UNIVERSITY OF ALASKA FAIRBANKS

Strategic priorities to assist in Shaping Alaska's Future

August 21, 2015

Overview

- FY15 progress in Shaping Alaska's Future
- FY14-FY16 budget reduction outcomes
- FY17 operating & capital budget requests

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FY15 progress

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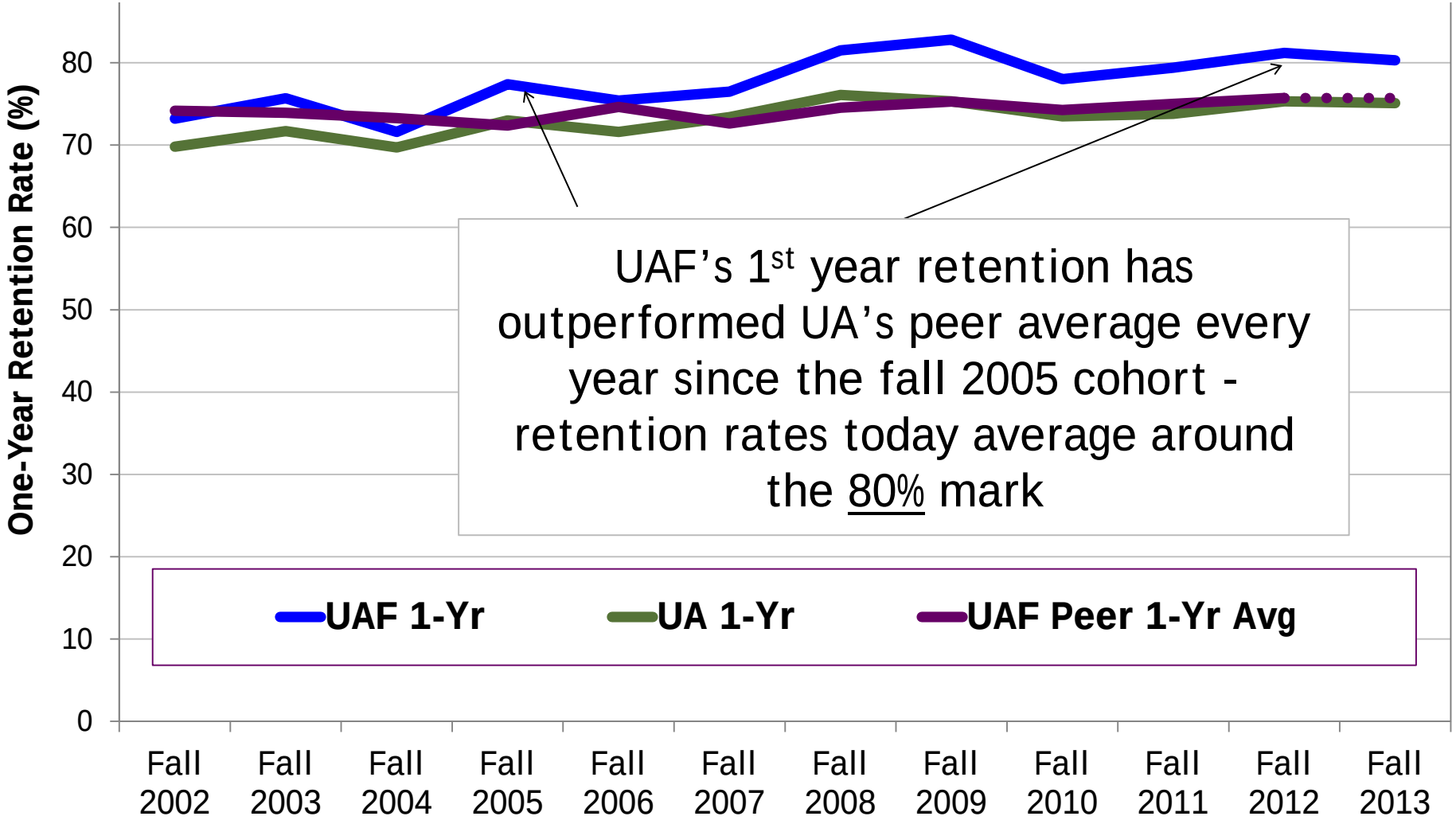
Student achievement & attainment

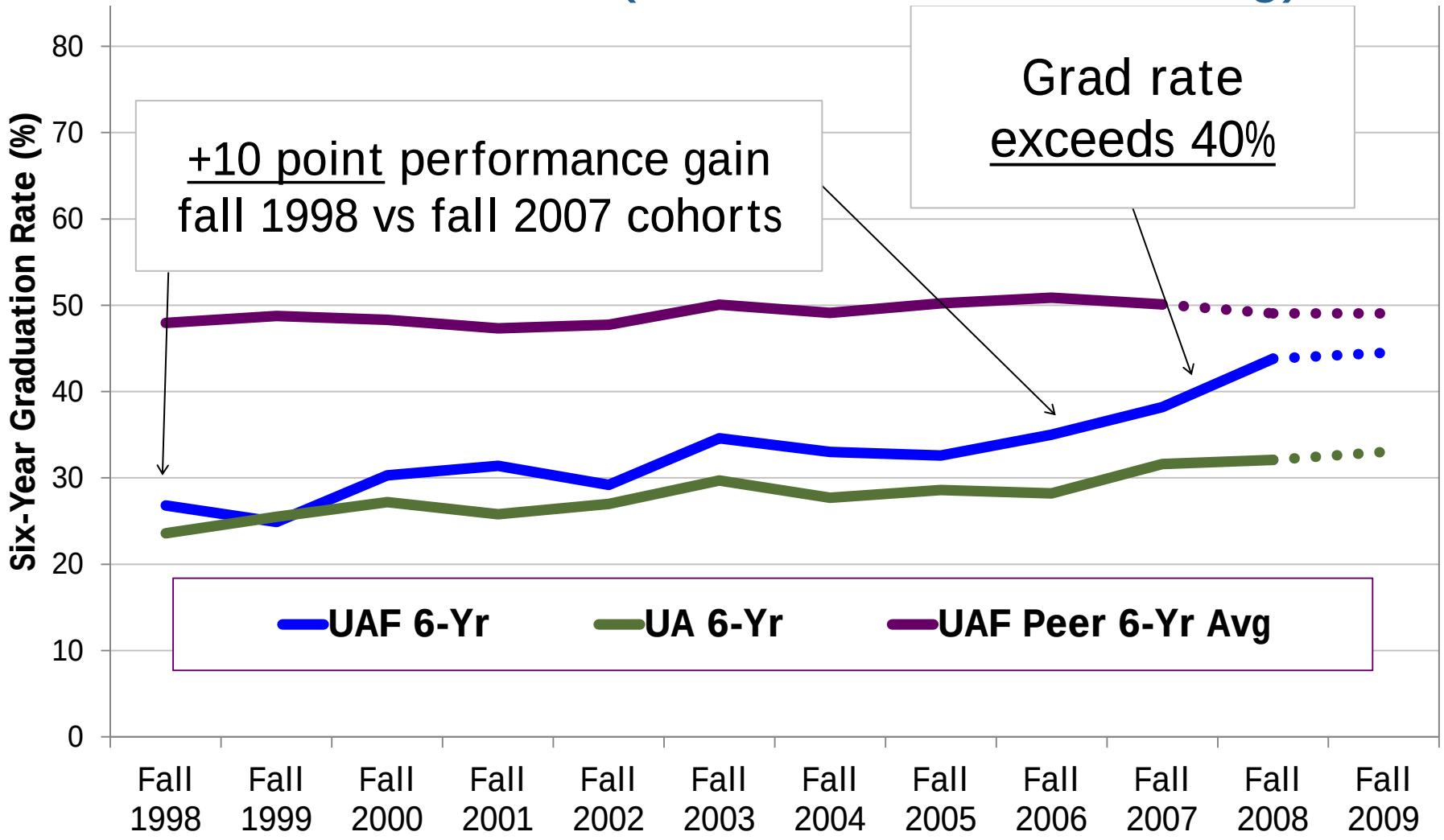
1-year retention rate

FTFT Freshman (Baccalaureate seeking)



6-year graduation rates

FTFT Freshman (Baccalaureate seeking)



High demand program accolades

Engineering

- 100+ engineering baccalaureate degrees/year
  - Double the number conferred in 2009
- Dominated American Indian Science & Engineering Society national chapter awards

School of Management

- 94th percentile in testing
- Engaging future business leaders
- $50k raised celebrating exceptional leadership

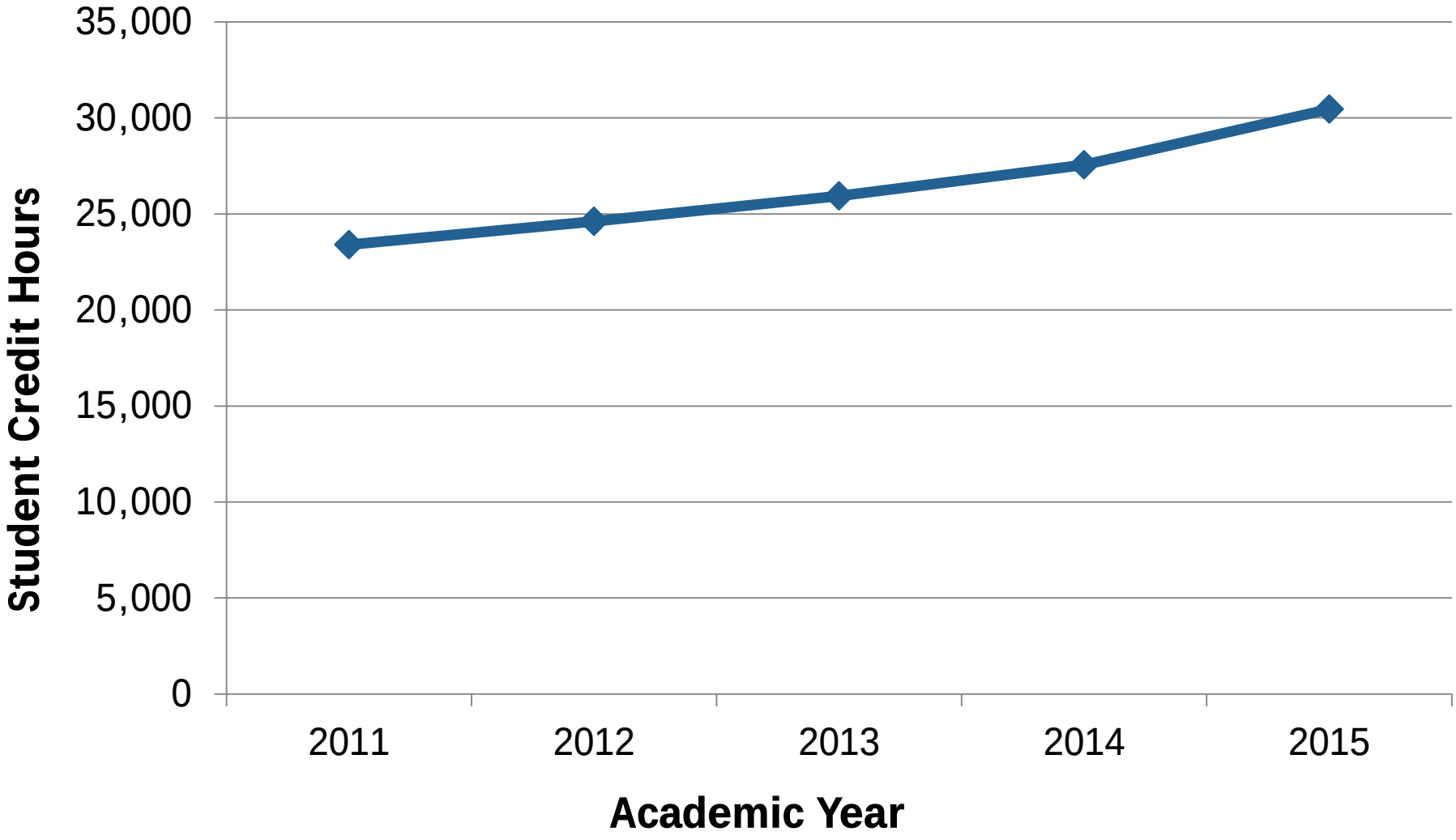
URSA & Honors program

- Empowering faculty to create undergraduate research opportunities & mentorships
- Undergraduate Research & Scholarly Activity (URSA)
  - 85 student awards in 2015 totaling $315K
  - 81 student posters at Research Day
  - 41% of UAF undergrads participate in research
- Honors Program is growing
  - Record level of graduates 2014: 23 students
  - Record level of admissions 2015: 82 students

Scholar athletes

- NCAA champs 2015 small bore rifle!
- Athletes have 10% higher GPAs vs all F/T baccalaureate students
- FTFT athletes graduate in 4 years – twice that of non-athletes
- 14 UAF athletes earned 3.85+ GPAs
  - Presented w. NCAA Faculty Athletics Representative awards for academic achievement
- UAF rifle athlete is an NCAA Elite 89 - 2nd year in a row (Ericksson)

eLearning & distance education



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Productive partnerships with Alaska's schools

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Partnerships with Alaska's schools

- Lower Kuskokwim school district (Bethel)
- Northwest Arctic Borough school district (Kotzebue)
- Bering Straits school district (Nome)
- Championship robotics

Star of the Northwest students with UAF EMS responders, nwarctic.org

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Productive partnerships with public entities & private industries

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Public/private partnerships

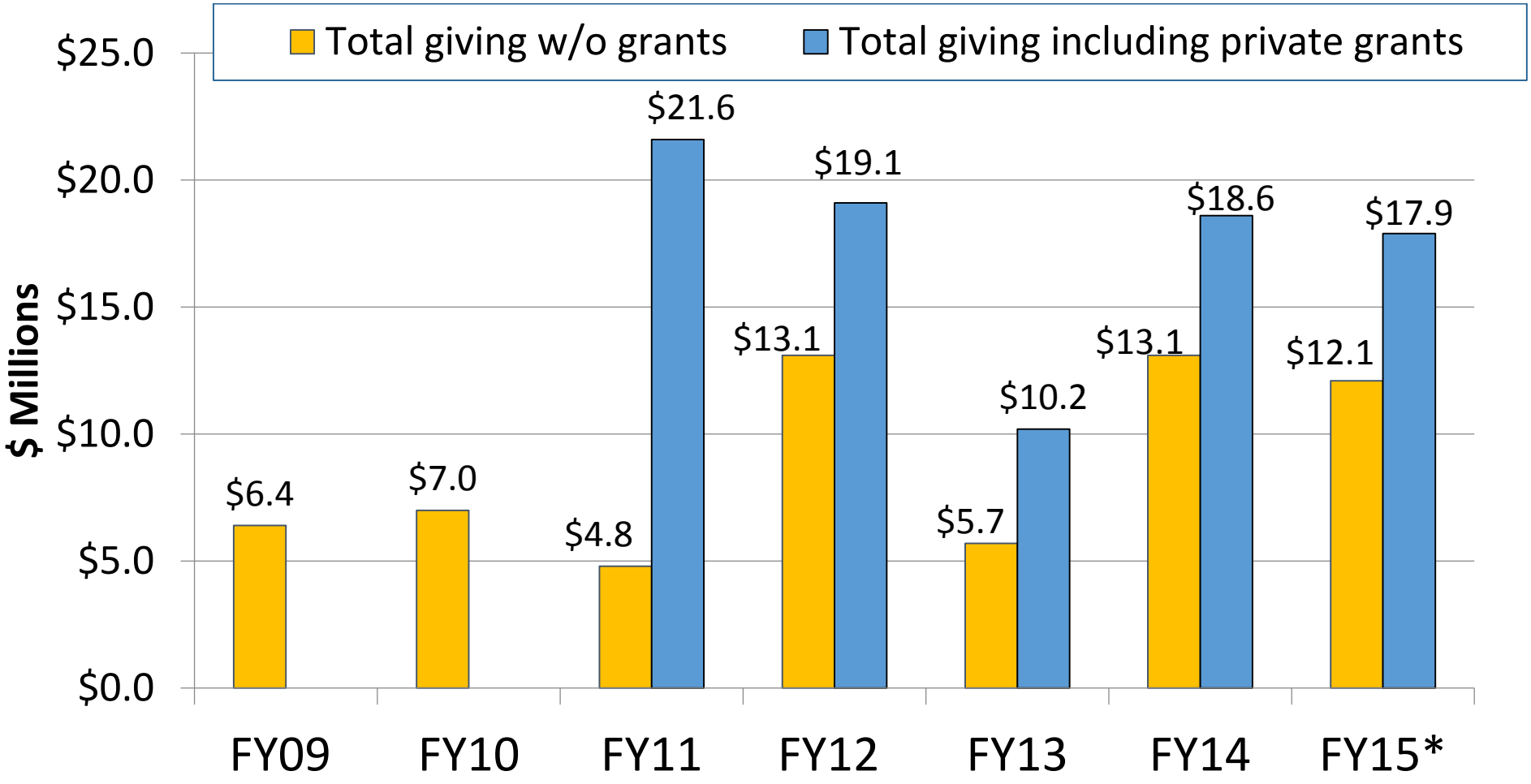
- Unmanned aerial systems (ACUASI)
  - Annual Conference for Industry held in Anchorage
- Herder Burner pilot in conjunction with oil/gas
- Migrogrid roundtable for industry (ACEP)
- Mining workforce training grant project
- Hosted/supported Governor Walker's June budget workshop
  - Building a Sustainable Future for Alaska

UAF centennial:100 years & counting

- Rededication of the Cornerstone - 100 years after Judge Wickersham's dedication

Driving to new heights

Raised $100M FY09-FY15 (Rogers/Modrow tenure)



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R&D/scholarship to enhance Alaska's communities & economic growth

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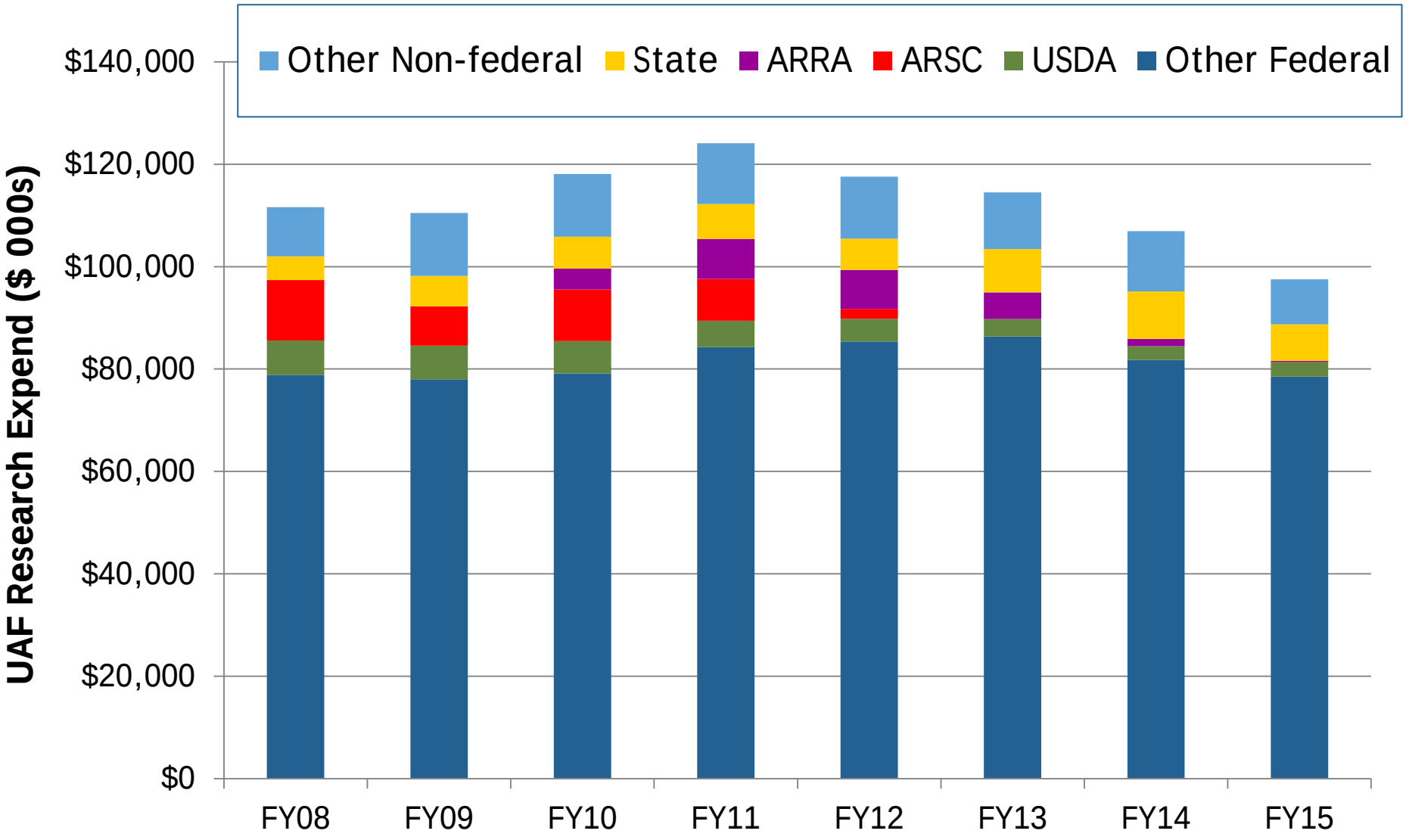
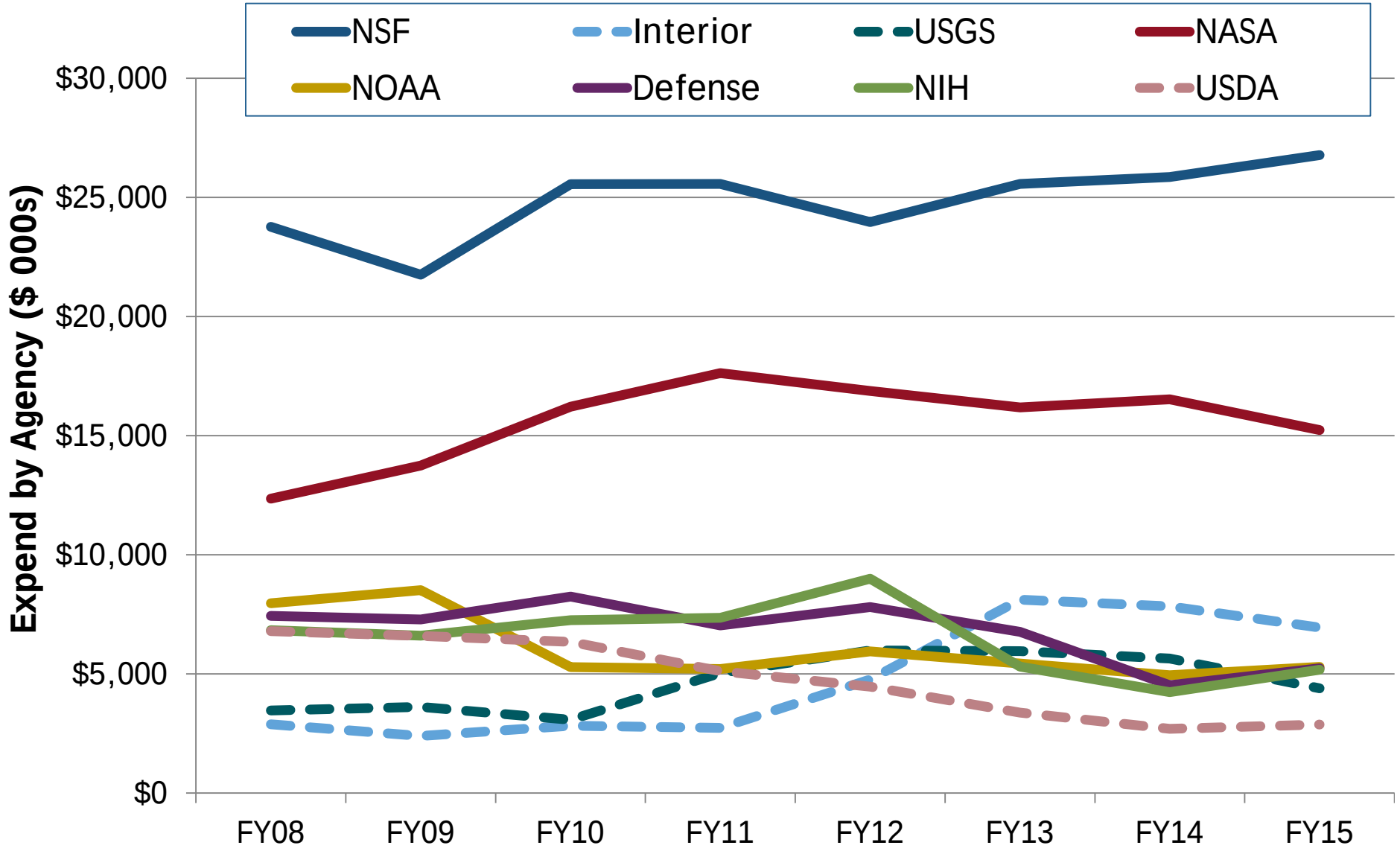
Research funding: change by source



Potential for research investment



Research excellence

- Biomedical Learning & Student Training (BLAST)
  - $23.9M 5-year NIH award for biomedical research & student training - interface of health, disease & the environment
  - Facilitating rural partnerships (UAS & Illisagvik)
- Unmanned Aircraft Center of Excellence
  - Core partner in Alliance for System Safety of UAS through Research Excellence (ASSURE)
- Earthscope National Office
  - $2.5M award for EarthScope education & outreach
- INBRE phase 3 grant – UAA/UAF/UAS

Research for Alaska

- Alaska Center for Energy & Power (ACEP)
  - Microgrid testing lab for developing industrial products & hydrokinetic testing facility in Nenana
- Water & Environmental Research Center & GI
  - Oil spill test basin at Poker Flat

- Alaska University Transportation Center (AUTC)
  - Nationally recognized dust-management program

Welcome to Alaska, *R/V Sikuliaq*

- 1,600 visitors on public tours since arrival in Alaska waters (Feb)
  - Ketchikan, Seward, Juneau, Nome

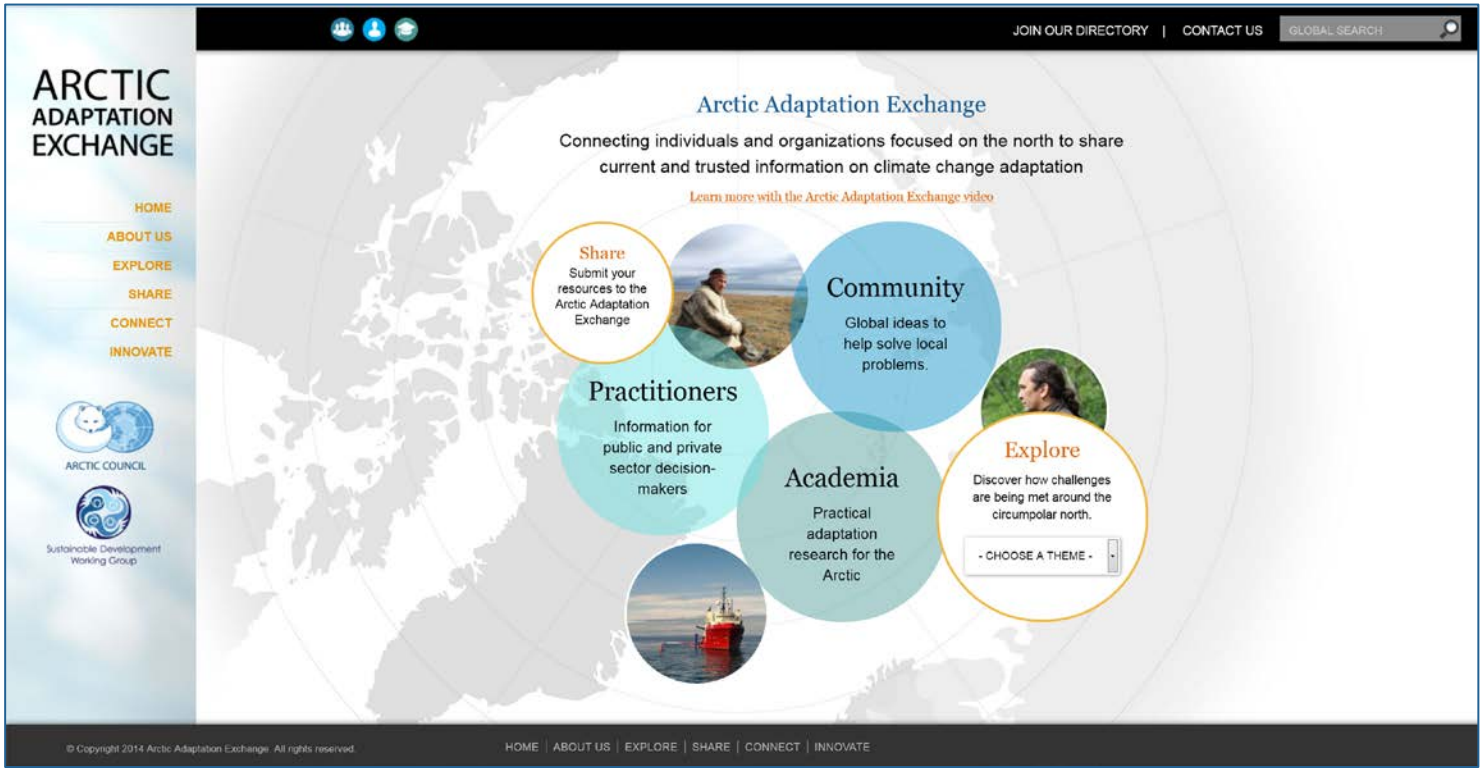
Ship Location:
71°57'21.2"N
153°14'17.6"W

- Live tracking for active cruises: https://www.sikuliaq.alaska.edu/track/

Arctic excellence

- Shanghai Jiao Tong Institute of Oceanology (MOU)
- Japan-US Arctic strategy & policy workshop
- UAF-Singapore Arctic dialogues: 2013+
- University of the Arctic Institute for Arctic Policy
  - Co-lead UAF & Dartmouth, Carnegie Endowment for International Peace, est. 2008
- Fulbright Arctic Initiative, 2015-2017
  - Co-lead UAF & Dartmouth
- Center for Arctic Policy Studies & US Coast Guard Academy Center for Arctic Study & Policy (MOU)

Global leadership in Arctic initiatives



- Arctic Adaptation Exchange portal – live May 2015
- EPSCoR & GINA partnering with Arctic Council to provide adaptation information & exchange of ideas

Innovation in times of crisis

- AK Satellite Facility (GI) aided earthquake relief efforts in Nepal with satellite imagery
- Data used to measure the movement of ground/structures & predict areas vulnerable to aftershocks & future earthquakes

Faculty & staff excellence

- UAF researchers selected for 1st cohort Fulbright Arctic Initiative scholars
- 2 UAF graduate students & 1 alumnus received 2015 NSF Graduate Research Fellowship
- 646 STEM publications in 2014
  - Total of 3338 for 5-year period Jan 2010-Dec 2014
  - Publications cited 27,803 times to date
  - Citations increased >30% over past 5 years
  - UAF outperforms most peers in #citations/pubs

Community outreach

- 769 public workshops
- 314,331 Extension publications (print & web)
- 11,300 youth participants in 4-H

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Accountability to the people of Alaska

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Commitment to quality

- Successful mid-cycle accreditation review
- Construction funding accountability
- Student loan default rates down
  - New payment plan process to reduce collections
- Title IX training emphasis
  - All employees trained
  - Green Dot violence prevention program launched
- Sharing surplus equipment with UAA
- Providing services to other universities

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FY14-FY16 budget reduction outcomes

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FY14-FY16 budget gaps

- State reductions + low tuition rate increases + rising fixed costs = budget gap
- FY14: $8.5M ⇨ FY15: $14M ⇨ FY16: $20M
  - 3 year gap $42M+
  - Variable cuts & unit level strategic reductions

Managing the gaps: GF reductions

	Central Reductions, Variable by %			Impact
Vice Chancellor	**FY14**	**FY15**	**FY16**	**FY14-16 Total**
Chancellor	1.5-2.0%	6.0%	17.3%	$ 1,083,000
VC Admin/Central Accts	1.5-2.5%	6.0%	13.5%	$ 7,100,000
Off. Info. Technology	1.0-1.5%	6.0%	13.2%	$ 764,000
Provost	0.5-0.75%	3.0-5.0%	11.4%	$ 10,775,000
VC Research	0.75-1.5%	4.0-5.0%	13.3%	$ 3,166,000
VC Univ. & Student Adv.	1.0-2.0%	5.0%	13.8%	$ 2,816,000
VC Rural/Native Ed.	0.5-1.0%	5.0%	11.7%	$ 3,650,000
TOTAL				**$ 29,354,000**

- Staff benefit savings helped alleviate fixed cost increases
- Units covered another $8M in cost increases & reductions

No ATB approach to central GF or Fund 1 pullbacks

Preserving revenue generating units, cutting service units

FY15 reduction outcomes

- Largest savings from personnel changes
- Ended additional off-campus leases
- Outsourced Printing Services
- Co-located Biosciences & Mather libraries
- Increased external revenues in Athletics & KUAC
- State required $520k cut in travel (FY15)
  - UAF reduced $1.5M in unrestricted travel FY15
  - $1.0M more than specified in legislative intent
- Service reductions:
  - Shuttle, grounds keeping, public event support

Position management

- Continuing 90-day vacancy holds
- Eliminated 103 employee FTE via attrition & layoffs spring 2014-2015
- Utilizing staff benefit savings (FY14-FY16)
- Contract reductions (FY16)
- Senior leadership furloughs (FY16)

FY16 budget planning methodology

- Academic program reviews
- Special non-academic program reviews
- FY16 state cuts & reduction outcomes
- Consideration of revenue options
- Business process efficiency implementation

- Extensive committee process
- Fairbanks & community feedback

Academic program reviews

- 45 academic degree programs were reviewed
  - Lowest enrollment for their type
  - Enrollment decreases of more than 30 percent in past 5 years
  - Low numbers of graduates relative to enrollment
- Extensive review by faculty & administrator committees
- Assigned programs into 1 of 6 categories

Academic review outcomes

1. To be discontinued:
   - 6 programs including Philosophy BA, Science & Engineering Management MS
2. Suspend admission & merge/consolidate:
   - 3 programs
3. Suspend admission:
   - 4 programs including Dental Hygiene AAS, Music MM, Power Generation Certificate, Mineral Preparation Engineering MS

Academic review outcomes

4. Merge/substantially redesign to attract new students, reduce costs:
   - 3 programs including Theatre BA, Journalism BA, Geography BA
5. Recruit/retain more students/garner more external financial support:
   - 12 programs
6. Continuing review:
   - 12 programs

Special program reviews

Selected via committee processes:

- eLearning & Summer Sessions/Lifelong Learning
  - Structure & tuition model
- Farms & large animal care
  - Duplication of effort
- Public information/Marketing & Communications
  - Structure & cost of service
- K-12 bridging/outreach
  - Return on investment
- Revenue opportunities

Special review outcomes

- Piloting shared services for unit-based PIOs
- Changed tuition distribution model for Summer Sessions & eLearning to align with existing UAF tuition models
  - 60% cost-bearing unit & 40% central
- Consolidating animals at LARS
- Evaluating K-12 programs
- Exploring revenue ideas to implement FY16

Revenue opportunities

- Annual tuition increases
- Differential tuition for high-earning fields
- Improving student retention, tracking, advising & relationships
- Increase UAF fundraising events
- Auxiliary business corporation options
- Reviewing ICR distribution with UA System

FY16 position impact

VC Level	Unfilled Vacancies	Eliminated Positions & Layoffs	Sr. Admin. & Executive Furloughs	Total by VC Level Unit
Chancellor	0	3	2	**5**
VC Admin	10.5	28	3	**41.5**
Off. Info Tech	2	2	1	**5**
Provost	48.5	37	24	**109.5**
VC Research	5	5	8	**18**
VC Univ. Student Adv.	4	8	7	**19**
VC Rural & Native Ed.	14	0	9	**23**
Total	**84**	**83**	**54**	**221**

UAF's largest impact area is in personal services
*Numbers listed exclude contract reductions

Administrative reductions

Chancellor: 17% reduction - $0.4M

- Legislative advocacy support – greater reliance on SW
- Consolidated Exec. Officer & VC Admin Services

Administrative Services: 13% reduction - $5.1M

- Staff reductions in all units – will impact all other campus units for transactional processing & response time
- Post office services, community events support, shuttle, printing, facilities maintenance, ergonomics & slip/fall prevention incentives
- Holding plans for Fire Training Center
- Reduced 1 police vehicle & 1 officer position unfilled, team members taking additional patrol shifts
- Process improvement: HR, Travel, & Procurement ongoing

Administrative reductions

Information Technology: 13% reduction - $0.5M

- Service consolidation & service partnerships with units
- Significant reorganization & employee layoffs

Univ. & Student Advancement: 14% reduction - $2.8M

- Restructured Dean of Students position, Title IX focus
- Cut pre-season play tournament, reduced athletics scholarships & curtailing recruitment efforts
- Layoffs/reduced contracts in most service areas
- KUAC AP & APRN memberships discontinued

Academic reductions

Provost: 11% reduction - $7.1M

- Fewer faculty & TAs to provide instruction & support
- Retention programs: 1st-Year Experience, supplemental instruction, Math Bridge
- AK Summer Research Academy (ASRA), Geography Outreach (K-12)
- Research & creative activity support
- UA Press GF eliminated (non-designated)
- Facility closures, consolidation/repurposing: LARS, Palmer Experiment Farm, Fairbanks Experiment Farm
- Academic program suspensions, will lead to elimination

Research reductions

Research institutes: 13% reduction - $2.1M

- Losing capacity to generate new research
- Reduced research & associated ICR = less NGF leverage
- Fewer experiential learning opportunities
- Discontinued prominent study
- Less graduate student support
- Outreach & scientific library acquisitions
- Efficiencies via technology & shared services

Rural/community reductions

Rural Comm/Native Ed: 13% reduction - $2.4M

- Closed Galena Learning Center, July 2015
- KUC eliminated Yup'ik Language & Developmental Studies faculty & IAC eliminated Human Services faculty
  - Limits student support in critical areas
- Optimize use of all non-state funds (TVEP, HUD, Title III) where possible
- Operational & travel reductions, limits rural collaboration/partnerships

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Continuous improvement

Accountability to the people of Alaska

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Business process efficiencies

- Shared services pilots
  - Office of Proposal Development (OPD)
  - Creating PIO "pods"
- Process improvements results
  - Travel/Procurement: OneCard transition
- New/active projects
  - Student refund processing
  - Training & employee development
  - Title IX workflows streamlined
- Increasing automation/use of e-documents
  - UAF MOU & MOA database, e-workflows
  - Student application workflows simplified

Energy efficiency measures

- 1st-year savings $660k (Oct 2013-Sept 2014)
  - Lighting retrofits
  - Mechanical & electrical equipment upgrades
  - Exhaust hood energy conservation
  - Direct digital control (DDC) system upgrades
  - Envelope improvements
  - Electric to hydronic heating system conversion
  - Heating plant upgrades at rural campuses
  - Water heater replacements
  - Intelligent parking lot controllers

Cross-university partnerships

- Indigenous studies & iTeach/eLearning gatherings
- EPSCoR & INBRE research collaborations
- Sexual assault & alcohol awareness (Haven)
- Student payment options: OneCard concept
- Joint software implementations for efficiency
  - Student relationship management (CRM)
  - Title IX tracking (Maxient)
  - HR recruitment, training/learning & performance
- Collaboration/consolidation with UA System
  - Transformation Team report expected fall 2015

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FY17 operating request

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FY17 request overview

- Fixed cost increases
  - Regulatory mandates
- Program enhancement proposals
- Critical facility needs
- Research capital investments
- Future capital plans
- FY17 anticipated reduction planning

- Non-general fund (NGF) leverage figures not listed, see narrative for details

* Indicates joint request w. UAA/UAS or UA System

FY17 fixed costs

Compensation & benefits: 50% of total cost

- FY16 compensation (replacement): $5.06M*
- FY17 compensation (est. 2.5%): $2.84M*
  - UAF benefits (est. $11.9M UA System): $2.95M*

Utilities

- Annual utilities increase (est.): $1.96M*
- Trigger replacement: $4.5M (UAF est. impact)*
  - Approx. $6.0M UA System impact

FY17 regulatory mandates
Accountability to Alaskans

- Title IX compliance: $205k*
- Disability support & services: $150k*
- Pure drinking water/privatization: $900k
  - Fairbanks Campus conversion to College Utilities
- Research compliance officer: $125k*
  - Animal/human subject monitoring (e.g. Vet Med)

FY17 fixed costs

Non-personal services

- E-journal subscriptions Rasmuson Library & campus-wide software tools: $600k*
- Facilities M&R (est.): $1.26M*

New facility O&M

- Engineering facility O&M (partial): $1.66M*
  - Based on partial completion as % of TPC
  - Includes M&R, utilities, grounds, insurance
- Bristol Bay Applied Science Center: $65k
- Process Technology program lease/O&M: $180k

Program requests
Student achievement & attainment & partnerships with schools

- Complete 2+2 Alaska Vet Med program w. Colorado State: $200k
- Expanding Teacher Education throughout Alaska: $125k*
  - Expand pipeline of rural-based teachers

Program requests

Productive partnerships: public/private entities

- Meet Chemical Engineering (ChemE) degree demand to support growth of LNG/oil/gas refining industries: $400k

- UAF community campus & tribal college partnerships: $200k
  - Planning for new tribal college & expanded partnership with Illisagvik

Program requests
R&D for Alaska's economic growth

- Understanding the impact of ocean conditions on commercial fisheries: $227k
- Energy partnerships for Alaska's future (ACEP): $250k
- Develop economically viable crops with AK's farmers in the Mat-Su region: $165k
  - Peonies & rhodiola – high ROI potential crops

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FY17 capital request

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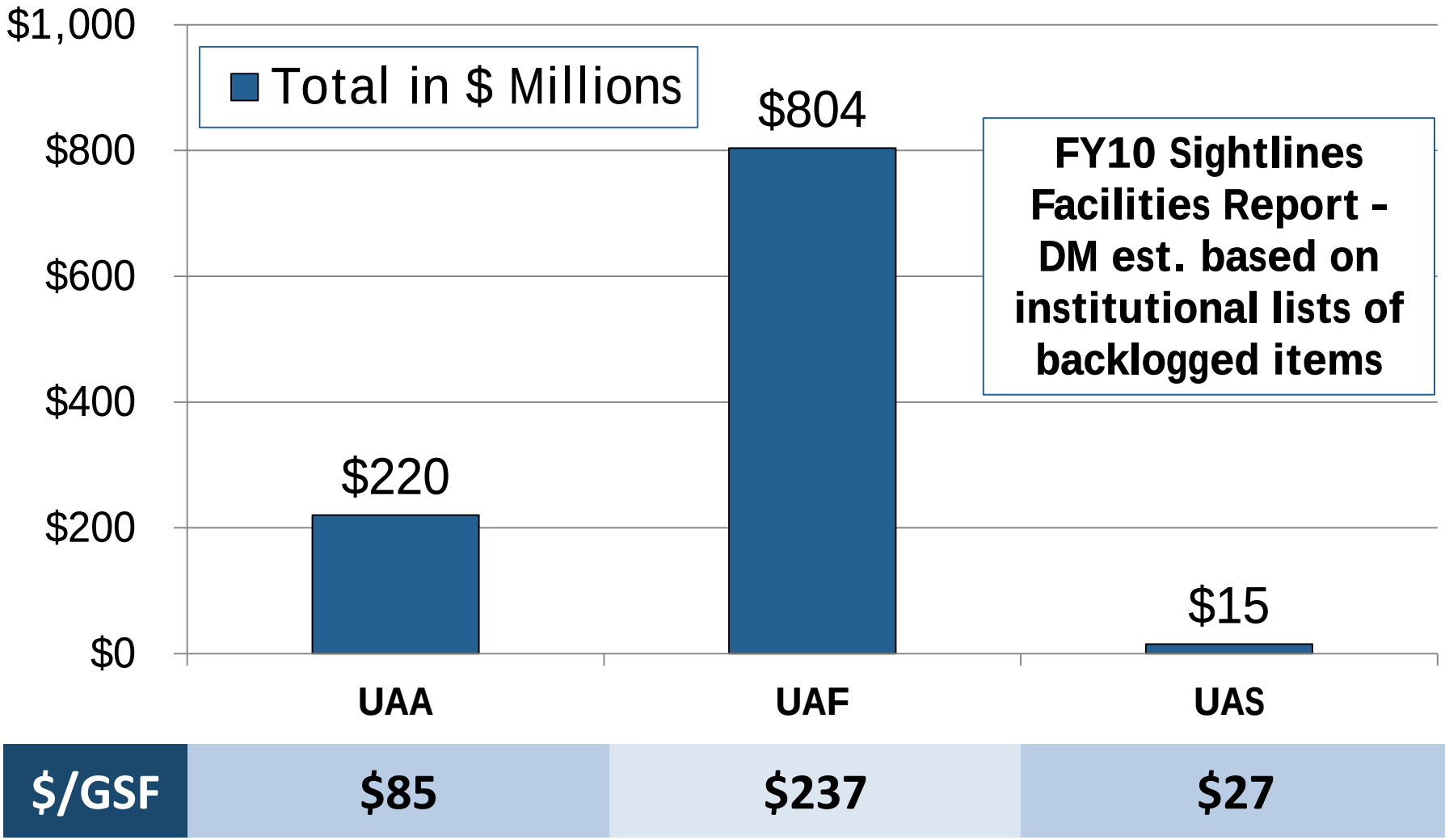
Deferred maintenance (DM) and R&R



$/GSF	$85	$237	$27

Deferred maintenance (DM) and R&R

- DM/R&R (est.): $62.5M*
- UAF proportion of $100M UA System request
  - Fairbanks campus main waste lines, roof replacement
  - Critical electrical distribution
  - ADA code compliance; elevators & alarms
  - Fairbanks Campus building interior & systems
  - Campus infrastructure
  - West Ridge facilities
  - Patty Center revitalization
  - Kuskokwim Campus voc-tech renewal

DM & R&R project completion status

Fiscal Year	State Funding	# of Projects	% Complete
FY09	$26.1 M	7	100%
FY10	$ 2.1 M	3	100%
FY11	$23.8 M	10	100%
FY12	$23.4 M	17	100%
FY13	$23.9 M	21	93%
FY14	$17.4 M	15	80%
FY15	$ 0.0 M	0	N/A
FY16	$ 2.4 M	2	0%

FY09-FY16: $119M funded/$111.5M complete to-date
FY15: Cogen Heat & Power (CHP) plant funded

FY17 capital requests

New construction

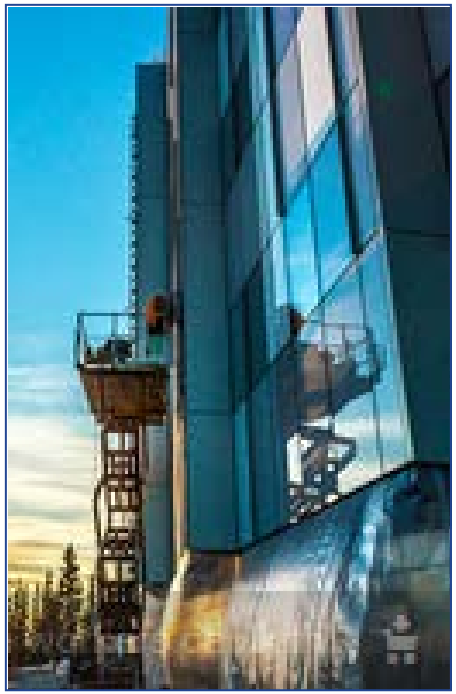
- Engineering building completion: $34.8M
  - Includes ACEP office infill NGF

Land/property realignment

- Northwest Campus realignment: $380k

Academic equipment & technology

- Classroom instruction & e-Learning technology: $2.0M



FY17 research capital
R&D for Alaska's economic growth

- Rapid warning development: earthquake & tsunami safety (Earthscope): $5.0M
  - Earthquake tracking in all parts of Alaska & rapid notification to critical infrastructure
  - Leverages $8.5M in external funding

- Critical mineral resources research center: $2.0M
  - Improved mineral recovery & reduced environmental impacts
  - Leverages $2M in external funding

FY17 research capital
Scholarship to enhance Alaska's communities

- Revitalizing Alaska Native languages (RANL): $0.5M
  - Language preservation via statewide efforts
  - In alignment w. AK Native Language Preservation & Advisory Council (ANLPAC) est. by AK Legislature 2012
  - Seed funding for pre-school programs, immersion schools & community language projects
  - Leverages $0.5M in external funding

Future capital plans: FY18+
Addressing potential building failures

- Fire department & emergency management facilities replacement:
  - FY18 $1.2M (planning)
  - FY19 $32M (construction/in partnership with FNSB)
- P3 campus housing project
- West Ridge revitalization
  - Includes design renovations at Elvey & other critical research infrastructure projects

Anticipated FY17 reduction planning

- Reconvening UAF Planning & Budget Committee (PBC)
- Revamping the process for consideration of reduction scenarios
- Leadership strategic options & continued committee processes expected

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Closing thoughts

UAF time capsule findings from 1964,
opened during alumni reunion weekend…
looking forward to more milestones!

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NATURALLY INSPIRING