**Academic Council Score Card - Updated 12/8/17**

*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>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course alignment</td>
<td>Align courses for UAF and UAA Engineering</td>
<td>Review perceived roadblocks (ref. SP Engineering report)</td>
<td>P. Layer</td>
<td>Update 12/15/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review misalignment and course disparity (ref. SP Engineering report)</td>
<td>P. Layer</td>
<td>Update 12/15/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Prioritize solutions</td>
<td>P. Layer</td>
<td>Update 12/15/17</td>
</tr>
<tr>
<td>UAA MPP/MPA Program</td>
<td>Create a new MPP/MPA Program at UAA</td>
<td>Involve key faculty and leadership</td>
<td>Provosts</td>
<td>Update 12/15/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure proper review channels for program proposal</td>
<td>Provosts</td>
<td>Update 12/15/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discuss resource needs with UAA leadership</td>
<td>Provosts</td>
<td>Update 12/15/17</td>
</tr>
<tr>
<td>e-Learning outsourcing selected programs to private partner</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>12/15/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report to AC w/ action plan</td>
<td>e-Learn subgroup</td>
<td>12/15/17</td>
</tr>
<tr>
<td><strong>BOR Policy and Regulations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<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>Draft Complete</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Address integrated tech prep</td>
<td>F. Villa</td>
<td>12/15/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tech prep/concurrent/dual enrollment clear terminology and definitions</td>
<td>F. Villa</td>
<td>12/15/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Faculty governance review draft regulation</td>
<td>L. Hoferkamp</td>
<td>Complete</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>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program Discontinuations/Additions</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</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. Hrnencir</td>
<td>Update 12/15/17</td>
</tr>
<tr>
<td><strong>Notification of Suspension of Program Admissions</strong></td>
<td>Temporary suspension of program admissions</td>
<td>Send notice of non-objection to ASA committee</td>
<td>S. Oba</td>
<td>11/15/17</td>
</tr>
<tr>
<td>UAA Associate of Applied Science in Professional Piloting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other Issues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Synchronous class delivery</td>
<td>Address synchronous class delivery times</td>
<td>Determine class duration (50 vs 60 min.)</td>
<td>P. Layer</td>
<td>12/15/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Determine teaching days (MW vs MWF)</td>
<td>P. Layer</td>
<td>12/15/17</td>
</tr>
</tbody>
</table>
## Academic Council Score Card - Updated 12/8/17

*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>Distribution of student tuition &amp; fees across system</td>
<td>Charge 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>S. Oba</td>
<td>1/5/17</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>S. Oba</td>
<td>1/5/17</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review/address student tuition dollars going to campus that pays course instructor</td>
<td>S. Oba</td>
<td>1/5/17</td>
</tr>
</tbody>
</table>
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 has been 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. That analysis is underway and the goal is to have a prioritization improvement plan by the end of January 2018. 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 month, 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.
## Business Council Scorecard

As of December 14, 2017

All initiatives and objectives tie primarily to Institutional Goal #5: **Operate more cost effectively**

<table>
<thead>
<tr>
<th><strong>Objectives</strong></th>
<th><strong>Measures</strong></th>
<th><strong>Targets</strong></th>
<th><strong>Initiatives</strong></th>
<th><strong>Results to date</strong></th>
<th><strong>Timeline</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Procurement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<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>Process improvement</td>
<td>Completion time</td>
<td>TBD</td>
<td>Bulk purchases</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational optimization</td>
<td>Activity per FTE</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grants &amp; Contracts Administration</strong></td>
<td>Lean processes</td>
<td>Completion time</td>
<td>UAF/OGCA leads</td>
<td>Inventory assessment Complete. Finish prioritization by January 31 2018</td>
<td>FY18 and FY19</td>
</tr>
<tr>
<td>Automation</td>
<td>ROI</td>
<td>TBD</td>
<td>Process identification and mapping.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer service relations</td>
<td>Satisfaction survey</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational alignment</td>
<td>Activity per FTE</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Process Automations (various functions)</strong></td>
<td>Save money</td>
<td>ROI</td>
<td>Funding pool identified</td>
<td>Various projects have been awarded funding.</td>
<td>Ongoing, FY18 and FY19</td>
</tr>
<tr>
<td>Efficient Processes</td>
<td>Completion time</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Better user experience</td>
<td>Satisfaction survey</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td>Better user experience</td>
<td>Satisfaction survey</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>Save money</td>
<td>Amount of savings</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficient processes</td>
<td>Reimbursement time</td>
<td>TBD</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: The Facilities Council, a sub-council of the Business Council, has a separate scorecard.
## 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
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 Kuskokwim Campus
UAS Career Education
UAA Matanuska Susitna College
UAA KPC Kenai River Campus

UAF Northwest Campus
UAF Interior Alaska Campus
UAS Ketchikan Campus
UAA Prince William Sound College
UAA KPC Kachemak Bay Campus

UAF Bristol Bay Campus
UAF Chukchi Campus
UAS Sitka Campus
UAA Kodiak College
University of Alaska Workforce Programs

December 2017 Council Update

Work Done Nov 9 – Dec

• Per the President’s request of Council chairs, the CCDC goals and tasks plan and scorecard now show which “UA 2025 Goals and Measures” tie to CCDC goals. The updated goals/tasks plan and the scorecard showing these changes have been included as part of this report.

• Turner and Vice Chair Schulte (CCDC representative to Academic Council) spoke on the phone Nov 20, and discussed the Nov 17 Academic Council meeting.

• Turner and Pete are serving on the CTE Tuition Reduction Task Force.

Future CCDC Meetings Through February

• Dec. 13 audioconference
• Jan. 10 audioconference
• Feb. 20-21 F2F in Anchorage.
<table>
<thead>
<tr>
<th>Action Item</th>
<th>Task Steps</th>
<th>Status</th>
<th>Target Completion</th>
<th>Comments-Blue Test Most Recent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Increase integration with main campuses</td>
<td><strong>UA 2025 Goals &amp; Measures</strong>&lt;br&gt;1. Contribute to Alaska’s economic development.&lt;br&gt;2. Provide Alaska’s skilled workforce.&lt;br&gt;4. Increase degree attainment.&lt;br&gt;5. Operate more cost effectively.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrated Website Accessibility</td>
<td>1) IT designed&lt;br&gt;2) Legal review&lt;br&gt;3) Monitor plan</td>
<td></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&lt;br&gt;2) Legal review</td>
<td></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 that don’t offer them.</td>
<td>1) Identify AAS Degrees&lt;br&gt;2) Senate curriculum approval</td>
<td></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 community campuses.</td>
<td>1) Campus directors provide opportunities for SW and main campus leadership to experience community events.&lt;br&gt;2) SW and main campus leadership notify campus director when traveling within their region.</td>
<td></td>
<td>Ongoing.</td>
<td></td>
</tr>
</tbody>
</table>

2) Increase collaboration across community campuses

**UA 2025 Goals & Measures**<br>1. Contribute to Alaska’s economic development.<br>2. Provide Alaska’s skilled workforce.<br>4. Increase degree attainment.<br>5. Operate more cost effectively.
| CTE course/faculty sharing across campuses | 1) ID courses & faculty  
2) Identify course cost/revenue sharing agreement across MAUs | Spring 2018 |
|------------------------------------------|-------------------------------------------------|-------------|
| Offer comm campus OEC, Certificate & AAS degrees at comm campuses that don’t offer them. | 1) Create inventory of potential programs  
2) Run thru main campus respective curriculum process | Fall 2018 & ongoing | UAA community campuses and UAA CTC collaborating on TVEP grant proposal to offer programs at campuses that don’t presently offer them. |
| Expand course selection outside MAU to integrate or transfer into existing programs | 1) ID possible courses | Fall 2018? |
| Explore if certain AAS degrees can be offered solely on comm campuses & not on main campuses. | Spring 2018 | Academic Council input to be requested |
| Reduced tuition for CTE program/course offerings | 1) ID potential courses/programs | Spring 2018 | CCDC submitted proposal to Saichi Oba 11/10/17. Task Force created, report due to president 12/7/17. |

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

**UA 2025 Goals & Measures**
1. Contribute to Alaska’s economic development.  
2. Provide Alaska’s skilled workforce.  
4. Increase degree attainment.  
5. Operate more cost effectively.

| 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. | 1) Campus web sites have prominent link to UAOnline program search feature.  
2) Inventory of locations/info for each campus program; put on UAOnline.  
3) UAOnline via Distance Ed Gateway shows all UA degrees that can be completed 100% distance; takes 4 clicks to get there; less clicks.  
4) Consider adding blended programs that are 50% distance. | Karl Kowalski identified potential template to be added to UAOnline addressing #2. IT Council and SW OIT will assume these four tasks. |
| Develop system for comm campuses to work with university departments to coordinate eLearning course | 1) Coordinate online course and program offerings based on campus mission & community needs; | Spring/Fall 2018 | Spoke with Karl Kowalski: currently students must select Campus prior to seeing available courses. He will explore. |
| Offerings in a way that is fair to both comm campuses & university departments. | Possible model: UAA CTC and PWSC for OSH degree. Each offers 2-3 100/200 sequence courses each semester, in a rotation. | Next Steps: 
This CCDC subcommittee to survey membership to determine top 3-5 programs desired across the system in the various communities. CCDC to negotiate this collaboration. |
|---|---|---|
| 2) Coordinate course schedules & sequencing for consistency & promote completion; 
3) Institute revenue sharing model that rewards collaboration & contributes to sustainability of all comm campuses. | In order to expand to hybrid and F2F programs, two methods being considered (See CCDC Plan & Goals Master). |
| Complete | Task assigned at Aug. 17 Summit Team meeting. Workforce Subcommittee of CCDC was created with Fred Villa as chair. The EMSI products, “Career Coach” and “Analyst” were procured and rolled out in early November. |
| Pull and share workforce market data with universities and comm campuses. | 4) Explore potential partnerships with tribal & other organizations |
| | **UA 2025 Goals & Measures**
1. Contribute to Alaska’s economic development.
2. Provide Alaska’s skilled workforce.
4. Increase degree attainment.
5. Operate more cost effectively. | Unrealistic option based on research of creating tribal colleges. |
| Possible conversion to tribal colleges | | CRCD Partnership Report (template & definitions) to be shared with other directors at Feb. mtg. |
| | 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. |
| Create inventory of current partnerships with all groups. | 1) Define partnerships 
2) Identify types (e.g. student support; grants, etc.) | **Spring 2018** |
| 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** |
| 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.

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 Dec. 7, 2017. The bold blue text indicates which UA 2025 Goals & Measures are applicable to each of the CCDC’s four SP recommendations. The light blue text under each recommendation are updates of work done since Nov. 9.

1. Increase integration with main campuses.

UA 2025 Goals & Measures
1. Contribute to Alaska’s economic development.
2. Provide Alaska’s skilled workforce.
4. Increase degree attainment.
5. Operate more cost effectively.

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.

Subcommittee 1 tasks have been completed and the three members will now assist the other subcommittees.
2. Increase collaboration across community campuses.

 **UA 2025 Goals & Measures**

1. Contribute to Alaska’s economic development.
2. Provide Alaska’s skilled workforce.
4. Increase degree attainment.
5. Operate more cost effectively.

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’d 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.

Kodiak College will collaborate with UAA CTC on developing a “distributed technical education” TVEP grant proposal seeking funding to offer the following programs on a three-year cycle: Undergrad Certificate in Automotive Technology; Undergrad Certificate in Diesel Power Technology; OEC in Nondestructive Testing; and OEC in Advanced Welding. Kenai Peninsula College campuses will collaborate with UAA CTC on the TVEP proposal to offer the OEC in Nondestructive Testing on a three-year cycle.

Kodiak College, Prince William Sound College, and UAA CTC will collaborate on revising the AAS in Technology degree program.

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. CTE Tuition Task Force (Mary Pete & Gary Turner included) created and will provide report to president by Dec. 7.

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.
   
   UA 2025 Goals & Measures
   1. Contribute to Alaska’s economic development.
   2. Provide Alaska’s skilled workforce.
   3. Increase degree attainment.
   4. Operate more cost effectively.

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.

**UA 2025 Goals & Measures**

1. Contribute to Alaska’s economic development.
2. Provide Alaska’s skilled workforce.
4. Increase degree attainment.
5. Operate more cost effectively.

1) Create inventory of current partnerships with all groups.
   a. Define “partnerships.”
   b. Identify types (e.g. student support; grants, etc.).

   The CRCD Partnership Report (including a template with definitions) is almost complete and will be shared with the rest of CCDC at the Feb 20-21 CCDC meeting.

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>
<th>Tasks to Achieve Goal</th>
<th>October Status</th>
<th>December Status</th>
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</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>
<td>Action 1: 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>This goal will be on hold until Spring 2018 after the busy year-end giving season and after completion of a couple of large data-related projects.</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 Formal Report Summer of 2018</td>
<td>Action 1: 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 (i.e. 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>UA Foundation has received initial responses on fundraising priorities from the campuses. These will be shared system-wide with staff in the first week of December. They will also be discussed with the UA Foundation Board of Directors 12/7. The philanthropy initiative will be a major focus of this group going forward. Major gifts sub-council has been established with monthly meeting schedule beginning in January. This topic is on the agenda for the first meeting.</td>
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<tr>
<td>Sub-Goal: Measure success beyond dollars raised and number of donors.</td>
<td>All members.</td>
<td></td>
<td>May-18</td>
<td>Action 2: Develop talking points that articulate the budget status for UA. Look at this from the viewpoint of investors (our Action 3: 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>Interface with University Relations’ council and cross-marker messaging that overlaps. Group talked about finding incentives and collaborations that could be done across the team. 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>
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<tr>
<td>Events Best Practices</td>
<td>Develop a common understanding across UA of “Advancement events.”</td>
<td>Rachel Morse and Fred Barlow to facilitate.</td>
<td>May-18</td>
<td>None Assigned</td>
<td>Rachel and Fred will be facilitating conversations with and touching bases with innovators at the college level.</td>
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<td>Scholarship Fundraising Effort</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>
<td>Action 1: Creation of two sub-groups: Sub-group 1. Scholarship awarding process Sub-group 2. Scholarship fundraising focus areas.</td>
<td>Sub-group 1: LEAN process already completed and Communications plan needs to be developed.</td>
<td>Sub-group 2: Chair will be Doug and Mark will work with him. The Deans will determine who from UAS should participate.</td>
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<td>Action 2: Develop strategies with Development Officers SW to maximize unrestricted scholarship pools.</td>
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<td>Action 3: Develop a Communications Plan</td>
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<td>Strategic Initiative</td>
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<td><strong>Employee Leadership &amp; Succession</strong></td>
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<td>Internal Staff Promotions</td>
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<td><strong>Organizational Health</strong></td>
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<td>Active Information Requests</td>
<td>FY18 Information Requests</td>
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<td>Active Regulatory Projects</td>
<td>Banner 9 HR Implementation</td>
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<td>Development</td>
<td>Required Tier 1 Training (Including Title IX)</td>
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<td>Engagement</td>
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<td>UA Hotline Complaints</td>
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<td><strong>Operational Process Excellence</strong></td>
<td>Customer Service</td>
<td>Ellucian Help Tickets Submitted by HRIS</td>
<td>Request to update Employee Change Form</td>
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Balanced Scorecard View
Human Resources
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<th>Strategic Initiative</th>
<th>Objective</th>
<th>Measures</th>
<th>Projects</th>
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<td>HRIS Help Tickets Status</td>
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<td>OIT Help Tickets Submitted by HRIS</td>
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<td>Process Excellence</td>
<td>Percentage of HR Projects Closeouts</td>
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</table>
|                      |           | Project #FY18-3: HSA Deduction Redesign | ✔️
|                      |           | Test Automation for Manual Adjustment Runs in PREP | ✔️
|                      |           | Project #FY18-1: Migrate MA and HA Address to HR Address Type | ✔️
|                      |           | Project #FY18-4: Health Care Deduction Redesign | ✔️
| Recruit and Retain   | Diversity | Employees that are Women or Minorities | |
|                      |           | Students Employed | |
|                      | Recruitment | Average Time to Fill Vacant Positions | |
|                      |           | Streamline Recruitment Process | |
|                      |           | Project #FY18-2: New Hire Integration between MyUA and Banner | ✔️
|                      | Retention  | New Hire Retention Rate | |
|                      |           | Retention Rate | |
Human Resources Project Updates as of 12/8/17

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 have been consulted and CHRO is meeting with President to determine project scope(s).

**Key Milestones**
- Completed- Key Stakeholder interviews 11/1/2017
- Next step- Compile information from interviews and share with President
- Future step- Define the number of projects such as academic, external, internal
- Future step- Take project that will be led by SWHR and scope with team
- Future step- Update this project with major milestones once scope is completed.

**Performance Reviews Tool and Training** - IN PROGRESS
**Project Lead: Tara Ferguson and Keli McGee**
This project is to train all employees on the tool and new best practices.

**Key Milestones**
- Completed- Finalization of tool.
- Next step- Re-design performance PPT to incorporate the technical with the philosophy
- Future step- Complete a communication plan and risk analysis
- Future step- Provide and track training completed
- Future step- Send a communication with the number of reviews initiated and completed
- Future step- Close out project

**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)
- **Completed**- Circulation of implementation plan to stakeholders for final approval
- **Completed**- Present proposed implementation plan to UNAC and UAFT
- **In Progress** - Waiting for union response
- **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**- **IN PROGRESS**
**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
- **Completed**- Share findings from interviews with key stakeholders
- **In Progress**- Conduct training with supervisors on CBAs

**Health Care Authority (HCA) Feasibility Study**- **IN PROGRESS**
**Project Lead: Erika Van Flein**

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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**
- **Completed**- Review reports and prepare summary for president Johnsen
- **Completed**- Prepare comments and submit to state
- **Completed**- meet with Alaskans for Sustainable Health Care Costs Coalition and submit comments to Dept. of Administration (DoA)
- **Ongoing**- meet with State of Alaska and other employers to discuss reports, impacts to employers and next steps
- **Future step**- Work with coalition and vendor partners to stay informed on progress; provide feedback to legislators when in session.

**Tier I Required Tool and Training** - **IN PROGRESS**

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

This project is to train all employees on the tool and new best practices.

**Key Milestones**
- **Completed**- Populate PageUp with the Tier I required training content
- **Next step**- Waiting for the Title IX offices to approve Title IX content.
- **Future step**- Complete a communication plan and risk analysis
- **Future step**- Provide and track training completed
- **Future step**- Send a communication with the number of reviews initiated and completed
- **Future step**- Close out project

**Operational Process Excellence**

**HR Address Automation** - **COMPLETED**

**Project Lead:** Michelle Pope

Employees will be able to change the address used for HR communications through UAOnline, 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

**UA Online Contact Page Revision** - **COMPLETED**

**Project Lead:** Michelle Pope

Changing telephone information on UAOnline contact page to be compliant to the Telephone Consumer Protection Act.

**Key Milestones**
- **Completed**- 12/6/2017

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

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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

Expansion of Race Choices in UAnet- IN PROGRESS
Project Lead: Michelle Pope
Expand race choices as per the Summit request from February 2017.

Key Milestones
- Completed- Testing by function users of technical components
- Completed - Update HR forms and processes
- Next step- Go Live in UAnet 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
- Completed- Go live December 2017 with integration of NextGen to OnBase
- In progress- Establishing usage standards for UA
- In progress- Implementing integration with functional forms.
- Next step- Develop data feed from Banner to NextGen

Electronic Personnel Action Forms (EPAF) Auto Uploaded to OnBase- IN PROGRESS
Project Lead: Michelle Pope

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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

**Changing HSA from Fiscal Year to Calendar Year Calculation-** COMPLETED
**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
- *Completed*- Communication to employees (e-mail, newsletters, web site, enrollment guide, letters to CDHP enrollees)
- *Completed*- 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*- Developed new health care and FIP deduction structure (eliminating 43 deduction codes)
- *In progress*- Test technical changes. Communicate Wellness Rebate changes to employees. Complete by January 2018

**Integration of MyUA to Banner for New Hires: Online I-9 and Employee Paperwork Integration-** IN PROGRESS
**Project Lead: Michelle Pope**

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PO Box 755140
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Automatically feed new hire data from MyUA to Banner. Implement electronic forms for new hire paperwork which will be integrated directly with OnBase. These two separate projects were combined because of required dependencies.

**Key Milestones**
- *In Progress* - Develop Project Scope, Risk Assessment, Project Plan and Communication Plan
- Next Steps - Assess current procedures at all campuses. Recommend improved standardized process.

**Family Medical Leave (FML) Process Improvement - 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**
*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**
- *Completed* - Develop Business Case and Project Charter
- *Next step* - Investigation of business needs of positions

**State of Alaska, Division of Retirement and Benefits, Proposed Regulations re: Bona Fide Termination and rehiring retirees**
*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:


**Key Milestones**
- *Completed* - Submitted comments to Kathy Lea at Division of Retirement (DRB)
- *Ongoing* - waiting for follow-up and updated regulation (changes were made, new effective date 1-1-2018), feedback from attorney general’s office on legal issues we raised
- *Future step* - Work with DRB for any implementation issues, communication to HR offices and employees

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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. (Market Survey being rolled in to system wide market analysis)

**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**

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- **Next Step**- Dependent on completion of Health Care Deduction Redesign project
- **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

**Voluntary 403(b) Program Changes**- **SCHEDULED TO START**
**Project Lead: Erika Van Flein**
This project will update the voluntary 403(b) plan document and remove vendors with low participation in preparation for transition to SPARK layout and to streamline administration.

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

**RFP for Benefits Administration**- **CANCELLED, Postpone to 2018**
**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**
- **Completed**- Advise all respondents of cancellation due to Health Care Authority discussions at the state; need to see what direction legislature will take before committing to vendor contracts
- **Next step**- Negotiate contract extensions for Premera and VSP
- **Future step**- Re-issue RFP in September 2018

---

212 Butrovich Building
PO Box 755140
Fairbanks, Alaska 99775-5140
<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></td>
<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 DSMDMG 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>
</tr>
<tr>
<td></td>
<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>
</tr>
<tr>
<td></td>
<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>
</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></td>
<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 “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>
<td>✔ ✔</td>
</tr>
<tr>
<td>Strategic Pathways</td>
<td>Task</td>
<td>Implementation Status</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
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<td></td>
</tr>
<tr>
<td>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.</td>
<td>2.3</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>Level 3. High institutional ROI for IR capacity applied in this area, utilizing complex analysis and predictive analytics, machine learning, and data visualization.</td>
<td>3.1</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></td>
<td>3.2</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></td>
<td>3.3</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>
<td></td>
</tr>
</tbody>
</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 governance standards, to analyze and provide guidance for consistent information technology initiatives, and to ensure excellence and sound practices in implementing IT policy that directly support the University’s mission. The ITC is responsible for offering level I and level II governance committees, establishing IT policy and procedures to be followed by which any other unit, school, or college, and will be accountable for the work of those groups in accordance with practices, procedures, and standards.

The ITC is distinguished as a collaborative, student-focused group with transparency and consultation across all its members, planning for matters such as relevant Cabinet, Council on Board agendas, identification of issues that could impact information technology programs or needs revision. Results are used for establishing operations, service and mission-oriented strategies needed to benefit the University. The mission of the Council is to establish, review, and improve the mechanisms by which they operate, and will be accountable for the work of those groups in accordance with practices, procedures, and standards.

IT Governance Website: [http://www.alaska.edu/oit/governance](http://www.alaska.edu/oit/governance)

### IT Council: Scorecard

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>Baseline</th>
<th>Quantity</th>
<th>Target</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Operating Cost</td>
<td>$30,000,000</td>
<td>$30,000,000</td>
<td>3%</td>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>Reduce Distributed Technicians</td>
<td>75/100</td>
<td>75/100</td>
<td>25%</td>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>Extended IT Staff Analysis and Recommendations</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>20%</td>
<td>2018</td>
<td></td>
</tr>
</tbody>
</table>

### Governance of Resource

- Telecommunications Initiative
  - Annual: $100,000
  - Draft: $100,000
- Contract Reviews
  - Process: $50,000
- Evaluate Open Source Software Solutions
  - 45% of source

### Strategic Pathways

- Reduce Operating Cost
- Reduce Distributed Technicians
- Extended IT Staff Analysis and Recommendations

### Effectiveness

#### Satisfaction

- Customer: Internal Business Processes
  - Computing platform (Mac vs PC): Document in place 08/30/2017
  - Breach Notification and Reporting Guidelines: Document in place 01/15/2018
- Business: Internet Business Processes
  - Web Accessibility Policy: Document in place 03/1/2018

#### Stewardship of Resources

- Reduce Distributed Technicians
- Reduce Operating Cost
- Establishing a cross system task force to evaluate and recommend cost savings
- Establishing a cross system task force to evaluate and recommend cost savings

### Monitoring Projects

- Banner 8 Upgrade
  - Modules in Production: 3/1/2018

#### Redundant Business Processes

- Establish Level 2 Committees
- Establish new team
- Reduce Level 2 Committees
- Reduce Level 2 Committees

#### IT Risk Management Plan

- PC/IT Security
- Document in place 10/30/2017

### Governance of Resource

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<tr>
<td>Telecommunications Initiative</td>
<td>annual: $100,000</td>
<td>$100,000</td>
<td>3%</td>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>Contract Reviews</td>
<td>process: $50,000</td>
<td>$50,000</td>
<td>25%</td>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>Evaluate Open Source Software Solutions</td>
<td>45% of source</td>
<td>45%</td>
<td>20%</td>
<td>2018</td>
<td></td>
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### Strategic Pathways

- Reduce Operating Cost
- Reduce Distributed Technicians
- Extended IT Staff Analysis and Recommendations

### Effectiveness

#### Satisfaction

- Customer: Internal Business Processes
  - Computing platform (Mac vs PC): Document in place 08/30/2017
  - Breach Notification and Reporting Guidelines: Document in place 01/15/2018
- Internal Business Processes
  - Web Accessibility Policy: Document in place 03/1/2018

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### Governance of Resource

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<td>45%</td>
<td>20%</td>
<td>2018</td>
<td></td>
</tr>
<tr>
<td>Stewardship of Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------------</td>
<td>----------------</td>
<td>---------</td>
<td>------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY13-FY14 OIT Personnel Reductions</td>
<td>dollars</td>
<td>-$821,000</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central IT Position Reduction FY15-FY17</td>
<td>Dollars</td>
<td>-$4,900,000</td>
<td>49</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distributed IT Position Reduction FY15-FY17</td>
<td>Dollars</td>
<td>-$4,800,000</td>
<td>48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Network Contract Reduction</td>
<td>Dollars</td>
<td>-$1,000,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 18 Central IT Position Reduction Statewide OIT</td>
<td>dollars</td>
<td>-$497,000</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY18 Central IT Position Reduction UAF (OIT)</td>
<td>dollars</td>
<td>-$457,000</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY18 Network Contract Reduction</td>
<td>dollars</td>
<td>-$500,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY18 Oracle Contract Reduction</td>
<td>dollars</td>
<td>-$100,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audioconference Rate reduction (systemwide, distributed saving)</td>
<td>dollars</td>
<td>-$37,000</td>
<td>15%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Research Council Scorecard

<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Provide strategic vision and investment priorities for research.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1.1</strong></td>
<td>Leverage capabilities and strengths to facilitate/coordinate cross University collaborations.</td>
</tr>
<tr>
<td><strong>Objective 1.2</strong></td>
<td>Identify cross University priorities and areas of potential collaboration</td>
</tr>
<tr>
<td><strong>Objective 1.3</strong></td>
<td>Promote integration of undergrad and graduate research and education into inter-University research collaborations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2</th>
<th>Develop an implementation plan relevant to Strategic Pathways Phase 1 goals for grants and contracts / research administration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 2.1</strong></td>
<td>Conduct Process Identification and Mapping</td>
</tr>
<tr>
<td><strong>Objective 2.2</strong></td>
<td>Conduct Assessment and Analysis</td>
</tr>
<tr>
<td><strong>Objective 2.3</strong></td>
<td>Create plan for enterprise-focused prioritization</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 3</th>
<th>Highlight system wide research expertise and synthesize key accomplishments for communicating to external constituents.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 3.1</strong></td>
<td>Document research facilities through UA system and post online</td>
</tr>
<tr>
<td>Objective 3.2</td>
<td>Document/compile research expertise throughout UA and post online</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Objective 3.3</td>
<td>Maintain and grow our network to make UA the first choice for State, federal and private entities.</td>
</tr>
<tr>
<td>Objective 3.4</td>
<td>Active advocacy of UA's research capabilities, capacities and accomplishments.</td>
</tr>
<tr>
<td>Objective 3.5</td>
<td>Develop cross university research themes</td>
</tr>
</tbody>
</table>

**Goal 4**

**Develop UA's research expertise to meet Alaska's research needs.**

<table>
<thead>
<tr>
<th>Objective 4.1</th>
<th>Identify key contacts in legislature for information dissemination</th>
<th>Pending</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 4.2</td>
<td>Identify consistent, clear, and communicable metrics for research spending and activities</td>
<td>Pending</td>
</tr>
</tbody>
</table>
### 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>12/8/17</td>
<td>Withdraw Policy</td>
<td>University Policy</td>
<td>Voluntary/Involuntary medical leave policy for students</td>
<td>Systemwide group continues to meet; The committee has met several times since the last update. They benchmarked quite a few policies from other institutions to gather ideas on how to form the basis of our initial effort. The team is starting with a voluntary process and then will focus on an involuntary process. Currently, we do have a draft of the voluntary withdrawal process that the a sub-group has worked on. We’re continuing to make edits and have our next small group meeting with Rachel Plumlee from GC.</td>
<td>1st draft to SSC Dec. 2017</td>
</tr>
<tr>
<td>12/8/17</td>
<td>Sex Offender List</td>
<td>University Practice</td>
<td>GC recommends Universities regularly review SO list, following UAA protocol.</td>
<td>UAA is sharing protocols. UAF and UAS reviewing, establishing their internal procedures.</td>
<td>TBD</td>
</tr>
</tbody>
</table>

#### STRATEGIC PATHWAYS: Pursue consolidation of tasks among the universities and Statewide

| 8-Dec   | SP                  | Meeting with University Registrars         | Report at first Summit Team - put in request for Ellucian consulting - per the Reg’s request.                                                                                                                    | TBD - impacted by Banner 9 upgrade.                                                                                                                    |                                |
|         | SP                  | Meeting with University Financial Aid Directors | Report at first Summit Team - put in request for Ellucian consulting - per the FAO’s request.                                                                                                                   | TBD - impacted by Banner 9 upgrade.                                                                                                                    |                                |

### GOALS

<table>
<thead>
<tr>
<th>Priority</th>
<th>Topic/Title</th>
<th>Owner(s)</th>
<th>Description</th>
<th>Status</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>EAB Implementation</td>
<td>Carey, Fitts, Lampman, Oba</td>
<td>UA EAB Team that meets quarterly with Lead EAB Implementation Consultant</td>
<td>Decisions: each SSC site will be populated with ALL student data. Access to UA ERP accomplished.</td>
<td>11/16/2017, next quarterly mtg in Jan or Feb (TBD)</td>
</tr>
<tr>
<td>High</td>
<td>Process to Improve on-line services</td>
<td>Oba, Schultz, Olsen, Ciri, Nelson, Fitts, Knabe, Musick</td>
<td>Group is charged with recommending improvements to online enrollments.</td>
<td>Student survey sent to 5k randomly selected students. As of 12/4 447 responses have been received, 129 in progress.</td>
<td>Next mtg 12/08/17</td>
</tr>
<tr>
<td>High</td>
<td>25% discount to OEC/1yr certs</td>
<td>Oba, Turner, Gorden, Martin, Swarner, Pete, Wall, Volden, Musick, Gruenig</td>
<td>Consider strategies for applying the 25% discount; provide options to President.</td>
<td>Recommendations delivered to President on due date.</td>
<td>12/7/17</td>
</tr>
</tbody>
</table>
## University Relations Council Scorecard
**(Dec 2017)**

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objective</th>
<th>Measure</th>
<th>Oct-17 Status</th>
<th>Nov-17 Status</th>
<th>Dec-17 Status</th>
<th>Jan-18 Status</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communications Needs Assessment</strong></td>
<td>Improved service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strategic Pathways Decision: Conduct systemwide communications needs assessment</td>
</tr>
<tr>
<td></td>
<td>Increased alignment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assigned to Office of Public Affairs – Chanda File, project lead</td>
</tr>
<tr>
<td></td>
<td>Cost Savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>December update - Waiting for feedback from President Johnson on proposal, project on hold</td>
</tr>
<tr>
<td><strong>Messaging Guidelines Protocol</strong></td>
<td>Increased Alignment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Provide recommendations on guidelines for systemwide messaging protocol, develop budget talking points for Development Council</td>
</tr>
<tr>
<td></td>
<td>Improved Communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Assigned to UR Council (all)</td>
</tr>
<tr>
<td></td>
<td>Cost Savings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>December update - no action taken on messaging guidelines. Will discuss these and budget talking points at Dec. 14 meeting</td>
</tr>
<tr>
<td><strong>UA Community Communications</strong></td>
<td>Improved communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Continued December update - Council will discuss possible need for social media monitoring tool at December meeting</td>
</tr>
<tr>
<td><strong>Completed Initiatives</strong></td>
<td>Improved communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Draft charter for UR Council. Includes mission, scope, goals, etc. (sent to President/Summit Team 9/11)</td>
</tr>
<tr>
<td></td>
<td>Established and known mission and goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Strategic Pathways Decision: Establish/provide status of PR councils at each university (sent to President/Summit Team 9/11)</td>
</tr>
</tbody>
</table>