## Academic Council Score Card - Updated 11/8/17

Mission – To foster University of Alaska delivery of high-quality, cost-effective academic programs that are readily accessible to students in Alaska and beyond, through appropriate policies and academic administrative procedures, collaboration, and review of academic program actions including new program approval, program reduction, and program discontinuation.

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Objective</th>
<th>Projects/Actions</th>
<th>Owner</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Pathways</strong></td>
<td></td>
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<tr>
<td>Course alignment</td>
<td>Align courses for UAF and UAA Engineering</td>
<td>Review perceived roadblocks (ref. SP Engineering report)</td>
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<td></td>
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<td>Review misalignment and course disparity (ref. SP Engineering report)</td>
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<tr>
<td></td>
<td></td>
<td>Prioritize solutions</td>
<td></td>
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<tr>
<td><strong>UAA MPP/MPA Program</strong></td>
<td>Create a new MPP/MPA Program at UAA</td>
<td>Involve key faculty and leadership</td>
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<td></td>
<td></td>
<td>Ensure proper review channels for program proposal</td>
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<td></td>
<td></td>
<td>Discuss resource needs with UAA leadership</td>
<td></td>
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<tr>
<td><strong>e-Learning outsourcing selected programs to private partner</strong></td>
<td>Increase system-wide collaboration and explore outsourcing options</td>
<td>Select e-Learning programs for outsourcing</td>
<td>e-Learn subgroup</td>
<td>12/1/17</td>
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<tr>
<td></td>
<td></td>
<td>Report to AC w/ action plan</td>
<td>e-Learn subgroup</td>
<td>12/1/17</td>
</tr>
<tr>
<td><strong>BOR Policy and Regulations</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Concurrent Enrollment/Protection of Minors in UA Courses</td>
<td>Draft concurrent enrollment regulation for President’s approval</td>
<td>Create subcommittee</td>
<td>F. Villa</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Draft regulation</td>
<td>Subcommittee</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Address integrated tech prep</td>
<td>F. Villa</td>
<td>12/8/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tech prep/concurrent/dual enrollment clear terminology and definitions</td>
<td>F. Villa</td>
<td>12/8/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Faculty governance review draft regulation</td>
<td>L. Hoferkamp</td>
<td>11/10/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Academic Council review draft regulation</td>
<td>F. Villa</td>
<td>12/15/17</td>
</tr>
<tr>
<td>Concurrent Enrollment Fees and Payment Responsibility</td>
<td>Create clear understanding of fee variance and payment responsible party</td>
<td></td>
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<tr>
<td><strong>Program Discontinuations/Additions</strong></td>
<td></td>
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</tr>
<tr>
<td>UAA MPP/MPA Program</td>
<td>Propose a UAA MPP/MPA Program addition to the BOR</td>
<td>UAA propose the MPP/MPA program to the BOR</td>
<td>D. Hrncir</td>
<td>In progress</td>
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<tr>
<td><strong>Notification of Suspension of Program Admissions</strong></td>
<td></td>
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<tr>
<td>UAA Associate of Applied Science in Dental Hygiene</td>
<td>Suspension of program admissions</td>
<td>Send notice of non-objection to ASA committee</td>
<td>S. Oba</td>
<td>11/3/17</td>
</tr>
<tr>
<td><strong>Other Issues</strong></td>
<td></td>
<td></td>
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<tr>
<td>Synchronous class delivery</td>
<td>Address synchronous class delivery times</td>
<td>Determine class duration (50 vs 60 min.)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Determine teaching days (MW vs MWF)</td>
<td></td>
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<tr>
<td>Distribution of student tuition &amp; fees across system</td>
<td>Change students tuition &amp; access fees relative to physical campus location</td>
<td>Review/address students paying on-campus fees where in-person courses are taught</td>
<td></td>
<td>12/4/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review/address students paying tech. fee for distance courses and forgoing on-campus support services fees</td>
<td></td>
<td>12/4/17</td>
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<tr>
<td></td>
<td></td>
<td>Review/address student tuition dollars going to campus that pays course instructor</td>
<td></td>
<td>12/4/17</td>
</tr>
</tbody>
</table>
Business Council Scorecard
As of November 16, 2017
All initiatives and objectives tie primarily to Institutional Goal #5: **Operate more cost effectively**

<table>
<thead>
<tr>
<th>Procurement</th>
<th>Objectives</th>
<th>Measures</th>
<th>Targets</th>
<th>Initiatives</th>
<th>Results to date</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Save money</td>
<td>Amount of savings</td>
<td>TBD</td>
<td>UAF/CPO leads</td>
<td>Strategic sourcing solicitations underway. Automation project initiated.</td>
<td>FY18 and FY19</td>
</tr>
<tr>
<td></td>
<td>Process improvement</td>
<td>Completion time</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Organizational optimization</td>
<td>Activity per FTE</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants &amp; Contracts</td>
<td>Lean processes</td>
<td>Completion time</td>
<td>TBD</td>
<td>UAF/OGCA leads</td>
<td>Inventory assessment underway.</td>
<td>FY18 and FY19</td>
</tr>
<tr>
<td>Administration</td>
<td>Automation</td>
<td>ROI</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Customer service relations</td>
<td>Satisfaction survey</td>
<td>TBD</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Organizational alignment</td>
<td>Activity per FTE</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process Automations (various functions)</td>
<td>Save money</td>
<td>ROI</td>
<td>TBD</td>
<td>Funding pool identified</td>
<td>Various projects have been awarded funding.</td>
<td>Ongoing, FY18 and FY19</td>
</tr>
<tr>
<td></td>
<td>Efficient Processes</td>
<td>Completion time</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Better user experience</td>
<td>Satisfaction survey</td>
<td>TBD</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Travel</td>
<td>Better user experience</td>
<td>Satisfaction survey</td>
<td>TBD</td>
<td>New booking tool &amp; expense reporting tool</td>
<td>Project has commenced and Huron Consulting is on site.</td>
<td>Go live July - August 2018</td>
</tr>
<tr>
<td></td>
<td>Save money</td>
<td>Amount of savings</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Efficient processes</td>
<td>Reimbursement time</td>
<td>TBD</td>
<td></td>
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</tbody>
</table>

Note: The Facilities Council, a sub-council of the Business Council, has a separate scorecard.
The Business Council has met monthly since inception on July 1, 2017, and will continue to meet monthly, approximately one week before the Summit Team. As further described herein, several important initiatives are well underway.

**Strategic Pathways – Procurement**

John Hebard, Chief Procurement Officer, is leading the implementation effort. A service level agreement between UAF and Statewide for the procurement function has been completed. Goals and initiatives to achieve savings via bulk purchases, process improvement/automation and policy and procedure standardization have been identified. Implementation and effort to achieve these goals will be on-going in FY18 and FY19.

**Strategic Pathways – Research Administration**

Rosemary Madnick, UAF Executive Director of Grants and Contracts, is leading the planning and implementation effort. To date, an inventory assessment tool identifying the various roles and responsibilities in the grants and contracts area is being completed by the universities. The tool will help organize the various roles of Grants and Contracts (G&C), with the aim of G&C leadership at UAF with service centers at UAA and UAS. In addition, the tool will help analyze those functions most viable for improvement, streamlining and/or automation across the UA System. The Business Council will continue to cross-communicate with the Research Council as planning develops.

**Process Improvement and Automation**

The President and Regents authorized $1.1m in FY18 for process improvement and automation. The CFO sent an internal RFP to the functional areas of Student, HR, Finance, IT and Institutional Research to solicit automation project proposals. A number of proposals were received, and the Business Council deliberated on all proposals. The Business Council approved nine projects in HR, Finance and Administration areas and requested additional information on several others. In total, $645,000 was allocated. The remaining $455,000 will be allocated as proposals are received. At this time, it would be helpful to receive automation or improvement proposals for student-facing technologies, so as to positively impact enrollment, retention and completion.

A summary of the approved projects to date:

HR – Open Enrollment Automation
HR – OnBase Integration (vendor forms)
HR – Online I-9 and Employee Paperwork
HR – Family Medical Leave (FML) Process Improvement
HR – Retirement files to SPARK format
Admin – Consulting support for Travel Project implementation
Admin – UA Procurement Records to OnBase
Admin – OnBase Integration for e-workflows
Finance – Replace and update property scanners and system

It is important to note that within the broad scope of the Finance and Administration, there are several very large automation or compliance projects underway that do not explicitly flow from Strategic Pathways or the $1.1 million Automation pool. These projects that arise in the normal course of operations include: travel booking tool and expense management, conversion to Banner 9, accounts receivable conversion for IRS Form 1098-T, and JV workflow. They will consume a significant amount of staff time over the next one to two years.

Travel Project

The travel project is underway. In summary, the travel project involves implementing a new expense reporting tool, a booking tool, and leveraging travel discounts. The aim is to improve the travel process for travelers and users, gain efficiencies, save money and better manage the travel process.

Huron Consultants are providing project management services and have been on site for the last two weeks, working with various university implementation teams. The first stage of the project includes rewriting travel regulations and identifying the “desired state”.

Facilities Council

The Facilities Council is a sub-council of the Business Council. The Facilities Council has developed a scorecard, and it is submitted herewith separately from the Business Council.
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Task Steps</th>
<th>Status</th>
<th>Target Completion</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1) Increase integration with main campuses</strong></td>
<td></td>
<td></td>
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<tr>
<td>Integrated Website Accessibility</td>
<td>1) IT designed 2) Legal review 3) Monitor plan</td>
<td>Green</td>
<td>Complete</td>
<td>Assumed by IT Council.</td>
</tr>
<tr>
<td>Integrated Minors on campus policy</td>
<td>1) Statewide dual enrollment template 2) Legal review</td>
<td>Green</td>
<td>Complete</td>
<td>Assumed by Academic Council and Student Services Council.</td>
</tr>
<tr>
<td>AAS Degree program mobility-Offer comm campus AAS degrees at main campuses</td>
<td>1) Identify AAS Degrees 2) Senate curriculum approval</td>
<td>Green</td>
<td>Complete</td>
<td>Avenues already exist that make this possible.</td>
</tr>
<tr>
<td>Promote opportunities for UA leadership from SW and main campuses to visit</td>
<td>1) Campus directors provide opportunities for SW and main campus leadership to experience community events. 2) SW and main campus leadership notify campus director when traveling within their region.</td>
<td>Yellow</td>
<td>Ongoing.</td>
<td></td>
</tr>
<tr>
<td>community campuses.</td>
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<tr>
<td><strong>2) Increase collaboration across community campuses</strong></td>
<td></td>
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<tr>
<td>CTE course/faculty sharing across campuses</td>
<td>1) ID courses &amp; faculty 2) Identify course cost/revenue sharing agreement across MAUs</td>
<td>Yellow</td>
<td>Spring 2018</td>
<td></td>
</tr>
<tr>
<td>Offer comm campus OEC, Certificate &amp; AAS degrees at comm campuses that don’t</td>
<td>1) Create inventory of potential programs 2) Run thru main campus respective curriculum process</td>
<td>Yellow</td>
<td>Fall 2018 &amp; ongoing</td>
<td></td>
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<tr>
<td>offer them.</td>
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<tr>
<td>Expand course selection outside MAU to integrate or</td>
<td>1) ID possible courses</td>
<td>Yellow</td>
<td>Fall 2018?</td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>Priority</td>
<td>Due Date</td>
<td>Details</td>
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<tr>
<td>Transfer into existing programs</td>
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<tr>
<td>Explore if certain AAS degrees can be offered solely on comm campuses &amp; not on main campuses.</td>
<td></td>
<td>Spring 2018</td>
<td>Academic Council input to be requested</td>
<td></td>
</tr>
<tr>
<td>Reduced tuition for CTE program/course offerings</td>
<td>1) ID potential courses/programs</td>
<td>TBD by president</td>
<td>CCDC submitted proposal to Saichi Oba 11/10/17.</td>
<td></td>
</tr>
</tbody>
</table>

### 3) Explore ways to increase productivity & cost effectiveness

<table>
<thead>
<tr>
<th>Task</th>
<th>Priority</th>
<th>Due Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand UAOnline platform; create search engine of all locations/availability of all UA degree/certificate programs by campus. Include if high-demand career and field.</td>
<td></td>
<td></td>
<td>Karl Kowalski visited CCDC Nov 9 and received input. IT Council and SW OIT will assume these four tasks.</td>
</tr>
<tr>
<td>Develop system for comm campuses to work with university departments to coordinate eLearning course offerings in a way that is fair to both comm campuses &amp; university departments. Possible model: UAA CTC and PWSC for OSH degree. Each offers 2-3 100/200 sequence courses each semester, in a rotation.</td>
<td></td>
<td>Spring/Fall 2018</td>
<td>Spoke with Karl Kowalski: currently students must select Campus prior to seeing available courses. He will explore.</td>
</tr>
<tr>
<td>Pull and share workforce market data with universities and comm campuses.</td>
<td></td>
<td>Complete</td>
<td>Task assigned at Aug. 17 Summit Team meeting. Workforce Subcommittee of CCDC was created with Fred Villa as chair. The EMSI products,</td>
</tr>
</tbody>
</table>
“Career Coach” and “Analyst” were procured and rolled out in early November.

### 4) Explore potential partnerships with tribal & other organizations

| Possible conversion to tribal colleges |  | Unrealistic option based on research of creating tribal colleges.
|---------------------------------------|---|--------------------------------------------------|
| Create inventory of current partnerships with all groups. | 1) Define partnerships  
  2) Identify types (e.g. student support; grants, etc.) | Spring 2018 | Next Step: Share CRCD Partnership Report with other directors – as a template with definitions
| Explore potential partnerships with tribal and other community organizations, including regional training centers. | 1) Research new models (e.g. tribal colleges outside AK; economic development; community wellness) | Spring 2018 | Next Steps: Identify models for partnerships engagement and training, apprenticeship programs.  
Coordinate opportunities with CCDC to meet partner goals e.g. as economic and workforce development, community wellness, teacher education.  
Cross-walk programs with Ilisagvik, Rural Training Centers, AVTEC, Alaska Christian College and others identified by ACPE list.
| Expand availability of Alaska Native/indigenous courses. | 1) Academic Council to create inventory of current Alaska Native courses across system.  
  2) CCDC will blend into inventory of tribal and other partnerships in order to expand range and campus offerings.  
  3) Identify courses to expand range and campus offerings | TBD | Waiting to receive inventory from Academic Council. Engage with AC on progress.  
Legislature passed AK Native Indigenous Language Act and CRCD and RD has been developing ANS language and other courses e.g. Indigenous Peoples and International Laws.  
Partnership with UAS-UAF for offering tribal mgt. as part of their business management program.  
Next Steps:  
- Develop relationship with AK Native language Preservation and Advisory council.  
- Cultural camp for education teachers and administrators professional development. |
University of Alaska Community Campus Directors Council (CCDC)
Represented by leaders of campuses and colleges at the University of Alaska Anchorage (UAA), University of Alaska Fairbanks (UAF), University of Alaska Southeast (UAS), and University of Alaska Workforce Programs.

UAF Community & Technical College | UAF Northwest Campus | UAF Bristol Bay Campus
UAF Kuskokwim Campus | UAF Interior Alaska Campus | UAF Chukchi Campus
UAS Career Education | UAS Ketchikan Campus | UAS Sitka Campus
UAA Matanuska Susitna College | UAA Prince William Sound College | UAA Kodiak College
UAA KPC Kenai River Campus | UAA KPC Kachemak Bay Campus | University of Alaska Workforce Programs

November 2017 Council Update

Work Done Oct 2-Nov 9
• Met by audioconference on Oct 9.
  o Discussed possible overlap of Academic Council’s task of creating an inventory of AK Native courses as this was also a CCDC task. Per Saichi Oba, the Academic Council will do this work.
  o Fred Villa discussed the draft concurrent enrollment regulations and the CCDC provided input for consideration.
  o Fred also briefed about the workforce demand data system the Workforce Development Committee is pursuing. He presented a system demonstration at the CCDC F2F meeting on Nov. 8.

• Based on discussions at the Oct 10 Summit Team meeting, subsequent emails between the president’s assistant and CCDC Chair Turner, emails between Oba and Turner, and the Nov. 8-9 F2F CCDC meetings changes have been made to CCDC’s original goals/tasks. The revised goals/tasks as well as the scorecard have been included as part of this report.

• CCDC met F2F Nov. 8-9 in Anchorage. The CCDC heard from the president, his executive committee and others the morning of Day 1. The remainder of Day 1 resulted in discussions based on what was learned in the morning, but primarily on the President’s CTE tuition reduction program. Day 2 began with further refinement of the CTE tuition reduction proposal followed by the CCDC subcommittees working on their respective goals/tasks. They set their next F2F two-day meeting for Feb. 20-21 in Anchorage.

• Turner and Vice Chair Schulte (CCDC representative to Academic Council) spoke on the phone Oct 3 and Oct 24, and discussed the last two Academic Council meetings.

Future Meetings Through February
• Dec. 13 audioconference
• Jan. 10 audioconference
• Feb. 20-21 F2F in Anchorage.
University of Alaska Community Campus Directors Council (CCDC)

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- UAF Community & Technical College
- UAF Kuskokwim Campus
- UAF Interior Alaska Campus
- UAF Ketchikan Campus
- UAF Chukchi Campus
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- UAF Northwest Campus
- UAF Interior Alaska Campus
- UAF Chukchi Campus
- UAF Bristol Bay Campus
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- UAS Prince William Sound College
- UAS Sitka Campus
- UAS Kodiak College
- UAS Kachemak Bay Campus
- UAA Matanuska-Susitna College
- UAA Prince William Sound College
- UAA Kachemak Bay Campus
- UAA Kodiak College
- UAA KPC Kenai River Campus
- UAA KPC Kachemak Bay Campus
- University of Alaska Workforce Programs

This constitutes the goals and objectives for the four Strategic Pathways Recommendations for the Community Campuses. Some original tasks are not shown below since they have been shifted to other Councils. See CCDC Scorecard for further information. This document was updated Nov. 13, 2017.

1. Increase integration with main campuses.

   1) Address how to offer some community campus AAS degrees at those main campuses that don’t offer these degrees.
      a. Identify the programs
         i. There are avenues already that make it possible for AAS Degree programs at community campuses to be offered at the main campuses.
         b. AAS degrees go through a Faculty Senate process for approval.

   2) Promote opportunities for University leadership from statewide and main campuses to visit community campuses.
      a. Campus directors provide opportunities for SW and main campus leadership to experience community events.
      b. SW and main campus leadership notify campus director when traveling within their region.

2. Increase collaboration across community campuses.

   1) Implement course sharing plan and or faculty sharing plan for CTE courses.
      a. Identify course cost/ revenue sharing agreement across Universities for requested classes offered in community campus regions that do not administer the course or program.
         i. Example: implementing an 80/20 split for a campus offering its programs in another community campus region. The hosting campus could support with recruitment, logistics, space and potential instructor to the offering
campus's course, receiving 20% of the revenue for their efforts and support. HC/SCH and 80% of the revenue would return to the offering campus.

ii. Course fee or additional fees retained at offering campus to support course costs. Fees may be JV’ed to hosting campus on a case by case basis or by agreement between both community campuses.

b. Initial possibilities: Interior Alaska Campus offers Tribal Management and Construction Trades certificate program; Kodiak College could offer welding OEC based on portable welders that can be transported to other campuses (or villages).

i. Offering campus could send instructor to receiving campus for “intensives” or receiving campus could provide qualified adjunct.

2) Address how to offer some community campus AAS degrees at those community campuses that don’t offer these degrees.

a. Create inventory of OEC, Certificate and AAS degree degrees that could offered at a different community campus location.

b. Those selected would need to be run through respective curriculum processes at main campuses.

3) Expand course selection outside of MAU to integrate or transfer into existing programs.

4) Create a limited trial for reduced-tuition CTE program/course offerings with Strategic Investment funds that would "hold community campuses harmless" in the event the reduced tuition fails to increase enrollment enough to offset the reduction.

a. CCDC prepared a proposal at their Nov. 8-9 F2F meeting and submitted it to Saichi Oba on Nov. 10.

3. Explore ways to increase campus productivity and cost effectiveness, including expansion of support for/access to e-Learning programs between community campuses and main campuses.

1) Develop system for community campuses to work with university departments in coordinating eLearning course offerings in a way that is fair to both the community campuses and university departments. Improved coordination will reduce detrimental duplication of eLearning courses, promote greater integration of community campuses and the universities, and foster better collaboration in a very meaningful way.

a. Possible model under development/trial between CTC at UAA and PWSC for Occupational Safety & Health. In this model, each campus offers approximately three of the 100/200 sequence courses each semester, in a rotation. All students are encouraged to enroll based on what they need, rather than who is offering the course. Each campus pays its own faculty and retains its own tuition. While
much more complicated for courses in the A.A., a similar model could be designed. Steps include
   a. Determine # of sections needed,
   b. Allocate sections based on historic enrollment patterns by campus
   c. Determine a strategy for “retraining” all advising staff to first consider course availability rather than campus offering the course
b. In order to expand registration across the system, consider IT issue with UAOnline: currently students must select Campus prior to seeing what courses are available. CCDC spoke with Karl Kowalski at Nov. 9 CCDC meeting.
c. In order to expand to hybrid and F2F program offerings, two methods proposed depending on whether internal to MAU or across MAUs
   a. If within MAU, can follow the same process, generally as experiment above: offering campus pays instructors and keeps tuition, with no duplication or creation of “new” programs
   b. This CCDC subcommittee will survey membership to determine top 3-5 programs desired across the system in the various communities; next step will involve negotiation for this collaboration
   c. If across the MAUs, the subcommittee proposes a central fund be created to provide “F&A” reimbursement to campus location that “hosts” a program offered fully by a different MAU (e.g., Construction Technology program offered in Valdez).
   d. Distributed Technical education model—could allow programs with specified “shop” equipment to create travelling shop equipment and hire faculty to teach the program to many campuses on a rotating basis
   d. **NEXT STEPS:** Survey will need to be conducted. CTC deans and Campus Directors will need to discuss these ideas with their campus leadership.

2) **Task assigned at Aug. 17 Summit Team meeting.** Workforce Subcommittee of CCDC was created with Fred Villa as chair. **TASK:** Pull and share workforce market data. The EMSI products, “Career Coach” and “Analyst” were procured and rolled out in early November.

4. Explore potential partnerships with tribal and other community organizations. Possibilities include conversion to tribal colleges and stronger collaboration with regional vocational centers.

   1) Create inventory of current partnerships with all groups.
      a. Define “partnerships.”
      b. Identify types (e.g. student support; grants, etc.).
      Next Steps: Share CRCD Partnership Report as template with definitions

   2) Explore potential partnerships with tribal and other community organizations, including regional training centers.
a. Research new models (e.g. with tribal colleges outside Alaska; economic
development; community wellness).

Next Steps:
- Identify models for partnership engagement and training.
- Coordinate opportunities with CCDC to meet part goals e.g. economic/
  workforce development, community wellness, teacher education.
- Cross-walk programs with other postsecondary education and training
  providers.

3) Expand availability of Alaska native/Indigenous courses.
   a. Academic Council to create inventory of current Alaska Native courses across
      system. CCDC will blend into inventory of tribal and other partnerships in order
      to expand range and campus offerings.

Next Steps:
- Engage with AC on progress.
- Develop relationship with Alaska Native Language Preservation and Advisory
  Council.
<table>
<thead>
<tr>
<th>Main Goal/Achievements</th>
<th>Objective</th>
<th>Assigned To</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Launch Data Enhancement Campaign</td>
<td>To encourage data sharing across UAA at all levels.</td>
<td>UA Foundation - Lead: Megan Riebe</td>
<td>Apr. 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UA Philanthropy Initiative</td>
<td>Working with colleagues, develop vision, goals and priorities in the context of the overarching strategic UA priorities.</td>
<td>Chair and/or Executive Director Foundation, Chief Fundraiser from each campus.</td>
<td>Input by Jan. 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Chair or designee, Alumni Relations lead from each campus.</td>
<td>Formal Report Summer of 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Dec. 2017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All members.</td>
<td>May-18</td>
</tr>
</tbody>
</table>

Development and Alumni Relations Council Monthly Scorecard – October 2017
<table>
<thead>
<tr>
<th><strong>Events Best Practices</strong></th>
<th>Develop a common understanding across UA of “Advancement events.”</th>
<th>Rachel Morse and Fred Barlow to facilitate.</th>
<th>May-18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scholarship Fundraising Effort</strong></td>
<td>To establish and improve augmentation/timing of both need- and merit-based scholarships as their availability is needed and that progress in these areas can improve student recruitment, retention and completion.</td>
<td>Megan Olson - suggested</td>
<td>N/D</td>
</tr>
</tbody>
</table>
### Color Code Chart:

- **Yellow**: On Hold
- **Green**: Moving Along
- **Red**: Delay

<table>
<thead>
<tr>
<th>Tasks to Achieve Goal</th>
<th>October Status</th>
<th>November Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 1</strong>: Appoint task force with system-wide representation to discuss data needs and vision for sharing across administrative units, i.e. admissions, Banner graduating student data, college and department.</td>
<td>Goal was not discussed due to lack of time. Wording for goal was changed from data improvement to data enhancement.</td>
<td></td>
</tr>
<tr>
<td><strong>Action 1</strong>: Meet with Chancellor and Provost at each campus to identify and discuss near and long-term funding priorities for the campus. Discuss needs and how they fit into the larger UA priorities (re: strategic possibilities).</td>
<td>Susan spoke with President's Executive Council and presented a template for campus goals. Adjustments are in process and she will provide an update soon.</td>
<td>Interface with University Relations' council and cross-marker messaging that overlaps.</td>
</tr>
<tr>
<td><strong>Action 2</strong>: Develop talking points that articulate the budget status for UA. Look at this from the viewpoint of investors (our donors) and students (heart of our mission). Critically think of what we would say to each group if we were asked: Why UA?</td>
<td>Group talked about finding incentives and collaborations that could be done across the team.</td>
<td></td>
</tr>
<tr>
<td><strong>Action 3</strong>: Celebrating/Incentivizing Collaboration. Develop metrics (and incentives!) that encourage and celebrate collaboration amongst alumni relations' colleagues, fundraisers and deans/directors across the campuses.</td>
<td>Sub-councils will be established to be chaired by Susan or Megan. The suggestions agreed upon by the Council will be presented to Board of Trustees at its May 2018 meeting to be followed by a presentation in June.</td>
<td></td>
</tr>
<tr>
<td>None Assigned</td>
<td>Rachel and Fred will be facilitating conversations with and touching bases with innovators at the college level.</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
</tbody>
</table>

**Action 1:** Creation of two sub-groups -
- **Sub-group 1:** Scholarship awarding process
- **Sub-group 2:** Scholarship fundraising focus areas

**Action 2:** Develop strategies with Development Officers SW to maximize unrestricted scholarship pools.

**Action 3:** Develop a Communications Plan

Sub-group 1: LEAN process already completed and communications plan needs to be developed.

Sub-group 2: Chair will be Doug and Mark will work with him. The Deans will determine who from UAS should participate.
## Facilities Council Scorecard

**As of November 7, 2017**

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measures</th>
<th>Targets</th>
<th>Initiatives</th>
<th>Results to date</th>
<th>Timeline</th>
</tr>
</thead>
</table>
| **Work Management Efficiency** | Save money  
Process improvement  
Organizational optimization | Customer Service Satisfaction Surveys  
Time to Complete WOs  
# of WOs /year  
WOs by type | | | |
| **Operating Cost Reduction** | Save money  
Efficient Processes  
Better user experience | Annual Utilities Consumption $/GSF  
BTU/GSF  
M&R Current vs. $60M Goal  
Peer comparison of resources ($ and FTE / GSF)  
Annual Preventive and Reactive Maint.; and Renewal and Repurposing $/GSF & FTE/GSF | | | |
| **Deferred Maint. Backlog Reduction** | Better user experience  
Save money | Cost Impact on backlog  
Expenditure  
Change in NAV over time | | | |
| **Off-campus Lease Reductions** | Reduce operating budget cost  
Increase utilization of existing facilities  
Increase collaboration  
Increase student access | Change in # of leases  
Change in Annual off-campus lease costs | | | |
| **Space Utilization** | Increase usage of owned space  
Reduce need for new facilities  
Reduce operating budget cost  
Increase space available for programs | Classroom Utilization (Student FTE/GSF)  
Student/GSF of non-research Space  
Students/GSF of Research Space | | | |
Facilities Scorecard Notes
Facilities Council Feedback

Work Management Efficiency

- Work Order Completion - days to complete, number completed annually
  - This can be disaggregated into reactive, PM, and support work orders to gauge where time is being spent
- Sightlines Customer Survey ratings

Operating Cost

- Resources per GSF, spend and personnel.
  - Example:
    - Maintenance $/GSF and Maintenance FTE/GSF
    - Custodial $/GSF and Custodial FTE/GSF
    - Grounds $/GSF and Grounds FTE/GSF
  - Alternatively we can keep it to just a total $/GSF, with the ability to disaggregate further into these categories as needed.
- Energy Consumption per GSF
  - BTU/GSF, measuring just heat and power
  - Campus-wide power (MWH) and steam (Kpph) consumption (annually)
- M&R, current vs. $60 million goal
  - We had some discussion around M&R tracking based on the goal of $60 million in funding. At the September FLMC meeting Michelle had a chart that displayed the variance between the $45 million and the goal that can be used.
- Sightlines data on annual preventive and reactive maintenance ($/GSF) and renewal and repurposing ($/GSF), trended and compared to peers.

Deferred Maintenance

- Change in NAV over time; 3-5 years?
- Track DM backlog ($) annually

Lease Reductions

- Annual off-campus lease costs ($)
- Number of off-campus leases
- UAA recommends eliminating this section; strikes us as more of a procurement issue

Space Utilization

- Registrar's classroom utilization information (each semester)
- Space use Hours/day
- Space occupancy % of available seats used

- **Density Factor**
  - Student FTE/GSF
  - Academic space: Students/GSF of non-research space.
  - Research space: Students/GSF of research space.
  - At the Facilities Council meeting Scott pointed out the wide difference in this number between research and comprehensive institutions. If this measure is used, the different stories of the three universities must be clearly articulated. Maybe compare against Sightlines database average densities for each of our categories?

- **Classroom Utilization**
  - Percentage of room utilization
  - Percentage of seat utilization
  - Data is available from Banner
Aligning Facilities Council Metrics with UA 2025 Goals
DRAFT

University of Alaska 2025 Goals

Increase Degree Attainment:
  Increase enrollment
  Increase completion rates:

Provide Alaska’s Skilled Workforce:
  Increase percentage of teachers hired
  Increase number of graduates from health programs

Grow our World Class Research:
  Continue leading the world in Arctic research
  Increase research expenditure

Contribute to Alaska’s economic development:
  Increase the number of invention disclosures
  Increase STEM graduates

Operate more cost effectively
  Decrease instructional and student related cost per completer
  Increase completers per 100 student FTE

How Facilities Metrics support the University 2025 Goals?

Work Management Efficiency:

  Increase Degree Attainment: Prioritize projects that facilitate a more inviting environment that will encourage student to enroll and then support them completing their courses on-time. Ensuring that the facilities are in good working order and are available. Design spaces that encourage success.

  Provide Alaska’s skilled workforce: Prioritize projects that address deficiencies that hinder program completion, increase program space to allow more students to enroll and complete courses.

  Grow World Class Research: Prioritize projects that address deficiencies that hinder research, increase space to allow more research projects
Contribute to Alaska’s economic development: Increasing student outcome puts more students into the work force to meet the state’s needs. Increased research creates business opportunities and diversifies industry to offset reliance on limited industries or depleted resources.

Operate more cost effectively: Changes to processes can reduce cost and deliver more with the available funds. Adoption of new standards can reduce costs in design, procurement and life cycle costs.

Operating Cost Reductions:

Operate more cost effectively: Identify practices that will reduce operating cost, which in turn will free funds to be applied to programs and initiatives that support the other goals.

Deferred Maintenance Backlog Reduction:

Increase Degree Attainment: Reducing deferred maintenance through renewal and repurposing of spaces creates inviting environments that encourage student enrollment, retention, collaboration, and degree completion, realigns facilities to meet the current education needs, provides right-sized learning spaces, and increases available space to meet programmatic needs.

Provide Alaska’s Skilled Workforce: Facilities with high deferred maintenance requirements to restore their previous function (research facilities, specialized labs, high technology space) may be identified for repurposing to meet program expansion needs for classroom, lecture, student activity or office space that grow the programs to produce more students to fill the Alaska Workforce needs.

Grow our World Class Research: Reducing deferred maintenance restores existing facilities to meet the needs of researcher to seek, obtain and complete research. Repurposing of old facilities to meet current research needs aids in the success of the research projects that make UA a World Class Research University and leads to developments that will support future economic development for the State.

Operate more cost effectively: Evaluate projects and facilities to prioritize best use of available funds to reduce backlog, provide facilities that meet the program needs and reduce operating costs. Evaluate projects to determine greatest return on investment. Reduce inventory or limit expenditure on facilities that have deferred maintenance in excess of replacement value.

Off-Campus Lease Reductions:
Grow our World Class Research: Returning Research to the campus can increase collaboration by bringing faculty and staff back to campus and making them more accessible to students.

Operate more Cost Effectively: Funds currently spent on leases and related costs can be eliminated reducing the operating budget.

Space Utilization:

Increase Degree Attainment: Better utilization of space allows more classes/slots to be offered allowing student to graduate on time. Student graduating on time makes more space available for new students particularly in high demand fields.

Providing Alaska Skilled Workforce: increased utilization allows student to graduate on time and increase the number of student that can enroll in targeted programs. More students moving through the programs means more student available in the workforce to meet the needs of the State.

Grow our World Class Research: Increased utilization makes more existing space available for new research projects.

Contribute to Alaska’s economic development: more student completing their degrees on time puts more students into the workforce resulting in increased production.

Operating Cost Reduction: Increased utilization reduces the cost per student per completer by getting more done with the resources already being expended. Savings realized by not adding new space and the associated operating cost can then go toward program development. Increased utilization reduces effective operating costs, increases the number of courses and/or class sizes that can be offered during a semester allowing students to complete programs sooner, right sizing classes increases utilization and reduces net operating cost, reorganization and consolidation of shared services increase efficiency and increases collaboration. Adopting space and design standards can reduce footprint, reduce operating cost, increase efficiency, support increased utilization and encourage multi-use and collaborative use of space.
<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objective</th>
<th>Measure</th>
<th>Q2 Status</th>
<th>Year-To-Date Status</th>
<th>FY 18 Initiative Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Leadership &amp; Succession</td>
<td>Performance</td>
<td>Annual performance reviews initiated</td>
<td>$0.00</td>
<td>$0.00</td>
<td>Professional development tracks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual performance reviews completed</td>
<td>$0.00</td>
<td>$0.00</td>
<td>Select and conduct organizational engagement survey</td>
</tr>
<tr>
<td></td>
<td>Succession</td>
<td>Internal promotions</td>
<td>0</td>
<td>0</td>
<td>Develop and conduct supervisory training for consistent CBA management</td>
</tr>
<tr>
<td></td>
<td>Diversity</td>
<td>Women &amp; minorities in supervisory roles</td>
<td>0.00%</td>
<td>0.00%</td>
<td>Recruitment best practices to fill leadership position with diverse candidates</td>
</tr>
<tr>
<td>Organizational Health</td>
<td>Engagement</td>
<td>Absences per FTE</td>
<td>$0.00</td>
<td>$0.00</td>
<td>Develop consistent employee engagement survey</td>
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<tr>
<td></td>
<td>Compliance</td>
<td>Active regulatory projects</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Active information requests</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Development</td>
<td>Required Tier 1 training completed</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Operational Process Excellence</td>
<td>Customer Service</td>
<td>HRIS help tickets closed</td>
<td>0.00%</td>
<td>0.00%</td>
<td>MyUA New Hire automatically transferred to Banner</td>
</tr>
<tr>
<td></td>
<td>Process Excellence</td>
<td>FY process improv. projects completion</td>
<td>0</td>
<td>0</td>
<td>I2Verify self service for employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Average time to fill</td>
<td></td>
<td></td>
<td>Health Savings Account redesign for employee self service</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of employees</td>
<td></td>
<td></td>
<td>Review termination workflow process</td>
</tr>
<tr>
<td></td>
<td>Cost Savings</td>
<td>Number of new hires</td>
<td></td>
<td></td>
<td>Eliminate transitional steps on temp. salary schedule to reduce confusion and compression</td>
</tr>
<tr>
<td></td>
<td>Diversity</td>
<td>Goal for underrepresented employees (TBD)</td>
<td></td>
<td></td>
<td>Simplify salary schedules (executives, staff, temps. &amp; students)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase student recruitment as student employees</td>
<td></td>
<td></td>
<td>Staff salary schedule review for best placement</td>
</tr>
<tr>
<td></td>
<td>Recruitment</td>
<td>Retention rate</td>
<td>0</td>
<td>0</td>
<td>Transition Health Savings Account from FY to CY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Offer acceptance rate</td>
<td></td>
<td></td>
<td>Fidelity menu streamline</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Time to fill positions</td>
<td>0</td>
<td>0</td>
<td>HR Website redesign</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New hire retention rate</td>
<td>0.00%</td>
<td>0.00%</td>
<td>Student salary schedule and compensation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maxient/UA Hotline complaints</td>
<td></td>
<td></td>
<td>Recruitment workflow review</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td>Background check process review</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>EPAF Approval notification Integrated with OnBase</td>
</tr>
<tr>
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<td></td>
<td></td>
<td></td>
<td>Implement standardized tool for FML tracking and compliance</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Employee HR Address update online</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Comprehensive database for all University affirmative action plans</td>
</tr>
</tbody>
</table>

11/9/2017
Human Resources Project Updates

Statewide Human Resources has many projects scheduled to be completed by the end of fiscal year 2018. Here is a list of all projects categorized by the HR strategic initiatives found on the HRC scorecard and the stage of completion.

**Employee Leadership & Succession**

**Leadership Succession Planning** - IN PROGRESS

**Project Lead: Keli McGee**

This project is an assessment of leadership needs at the University of Alaska. Key stakeholders at each MAU are being interviewed and the information compiled and assessed.

**Key Milestones**

- In progress- Key Stakeholder interviews
- Next step- Compile information provided during interviews
- Future step- Share findings from interviews with administration
- Future step- Create a leadership succession plan

**Organizational Health**

**Update Local 6070 Pay and Leave Components** - COMPLETED

**Project Lead: Michelle Pope**

Updating system in order to be compliant with new collective bargaining agreement requirements.

**Key Milestones**

- Completed-9/30/2017

**UNAC/UAFT Merger** - IN PROGRESS

**Project Lead: Geoff Bacon**

The goal of this project is to successfully merge all UAFT faculty members into the UNAC bargaining unit. Key stakeholders have been consulted, and draft plan has been circulated for approval by stakeholders.

**Key Milestones**

- Completed- Consultation with key stakeholders (provosts, GC, HRIS)
- In progress- Circulation of implementation plan to stakeholders for final approval
- Next step- Present proposed implementation plan to UNAC and UAFT
- Future step- Negotiate details of plan with unions

**Update Firefighter Pay and Leave Components** - IN PROGRESS

**Project Lead: Michelle Pope**

Updating system in order to be compliant with new collective bargaining agreement requirements, including amended leave accruals and pay types.

**Key Milestones**
● Completed- Technical component design and testing
● Next step- Go live once legislature appropriation of funds received

**PERS/TRS Remittance File Changes**- *IN PROGRESS*
**Project Lead: Michelle Pope**
The goal of this project is to revise the existing eligibility and remittance files used to report contributions and service of employees to the State of Alaska retirement system. This is required by the State of Alaska Division of Retirement and Benefits.

**Key Milestones**
- *Completed*—programming by OIT
- *In progress*—testing of file with the State of Alaska pending release of testing site.
- *Next step*—create reports for reconciling financial data

**Collective Bargaining Agreement Training for Supervisors**
**Project Lead: Geoff Bacon**
Develop training plan for supervisors of represented employees. Trained supervisors more likely to correctly administer the CBA.

**Key Milestones**
- *Completed*—Key Stakeholder interviews
- *Completed*—Compile information provided during interview
- *In progress*—Share findings from interviews with key stakeholders
- *Future step*—Conduct training with supervisors on CBAs

**Health Care Authority (HCA) Feasibility Study**—*IN PROGRESS*
**Project Lead: Erika Van Flein**
SB74 (Medicaid Reform) required the state to conduct a feasibility study for establishing a Health Care Authority, similar to State of Washington and State of Oregon. Study reports can be found here: [http://doa.alaska.gov/HCA.html](http://doa.alaska.gov/HCA.html)

**Key Milestones**
- *In progress*—Review reports and prepare summary for president Johnsen
- *In progress*—Prepare draft comments
- *Next step*—coordinate with Alaskans for Sustainable Health Care Costs Coalition and submit comments to Dept. of Administration (DoA)
- *Future step*—Work with coalition and vendor partners to stay informed on progress; provide feedback to legislators when in session.
**Operational Process Excellence**

**HR Address Automation- **COMPLETED**

**Project Lead: Michelle Pope**
Employees will be able to change the address used for HR communications through UAOncine, rather than using paper forms that have been required in the past. This project required for MyUA integration with Banner.

**Key Milestones**
- **Completed-** 11/1/2017

**ERP Tool and Business Process Assessment- **IN PROGRESS**

**Project Lead: Michelle Pope**
Using WorkDay ERP tool to identify needs assessment of current Banner tool.

**Key Milestones**
- **Completed-** HR demo by WorkDay
- **In progress-** Needs assessment
- **Next step-** Development of cost benefit analysis of a new ERP

**UA Online Contact Page Revision- **IN PROGRESS**

**Project Lead: Michelle Pope**
Changing telephone information on UAOncine contact page to be compliant to the Telephone Consumer Protection Act.

**Key Milestones**
- **Completed-** Project scope
- **In progress-** OIT making changes to page
- **Next step-** Validate changes and Go Live by 1/1/2017

**Expansion of Race Choices in UAOncine- **IN PROGRESS**

**Project Lead: Michelle Pope**
Expand race choices as per the Summit request from February 2017.

**Key Milestones**
- **In progress-** Testing by function users of technical components
- **Next step -** Update forms and processes
- **Next step-** Go Live by 12/15/2017

**Update UNAC Leave Components- **IN PROGRESS**

**Project Lead: Michelle Pope**
Updating system in order to be compliant with new collective bargaining agreement requirements, including new availability of FTO cash-in program.

**Key Milestones**
- **Completed-** Technical component design and testing
- **In progress-** Form and process creation
• Next step- Go Live January 2018, pending legislature appropriation of funds

OnBase Integration with Third Party Vendors - Joint Project with UAA Financial Aid and UAA School of Nursing- IN PROGRESS
Project Lead: Michelle Pope
This project will allow documentation of third party forms (i.e. UAA Financial Aid forms, HR electronic personnel transactions) to be integrated with OnBase in a manner that automates the storage and identification of these documents. Required to complete Open Enrollment-Phase 2 project and Online I-9 and Employee Paperwork Integration project.

Key Milestones
• In progress- Technical integration
• In progress- Establishing standards for UA
• Next step- Go live December 2017 with integration of NextGen to OnBase
• Future step- Develop data feed from Banner to NextGen

Electronic Personnel Action Forms (EPAF) Auto Uploaded to OnBase- IN PROGRESS
Project Lead: Michelle Pope
Automate the notification process from approved EPAF actions to download directly into OnBase with automatic indexing. This will allow campuses to avoid printing current email notifications into a PDF file and indexing each transaction manually into OnBase

Key Milestones
• In progress- Testing integration with OnBase
• Next step- Testing of EPAF data to form template
• Future step- Go Live January 2018

Recruit & Retain

Expansion of Annual Leave Cash-In- COMPLETED
Project Lead: Michelle Pope
Expand Annual Leave Cash-In program to all non-represented employees as per President Johnson’s approval of Staff Alliance request.

Key Milestones
• Completed- Program finalized and in place 10/29/2017

Integration of MyUA to Banner for New Hires- IN PROGRESS
Project Lead: Michelle Pope
Automatically feed new hire data from MyUA to Banner.

Key Milestones
• In progress- Dependent on completion of HR Address Automation project
• Next step- Develop Project Scope, Risk Assessment, Project Plan and Communication Plan

212 Butrovich Building
PO Box 755140
Fairbanks, Alaska 99775-5140
Changing HSA from Fiscal Year to Calendar Year Calculation- **IN PROGRESS**

**Project Lead: Michelle Pope and Erika Van Flein**

Change HSA contribution limits from a fiscal year to a calendar year eliminating chance of overcontribution and allowing more flexibility to employees. Required to complete Open Enrollment-Phase 2 project.

**Key Milestones**
- **Completed**- Banner programming
- **In progress**- Communication to employees
- **Next step**- Go live December 2017

Health Care Deduction Redesign- **IN PROGRESS**

**Project Lead: Michelle Pope and Erika Van Flein**

Redesign administration of Wellness Rebate and Health Plan deductions to simplify choices for employees and lesson data entry burden. Required to complete Open Enrollment-Phase 2 project.

**Key Milestones**
- **Completed**- JHCC approved Wellness Rebate redesign
- **In progress**- Technical changes
- **Next step**- Implementation in Banner and communication to employees

Family Medical Leave (FML) Process Improvement- **IN PROGRESS**- Phase 2 -

**Project Lead: Michelle Pope and Erika Van Flein**

This project will allow SWHR and the campus HR offices to complete the FML Process Mapping and Improvement project that was started in spring 2017.

**Key Milestones**
- **In progress**- Develop Project Scope, Risk Assessment, Project Plan and Communication Plan

Accelerated Enterprise Management System Access for Employees- **IN PROGRESS**

**Project Lead: Michelle Pope**

Redesign of the current security classes in Banner in order to be automatically granted upon hire or transfer of employees. This will allow for automatic provisioning and deprovisioning based upon position.

**Key Milestones**
- **In progress**- Develop Business Case and Project Charter
- **Next step**- Investigation of business needs of positions

RFP for Benefits Administration- **IN PROGRESS**

**Project Lead: Erika Van Flein**

RFP for benefits administration for Medical/Dental/Rx and Vision released Oct. 3; responses due back and released to the evaluation committee Oct. 30; Update: delayed in procurement for technical review, expect to be released to committee by Nov. 9.

**Key Milestones**

---

212 Butrovich Building  
PO Box 755140  
Fairbanks, Alaska 99775-5140
• In progress- Procurement reviewing proposals for compliance
• Next step- Committee to analyze technical responses to score per RFP requirements
• Future step- Analyze pricing offers with assistance from Lockton; determine “best value” responses; finalize awards no later than mid-January.

State of Alaska, Division of Retirement and Benefits, Proposed Regulations re: Bona Fide Termination and rehiring retirees- IN PROGRESS
Project Lead: Erika Van Flein
The State of Alaska Division of Retirement is proposing regulations defining “bona fide termination” for retirement purposes, where a retiree must not have any pre-arranged return to work agreement or risk early retirement withdrawal penalties. Proposed regulations and FAQ can be found here:
http://doa.alaska.gov/drb/headlines/2017/09/20/return-to-work/#.WeaZPnZryUk

Key Milestones
• Completed- Submitted comments to Kathy Lea at Division of Retirement (DRB)
• Next step- Monitor progress of these proposed regulations
• Future step- Work with DRB for any implementation issues, communication to HR offices and employees

New Faculty Compensation- IN PROGRESS
Project Lead: Geoff Bacon and Tara Ferguson
Goal is to develop consistent business processes to appropriately identify the correct CIP for new faculty positions so the University can pay faculty consistently to reduce potential discrimination claims, and increase pay transparency.

Key Milestones
• In progress- Key Stakeholder interviews
• Next step- Compile information provided during interview
• Future step- Share findings from interviews with administration
• Future step- Develop business process for initial faculty salary offers

Faculty Market Salary MOA- IN PROGRESS
Project Lead: Geoff Bacon and Tara Ferguson
If the University makes funds available for faculty market salary adjustments, CBA requires UA negotiate an MOA with the union on how funds shall be implemented.

Key Milestones
• In progress- Key Stakeholder interviews
• Next step- Compile information provided during interview
• Future step- Share findings from interviews with administration
• Future step- Negotiate MOA with UNAC
Market Analyst and pay equity for all non-represented staff, local 6070, faculty, and officers and senior administrators- **IN PROGRESS**

**Project Lead: Keli Hite-McGee and Tara Ferguson**

A market and pay equity analysis and review will be conducted for non-represented staff, local 6070, faculty, and officers and senior administrators at the University of Alaska.

**Key Milestones**

- *In progress-* draft project scope
- *Next step-* compose advisory group
- *Next step-* submit project scope to procurement for RFP
- *Future step-* Select vendor
- *Future step-* Review results with advisory group and Chancellors
- *Future step-* Share analysis and make recommendations to President Johnsen

**Open Enrollment Automation- Phase 2- SCHEDULED TO START**

**Project Lead: Michelle Pope**

This project will consolidate open enrollment processes throughout UA in order to provide consistent data integrity, improve employee experience and save time and resources at the campus HR offices.

**Key Milestones**

- *Next step-* Develop Project Scope, Risk Assessment, Project Plan and Communication Plan

**Online I-9 and Employee Paperwork Integration- SCHEDULED TO START**

**Project Lead: Michelle Pope**

This project will allow employees to complete their I-9 and other new hire paperwork online, providing an onboarding process almost completely online.

**Key Milestones**

- *Next step-* Develop Project Scope, Risk Assessment, Project Plan and Communication Plan

**Transition of Retirement Vendor Files to SPARK format- SCHEDULED TO START**

**Project Lead: Michelle Pope**

This project combines all the retirement eligibility and contribution information for employees enrolled in ORP, UA Pension, TDA and 457(b) plans into one industry standard format (SPARK format) allowing employees to receive more timely assistance in planning for retirement.

**Key Milestones**

- *Next step-* Develop Project Scope, Risk Assessment, Project Plan and Communication Plan
<table>
<thead>
<tr>
<th>Strategic Pathways Action Item</th>
<th>Task</th>
<th>Implementation Status</th>
<th>Articulation to Council Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level 1: Best Suited to Centralization</strong></td>
<td>1.1 Streamline queries and applications for database extraction, business intelligence reporting, and advanced analytics.</td>
<td>Implementation possible following successful identification and adoption of prioritization criteria, common method for documenting and sharing. Committee Comments: Need a consistent method/language for sharing. Criteria for identifying the most impactful, priority items that should be focused on for this work are not mutually agreed to and should be established before this work begins.</td>
<td>✔ ✔</td>
</tr>
<tr>
<td>1.2 Centralize most database queries and views in a new database schema that links directly with automated reports. A new operational database analyst—complementing the existing DSDMGR database analyst—manages this schema and co-develops queries, views, and tables with each IR office to ensure that they are accurate and meaningful.</td>
<td>Conditional on base funding for an IS Professional position being made available through reallocation or new source. Committee Comments: UAA and UAS indicate this investment is important but not a prerequisite to successful implementation of the CKN components over a longer period of time; UAF and UA/SW indicate it would not be possible to implement the CKN without the additional staffing for level 1 functions. Regardless of whether an expansion occurs to add operational data warehouse support, all agree the current level 1 function is understaffed and may represent a single point of failure. There is 1 FTE at UA/SW staffing all of Level 1 now, with a backlog of work, and the only backup staff for this position is the Associate VP.</td>
<td>✔ ✔</td>
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<tr>
<td>1.3 All IR offices will work from the same applications, server, and database.</td>
<td>Yes, pending assessment and understanding of impacts and resource requirements. Committee Comments: Eventually, reduction or elimination of duplication of effort occurring now at UA and UAA will free up staff capacity for other activities. It may also help address some performance issues occurring now with required daily transfers of large amounts of raw data between the two systems, by performing data transformation and load processes on the same server. Other technical solutions that have functionality similar to the SAS Data Management tool may need to be considered if consolidation to one set of applications, server and database is not possible due to resource constraints.</td>
<td>✔ ✔ ✔</td>
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<tr>
<td>1.4 Significant improvements in documentation related to IR-produced tables, queries, functions, procedures, etc.</td>
<td>Yes, dependent on clear, sustained executive commitment, resource dedication, and necessary process improvements are required to implement. Committee Comments: Gaps in documentation for data definitions are more apparent and easier to identify when data are actually used. UAS and UAA expressed concern that identifying this as a prerequisite element will hinder progress on CKN implementation, while UA/SW and UAF identify this as a critical step towards advancing a more coherent and accessible data service to the broader university community. Documentation of this kind of information will aid in new IR employee onboarding. Much of this information exists today in an undocumented manner, a kind of institutional memory that is lost when IR professionals retire or otherwise move on. This step is perceived to be best accomplished over time in an iterative, incremental way; i.e., documentation is constantly improved as new knowledge is obtained and old systems/methods fade.</td>
<td>✔ ✔ ✔</td>
<td></td>
</tr>
<tr>
<td><strong>Level 2: Systematically move from semi-automated/manual work toward fully automated work products in this area, freeing up staff capacity for Level 1 and Level 3 work.</strong></td>
<td>2.1 Identify a core set of reports developed by each IR office.</td>
<td>Pending mutual understanding and agreement on what is appropriate to share. Committee Comments: This step seems to be the inventory work that is frequently identified as a need.</td>
<td>✔ ✔ ✔</td>
</tr>
<tr>
<td>2.2 Share report designs, benchmarks, best practices, etc. so that each IR office can focus on improving the quality of reporting for their institution instead of completing from scratch a report that already exists elsewhere in the system.</td>
<td>Pending mutual understanding and agreement on what is appropriate to share. Committee Comments: A queriable repository needs to be used for these kinds of outputs. Work products may not always be adopted without modification, however having direct access to the library of work completed by others would be helpful in seeing &quot;how they did it&quot;. Such sharing sometimes occurs easily now for reports and data products in cases when one office is aware a report exists and/or the authoring office is willing and able to share. On the flip side, there are situations where sharing does not occur for unknown reasons, or when the product may be considered proprietary (recruitment plans, proposal applications, etc.), sensitive or potentially damaging to the university now or in the future.</td>
<td>✔ ✔ ✔</td>
<td></td>
</tr>
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<td>CKN Data Architecture Education Advocacy</td>
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<tr>
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<td>✔ ✔ ✔</td>
</tr>
<tr>
<td>2.3</td>
<td>Well-designed database-linked automated reports can—over time—replace some of the efforts that currently consume a significant amount of time for daily reporting and open/close freeze reporting. This will allow IR offices to develop new and higher quality reports, increase data literacy at each institution, and focus on complex research projects and advanced analytics.</td>
<td>Results from implementation of previous Level 1 and Level 2 elements. Committee Comments: Data literacy will flow if Level 1 data services are well constructed. Believe an expectation of the President is that under the CKN the direction the BOR sets for UA will be a priority and focus of most analysis efforts at every IR office, along with university-specific needs.</td>
<td>✔ ✔ ✔</td>
</tr>
<tr>
<td>3.1</td>
<td>Determine the appropriate applications that should be used at each IR office to conduct advanced analytics.</td>
<td>Committee Comments: There were a spectrum of reactions to this item, summarized here. Supporting: Having a standard set of technology for this purpose makes development of training easier, lowers cost of software and infrastructure, ensures portability of technical pieces like code, and promotes collaboration. Neutral: This could be implemented later after earlier steps are established. Not in support: To dictate what software should be used is not appropriate. IR offices should take advantage of the different skills of IR employees, not lock people into learning something new just for the sake of standardization of software; the skills set of IR type people in Alaska are narrow.</td>
<td>✔ ✔ ✔</td>
</tr>
<tr>
<td>3.2</td>
<td>Identify examples of past advanced analytics projects conducted in IR offices.</td>
<td>Yes The university perspective was that research questions are often unique to each institution, and research conducted at one university is not appropriate for another university. UA/SW’s perspective was that some research is applicable across campuses or universities if of interest to the BOR or legislature or if considering student populations that attend more than one campus or university. There is support to have a forum to share information, for example the “PAIR Share” one-hour sessions— it’s helpful to explain to colleagues what we do and how we do it. Knowledge in this way expands and collaboration strengthens.</td>
<td>✔ ✔ ✔</td>
</tr>
<tr>
<td>3.3</td>
<td>Share the models, methodologies, final reports, etc. with the other IR offices so that each office can focus on improving the quality of reporting for their institution instead of completing from scratch a model, methodology, final report, etc. that already exists elsewhere in the system.</td>
<td>Pending mutual understanding and agreement on what is appropriate to share. Committee comments: A queriable repository needs to be used for these kinds of outputs. Work products may not always be adopted without modification, however having direct access to the library of work completed by others would be helpful in seeing “how they did it.” Such sharing sometimes occurs easily now for reports and data products in cases when one office is aware a report exists and/or the authoring office is willing and able to share. On the flip side, there are situations where sharing does not occur for unknown reasons, or when the product may be considered proprietary (recruitment plans, proposal applications, etc.), sensitive or potentially damaging to the university now or in the future.</td>
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</table>

**Implementation Status Key**

- ☐ Not ready for implementation at this time. May be revisited.
- ☑ Once noted prerequisites and/or alignment issues noted are resolved, ready for implementation.
- ☑ Ready for immediate implementation.
# IT Council Scorecard

The Information Technology Council (ITC) is a standing body within the University of Alaska created to establish IT policy and administrative and operational standards, to analyze and set priorities for investment in information technology initiatives, and to ensure excellence and best practice in implementation in a way that directly supports UA mission attainment. The ITC is responsible for defining level 2 and level 3 governance committees, establishing the procedures and standards by which they operate, and will be accountable for the work of those groups in accordance with policies, procedures, and standards.

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<thead>
<tr>
<th>Objective</th>
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<th>Target</th>
<th>Baseline - %</th>
<th>Date</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Reduce Operating Cost (dollars) | $65,000,000 | -$13,075,000 | 20% | 3/1/2018 | Green | X | 30% as of 7/1/2017. On Schedule, On Budget, Clear definition Scope. Results are on or over the established target. 
| Reduce Distributed Technicians (number of positions) | 165 | 48 | 20% | 3/1/2018 | Green | X | UAS, no distributed tech staff. UAA completed review plan, in process of implementing. UA Reports recommendations made. Administration reviewing, awaiting input from external review.
| Embedded IT Staff Analysis and Recommendations (dollars) | $10,710,000 | - | 20% | 3/1/2018 | Green | X | Baseline calculated on ~$90K/employee x 119 employees , target 20% reduction.

## Strategy & Pathways

### Stewardship of Resources

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Measure</th>
<th>Baseline</th>
<th>Target</th>
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<th>Notes</th>
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</thead>
</table>
| Telecommunications Initiatives | annual savings | $200,000 | 5/1/2018 | Green | X | Remotely being worked by cross-campus telecomm teams.
| Contract Reviews | Reviews/year | 5 | 3/1/2018 | Green | X | X |
| Contract Savings from Reviews | dollars | $200,000 | 4/1/2018 | Green | X | Need to identify current software solutions that may have open source counterparts.
| Evaluate Open Source Software solutions | # of open source adoptions | Yellow | X | X | Need to evaluate services appropriate for outsourcing; have not begun.
| Outsource appropriate services | # of services | Yellow | X | X | X | need to establish baseline and identify and quantify systems which may be applicable for cloud transition.
| Transition to Cloud | # of services | Yellow | X | X | X | X | need to establish baseline and identify and quantify systems which may be applicable for cloud transition.
| Video conferencing review and platform decision(s) | 3/1/2018 | Red | X | X | X | X | Results are under the established target, but within a tolerance interval.
| Computing platform (Mac vs PC) | dollars | $400,000 | 3/1/2018 | Red | X | Ongoing discussion item, scope and impact are high.decisions effects personal use of platform of choice.

### Internal Business Processes

<table>
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</table>
| Improve Customer Satisfaction | satisfaction score | 80% | 3/1/2018 | Green | X | Need to establish baseline through survey and helpdesk metrics.
| Business service continuity and availability | uptime | 99% | 3/1/2018 | Green | X | X | Need to establish baseline and target metrics.

### Internal Business Processes

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</table>
| Banner 9 Upgrade | Modules in Production | 40% | 10/1/2018 | Yellow | X | X | Banner 9 will no longer be supported by Ellucian beyond December 2018. All effort and development is going into Banner 9. UA needs to fully on Banner 9 by the end of December 2018. Target October 2018. This is a major systems upgrade and complex transition. Resource constraints may impact target date. Monitoring weekly.

### Establish project intake process

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</table>
| Establish Level 2 Committees | Green | X | IT Council has not identified or chartered any level 2 standing committees.

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**FY18 Contract reductions**

- $11,475,000

**FY17-FY18 Network Contract Savings**

- $1,500,000

**FY13-FY18 IT Position Reductions (Central & Distributed)**

- $13,417,000

**FY13-FY18 IT Position Reduction Savings**

- $1,500,000

**FY18 Contract reductions**

- $137,000

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**FY13-FY18 IT Position Reductions (Central & Distributed)**

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<th>Notes</th>
<th>Accomplishments</th>
</tr>
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<tbody>
<tr>
<td>Effectiveness</td>
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<tr>
<td>Prioritize projects</td>
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<td></td>
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<tr>
<td>Define Metrics</td>
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<td></td>
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<tr>
<td>Routinely evaluate IT against institutional peers</td>
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<tr>
<td>Policies and Standards</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Web Accessibility Policy and Guidelines</td>
<td>Document in place</td>
<td></td>
<td></td>
<td>3/1/2018</td>
<td>Green</td>
<td>X</td>
<td>Establishing task force with charter to develop draft recommended policy to ITC</td>
<td></td>
</tr>
<tr>
<td>Breach Notification and Reporting Guidelines</td>
<td>Document in place</td>
<td></td>
<td></td>
<td>1/3/2017</td>
<td>Green</td>
<td>X</td>
<td>Draft modifications submitted to ITC for feedback</td>
<td></td>
</tr>
<tr>
<td>Establish Administrative Email Guidelines</td>
<td>Document in place</td>
<td></td>
<td></td>
<td>1/1/2016</td>
<td>Green</td>
<td>X</td>
<td>Governance review and feedback received. CIO Mgt team incorporating feedback</td>
<td></td>
</tr>
<tr>
<td>IT Risk Management Plan</td>
<td>Document in place</td>
<td></td>
<td></td>
<td>8/2/2017</td>
<td>Green</td>
<td>X</td>
<td>Completed and approved August 2017</td>
<td></td>
</tr>
</tbody>
</table>

Based on the Scorecard framework, created by Robert Kaplan and David P. Norton. For more information, see www.thepalladiumgroup.com
UA Research Council
Member update to the UA Summit Team
16 November 2017

Members
Miles Baker, Assoc. Vice President, Government Relations, SW
Myron Dosch, Chief Financial Officer, UA
Susan Henrichs, Provost, UAF
Larry Hinzman, Vice Chancellor Research, UAF (chair)
Rosemary Madnick, Executive Director, OGCA, UAF
Paula Martin, Vice Provost Research, UAS
Anupma Prakash, Director, EPSCoR
Helena Wisniewski, Vice Provost Research, UAA
Cheryl Wilga, UAA Faculty Representative
Andy Seitz, UAF Faculty Representative
Brian Buma, UAS Faculty Representative

We have one new member of the Research Council.
Andy Seitz, UAF Faculty Representative

Primary activity is to define specific goals that the SW Research Council could address.
Members continue to submit suggestions to our Google docs worksheet.

Progress on Strategic Pathways

Focus Area: Research Administration
Decision Status
  1) Policy leadership at UAF, with service centers at UAA and UAS focused on grants and contracts management
  2) Business Council charged to work with the Research Council to develop a plan to present to President in October

Progress has been made to adopt a unified grants and contracts business model that embraces operational effectiveness through efficiency, accountability, transparency and responsiveness to the needs of the campus communities and the external partners. The goal is to adopt a unified business model that embraces operational effectiveness through efficiency, accountability, transparency and responsiveness to the needs of the campus communities and the external partners with which they do business.

Objective 1: Process Identification and Mapping

- Conduct current “As Is” inventory of lifecycle functions, using assessment tool
- Establish a baseline of current practices
- Understand the relationship among functions
- Define and document process via assessment tool
- Define ownership and alignment of functions

Objective 2: Assessment and Analysis
- Identify gaps, needs, risks and ensure proper internal controls for improvement
- Identify areas of redundancy and duplication and eliminate non-value added steps
- Identify improvements initiatives and prioritize
- Synthesize information for implementation phase

Objective 3: Implementation
- Create follow-up implementation plan for enterprise-focused prioritization
- Integrate operational improvements to ensure alignment with UA priorities and institutional capacities
- Build-in flexibility to facilitate for growth and scalability
- Establish consistency and standardization of processes using industry best practices

Each campus has been charged with conducting a self-assessment using the above bullets. UAS’s is complete, and UAA’s will be submitted soon. During the next several weeks we will be reviewing.

- The University of Alaska system is partnering with state agencies on the “Alaska First Initiative”
- We organized an outreach event in Anchorage on Nov 8, 2017. The event incorporated a discussion with legislative staff to discuss the role that UA research can play in helping to diversify the Alaskan economy. Legislators were unable to attend due to Governor’s special session. Staffers did attend and were quite pleased with outcome of the meeting.
- We updated outreach brochures to the economic and practical benefits of UA research to the State of Alaska (Available at https://research.uaf.edu/ak-ahead/outreach). These were developed to appeal to legislators in their respective home districts, to convey that we are working throughout the State, and were received positively by legislative staffers.
- We have compiled what we hope is a complete listing of all research facilities operated by each university. We will post a listing of each laboratory of field facility with the associated link to the facility description and guidance on how to assess and access their capabilities. We also intend to provide information on costs and any limitations of access for researchers from the UA system and others from, for example, other universities, national labs or private industry.

https://research.uaf.edu/facilities/labs

We encourage collaborative use of these facilities to enable efficient and effective analyses of samples and safe and productive time spent in the field.

Our next scheduled Research Council meeting will be Wednesday, Dec 6, 2:00pm – 3:30pm.
Student Services Council - Score Card - Updated November 08, 2017

The mission of the UA Student Services Council (SSC) is to foster a student centric experience through the collaborative development and periodic review of university policies, programs, and practices. The SSC will provide recommendations to UA leadership including the President, Board of Regents, Summit Team, Academic Council and other councils.

### POLICY / REGULATION REVIEW

<table>
<thead>
<tr>
<th>mtg</th>
<th>Topic/Title</th>
<th>Policy, Regulation or Practice, Procedure</th>
<th>Description</th>
<th>Status</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/8/2017</td>
<td>Withdraw Policy</td>
<td>University Policy</td>
<td>Voluntary/Involuntary medical leave policy for students</td>
<td>Systemwide group is still working on draft policies</td>
<td>1st draft to SSC Dec. 2017</td>
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<tr>
<td>9/28/2017</td>
<td>Sex Offender List</td>
<td>University Policy</td>
<td>GC recommends Universities regularly review SO list, following UAA protocol.</td>
<td>UAA is sharing protocols. UAF and UAS reviewing</td>
<td>TBD</td>
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### STRATEGIC PATHWAYS: Pursue consolidation of tasks among the universities and Statewide by formalizing and empowering the Student Services Council to propose what “back room” functions (with potential focus on registration and financial aid)

17-Aug

- SP Meeting with University Registrars Report at first Summit Team
- SP Meeting with University Financial Aid Directors Report at first Summit Team

### GOALS

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<th>Priority</th>
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<th>Description</th>
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### OTHER ITEMS

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<tr>
<td></td>
<td>EAB Implementation</td>
<td>Caery, Fitts, Lampman</td>
<td>EAB Status report to Summit Team</td>
<td>11/16/2017</td>
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<tr>
<td>Strategic Initiatives</td>
<td>Objective</td>
<td>Measure</td>
<td>Q1 Status</td>
<td>Q2 Status</td>
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<tr>
<td><strong>Communications Needs Assessment</strong></td>
<td>Improved service</td>
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<td>Increased alignment</td>
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<td>Cost Savings</td>
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<td><strong>Messaging Guidelines Protocol</strong></td>
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<td>Cost Savings</td>
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<tr>
<td><strong>UA Community Communications</strong></td>
<td>Improved communications</td>
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</table>

| **Completed Initiatives**      | Improved communications           |           |           |           |           |           | Draft charter for UR Council. Includes mission, scope, goals, etc. (sent to President/Summit Team 9/11). Strategic Pathways Decision: Establish/provide status of PR councils at each university (sent to President/Summit Team 9/11). |
|                               | Established and known mission and goals |           |           |           |           |           |                                                                                                                                         |