



University & Student Advancement

Program Review FY14

October 2014

At the direction of Chancellor Brian Rogers, Student Services and University Advancement were integrated on July 1, 2012, creating the new organization of University and Student Advancement (USA). USA is the administrative unit that houses traditional student services functions, and units formerly housed in UAF Advancement: KUAC TV/FM, Nanook athletics, alumni relations, development, community advocacy, and marketing & communications. The integration was effected after the retirement of the former vice chancellor for Advancement and an external consultant's review and recommendation¹. Integration furthered Chancellor Rogers' goal to create new, innovative and synergistic connections within existing UAF units, and in alignment with University of Alaska President Gamble's charge to focus on student success, graduation completion rates, brand and image building, as well as outreach to communities and partners throughout the state. Since 2012, the integration of USA units has been a purposeful evolution at the department, organizational and institutional levels.

During 2014 USA program reviews were conducted at two levels: 1) the program or department, and 2) at the organizational level as described in Vice Chancellor Sfraga's 2012 USA Transition Plan memo.²

Functions and units reporting under USA include admissions, advancement, alumni, ASUAF, athletics, career services, community advocacy, development, disability services, freshman year programs (EDGE), financial aid, health and counseling, international programs and initiatives, KUAC FM/TV, marketing and communication, orientation, outdoor adventures, public events, recreation and wellness (DRAW), registrar, student recruitment, residence life, sustainability (RISE), student activities and clubs, the student recreation center, student services, veterans services, and the Wood Center Student Union. USA also partners with UAF Administrative Services to jointly manage dining services and the bookstore.

To better assess existing programs and plan for future initiatives and services in a declining budget, unit directors were charged with identifying relevant competitor, industry and business benchmarks, and then analyzing their unit's performance, staffing and funding against those benchmarks. Many units chose the Council for Advancement of Standards in Higher Education (CAS) review; other units chose a similar but more relevant industry standard, such as Council for Advancement and Support of Education (CASE), Association of Experiential Education's Manual of Accreditation Standards (AEEMAS), and the National Intramural and Recreation Sports Association (NIRSA). These organizations promulgate standards and measures that are broadly recognized and accepted throughout higher education.

Additionally, some units were subjected to external or internal reviews that either informed or replaced the required USA unit program review process. Outcomes of these reviews are being actively managed, implemented, or considered.³ Not all USA units are included in this round of program review, but scheduled for future review⁴.

¹ Report of an Administrative Review of the University of Alaska Fairbanks, August 3, 2009, Terry MacTaggart

² Mike Sfraga, "Next Steps: Organizational Direction and Integration," October 16, 2012.

³ Athletics Review and Business Model, October 3, 2012. The external program review for Residence Life is in its final stage we expect the report in the very near future.

⁴ Financial Aid, Registrar, Dining Services, Veterans' Services, Bookstore

The following USA departments and/or programs conducted program reviews during the 2013-2014 academic year:

- Admissions
- Career Services
- Department of Recreation, Adventure and Wellness (DRAW)
- Development and Alumni Relations
- Disability Services
- Health and Counseling (H&C)
- KUAC FM/TV
- Marketing and Communications (M&C)
- Office of International Programs and Initiatives (OIPI)
- Residence Life
- Sustainability/RISE
- Wood Center

Some notable highlights from USA program reviews have emerged. A summary of unit director recommendations and next steps is articulated in later sections of this document. All unit and department reviews and supporting documents are available from the Office of University and Student Advancement. The Administrative & Support-Program Review Service Unit Template (that provides detailed budget, staffing and programmatic information and analysis), external reviews, and applicable guiding documents can also be found online.

Program Review Highlights

Below are some notable outcomes and next steps from select USA units

Marketing and Communications' (M&C):

Strategic marketing, communications, and branding has become more aligned with UAF objectives and priorities. Consistent with a 2009 UAF external review that emphasized UAF's need for strategic student recruitment and integrated institutional brand marketing, M&C launched the successful "Naturally Inspiring" branding campaign.⁵ Additionally, M&C has coordinated and executed an institutional-wide effort to align the UAF "look and feel," and is working with UAF colleagues to expand efforts and implementation including a strategic partnership with Admissions that resulted in a new student recruitment marketing and brand strategy.

A review of central marketing and communications departments at peer institutions, and the findings of an external consultant indicate UAF is under staffed and funded to carry out the robust branding, marketing, and strategic communications called for by UAF leadership.

⁵ MacTagget 2009

M&C is rightfully asked to support UAF's rapidly expanding philanthropic and outreach efforts, but budget support falls short of required needs. For instance, M&C receives .27% of UAF's operating budget (not including salary and benefits). Standard M&C services throughout higher education receive between 1-3% of an institution's operating budget (not including salary and benefits). If a 1% allocation were made to UAF M&C, the investment would equal \$1.11 million vs. the \$309K currently available.

Counter to national formulas for funding and staffing of marketing and communications departments, the UAF Planning and Budget Committee did not recommend an increase to UAF M&C budgets, rather the recommendation was to decrease funding to both central and UAF-wide M&C efforts. USA and M&C will explore shared services as a way to meet M&C basic administrative support needs, but there will be no additional capacity to assist in areas that better craft and communicate UAF's story and properly support philanthropic, student recruitment, research, and outreach efforts. Additionally, recent recommendations from the Planning and Budget Committee suggested that total marketing "spend" across UAF departments should be examined to identify whether central spending would be a more effective and impactful way of marketing UAF. Overall, the UAF Planning and Budget Committee recommended an FY 15 UAF-wide reduction of Marketing and Communications' budgets of \$350K.

The recent FY15 budget reduction to central M&C of \$99,000 (as part of the \$350K reduction previously noted) has resulted in a decrease in planned institutional publications, event support, marketing and institutional branding efforts, operations expenditures, and the layoff of a part-time employee. These actions are counter to a recent external consultant's finding that recommends the hiring of a digital communications manager, a communications specialist, and an additional public information officer.

KUAC FM/TV secured an external consultant to review funding and staffing levels as well as broadcast programming. Additionally, a community survey was conducted by an external entity that gauged support for, as well as the value and interest in KUAC's programming. The survey data show KUAC is a valued community service provided by UAF and there is significant support for the service to continue; KUAC enjoys significant private donor and sponsor support for a community of 100,000 people.⁶

KUAC's "public service and public value to UAF is approximately \$4.4 million," as calculated by Mr. Craig C. Beeby, Executive Director, University Station Alliance, and KUAC external reviewer.⁷ Mr. Beeby's conclusion is that the approximate \$1 million in general funds received by KUAC is a good investment for the station, UAF, and the Fairbanks community.

⁶Community Perception of KUAC, Information Insights, May 2014

⁷ Craig C. Beeby, On-site Assessment – KUAC, University of Alaska Fairbanks, May 29-30, 2014.

The external review noted areas for improvement such as KUAC's need to increase student educational and training opportunities that provide real world experience in a professionally operated broadcast environment. However, this will require academic departments to share KUAC's enthusiasm for such opportunities and the support to create and sustain student-focused initiatives. KUAC management is encouraged by several recent partnership opportunities and commitments with the UAF Journalism Department and UAF Nanook Athletics.

KUAC must increase revenue through additional fundraising opportunities to lessen its dependence on state funds by pursuing additional fundraising and major giving opportunities, to include planned giving. To pursue additional fundraising initiatives, the external review suggested the addition of two full-time employees. However, budget realities dictate KUAC management and staff creatively work within their current staffing capacities and leverage the expertise and capacities found in the Office of Development and Alumni Relations.

Development and Alumni Relations were recently combined to form the Office of Development and Alumni Relations.

The integration of Development and Alumni Relations is consistent with a new integrated advancement model proposed in late 2013 and institutionalized in January of 2014. Previously these two functions and departments had been separate and distinct, with little or no interaction or strategic integration or alignment.

Personnel, administrative, and structural changes were completed in 2014 to allow for the integration of these two units under the leadership of Executive Director and UAF Alum Emily Drygas. The department just recently hired a new Director of Alumni Relations, who will report to Emily Drygas. The new director will begin her duties in December 2014. The goal is to build a new Development/Alumni organization that is both strategic and purposeful – and, one that communicates our newly defined mission to internal and external audiences.

Development and Alumni Relations have specific and ambitious goals ahead as UAF approaches its 100th anniversary. For instance, development professionals surpassed the FY 14 goal of raising \$8M from private giving by ending the year securing just over \$13M in private support. The FY 15 goal is set at \$8.7M and early efforts indicate very positive results toward this goal.

In addition to efforts that support scholarship enhancement and donor intent, UAF will focus significant effort on three major Centennial initiatives:

Troth Yeddha' (\$5-\$25M), the Alaska Center for Energy and Power (\$6.4M), and Centennial Scholarships and Fellowships.

Within the formal UAF program review process, Development and Alumni Relations conducted a review and summary of peer organizations in similar size and scope. Some notable observations from this specific effort include:

UAF Development and Alumni Relations is in need of additional major gifts officers.

An external consultant noted UAF's decentralized and underfunded development model and recommended a more thorough review of the overall organization's structure. Therefore, Development and Alumni Relations will undertake a review of centralized/decentralized models and recommend a structure that increases efficiencies, coordination, communication, and philanthropic giving (estimated timeline for the review to begin is late winter 2014 or early spring of 2015).

The review also found that UAF is understaffed in the area of Alumni Relations; an area the new Director of Alumni Relations will explore and consider with Director Drygas.

The program review identified the need to audit and evaluate annual events to better understand, develop, and coordinate goals, outreach efforts, and quantify the results and impacts of such events.

The Office of International Programs and Initiatives (OIPI) leads UAF's initiatives to internationalize the campus. OIPI provides comprehensive international student and scholar services and administers national and international study away programs for inbound and outbound students. OIPI also facilitates and coordinates the centralized process that establishes and implements bilateral and multilateral international partnerships.

One of OIPI's major initiatives is the "Study Away" program where UAF students spend a semester or a year studying in a foreign country or in the lower 48. Additionally, OIPI manages the foreign exchange program where UAF accepts international students for a semester or longer. Both of these programs show a positive trend line:

INBOUND (to UAF)

| AY | 2011-12 | 2012-13 | 2013-14 |
|----------------------|----------------|----------------|----------------|
| International | 40 | 50 | 40 |
| National | 9 | 18 | 14 |
| Totals | 49 | 68 | 54 |

OUTBOUND (from UAF)

| AY | 2011-12 | 2012-13 | 2013-14 |
|----------------------|----------------|----------------|----------------|
| International | 40 | 32 | 56 |
| National | 23 | 13 | 30 |
| Totals | 63 | 45 | 86 |

UAF's goal is to increase international student enrollments on both a full-time and exchange basis. To inform UAF's strategic investments and strategies to realize these enrollment goals, experts from World Education Services (WES) were invited to analyze UAF's recruiting efforts, infrastructure and available support for international students, and provide a list of recommendations that would assist in the development of related tactics that support underlying strategies. Under Director Anger's leadership, OIPI will review, develop, coordinate, and implement (in partnership with the Office Admissions and Registrar) applicable and appropriate WES recommendations. These recommendations include the following:

-Increased ESL course offerings (This recommendation will need both academic and leadership approval.)

-Needed Support Programs and Services

- Ride Share Program
- Shuttle Bus Service to Fred Meyer (both international and domestic)
- International Buddy Program
- International Student Outings
- International Student/Job Fair

-Identified Countries for Enhanced Recruitment Efforts (This recommendation will need additional investments.)

- China
- Japan
- India
- South Korea

Health and Counseling (H&C) assists students in acquiring the knowledge, skills and behaviors necessary to recover, build, and maintain healthy and balanced lifestyles. H&C services help students achieve their best health thereby allowing them to be successful in their academic studies at UAF. H&C conducted a program review in 2014. Highlights from that review include:

The Student Health and Counseling Center served approximately 1,800 students during the 2012-13 school year through approximately 5,500 patient encounters. Medical visits comprised of 3,700 encounters (1,400 students) while counseling visits included 1,800 encounters (400 students). During this time, the H&C laboratory processed (through in-house and send-outs to referral lab) approximately 2,900 specimens. Prescriptions dispensed from our in-house formulary amounted to about 850 in addition to the 700 prescriptions written to be filled at community pharmacies.

Current outreach efforts include participation in new student orientation activities, providing flu vaccine clinics, health fairs, nutrition education programs, sexual safety programs, depression screening, faculty workshops, weight loss group, “Say Ah” advice column in student newspaper, natural medicine column on our website, KSUA radio show on mental health, counseling outreach to the UAF Veteran’s Services Center, honors program talks, and World Aids day program participation.

Future Health and Counseling initiatives include:

- A trial program to provide flu vaccine to staff and faculty of UAF.
- New mental health tools and programs were introduced in the past year including the Interactive Screening Program designed to outreach to students via email in order to screen for severe mental health problems.
- H&C began using a tool to screen for several key mental health issues which are tracked over time to determine a more objective response to therapy.

These notable highlights are just examples of efforts USA units are implementing to inform and better manage our departmental and organization-wide missions and initiatives.

USA units that conducted program reviews also completed the “Administrative & Support-Program Review Service Unit Template” produced by UAF’s Administrative Services Office of Management and Budget. These templates are posted online. Utilizing these templates allows for consistency of data and applicable narrative across USA departments, and provides some “crosswalk” with those administrative units found within the VCAS organization.

For additional information on any USA program review, please contact Associate Vice Chancellor Kris Racina.