# Academic Council Score Card - Updated 5/30/18

**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.

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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Pathways</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UAA MPP/MPA Program</strong></td>
<td>Create a new MPP/MPA Program at UAA</td>
<td></td>
<td>Provosts</td>
<td>Done</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Involve key faculty and leadership</td>
<td>Provosts</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ensure proper review channels for program proposal</td>
<td>Provosts</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Discuss resource needs with UAA leadership</td>
<td>Provosts</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Propose a UAA MPP/MPA Program addition to the BOR</td>
<td>D. Hrncir</td>
<td>UAA Faculty are developing program curriculum for review - moving through Governance next year</td>
</tr>
<tr>
<td><strong>e-Learning outsourcing selected programs to private partner</strong></td>
<td>Increase system-wide collaboration and explore outsourcing options</td>
<td></td>
<td>K. Carey</td>
<td>In progress - Will report back with action plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Explore e-Learning programs for outsourcing</td>
<td>K. Carey</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report to AC w/ action plan</td>
<td>K. Carey</td>
<td>Ongoing updates</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>BOR Policy and Regulations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Concurrent Enrollment Fees and Payment Responsibility</strong></td>
<td>Create clear understanding of fee variance and payment responsible party</td>
<td>Following approval of proposed changes to BOR policy &amp; regulation(s), determine next steps</td>
<td>P. Layer</td>
<td>TBD following reg change approval</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Concurrent Enrollment Fees/ Protection of Minors in UA courses</strong></td>
<td>To facilitate K-12 students to receive credit at K-12 and postsecondary levels</td>
<td>Submit BOR Policy name change (concurrent to dual)</td>
<td>P. Layer</td>
<td>BOR approved at Mar Mtg</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Academic Unit Establishment, Major Revision, and Elimination: School of Natural Resources and Extension Elimination and Addition of Cooperative Extension Service</strong></td>
<td>The academic element will move to CNSM and CES would be a standalone unit</td>
<td>Submit BOR Policy Academic Unit Establishment</td>
<td>P. Layer</td>
<td>BOR 5/24/18 w/effective date of 6/30/19</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UAA - Community and Technical College name change to College of Technical and University Studies</strong></td>
<td>Change will reflect the shift from Tier 1 GER</td>
<td>Submit BOR Policy name change</td>
<td>P. Layer</td>
<td>Withdrew from BOR at this time</td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>
# Academic Council Score Card - Updated 5/30/18

**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.

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<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Proposed BOR regulation change to R10.04.04C3 - Degree and Certificate Program Approval</td>
<td>Approval of proposed regulation changes</td>
<td>Submit to President Johnsen for promulgation of proposed regulation changes</td>
<td>P. Layer</td>
<td>In progress - Under GC review - Action Transmittal 5/9/18</td>
</tr>
</tbody>
</table>

### Program Discontinuations/Additions

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Goal</th>
<th>Projects/Actions</th>
<th>Owner</th>
<th>Status Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed addition of the Bachelor of Sport and Recreation Business at UAF</td>
<td>To add the program at UAF</td>
<td>Propose addition to the BOR</td>
<td>S. Henrichs</td>
<td>BOR 5/24/18</td>
</tr>
<tr>
<td>Proposed addition of the Bachelor of Applied Management at UAF</td>
<td>To add the program at UAF</td>
<td>Propose addition to the BOR</td>
<td>S. Henrichs</td>
<td>BOR 5/24/18</td>
</tr>
<tr>
<td>Proposed discontinuation GC Advanced Human Service Systems</td>
<td>To discontinue program at UAA</td>
<td>Propose discontinuation to the BOR</td>
<td>D. Hrncir</td>
<td>BOR 5/24/18</td>
</tr>
<tr>
<td>Proposed discontinuation GC Career and Technical Education</td>
<td>To discontinue program at UAA</td>
<td>Propose discontinuation to the BOR</td>
<td>D. Hrncir</td>
<td>BOR 5/24/18</td>
</tr>
<tr>
<td>Proposed discontinuation MS Career and Technical Education</td>
<td>To discontinue program at UAA</td>
<td>Propose discontinuation to the BOR</td>
<td>D. Hrncir</td>
<td>BOR 5/24/18</td>
</tr>
</tbody>
</table>

### Notification of Suspension of Program Admissions

<table>
<thead>
<tr>
<th>Goal</th>
<th>Projects/Actions</th>
<th>Owner</th>
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</tr>
</thead>
<tbody>
<tr>
<td>UAA Associate of Applied Science in Industrial Technology</td>
<td>Suspension of program admissions leading to full discontinuation of admissions</td>
<td>Send notice of non-objection to ASA committee</td>
<td>P. Layer</td>
</tr>
<tr>
<td>UAA Master of Arts in Anthropology</td>
<td>Temporary suspension of program admissions</td>
<td>Send notice of non-objection to ASA committee</td>
<td>P. Layer</td>
</tr>
</tbody>
</table>

### Other Issues

<table>
<thead>
<tr>
<th>Goal</th>
<th>Projects/Actions</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Common Calendar</td>
<td>Create common calendar for AY21-23</td>
<td>Work with campus registrars to establish a common calendar</td>
<td>S. Oba</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>Faculty Alliance</td>
</tr>
<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>
</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>
</tr>
<tr>
<td></td>
<td></td>
<td>Review/address student tuition dollars going to the campus that pays course instructor</td>
<td>S. Oba</td>
</tr>
</tbody>
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<tr>
<td>Faculty Initiative Fund (UNAC Contract)</td>
<td>Encourage faculty development &amp; collaboration</td>
<td>AC will review RFP</td>
<td>P. Layer</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Faculty will submit proposals to AC for review</td>
<td>Faculty/AC</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Proposals under review</td>
<td>AC/FA</td>
<td>In progress</td>
</tr>
<tr>
<td>Administrative Policy regarding high value non-credit workforce credentials</td>
<td>Capture programs, courses, noncredit classes, continuing ed, certificates, etc that benefit Alaskans</td>
<td>Determine programs, courses, etc the three universities are providing</td>
<td>P. Layer/F. Villa</td>
<td>In progress</td>
</tr>
</tbody>
</table>

**Completed Initiatives**

- Proposed changes to P10.02.040 Academic Unit Est., Major Revisions, and Elimination
  - Regular review of UA unit structures
  - BOR Approved at March 2018 meeting

- Proposed changes to P10.02.040 Academic Unit Est., Major Revisions, and Elimination
  - Implementation of School of Ed. Restructure
  - BOR Approved at March 2018 meeting

- Discontinuation of the Undergraduate Certificate in Paralegal Studies at UAA
  - To discontinue the program at UAA
  - BOR Approved at March 2018 meeting

- Discontinuation of the Undergraduate Certificate in Small Business Management at UAA
  - To discontinue the program at UAA
  - BOR Approved at March 2018 meeting

- UAA Associate of Applied Science in Professional Piloting
  - Temporary suspension of program admissions
  - No objections received by ASA committee; program admissions suspended

- UAA Associate of Applied Science in Dental Hygiene
  - Temporary suspension of program admissions
  - No objections received by ASA committee; program admissions suspended

- Course alignment
  - Align courses for UAF and UAA Engineering
  - Completed by Engineering departments at UAF and UAA
The Business Council continues to approach its efforts with the aim of contributing to Institutional Goal #5: Operate more cost effectively.

**Strategic Pathways – Procurement**

Goals and initiatives to achieve savings via bulk purchases, process improvement/automation and policy and procedure standardization have been identified. UAF is taking the leadership in these areas, while also providing procurement duties for UAS and Statewide. Implementation and effort to achieve these goals will be on-going in FY18 and FY19.

**Strategic Pathways – Grants & Contracts Administration**

The Grants & Contracts directors from UAF, UAS and UAA met in a face to face meeting in early May, and developed an FY19 prioritized plan (attached).

**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 has approved 12 projects in Student, HR, Finance and Administration, and Institutional Research areas and requested additional information on others. In total, $828,000 has been allocated. At this time, the remaining $272,000 is reserved for the Student gateway project.

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
- Institutional Research – Business Intelligence
- Student – Transfer Evaluation System
- Student – Enrollment Rx: Higher Education Data Architecture
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”. Demos and hands-on sessions have been provided to the Focus and Oversight groups. Good progress is being made, but there is significant work ahead. At this time, we are planning on September 2018 for piloting the new travel system.

Facilities Council

The Facilities Council is a sub-council of the Business Council. Scott Bell, UAF Associate Vice Chancellor for Facilities Services, serves as chair. A Facilities Council update is attached.
## UAA/UAF/UAS Research Administration

### Enterprise Focused Prioritization Plan for FY2019 05/22/2018

*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.*

<table>
<thead>
<tr>
<th>What Do We Plan to Accomplish?</th>
<th>What Are the Focus Areas?</th>
<th>What Are the Measureable Outcomes?</th>
<th>Updates</th>
</tr>
</thead>
</table>
| **TASK #1: Unified Forms/Documents/Templates** | • Routing Form  
• Match/Cost Share Form  
• Award Request (AwaRe) Form  
• Pre-Award Spending/Advanced Approval (PASAA) Form | • All 3 MAUs using the same forms to capture data*  
*Exception is AwaRe form, UAS unlikely to use | |
| **TASK #2: Unified Trainings/Educational Outreach** | • What is Research Administration?  
• Uniform Guidance Overview  
• Effort Reporting/Certification (2 CFR 200.430) | • Standardized delivery and content of the selected topic areas | |
| **TASK #3: Metrics/Data/Technology** | • Banner 9: Consistent usage of screens, fields, and data.  
• Banner 9: Consolidated needs/gaps list for Statewide Finance/OIT | • Meeting with SW regarding focus areas, with definitive design and implementation plan | |
| **TASK #4: Shared Contract and Agreement Knowledge Base** | • Master Service Agreement and Other Agreement Templates  
• Unified contract/agreement language reference guide | • Network-based, shared repository of templates and reference guide | |
| **TASK #5: Standing Grant and Contract Leadership Meetings** | • Monthly meetings to discuss current local and national trends, policies, procedures, and other issues, plus progress updates  
• Annual face-to-face meeting, with rotating campus locations | • Established, monthly meetings on second Tuesday of each month, with rotating MAU lead  
• Updated prioritization plan for next fiscal year | • First monthly meeting: July 10, 2018 (UAA lead) |
UA Facilities Council Subcommittee Executive Reports

Space Utilization Subcommittee

To reduce the need for new facilities, we are coordinating our Space Allocation Standards for New Construction and Major Renewals

1. We are proposing to prepare recommendations on space allocation standards for the system in effort to coordinate and to provide transparent way to justify when addition space maybe needed or to award and celebrate when space economies are achieved.

Status: Each MAU is collecting their informal standards and we are reconciling against each other for recommendation for standardization of space allocation. There are several articles regarding the future of space in higher-ed that indicate the following trends:

- Dedicated offices for staff and faculty out are being exchanged for higher quality flexible work spaces and collaborative work spaces.
- More and more faculty are finding places like the coffee shop to meet with their students in lieu of office hours.
- Studies show that offices are typically used only XX% of the time.
- Universities are finding innovative ways to incentivize space reductions by colleges (EAB report on space utilization

2. Additionally, we are creating the following measures to be reported thru the facilities council to the business council.

- Academic Space Utilization (GSF/Student FTE) for each MAU
  - Status: Each MAU plans to collect information as reported in sightlines annually. The target will be their individual peer schools
- Overall density of space (minus research areas) (gsf/student FTE) for each MAU
  - Status: Each MAU plans to collect information as reported in sightlines annually. The target will be their individual peer schools
- Classroom Utilization (%utilization of classrooms by semester). Recommended targets, according to Sightlines, is 75% for average use with 90% for peak use.
  - Status: Each MAU is pulling data from the last 2 semesters to measure space utilization percentages.
- Track Lease trends for the last 5 years graphically showing cost and GSF over time.
  - UAF has completed a spreadsheet showing costs over time
  - From UA’s system report, UAA has compiled GSF report over the last 5 years. UAA is still reconciling this information with records in Banner.
  - UAS?
- Track Lease revenue trends for the last 5 years graphically showing cost and GSF over time.
  - UAF has compiled these leases and revenues for the last 5 years.
  - UAA?
  - UAS?
3. Draft report for business council  
   a. We are planning to complete our efforts over the next 8 weeks with a goal of having draft 
      space utilization reports to Business Council for review and comment.

DM/MR Subcommittee

At our April 24th meeting the FC DM/R&R working group discussed the following:  
1. As a follow-up to the Spring Financial Management meeting, the group discussed the need for a 
   common understanding of what facilities work should/should not be reported to meet the 
   annual facilities maintenance target.
2. Common terminology, scorecard metric development, and a method for presenting information 
   to non-facilities people were areas the group identified to focus our effort.
3. Our next meeting is scheduled for May 30th.

Contracts Subcommittee

The contracts sub-committee met every three weeks throughout the winter. Our charge was to 
standardize construction contracts across the UA system and ensure that all policies, laws and terms are 
up to date. In our first meeting, Ke Mell at UAS suggested we investigate using a national contracts 
company utilizing a cloud based platform due to her concern that our current contracts do not 
adequately address two issues she feels are vitally important to sound contract documents 1) annual 
updates that have legal review to help protect us in the case of a lawsuit and 2) auto fill forms to reduce 
errors and staff time. There are multiple platforms available so we decided to review the AIA and AGC 
options as they appeared to be most applicable to our needs. Over the next couple months we reviewed 
these contracts.

In our May 1, 2018 meeting we determined that using a national contract came with potentially more 
issues than using our existing contracts and modernizing them. Some of the issues include how we 
would incorporate UA BOR policy, Alaska Statues, UA design standards, Protection of Minors, T9, 
alternate brand requests, sole source, etc which are very specialized for UA compared to nationally. UAF 
will investigate how to create auto-fill forms that populate repetitive contract information throughout 
the documents to both simplify and reduce the potential for errors. The committee started collecting 
feedback to determine areas in existing contracts that have been documented problems and will 
continue work to improve language and streamlining solicitations and contracts.

At our 5/22/18 meeting we unanimously agreed that none of us will be able to devote the time needed 
for the re-write during the construction season. We plan to reconvene in September and will outline a 
timeline to completion then.
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
UAA Chugiak-Eagle River Campus

June 7, 2018 Council Update

Work Done April 24 – May 30
• CCDC met by phone May 9 and next meet by phone June 13.
• The Partnership Reports have been compiled by 16 of the 17 members of CCDC. Upon receipt of the last report, the Summit Team will be provided the complete report.
• The topic of course sharing and eLearning coordination of UAA courses is being worked. See the CCDC Strategic Plans & Goals document for further information.
• Work is progressing on creating a master program/course list for programs at community campuses and CTCs. The document provides a list of programs and courses that could be reasonably offered at alternate locations across the state. Completion expected in June and it will be distributed for other campuses to utilize in developing collaborations and when promoting partnerships with outside agencies.

Future CCDC Meetings Through July
• June 13 audioconference
• July 11 audioconference
## CCDC Pathways Scorecard

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Task Steps</th>
<th>Status</th>
<th>Target Completion</th>
<th>Comments - Blue Text Most Recent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Increase integration with main campuses</strong></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>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&lt;br&gt;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 other campuses that don’t offer them.</td>
<td>1) Identify AAS Degrees&lt;br&gt;2) Senate curriculum approval</td>
<td>Green</td>
<td>Fall 2018</td>
<td>Objective moved to Goal 2.</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>Green</td>
<td>Ongoing/complete.</td>
<td></td>
</tr>
</tbody>
</table>
| CTE course/faculty sharing across campuses | 1) ID courses & faculty  
2) Identify course cost/revenue sharing agreement across MAUs | Fall 2018 & ongoing | Master program/course sharing list expected completion in June.  
Facilitate the development of articulation agreements between the three Institutions (in compliance with NWCCU) and, if needed, initiate substantive change petitions, to deliver programs across university boundaries. |
| 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 | Ongoing discussions. Similar in scope to “CTE course/faculty sharing across campuses” above. |
| Expand course selection outside MAUs to integrate or transfer into existing programs | 1) ID possible courses | Fall 2018 | Merged with “CTE course/faculty sharing objective above.” |
| Explore if certain AAS degrees can be offered solely on comm campuses & not on main campuses. | | Spring 2019 | Tabled at this time. Needs further discussion. Discussion with Academic Council required. |
| Reduced tuition for CTE program/course offerings | 1) ID potential courses/programs | Complete | 25% reduction for OECs approved; effective Fall 18. |
### 3. 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. *(Revised goal approved by President Johnsen on Feb. 20.)*

#### 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.

#### 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.

<table>
<thead>
<tr>
<th>Timeline and tasks</th>
<th>Links to non-credit and continuing education offerings have been added to UAOnline. In Fall 2017 Karl Kowalski identified potential template to be added to UAOnline addressing #2.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Campus web sites have prominent link to UAOnline program search feature.</td>
<td>IT Council and SW OIT assumed these four tasks in Fall 2017.</td>
</tr>
<tr>
<td>2) Inventory of locations/info for each campus program; put on UAOnline.</td>
<td><strong>CCDC work on this completed.</strong></td>
</tr>
<tr>
<td>3) UAOnline via Distance Ed Gateway shows all UA degrees that can be completed 100% distance; takes 4 clicks to get there; less clicks.</td>
<td></td>
</tr>
<tr>
<td>4) Consider adding blended programs that are 50% distance.</td>
<td></td>
</tr>
</tbody>
</table>

#### 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 & university departments.

<table>
<thead>
<tr>
<th>Timeline and tasks</th>
<th>UAA directors hope to begin work with UAA college deans in summer to have dialog and consider eLearning course scheduling sequence plan. UAS 6-year schedule and UAF CRCD regional course schedule models will be reviewed. It is expected this will take several months. Then determine if one process can be developed to serve UA System.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Coordinate online course and program offerings based on campus mission &amp; community needs;</td>
<td></td>
</tr>
<tr>
<td>2) Coordinate course schedules &amp; sequencing for consistency &amp; promote completion;</td>
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<td>3)</td>
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#### Requirement for “in-residence” credits before graduating programs.

<table>
<thead>
<tr>
<th>Timeline and tasks</th>
<th>Further discussion and research required.</th>
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<tbody>
<tr>
<td>1) Examine residency standards at each University. Determine differences &amp; how to meet NWCCU requirements.</td>
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<td>2)</td>
<td>Determine how campuses can align residency requirements to improve graduation rates.</td>
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<td>Pull and share workforce market data with universities and comm campuses.</td>
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<td>Possible conversion to tribal colleges</td>
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<tr>
<td>Create inventory of current partnerships with all groups.</td>
<td>1) Define partnerships 2) Identify types (e.g. student support; grants, etc.)</td>
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<tr>
<td>Explore potential partnerships with tribal and other community organizations, including regional training centers.</td>
<td>1) Identify models for partnerships engagement and training, apprenticeship programs. 2) Coordinate opportunities with CCDC to meet partner goals e.g. as economic and workforce development, community wellness, teacher education. 3) Cross-walk programs with Ilisagvik, Rural Training Centers, AVTEC, Alaska Christian College and others identified by ACPE list. 4) Research new models (e.g. tribal colleges outside AK; economic development; community wellness)</td>
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<tr>
<td>Expand availability of Alaska Native/indigenous courses.</td>
<td>1) CCDC to create inventory of current Alaska Native courses across system and blend into inventory of tribal and other partnerships (mentioned above) in order to expand range and campus offerings. 2) Develop relationship with AK Native language Preservation and Advisory council.</td>
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<td>3)</td>
<td>Explore cultural camp for education teachers and administrators professional development.</td>
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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 revised goals and objectives for the three Strategic Pathways Recommendations for the Community Campuses. Most recent revisions since April are in red text. There were originally four goals, but the objectives for Goal #1 (Increase integration with main campuses) were completed and subcommittee members were assigned to the remaining three subcommittees. The bold blue text indicates which UA 2025 Goals & Measures are applicable to each of the CCDC’s three SP recommendations.

GOAL 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 a course sharing plan and/or faculty sharing plan for CTE programs across the university system

   a. A master program list of CTE programs is being created to share with all university campuses. Still waiting on further campus inputs, should be completed in June.

      i. Community Campuses will create and share OEC, Certificate, and AAS degrees available across the university system.

   b. A cost recovery plan and revenue sharing agreement will be negotiated across university locations for classes offered in community campus regions that do not administer the course or program; based on program delivery options at each location. Options include:

      i. Implementing an 80/20 split for a campus offering its programs in another community campus region
ii. Course fee or additional fees retained at offering campus to support course costs

iii. For more involved sharing agreements, negotiation between Campus Directors would be pursued on a case-by-case basis to determine administrative, direct, and indirect costs resulting in a fair revenue split

c. Community Campuses will facilitate the development of articulation agreements between the three Institutions (in compliance with NWCCU) and, if needed, initiate substantive change petitions, to deliver programs across university boundaries.

d. Non-credit courses and programs would need to be negotiated separately to address registration, payment and tracking efforts

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 be offered at a different community campus location

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

GOAL 3. 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. (Revised goal approved by President Johnsen on Feb. 20.)

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) CCDC recognizes the UAA Anchorage Campus and its community campuses face unique challenges with the coordination of eLearning courses among the UAA locations: Chugiak-Eagle River Campus, Kodiak College, MatSu College, Kenai Peninsula College and Prince William Sound College. With the guidance of the Academic Council (if needed), the CCDC subcommittee for this goal, and UAA Campus Directors can bring forth this eLearning coordination discussion at UAA.
2) In efforts to move forward with eLearning coordination within UAA, the following is suggested:

   a. Examine the course coordination models used by the UAS Juneau campus and its community campuses in Ketchikan and Sitka. This schedule projects out six years and identifies which eLearning courses will be offered on which campus by semester. See [http://www.uas.alaska.edu/provost/6-yr-course-sequence.html](http://www.uas.alaska.edu/provost/6-yr-course-sequence.html)

   b. Examine the cross-regional course schedule model used by UAF’s College of Community and Rural Development. See [http://www.uaf.edu/rural/students/schedule/Spring-2018-Registration-Guide.pdf](http://www.uaf.edu/rural/students/schedule/Spring-2018-Registration-Guide.pdf)

The chair of CCDC’s Subcommittee 3 has contacted UAA’s chancellor and provost requesting that the subject of the coordinating eLearning for UAA and its community campuses be added to their monthly Deans and Directors meeting and this subject was briefly discussed at the May 23 meeting. A summer date for a separate joint meeting of the directors and deans is being determined. During the summer meeting, the eLearning course scheduling models currently used by UAF and UAS would be discussed. This would be the first of several meetings with UAA deans and department chairs. Due the complexity of developing a scheduling model for UAA and its community campuses, this will likely take several months and several meetings.

3) Determine if one eLearning process could be built to serve across the UA System.

4) CCDC recognizes there is a difference among campuses and programs as to the number of credit hours that must be completed “in residence” before graduating from a program. Across UA, students enroll in courses offered from a variety of campuses across the system, which can create difficulties for students wanting to complete programs and graduate. In the past, the Northwest Commission on Colleges and Universities set forth a specific standard for determining residency. Today, reviewers consider residency requirements within the framework of the following Standards from NWCCU: 2A14, 2C1, 2C3, 2C7, and 2C8. CCDC plans the following and asks for the support of the Academic Council:

   a. Examine the residency standards across UAA, UAF, and UAS to determine the differences and how to align to meet NWCCU requirements.

   b. Determine how the campuses can align residency requirements to help improve graduation rates.
GOAL 4. Explore potential partnerships with tribal and other community organizations. Possibilities include stronger collaboration with regional vocational centers.

1) Create inventory of current partnerships with all Native and other organizations, businesses, etc.
   a. A partnership template has been filled out by 16 of the 17 CCDC members resulting in one spreadsheet with tabs for each campus.
      i. Template identifies partner types (e.g. student support; grants, etc.) and includes definitions.

2) Once inventory is complete, it will be determined how these partnerships can be leveraged within and across regions each campus and also determine what other organizations to explore for potential partnerships. This link [https://www.nwds-ak.com/About/WelcomeToAnchorage/AlaskaNativeCorps.aspx](https://www.nwds-ak.com/About/WelcomeToAnchorage/AlaskaNativeCorps.aspx) that includes regional for-profit, non-profit, and federally recognized tribes will be a starting point, but the link does not include private companies and businesses owned by indigenous people and tribes.
   a. Next Steps:
      i. Identify models for partnership engagement and training.
      ii. Coordinate opportunities across CCDC to meet goals e.g. economic/workforce development, community wellness, teacher education.
      iii. Cross-walk programs with other postsecondary education and training providers.

3) Research new models (e.g. with tribal colleges outside Alaska; economic development; community wellness).

4) Expand availability of Alaska native/Indigenous courses.
   a. Create inventory of current Alaska Native courses across system. CCDC will blend this into the inventory of tribal and other partnerships in order to expand range and campus offerings.
   Next Steps:
      • Develop relationship with Alaska Native Language Preservation and Advisory Council.
**DRAFT MINUTES**

**Development and Alumni Council Agenda**
Tuesday, May 8– 2:30 to 3:30 p.m.
Audio Conference

**Attendance:** Mark Herrman, Emily Drygas, Lynne Johnson, Megan Riebe, Susan Foley, Jessy Post, Doug Goering, Michelle Rizk, Megan Olson, Fred Barlow

**ACTION ITEMS**

**Advancement Resources Training - Susan Foley**

Confirmed Dates for the training are September 26-27, 2018. Monica will send out a save the date before May 14.

The draft invitation list will be sent to Megan Olson, Emily Drygas and Lynne Johnson to review. The council expressed an interest in inviting a representative of each alumni association to the training. It was suggested that day 2 would be a good day to invite them along with members of the UA Foundation Board of Directors (BOD).

If you are traveling for this training, it is recommended that you arrive the night before. The training is planned to start around 8 a.m. and finish at 5 p.m.

Breakfast, lunch and light snacks will be provided by the Foundation.

The training will be divided into two days which will consist of the following:

- **Day 1: Development Staff** – This will be a refresher on the Art and Science of Donor Development. The areas of donor curriculum continuum, how we look at metrics and the quality of donor relationships will be discussed. The training will be tailored to meet our needs and it is highly recommended that everyone attend even if they have done so in previous years.

- **Day 2: Deans/Directors/Major Gift Officers/Chancellors/President** - This day will focus on editing/perfecting the vision everyone has for their own school/college and how it can best be communicated to each donor.

Monica will contact Brandi Berg for a possible discount coupon code with Alaska Airlines for any travel needs.

**Campaign Planning Update -Megan Riebe**

The five Vanguard Team groups have been meeting individually and working on the five aspects of what will become the draft campaign plan. There will be a May 22nd full day retreat where the entire team will meet and discuss timelines, staff recommendations, donor stewardships, and communications plans. A framework will be determined as well. The draft will address the 11 points which are in the Board of Regents policies.

Gary Hubbell and Megan Riebe are working on material that will help walk the group through the prioritization process and answering key questions about the initiatives.
A three-page document will be presented to the Regents at the end of their meeting in May. We will be presenting this to the BOD at their meeting next week. The council will also receive a copy of this summary.

A recent survey done by McDowell group will be sent to this council, the BOD and the Vanguard Team as well.

Survey to Deans and Directors Update -Susan Foley

Susan recommended that the question; “How do Deans prioritize the use of their unrestricted funds?” be included in this survey.

If the council has any additional ideas they think should be included, please send them to Monica by Monday, May 21st. Monica will resend the draft copy of the survey questions to the council.

How can committee members and Deans be a resource to the Alumni Association? Susan Foley

Brainstorming: What can we do to help with the staff changes happening around the campuses?

Suggestions:

- Using the committee as an extension and ambassador to discuss our campaign goals/work/progress.
- Consider asking chairs to be a part of our extended team and invite them to meetings of committee. It might be helpful to hear what is going on outside of our committee.
- Invite our alumni board association team into this process. The UAA board has expressed an interest in helping where they can.

Additional Comments

The council would like to hear more stories from the students in regards to their experience. This will help remind us of why we are here and provide encouragement during such a transitional time. inspiration to us as we continue our work.

Next Meeting:
Tuesday, June 12th
<table>
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<tr>
<th>Main Goal</th>
<th>Objective</th>
<th>Assigned to</th>
<th>Due Date</th>
<th>Tasks to Achieve</th>
<th>March Status</th>
<th>April Status</th>
<th>May 2018</th>
<th>June 2018</th>
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<tbody>
<tr>
<td><strong>Launch Data Enhancement Campaign</strong></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. Foundation has contracted for an audit of “advancement services” including data systems and processes. We will seek guidance on this issue.</td>
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<td><strong>UA Philanthropy Campaign</strong></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>Jan. 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 (re: strategic possibilities). Action 2: 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? Incorporate UA-wide funding needs (see action #1) into the draft talking points. 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>Action 1: Megan R. will be adding updates to the survey questions started by Doug. NOTE: This action will be pursued under the “scholarship fundraising” goal from May on.</td>
<td>Action 1: Campuses are moving forward as part of campaign to refine and prioritize funding priorities.</td>
<td>Action 1: Susan has met with the President and Chancellors to discuss refining of priorities by University. Chancellors have a slide dock that could be used for this purpose.</td>
<td>Action 2: UR Council and Vanguard Team to be brought into this conversation.</td>
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<td><strong>Sub-Goal: Measure success beyond dollars raised and number of donors.</strong></td>
<td>Chair or designee, Alumni Relations lead from each campus.</td>
<td>March 2018</td>
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<td>Award 2: This Council will work with University Relations council after UA budget is finalized by legislature— hopefully by May 15. Award 3: Vanguard staff campaign planning team working on identifying metrics for success as part of campaign.</td>
<td>Action 3: Vanguard Team met recently and continues to work on this project.</td>
<td>Action 3: Vanguard Team met recently and continues to work on this project.</td>
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| Scholarship Fundraising Effort | Megan Olson - suggested | N/D | Action 1: Creation of two sub-groups:  
Sub-group 1. Scholarship awarding process  
Sub-group 2. Scholarship fundraising focus areas | A system-wide task force is being formed to address the various aspects of scholarships - from availability of current funds for recruitment and retention, to the needs for improvements to the award process. Saichi Oba is leading the team, with representation from the UA Foundation and all universities. |
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<td>Action 2: Develop strategies with Development Officers SW to maximize unrestricted scholarship pools.</td>
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| Action 3: Develop a Communications Plan | Foundation has completed analysis of existing unrestricted funds that could be used for high-priority scholarships.  
The system needs to determine what types of scholarships are needed – what types of students are we trying to recruit? Priorities can then be established for use of existing unrestricted funds. How can this council assist in this effort? |
| Saichi and his team continue to work on this project. The council's current efforts should focus on outreach and information gathering. |
HR Updates to Communicate
as of 5/18/2018

Statewide Human Resources is striving to make improvements to the HR System, benefits and procedures to better help employees. Here is an update on system wide projects that are currently in process. We are working on the details of these projects and communication will be sent to those directly impacted prior to the effective date of the change. To see previous versions of this communication please go to the Statewide Human Resources web page at the following link: http://alaska.edu/hr/whats-new-at-statewide/index.xml.

**Learning Management System**
We are asking employees to check their completion dates after May 1st for the four mandatory trainings. If any mandatory training that has been completed is not listed, please contact your campus HR office.

Other training records, including those required by work location or job function, will be added in the future.

Requests for additional training courses to be deployed through myUA should come from the functional department that is responsible for the training content. Those requests can be made to ua-hris-helpdesk@alaska.edu.

HRIS is currently working with the vendor to create more reporting functions so departments can determine the trainings that still need to be completed.

**Statewide HR Project Survey for FY19**
The HR Council is still in discussion about project priorities for FY19. We will update this communication with the FY19 project list once it is finalized.

**Banner 9 Upgrade**
Banner will be upgrading to version 9 in October. This will impact all functional areas including HR, Finance, Student and Financial Aid. Training will occur late summer and early fall. Communication about training opportunities will be announced by each functional area. If you are interested, you can review the Banner 9 navigation training at the following link: http://edservices.elluciancloud.com/delivery/PublicOnDemand/B9QuickTour/bgen-B9-quick-tour.mp4

*Update as of 5/18/18:* We are waiting for corrections on the last two Banner HR forms from our vendor. HRIS is working with OIT to move HR processing rules to the PREP instance of Banner in preparation of Banner 9 training development.
Accelerated Collection and Processing of New Hire Paperwork
HR Representatives from each campus are working to speed up the gathering and entering of HR documents needed to establish new employees in the UA system. This will include assessing current processes, establishing new streamlined processes to be used by all campuses and implement new tools to collect data efficiently and securely.

*Update as of 5/18/18:* We are testing electronic intake forms for new hires. We will continue work on creating and testing forms. We will be starting the process of deployment of these forms through the MyUA OnBoarding tool.

Standardization of FML processing
HR Representatives from each campus are working to improve and standardize the processing and tracking of Family Medical Leave across the UA system. This will include assessing current processes, establishing new streamlined processes to be used by all campuses and implement new tools to collect FML requests efficiently and securely.

*Update as of 5/21/18:* Team has selected UAS IT to develop an in-house tool to manage intake and tracking of FML cases. UAS IT has initiated tool development and the team is providing technical requirements/specifications.

Faculty and Staff Compensation Equity Study
SWHR is in the process of creating an RFP to solicit a vendor to perform a faculty and staff salary and benefit market analysis. This was project was requested by President Johnsen and should be completed by the end of this fiscal year. It was announced in a memo from him on 11/27/17.

*Update as of 6/1/18:* Continuing to benchmark staff positions to market. In addition, analyzing compensation data for staff, faculty, senior administrators and officers. Reviewing cost of labor at different campus location. Met with Advisory Committee on 5/30/18 to review status update on projects. Also, President Johnsen met with the BOR on June 1st to give them an update on the projects.

UAFT Faculty transitioning to UNAC Collective Bargaining Agreement
The University was able to resolve litigation and begin implementation of Alaska Labor Relations Agency Decision & Order 301 (D&O 301). As a result, the majority of UAFT faculty will become subject to the UNAC Collective Bargaining Agreement (CBA).
Update as of 5/16/18: On May 13, 2018, all UAFT faculty transitioned to UNAC. PEAEMPL records will change from A9 to F9 in Banner the week of May 21st. Labor Relations will be working with United Academics through May to resolve any remaining outstanding issues. Final salary adjustments will be made in July concurrent with promotion salary increases. A big thanks to everyone who assisted with this transition!

FY19 Open Enrollment
SWHR is in the process of implementing new electronic forms for Open Enrollment election of FY19 benefits. These will be accessed through UAOnline for greater security. More information will be forthcoming as we get closer to the Open Enrollment begin date of April 16, 2018. UA Choice Health Plan and life insurance rates will not be changing for FY19.

Update as of 5/11/18: Open enrollment ended at 5 pm with web site updated and links to dynamic forms removed from UAOnline. Overall feedback from employees has been positive with some suggestions for improvements. 957 forms have been received and almost all have been entered in Banner by the campus HR offices.

Wellness Rebate Payout Changing
Employees (and spouses) who qualify for the FY19 wellness rebate by April 30 will see it as a lump sum payment in November, 2018. This is a change from the current bi-weekly credit for the rebate. The goal is to simplify the process for payroll offices, and we’re seeing if a larger lump sum payout will incentivize more employees to participate in the program.

Update as of 5/5/18: as of May 5 we appear to be on track to exceed last year’s participation in the program, final results won’t be known until after June 5. As of May 5, we had 1,978 members meet all requirements to qualify for the FY19 rebate. This is 43% of those members eligible 100% of the time period May 1, 2017 through April 30, 2018. By comparison, the final numbers for last year were 40% of eligible members. We still have the month of May for claims to process for wellness visits, dental and vision exams, so the numbers can only increase.

Leadership Development
President Johnsen in conjunction with the Board of Regents tasked SW HR to facilitate a needs assessment and to provide recommendations on developing a UA leadership and succession plan. The leadership development team is compiling information through a survey to assess what is currently provided by the University.
Update as of 5/17/18: The team facilitating the leadership assessment (Dr. Veazey, Dr. Cundiff, Christi Bell, and Keli McGee) have finalized the report outlining all of the input received and opportunities to enhance leadership development. The team meets with President Johnsen this month to discuss the best path forward.

Student Wages Meeting Minimum Wage
President approved the recommendation to increase the student wages to meet State of Alaska minimum wage of $9.84 effective mid-May (start of summer student assignments). A review of the student salary schedule will be a FY19 future project and prioritized by the HR Council along with other project requests.

Update as of 6/1/18: Changes to the student salary schedule is in place and posted on http://alaska.edu/classification/salary-schedules/ All students that were below state minimum wage were transferred to the new rate of $9.84 effective 5/13/18.

Employee Tuition Waiver Changes
The president has approved a regulation change to eliminate the 6 month waiting period for new employees to use the tuition waiver. Also, the minimum grade requirements has been eliminated.

Update as of 5/18/18: The changes were announced in the April Statewide Voice (http://www.alaska.edu/voice/2018/April-2018/announcements/). The new forms and text reflecting the regulation changes are posted on the tuition waiver website (http://www.alaska.edu/benefits/tuition-waivers/).

Removal of Transition Steps from Temporary Salary Schedule
Effective the first full pay period in July 2018, the transition steps for temporary employees will be removed. Departments with employees in those steps currently should be working with their campus HR office to transition to another valid step prior to this date.

Changes to Staff Benefit Charges
Effective this year, Summer additional assignments and overloads will no longer have staff benefit charges for annual leave, sick leave, or holiday pay. Staff benefits will continue to be charged.
Fiscal Year End Processing (April through July)
HR system and campus offices will start working in preparation of fiscal year end the first week of April. The fiscal year end processes include updating Banner with updated benefit charges and deduction set-ups, loading the FY19 budget, updating leave banks, moving employees to new salary schedules, extending term funded positions to FY19, and setting up faculty with contract extensions and additionals assignments.

Annual Leave Cap
HR system will cap the annual leave rollover for FY19 at 240 hours (320 hours for IAFF union members) effective July 8, 2018. This allows employees to use annual leave on their timesheets for the R15 pay period that includes June 30th (as per BOR Policy) prior to the cap taking place.

Recruitments of Leadership Positions
UAA Chancellor - updated 5/17/18
- Visits are complete and the search committee developed a list of strengths and weaknesses for each candidate. Chair Sharon Chamard will present these to President Johnsen this week.
- Next steps: President Johnsen will make a decision and proceed with an offer. Once a candidate accepts, there will be a communication.

UAF Provost - updated 5/17/18
- Anupma Prakash has accepted the position and will start this summer.
- Provost Prakash Announced

UA VPASR - updated 5/17/18
- CNSM Dean Paul Layer has accepted the position permanently. Welcome Paul!

UA CITO - updated 5/17/18
- Multiple sources including faculty and staff provided feedback on the CITO position description and Keli McGee compiled it.
- The focus of the CITO will be strategic vision and doing for the system as a whole.
- Next steps: Advertise the position and start the search.
The council exists to promote and support system-wide capacity for collection and analysis of data to guide decisions that improve success on behalf of the University of Alaska System of Higher education, with an emphasis on optimizing resources for the achievement of UAA, UAF, UAS, SW’s and UA’s missions.

The scope of the Institutional Research Systemwide council is to provide oversight of the following three functions, both central and distributed:

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<tr>
<th>Function</th>
<th>Goal</th>
<th>Deliverable</th>
<th>Current Effort(s)</th>
<th>Status</th>
<th>Recent Accomplishments</th>
<th>Owner</th>
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<tr>
<td>A) Data architecture, governance and administration</td>
<td>Establish and maintain a common data architecture and data governance system, including goals, policy, common procedures, strategies, and system of documentation.</td>
<td>Define and advance integration of basic, common data architecture principles and best practices across administrative support and mission area functions system-wide, i.e. standards for data acquisition, accessibility and integrity, reporting protocols and tools, and improving business</td>
<td>Develop policy, regulation, and administrative guidance addressing these needs and goals. Simplify existing process data and data definition governance process. Simplify and refine based on stated goals, experiences and needs of individuals who used the process, as well as those identified in the RACI matrix who did not participate in the process over the last year; learn about and incorporate/build from existing architecture, governance and administration processes.</td>
<td>Two-day worksession to create improved process to be held June 14-15 in Fairbanks, based on LEAN principles and broad prioritization criteria for level of control and resources identified previously.</td>
<td>Gruenig</td>
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<td>B) Collaborative knowledge network (ongoing)</td>
<td>Develop and lead collaborative, cross-functional plans, strategies, programs and activities, supporting, facilitating and otherwise informing the mission of the council. Priority is on process improvement, standardization and consolidation that will support improvements in service and cost effectiveness through the division of labor, and the systematic use of automation and data processing.</td>
<td>Creation and implementation of a Collaborative Knowledge Network, the “optimal mix of decentralization and consolidation that will support improvements in service and cost effectiveness through the division of labor, and the systematic use of automation and data processing.”</td>
<td>Inventory of current resources and responsibilities</td>
<td>In progress</td>
<td>Gruenig</td>
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<td>C) Education and advocacy regarding data-informed decision making</td>
<td>Promote a university culture that has a basic understanding of, and systematically places value on, the collection and analysis of data to guide decisions that improve success, i.e. data-informed decision-making.</td>
<td>Widespread, demonstrated buy-in to the value of data-informed decision making across all university levels and functions, from executives, to technical decision makers, to data entry personnel.</td>
<td>Identify topics and audiences for education platform</td>
<td>Not started.</td>
<td>TBD</td>
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<tr>
<td>Support Strategy</td>
<td>Goal</td>
<td>Deliverable</td>
<td>Current Effort(s)</td>
<td>Status</td>
<td>Recent Accomplishments</td>
<td>Owner</td>
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<td>IR Officer Workgroup</td>
<td>Technical and Operational Work to Achieve Council Goals</td>
<td>As assigned above</td>
<td>Task 1: Identifying and addressing gaps in existing data architecture and governance policy, reg and administrative guidance. Task 2: Current requests and items needing attention, not covered under other subcommittees</td>
<td>In progress</td>
<td>Identified gaps and areas to address in policy; to incorporate decision criteria referenced above. Two-day worksession to create improved process to be held June 14-15 in Fairbanks, based on LEAN principles and broad prioritization criteria for level of control and resources identified previously.</td>
<td>Gruenig</td>
</tr>
<tr>
<td>Teacher Education Data &amp; Information Support</td>
<td>UA-wide data and information needs delivered by lead university</td>
<td>UA-wide data and information needs delivered by lead university</td>
<td>Proposal pending for submission providing option(s) for refined UA Metric on Teacher Education; basic data quality improvements including tracking teacher education program participants via centrally available information, such as Banner, rather than soft ledger</td>
<td></td>
<td>Development of refined UA Metric option(s) underway. UAA AVC Holmes leading effort.</td>
<td>Holmes</td>
</tr>
<tr>
<td>Research &amp; Sponsored Program Data &amp; Information Support</td>
<td>UA-wide data and information needs delivered by lead university</td>
<td>Meet Research Council &amp; University Relations goals for basic data quality improvements in support of advocacy and operational needs.</td>
<td>See specific deliverables (click here)</td>
<td></td>
<td>Recruitment for UAF PAIR Sponsored Program Analyst in development by UAF Director Olson.</td>
<td>Olson</td>
</tr>
<tr>
<td>External Assessment</td>
<td>Consultant study</td>
<td>Assessment of UA-wide needs and existing strengths/gaps to implement the adopted Collaborative Knowledge Network (CKN)</td>
<td>Collaborative Knowledge Network Deliverables (click here)</td>
<td>In progress</td>
<td>Working with an IR Consulting group which will help each office develop a product inventory, evaluate services and survey user groups to help IR Offices plan for efficient deployment of resources</td>
<td>Holmes</td>
</tr>
<tr>
<td>Support Strategy</td>
<td>Goal</td>
<td>Deliverable</td>
<td>Current Effort(s)</td>
<td>Status</td>
<td>Recent Accomplishments</td>
<td>Owner</td>
</tr>
<tr>
<td>------------------</td>
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<td>------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>UA Metrics Updates</td>
<td>Refinement proposals for upcoming cycle</td>
<td>Submit proposals in standard format (with any relevant supporting materials) to Executive Council for feedback</td>
<td>Proposals pending for possible submission include update to: level of precision of goals, i.e. round to '00s; Completions (1b); Teacher hires (2a); Research expenditures metric (3b); Total Cost of Education per Completer (5a); Annual Completions per 100 SFTE (5b)</td>
<td>Further work pending confirmation of roles, uses, responsibilities, requirements and timeline.</td>
<td>Proposals pending for possible submission include update to: level of precision of goals, i.e. round to '00s; Completions (1b); Teacher hires (2a); Research expenditures metric (3b); Total Cost of Education per Completer (5a); Annual Completions per 100 SFTE (5b)</td>
<td>Gruenig &amp; IR Council &amp; University designees</td>
</tr>
</tbody>
</table>

This scorecard is also available online (click here) or copy and paste https://docs.google.com/spreadsheets/d/1o9JX_LcSTulfHET_k7mLO6dMIHwe1xGHB1yONsc/edit?usp=sharing
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, practices, 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, Summit or Board agenda, identification of responsible individuals to undertake tasks agreed to by the Council; and other work products of the Council.

Values: The ITC embodies the values of being: student and mission focused, data-driven, transparent, inclusive, collaborative, timely, responsive, service oriented and respectful.

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, Summit or Board agendas; identification of responsible individuals to undertake tasks agreed to by the Council; and other work products of the Council.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>Baseline</th>
<th>Quantity</th>
<th>Target</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce Operating Cost</td>
<td>$65,000,000</td>
<td>$13,079,000</td>
<td>25%</td>
<td>7/15/2018</td>
<td>Green</td>
<td>X</td>
</tr>
<tr>
<td>Reduce Downtime</td>
<td>$10,710,000</td>
<td>$200,000</td>
<td>25%</td>
<td>7/15/2018</td>
<td>Green</td>
<td>X</td>
</tr>
<tr>
<td>Telecommunications Initiatives</td>
<td>$460,000</td>
<td>20%</td>
<td>7/15/2018</td>
<td>Green</td>
<td>Yellow</td>
<td>X</td>
</tr>
</tbody>
</table>

Notes:
- Red: Out by pass and fail end hop or partially complete. Work continuing on other items/items being worked by cross-campus telecom teams.
- Yellow: Under review or in process. May require urgent attention.
- Green: Pass and fail end. Implementation complete or nearing completion. Still awaiting verification or finalization.

Customer Satisfaction
- Improve Customer Satisfaction
  - Satisfaction score: 99%
  - Green
  - X
  - Need to establish base line through survey and hold metrics

Business Service Continuity and Availability
- Business service continuity and availability
  - X
  - X
  - Need to establish base line and target metrics

Monitoring Projects
- Banner 9 Upgrade
  - Modules in Production
  - 10/11/2018
  - Yellow
  - X
  - X
  - One page status report developed by Toni Abbey. Project manager as a tool to convey updates. IT Council to receive monthly updates. Barrier: no longer be supported by Ellucian beyond December 2018. All effort and development is going into Banner 9.

Account Lifecycle Management
- Account Lifecycle Management at Employee termination
  - $90K/employee x 119 employees: target 20% reduction
  - $10,710,000
  - $200,000
  - $200,000
  - $200,000
  - 7/15/2018
  - Green
  - X

Notes:
- Red: Out by pass and fail end. Hop or partially complete. Work continuing on other items/items being worked by cross-campus telecom teams.
- Yellow: Under review or in process. May require urgent attention.
- Green: Pass and fail end. Implementation complete or nearing completion. Still awaiting verification or finalization.

Authorized Committee
- Establish project intake process
  - Green
  - X
  - X
  - CMT will work with PMO to refine draft and present to ITC. Requested draft proposal from Project Mgmt Office.

Future projects
- Evaluate Open Source Software solutions
  - Green
  - X
  - X
  - Need to evaluate current software solutions that may have open source counterparts

IT Council Scorecard - April 2018
<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>Baseline</th>
<th>Quantity</th>
<th>Target</th>
<th>Target Date</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce cost of operations</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Establish Policy &amp; standards</td>
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<td></td>
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<tr>
<td>Increase recruitment, retention, completion</td>
<td></td>
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<td></td>
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<tr>
<td>Improve customer satisfaction</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Innovations &amp; Modernizations</td>
<td></td>
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</tr>
</tbody>
</table>

- **Policies and Standards**
  - Web Accessibility Policy and Guidelines:
    - Document in place
    - Target Date: 7/15/2018
    - Status: Green
    - Notes: Task Force had first meeting January 23th. Will meet monthly. Establishing task force with charter to develop draft recommended policy to ITC.

  - Breach Notification and Reporting Guidelines:
    - Document in place
    - Target Date: 9/30/2018
    - Status: Green
    - Notes: Referred back to CIO Mgt team for modification.

  - Establish Administrative Email Guidelines:
    - Document in place
    - Target Date: 2/6/2018
    - Status: COMPLETE
    - Notes: Governance review and feedback received. CIO Mgt team incorporating feedback.

  - IT Risk Management Plan:
    - Document in place
    - Target Date: 8/22/17
    - Status: Green
    - Notes: Completed and approved August 2017.

  - GDPR Compliance:
    - Strategy developed and processes defined and in place
    - Target Date: 7/15/2018
    - Status: Green
    - Notes: The GDPR committee has had two meetings and the CMT is working with Compliance Officer, Shiva Hallavarad, to develop a compliance strategy. GDPR goes into effect May 25, 2018 and April 16, 2018 EAB Higher Ed report indicates 0% Universities are claiming compliance at this point. Establishing a cross system task force to evaluate processes for compliance with EU Data Privacy Standards.

- **Regulation Change**
  - R02.07.044 - Granting or Denial of Access:
    - Approval
    - Target Date: 7/1/2018
    - Status: Green
    - Notes: Discussed at the IT Council and being reviewed by governance groups. This regulation change is necessary for the terminated employee access project.

  - R02.07.051G - Use Guidelines:
    - Change control
    - Target Date: 2/15/18
    - Status: COMPLETE
    - Notes: Completed task force for knowledge extension or background for use sharing of passwords.

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**Standards & Effectiveness**

IT Council: Scorecard

Based on the Scorecard framework, created by Robert Kaplan and David P. Norton. For more information, see www.thepalladiumgroup.com.
Open Issues

(1) Configuring PREP for Banner 9 Training:
The deadline to configure a training instance for Banner 9 is now delayed to 6/8/18. EAS discovered that PREP was never configured for Single Sign On with all the other Banner instances. Delaying this date impacts the development of training materials.

(2) Student & HR Transformed Page Delivery:
Student- Ellucian will deliver the Student team’s final custom page on 5/25/18.
HR- UA is currently waiting on Ellucian to deliver fixes for the two remaining custom HR pages. It is currently unknown how this will be accomplished because the pages were not transformed using the same process as the other project teams. The delay in receiving HR’s pages may impact their ability to conduct a pilot but there is no impact to go live at this time.

(3) Finance Page Delivery Is Unknown:
Ellucian’s delivery schedule for Finance pages are currently in question. Finance is receiving weekly updates from Ellucian on pages included in each release as the status fluctuates. With Finance going into end of fiscal year, it is currently unknown if the delay in page delivery from Ellucian will impact go live.

Milestones

Recent:
- Ellucian delivered fixes for failed Student & FinAid pages.

Upcoming:
- Ellucian to deliver fixes for failed Finance & HR pages
<table>
<thead>
<tr>
<th>Goal 1</th>
<th>Provide strategic vision and investment priorities for research.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1.1</td>
<td>Leverage capabilities and strengths to facilitate/coordinate cross University collaborations.</td>
</tr>
<tr>
<td>Objective 1.2</td>
<td>Identify cross University priorities and areas of potential collaboration</td>
</tr>
<tr>
<td>Objective 1.3</td>
<td>Engage undergrad and graduate students in research</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>Objective 2.1</td>
<td>Conduct Process Identification and Mapping</td>
</tr>
<tr>
<td>Objective 2.2</td>
<td>Conduct Assessment and Analysis</td>
</tr>
<tr>
<td>Objective 2.3</td>
<td>Create plan for enterprise-focused prioritization</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td><strong>Goal 3</strong></td>
<td>Highlight system wide research expertise and synthesize key accomplishments for communicating to external constituents.</td>
</tr>
<tr>
<td>Objective 3.1</td>
<td>Document research lab facilities through UA system and post online</td>
</tr>
<tr>
<td>Objective 3.2</td>
<td>Document/compile research expertise/centers throughout UA and post online</td>
</tr>
<tr>
<td>Objective 3.3</td>
<td>Maintain and grow our network to make UA the 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>
</tbody>
</table>
## Research Council Scorecard

### Goal 4

**Identify key contacts in legislature for information dissemination**

<table>
<thead>
<tr>
<th>Objective 4.1</th>
<th>Identify key contacts in legislature for information dissemination</th>
<th>UA Govt Affairs - Build annual &quot;Know your Legs&quot; profile</th>
<th>UA Govt Affairs Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 4.2</td>
<td>Identify consistent, clear, and communicable metrics for research spending and activities</td>
<td>ID internal and national level metrics that are needed/wanted. Ensure all campuses are recording the same metrics and reporting in the same fashion.</td>
<td>UA VCR Offices</td>
</tr>
<tr>
<td>Objective 4.3</td>
<td>Increasing invention disclosures</td>
<td># of disclosures, summary report for UA of this action across campuses</td>
<td>OIPC/OTT</td>
</tr>
<tr>
<td>Objective 4.4</td>
<td>Increase commercialization of our intellectual property</td>
<td>Patents, start up businesses, licensing, etc.</td>
<td>OIPC/OTT</td>
</tr>
</tbody>
</table>
**Student Services Council (SSC) Scorecard (May, 2018)**

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</th>
<th>Description</th>
<th>Status</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>52418</td>
<td>UA Common Calendar</td>
<td>BOR Policy</td>
<td>Common Calendar for '21, '22, and '23</td>
<td>The current UA Common Calendar is established through Spring 2020. Registrars are working on drafts of common calendars for '21, '22 and '23 that will be shared with Faculty Alliance for review and input.</td>
<td>Jul. 15 2018</td>
</tr>
<tr>
<td>3/22/18</td>
<td>Withdraw Policy</td>
<td>BOR Policy (in development)</td>
<td>Voluntary/Involuntary medical leave policy for students</td>
<td>The committee’s writing team (Rachel P., Ben Morton, Laura McCullough, and Eric Scott) met two weeks ago to review progress and plan next steps. The voluntary withdrawal part of the policy is, in essence, completed. The plan is that the rough draft of the involuntary portion will be ready to share with the larger committee within a couple weeks at which time they will have a completed policy to begin to share with the larger UA community.</td>
<td>Aug. 1 2018</td>
</tr>
</tbody>
</table>

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

| 3/20/18 | SP | Meeting with University Financial Aid Directors, Admissions Staff, Foundation Staff | Admissions and Financial Aid team continue work on a possible solution that would use parts of the admission process to determine eligibility for some Foundation Scholarships. | Aug. 1 2018 |

### OTHER ITEMS

<table>
<thead>
<tr>
<th>Priority</th>
<th>Topic/Title</th>
<th>Owner(s)</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>EAB Implementation</td>
<td>Carey, Fitts, Lampman, Oba</td>
<td>UAA placed the SSC into production on May 14. UAS postponed their prod date to June 4 (this past Monday) and UAF has set July 1 as their production date. UAS has faculty training scheduled for August 21 or 22 On-site they anticipate as many as 50 faculty for the training.</td>
<td>May 14, Jun 4, Jul 1</td>
</tr>
<tr>
<td>High</td>
<td>Success for Students of Color</td>
<td>SSC - Oba, Schultz, Nelson, Champagne</td>
<td>Success for Students of Color</td>
<td>The SSC continues to explore a more systemic and institutionalized approach to help students of color...and specifically about what’s happening with male students of color. Keith Champagne was introduced (by VC Schultz) to Andre Thorn, UAA’s Director of the UAA Multicultural Center to learn about Andre and UAA have been doing to support students of color. Keith is also working with VC Nelson at UAS to understand more fully what is also occurring on the UAS campus. Keith was able to meet with about 30 males of color at the end of the spring term at UAF in which the group expressed an interest in the Brother to Brother chapter in association with the national office in Toledo Ohio led by Tyron Bledsoe.</td>
</tr>
<tr>
<td>High</td>
<td>Process to Improve on-line services</td>
<td>Oba, Schultz, Olsen, Cir, Nelson, Fitts, Knabe, Musick, Gallant, Kreta, Woodley, Lawlor, Gering, Hegel, Freel, Conroy, deZeeuw, Itchoak</td>
<td>Group is charged with recommending improvements to online enrollment services.</td>
<td>RFP released on May 22 - offers due to UAF Procurement by COB June 12. Strategy 360 working on usability study with 15 subjects (11 from in state, 4 out of state). Task list for subject includes locating information and registering for a class. Faculty Alliance requested a faculty member be placed on the Steering Committee - Orion Lawlor is now on the steering committee. OIT has assigned a project manager to the gateway project (Faye Gallant) - she has started a draft of the charter. ASA of the BOR received an update in May, continue to be supportive they also requested a written report with more project details. That report will be provided by the end of June (once a vendor is selected.)</td>
</tr>
<tr>
<td>High</td>
<td>UA Alumni/Graduate Survey for 2018</td>
<td>Student Services Council, Academic Council, Alumni Directors, PR Council</td>
<td>UA Alumni / Graduate Survey for the class of 2018</td>
<td>McDowell Group will conduct an online survey of University of Alaska graduates in September of 2018. (This will represent the first time the survey has been conducted since 2014. Prior to 2014, annual surveys were conducted between 2006 and 2012.) The survey population would include all students who had received any type of degree in summer 2017, winter 2017, or spring 2018. The survey would be modeled on the 2014 survey (also conducted by McDowell Group). They will work closely with UA staff to incorporate current areas of interest and findings from our recent UA market research.</td>
</tr>
<tr>
<td>High</td>
<td>ACE/NASH Leadership Academy</td>
<td>Oba, Nelson, Champagne, Lampman, Hoferkamp</td>
<td>UA Team selected to attend the ACE/NASH Academy for Student Success</td>
<td>Group attended UAA’s Student Success Symposium on May 9. Met earlier to discuss the first UA Student Success Convening to be held in the fall at the Anchorage campus.</td>
</tr>
</tbody>
</table>
UNIVERSITY OF ALASKA
SUMMIT TEAM MEETING REPORT

June 7, 2018

STRATEGIC PATHWAYS UPDATE:
TEACHER EDUCATION & EDUCATIONAL LEADERSHIP

- Implementation of the Alaska College of Education (AKCOE) under UAS leadership and in collaboration with UAA and UAF continues

- Dr. Steve Atwater begins his new role as Executive Dean of AKCOE effective July 1, 2018; he will report to Chancellor Caulfield

- UA Teacher Education Council, with representation of faculty (including Education faculty and representatives from Alaska Native Studies Council) and leadership from all 3 universities meets again regularly starting in the fall

- With formal implementation of the Alaska College of Education in July, a major task of the UA Teacher Education Council in the coming year will be developing a UA Teacher Education Strategic Plan 2018-2021. This will include analysis of demand for new teachers and educational leaders, assessment of current capability in meeting that demand, identification of metrics, strategies for expanding partnerships, and development of shared strategies and action steps to enhance collaboration across UA

- UA Board of Regents approved the FY19 operating budget which included $1.35M for expanding teacher education and educational leadership

- Collaboration among UA Education Faculty continues with programmatic sharing and coordination beginning to occur. UA Secondary program faculty submitted a strategic initiative proposal.

- Consultation with partners and stakeholders (e.g. Alaska Council of School Administrators, Anchorage School District, AASB) is ongoing as part of the implementation process

- Brian Brubaker has been hired as Data Manager, Alaska College of Education. He begins his new role July 1, 2018. He is expected to provide leadership in data compilation and analysis for teacher education and educational leadership, working in concert with colleagues at UA Statewide, UAF, and UAA
University Relations Council Update  
As of 5/31/18

The University Relations Council did not meet in May due to travel, meetings and other priorities. The council will resume meetings again in June and continue its work on the following initiatives:

- Determining next steps for the council’s focus, given the cancellation of the communications needs assessment project.
- Planning the upcoming campus free speech event series to take place throughout AY18-19.
- Continuing review and discussion of logo/branding policies
- Continuing discussion of systemwide messaging guidelines
# University Relations Council Scorecard
(May 2018)

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Objective</th>
<th>Measure</th>
<th>Feb-18 Status</th>
<th>Mar-18 Status</th>
<th>Apr-18 Status</th>
<th>May-18 Status</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communications Needs Assessment</strong></td>
<td>Improved service</td>
<td></td>
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<td>Strategic Pathways Decision: Conduct systemwide communications needs assessment.</td>
</tr>
<tr>
<td></td>
<td>Increased alignment</td>
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<td>Assigned to OPA and UR Council working group.</td>
</tr>
<tr>
<td></td>
<td>Cost Savings</td>
<td></td>
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<td></td>
<td>May update - No new update, council will not be moving forward with needs assessment, will work with President Johnsen on other priorities for the council.</td>
</tr>
<tr>
<td></td>
<td>Council members will review other recommendations provided in UR SP report as a starting point to determine next steps for council’s focus.</td>
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<tr>
<td><strong>Messaging Guidelines Protocol</strong></td>
<td>Increased Alignment</td>
<td></td>
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<td></td>
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<td></td>
<td>Provide recommendations on guidelines for systemwide messaging protocol.</td>
</tr>
<tr>
<td></td>
<td>Improved Communications</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>Assigned to PR Council.</td>
</tr>
<tr>
<td></td>
<td>Cost Savings</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>May update - No new update, council has referred this issue to the PR Council to review and make recommendations.</td>
</tr>
<tr>
<td><strong>UA Community Communications</strong></td>
<td>Improved communications</td>
<td></td>
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<td></td>
<td>Establish method for Summit Team &amp; systemwide council communication to UA community, go over logo/branding policies - assigned to full UR Council.</td>
</tr>
<tr>
<td></td>
<td>Address topic of free speech across system</td>
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<td></td>
<td>May update - No new update.</td>
</tr>
<tr>
<td></td>
<td>Other initiatives: UR Council is beginning discussions on a series of campus free speech events to begin in fall 2018.</td>
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<tr>
<td><strong>Completed Initiatives</strong></td>
<td>Improved communications</td>
<td></td>
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<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>
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<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>