Alaska’s System of Higher Education

Three unique universities - research, metropolitan, regional - all with Community College missions

Offering a breadth of programs from workforce credentialing to doctoral degrees
To meet the needs of Alaska...

• **STABILITY**
• **CONFIDENCE**
• **TRUST**

• Meet Alaska’s Workforce Needs, Increase degree attainment
• Essential to Alaska’s Economic recovery, diversity and growth
• World class nationally competitive research
• Operate more cost effectively
Workforce Reports

https://www.alaska.edu/research/wd/reports/index.php

Administration & Finance  
Aviation  
Construction

Fisheries & Marine Science  
Health  
Information Technology

Mining  
Oil & Gas  
Teacher Education
Reduced budget – reduced footprint

• At the end of the Compact in FY22, UA will be down $120 million UGF from FY14
• Smaller footprint with a foundation of high-quality core programs and research
• Facility and lease reductions
• Faculty and staff reductions since 2014
  • Over 2,500 fewer employees
  • Reduced administrative personnel costs by more than 20 percent
Administration Review

- Administrative reviews across the university system
  - Analyze roles and responsibilities of each executive/leadership position

- Frame a sustainable, stable, core organization by:
  - Identifying opportunities to leverage existing resources
  - Identifying potential areas of savings
  - Creating administrative cost transparency
  - Streamlining and improving back-office processes
  - Investing in IT necessary to automate and improve efficiencies

- System office reductions
  - University of Alaska (UA) is a single legal and financial entity created in Alaska’s constitution.
  - Governed by a Board of Regents, UA is a single employer, and the provider of public higher education in the state.
  - The has the fiduciary responsibility for UA as a corporate entity, and to fulfill the Board of Regents’ policy and direction.
  - The System Office provides central services for efficiency and economies of scale. Programs are operated on a case by case basis.
## System Office Positions (FY14 vs. FY22)

<table>
<thead>
<tr>
<th></th>
<th>Policy Role</th>
<th>Corporate Function(s)</th>
<th>Shared or Central Services</th>
<th>Program</th>
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<tbody>
<tr>
<td></td>
<td>FY14 FY22</td>
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<tr>
<td>President’s Office</td>
<td>5 5</td>
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<tr>
<td>Academic Affairs</td>
<td>4 3</td>
<td>6 5</td>
<td>13 1</td>
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<td>Univ. Relations, Strategy &amp; Budget</td>
<td>4 4</td>
<td>21 17</td>
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<td>General Counsel</td>
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<tr>
<td>Finance</td>
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<td>Human Resources</td>
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<td>17 42</td>
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<tr>
<td>Information Technology</td>
<td>2 2</td>
<td>3 3</td>
<td>79 48</td>
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<tr>
<td>University of Alaska Foundation</td>
<td></td>
<td></td>
<td>22</td>
<td></td>
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<tr>
<td>Education Trust of Alaska</td>
<td></td>
<td></td>
<td></td>
<td>5 7</td>
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<tr>
<td>Other programs (MAPTS, K-12, UACP)</td>
<td></td>
<td></td>
<td></td>
<td>38</td>
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<tr>
<td>Total Number of Positions</td>
<td>23 22</td>
<td>70 56</td>
<td>144 111</td>
<td>43 7</td>
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<tr>
<td>Percent</td>
<td>8% 11%</td>
<td>25% 29%</td>
<td>52% 57%</td>
<td>15% 3%</td>
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</table>
## Funding Comparison

<table>
<thead>
<tr>
<th>($ in thousands)</th>
<th>FY14 (actual)</th>
<th>FY21 (projected)</th>
<th>FY22 (budget)</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Unrestricted General Fund</td>
<td>$ 29,447.9</td>
<td>$ 15,082.0</td>
<td>$12,866.8</td>
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<td>Indirect Cost Recovery</td>
<td>4,148.1</td>
<td>4,480.0</td>
<td>4,480.0</td>
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<td>Interest income</td>
<td>638.3</td>
<td>2,900.0</td>
<td>2,300.0</td>
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<tr>
<td>Student Tuition and Fees</td>
<td>974.5</td>
<td>1,715.0</td>
<td>1,715.0</td>
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<tr>
<td>UA Receipts</td>
<td>11,286.5</td>
<td>12,584.0</td>
<td>7,798.4</td>
<td>UA Foundation out in FY22</td>
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<td>TVEP</td>
<td>1,615.0</td>
<td>988.2</td>
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<tr>
<td>UA Intra Revenue</td>
<td>12,039.4</td>
<td>14,300.0</td>
<td>15,100.0</td>
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<td>State grants and contracts</td>
<td>1,227.9</td>
<td>0</td>
<td>0</td>
<td>Programs moved out</td>
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<tr>
<td>Federal Receipts</td>
<td>3,923.9</td>
<td>0</td>
<td>0</td>
<td>Programs moved out</td>
</tr>
<tr>
<td></td>
<td><strong>$ 65,301.5</strong></td>
<td><strong>$ 52,049.2</strong></td>
<td><strong>$ 45,248.4</strong></td>
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</table>
Asset Monetization

• Reduced owned space (2019-2020)
  • Sold 10 facilities (~38,000 gross-square feet)
  • Demolished 13 aged facilities (~28,000 gross-square feet)

• Leasing space to third parties
  • 95,000 gsf in University Center 50% of the available space is leased
  • 30,000 gsf in the Alaska Airlines Center to aid in community covid-19 response

• Exploring public-private partnership opportunities
  • UAA COH Innovation Hub
  • UAF to sell excess power and considering other monetization of the plant
  • UAF to consider P3 for expanded childcare in Fairbanks for employees and students
  • UAF to explore combined heat and power plant asset monetization

• Benefits
  • Source of new revenue
  • Reduce maintenance costs
  • Reduce risk of ownership
Serving Alaska during COVID-19

• Training and employing 400+ contact tracers
• UA experts in epidemiology, economic impacts and modeling, small business, and mental health assist state response
• Manufacturing PPE (e.g. hand sanitizer, 3D printed face shields, ventilator parts, viral transport media)
• Graduated and licensed 75 senior nursing students early in order to meet the increased demand
• NSF has funded four RAPID awards to UA researchers
Enrollment Highlights

• Enrollment fall 2020 semester:
  • Decline less than 10%,
    • We had projected a 15-30 percent decline due to COVID-19 on top of year over year declines since 2011
    • Enrollment increased in UAF College of Fisheries and Ocean Science, UAF School of Management, UAA College of Health, UAS Sitka and Ketchikan campuses
  • Improved freshman retention rates compared to 2018-19 levels

• Enrollment spring 2021 semester (preliminary):
  • Applications up ~10 percent
  • Admissions up ~ 5 percent
  • Enrollment increases in UAF School of Management, UAF Rural College, Alaska College of Education, UAS School of Career Education, and UAA College of Health
  • Overall headcount down ~ 9 percent
  • Long-term growth in engineering and health care programs to meet state demand
  • edX courses – focus UAF research strengths
    • 5,000 learners and scholars from over 120 countries in first four months
Dual Enrollment/Middle College

Partnerships with K-12 districts across Alaska provide a variety of dual enrollment options to meet student and district needs

On-Campus programs

• UAA Alaska Middle College enrollments are currently 273, an 84.5% increase over the life of the program
• UAA Mat-Su Middle College has 133 students currently enrolled
• UAF North Star College, a middle college with FNSBSD started in-person in fall 2020 with full cohort of 40 senior students. UAF and FNSBSD are working to expand the offering to juniors and seniors.
• UAA ANSEP offers a Middle School Academy, High School Acceleration Academy, and Summer Bridge program
• UAA Kenai Peninsula College JumpStart Program offers juniors and seniors the opportunity to complete up to 30 credits or an associate degree at a discounted rate (program is subsidized by the Kenai Peninsula Borough); KPC has also launched a middle college
• UAS Supporting Transitions and Educational Promise Southeast Alaska (STEPS) grant with the Alaska Association of School Boards
• 56% of Middle College graduates go on to enroll in a UA degree program

“Virtual” Middle College

• The UAF Alaska Advantage program, a "virtual” middle college, is partnered with more than 30 school districts and homeschool programs, UAS also participates
Focus on teacher education

Meet critical state need

• Online, “face-to-face” and hybrid accredited initial licensure teacher education programs
• Educators Rising program (UAF/UAS)
• Coordinated advanced certification programs
• SILKAT (Sustaining Indigenous Local Knowledge, Arts and Teaching) & Alaska Indigenous Teacher Initiatives grants (UAF) launched to establish cross-organization alliances and partnerships with rural school districts to prepare more Indigenous teachers
• UA will be launching a new website and awareness campaign aimed at attracting more students to our education programs
• Improving access in Anchorage and South Central, AK
• Mentoring to address teacher turnover
Research

Current strength and positive economic impact

• Arctic
  • Infrastructure
  • Security & Defense
  • Culture & Health
  • Energy
• Climate Change
• Health Research
• Alternative Energy
• Unmanned Vehicles applications, systems, and policies
• Fisheries and Ocean Sciences and the R/V Sikuliaq
• Pilot Safety/FAA

Economic Opportunity
Legislative Priorities

• Financial Stability
  • To grow enrollment and diversify revenue through additional tuition revenue, we need budget certainty
  • A single appropriation is necessary to provide the Board the most flexibility with budget decisions
Legislative Priorities

• **Capital Requests**
  • Debt Service Relief
  • Deferred Maintenance
  • General Obligation Bond
  • COVID Impact Mitigation
  • UAA Energy Project
Legislative Priorities

Technical Vocational Education Program Reauthorization

• Program is funded annually from a portion of unemployment insurance contributions
• UA receives 45 percent of program dollars, $5.8M in FY21
• Funds high-demand career and technical training such as mining, oil & gas, health care, construction, and IT
• Seeking a five-year reauthorization of the current program
Legislative Priorities

Higher Education Investment Fund

• Preserve full funding of these important programs:
  • Alaska Performance Scholarship program ~ $12M
  • Alaska Education Grant ~ $6M
  • WWAMI Medical School program ~ $3M
QUESTIONS?