet connections and the Banner enterprise system.

The \$53 million statewide budget also pays for services performed for or on behalf of the 17 individual campuses. These services include IT infrastructure, internal/external audit, union negotiations, tax & financial reporting, debt, treasury, payroll and benefit accounting, claims/risk management, general counsel, government relations, institutional research/reporting, HR policy and benefit functions and land management. These costs and services are expenses that must be paid, whether by statewide or by the universities. While reductions have been and must be pursued in these areas, it is not accurate to say that statewide “consumes” these funds, since that implies no benefit to the educational mission.

The board agrees that reducing and streamlining administrative expenses and operations is always important and is critical now more than ever. The resolution states and implies that administrative operations and expenses at statewide have not been examined or reduced. That is not the case.

The reports cited in the resolution are nine and six years old respectively. statewide functions of Finance, Risk Management, Institutional Research, Information Technology, Human Resources, University Relations, and Land Management have each been the subject of Strategic Pathways review and have changed significantly since those reports were written. Statewide:

- Has 1/3 fewer employees than it did in FY13;
- Expends 37% less state general funds than it did in FY14;
- Has 26% less total expenditures over the same period;
- Non-core functions have been moved to campuses (e.g., Mining & Petroleum Training; K-12 Outreach); and
- Other functions have been combined or eliminated (Procurement, Planning & Budget/University Relations/Public Affairs).

It is also important to note that 43 of the remaining 193 statewide employees are in Land Management, UA Foundation and College Savings. These units are self-funded, and thus their elimination or distribution to campuses would not necessarily decrease costs or increase funding to the universities. These functions are also subject to ongoing review.

It is true that one can always reduce expenditures and eliminate or distribute functions. However, that begs the question of whether the reduction, elimination or distribution facilitates or imperils continued operation, is actually less expensive or more efficient.

Under Alaska's constitution UA is one legal entity, the University of Alaska. By decision of the Board of Regents, that single legal entity includes three separately accredited universities. However, we have one tax ID, we are one employer with one health plan and one set of HR policies and labor agreements, one insured/insurer, one borrower, one contractor, one owner of lands and facilities, with one set of financial books.

We theoretically could split into three legal entities, like the Oregon model, after a constitutional amendment. However, it is unclear how having three governing boards, and three of all the currently shared functions/issues described above, would save money, be more efficient, provide better service, meet the state's needs for higher education in a coordinated manner, or ensure that each university's need are met equally. Nevertheless, given the interest in this issue and the need to rigorously examine all options, the board has invited two national experts on state higher education systems to join us at our June meeting. We encourage those interested in this topic to attend.

In our present legal configuration, some level of centralization of shared services and coordination is required for consistency and efficiency, and to avoid legal liability. Even absent a split into three legal entities, one could of course distribute these essential shared functions among the three universities. But the question remains, would that save money, be more efficient, provide better service, meet the state's needs for higher education in a coordinated manner, or ensure that each university's need are met equally? Again, the board and administration are looking hard at all of these options.

I think we can all agree that this is a time of great stress throughout the UA system. It is apparent that not all services and programs currently offered by UA can continue in this

difficult budget climate. It takes clear eyed vision and determined leadership to develop and implement an inclusive process to pursue vertical cuts, to identify and seek to preserve core services, and to pursue savings and more efficient ways to serve the public, even as jobs are being eliminated and demands on remaining employees increase. The Board of Regents applauds the president's acceptance of this difficult role and encourages your continued engagement with him on behalf of the university.

Such times also require selfless courage and intellectual rigor on the part of the board, administration, governance and individual employees. This is why it is imperative that we understand the data, maintain rigor and due diligence as it relates to the information we are using to construct our conversations and proposed solutions. By maintaining that courage and intellectual honesty, along with good information, our collective commitment will lead us to what's best for UA, and we will continue to build this university into the university Alaska deserves.

Governance has a critical role to play in transforming this university. The board has and continues to invite constructive dialogue with both the administration and the board. I specifically encourage and appreciate all you do to collaborate with administration to address concerns, share information, and develop solutions to our challenges. That's how we at the university—all of us together—will continue the long process of educating and building a great state