

Section 6. Employee Trends, Organizational Changes, Continuous Improvement

A. Employee and Position Trends

Appendix 6.A.1 – UAF Employee Change Snapshot, Headcount and FTE, Spring 2020–2024

Appendix 6.A.2 – UAF Employee Change Snapshot, Headcount and FTE, Fall 2020–2024

EMPLOYEE HEADCOUNT TRENDS

Employee headcounts are typically reported twice per year in April (spring) and October (fall) and are used to track employee changes over time. This is commonly referred to as the “freeze data.” Headcount means that each individual person counts as one employee whether his or her appointment is full-time or part-time.

Spring headcounts are typically higher than fall headcounts as spring includes an increase in seasonal and research field employees. Spring headcounts are generally not compared to fall as comparison between these periods have greater variance. Additionally, there is a change in fiscal year (annually) between these time periods.

Table 6.1 UAF Employee Headcount Change, spring 2020–2024

Employee Type	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Spring 2024	Change 20–24	% Change 20–24	Change 23–24	% Change 23–24
REGULAR									
Staff	1,191	1,199	1,229	1,333	1,425	234	19.6%	92	6.9%
Faculty	528	516	516	517	531	3	0.6%	14	2.7%
Officers/Sr. Admin	58	60	67	69	74	16	27.6%	5	7.2%
REGULAR Total	1,777	1,775	1,812	1,919	2,030	253	14.2%	111	5.8%
TEMPORARY									
Student	826	711	775	815	890	64	7.7%	75	9.2%
Adjunct Faculty	314	259	299	286	294	-20	-6.4%	8	2.8%
Staff	359	374	341	418	406	47	13.1%	-12	-2.9%
TEMPORARY Total	1,499	1,344	1,415	1,519	1,590	91	6.1%	71	4.7%
Grand Total	3,276	3,119	3,227	3,438	3,620	344	10.5%	182	5.3%

Table 6.2 UAF Employee Headcount Change, fall 2020–2024

Employee Type	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Change 20–24	% Change 20–24	Change 23–24	% Change 23–24
REGULAR									
Staff	1,188	1,176	1,248	1,373	1,465	277	23.3%	92	6.7%
Faculty	508	496	518	523	522	14	2.8%	-1	-0.2%
Officers/Sr. Admir	58	64	69	69	72	14	24.1%	3	4.3%
REGULAR Total	1,754	1,736	1,835	1,965	2,059	305	17.4%	94	4.8%
TEMPORARY									
Student	648	675	687	767	830	182	28.1%	63	8.2%
Staff	407	365	412	411	423	16	3.9%	12	2.9%
Adjunct Faculty	261	276	254	249	276	15	5.7%	27	10.8%
TEMPORARY Total	1,316	1,316	1,353	1,427	1,529	213	16.2%	102	7.1%
Grand Total	3,070	3,052	3,188	3,392	3,588	518	16.9%	196	5.8%

Spring 2024 and fall 2024 headcounts increased from the prior period (spring 2023 and fall 2023, respectively). It is expected that employee counts will continue to trend upward as UAF invests in targeted areas, including research, as sponsored activity has increased.

B. UAF Organizational Structures

UAF FY24-FY25 ORGANIZATIONAL CHANGES

Appendix 6.B.1 – FY24 UAF Chancellor Level Org Chart

Appendix 6.B.2 – FY24 UAF and OIT realignment announcement, May 2023

Appendix 6.B.3 – FY24 Establish Office of Dual Enrollment (ODE) memo, July 21, 2023

Appendix 6.B.4 – FY24 Establish Center for Teaching & Learning (CTL) memo, July 25, 2023

Appendix 6.B.5 – FY24 Establish Office of Rights, Compliance and Accountability (ORCA) memo, July 25, 2023

Appendix 6.B.6 – FY25 Restructure of Mining & Petroleum Training Service (MAPTS) to Community and Technical College (CTC) memo, February 29, 2024

Appendix 6.B.7 – FY25 Realignment of Advising Services memo, April 23, 2024

Appendix 6.B.8 – FY25 Transfer of Honors College to Office of the Provost memo, August 19, 2024

Effective FY24

- The UA System Office of Information Technology (OIT) and UAF realigned IT services. The reorganization will create a new UAF IT department headed by VCAS Julie Queen named Nanook Technology Services. This department oversees mission-enabling resources for students, staff, and faculty at both UAF and the System Office.
- The Office of Dual Enrollment (ODE) was created and housed under the Vice Chancellor for Student Affairs & Enrollment Management. The office is responsible for guiding the policy and administration of recruitment, admissions, registration, and support services for dual-enrolled students.
- eCampus became a part of the newly developed Center for Teaching and Learning (CTL). This strategic move allows UAF to maintain the valued eCampus brand while effectively capitalizing on existing resources, expanding the scope of services to better support faculty development, instructional innovation, and evidence-based teaching practices. CTL is housed under the Provost.
- The Office of Rights, Compliance and Accountability (ORCA) is housed under the Vice Chancellor for Student Affairs & Enrollment Management. ORCA combined the Center for Student Rights and Responsibilities and the Department of Equity and Compliance (previously housed under the Chancellor) to create a single, collaborative unit.
- The College of Rural and Community Development (also known as Rural College) was renamed to the College of Indigenous Studies.

Effective FY25

- Mining & Petroleum Training Service (MAPTS) moves from the Institute of Agriculture, Natural Resources and Extension (IANRE) currently housed under the Provost to Community and Technical College (CTC) under VCRCNE.

- To improve alignment of advising and admission services to students, Academic Advising and Student Support Services were moved to Student Enrollment Services under the Vice Chancellor for Student Affairs and Enrollment Management (VCSAEM) from the Provost.
- The UAF Honors College was transferred from the VCSAEM to the Office of the Provost to restore its previous alignment with related programs under the Provost.
- Tribal Governance was moved to the College of Indigenous Studies from Interior Alaska Campus.
- The “Fairbanks Campus” allocation was renamed to “Troth Yeddha' Campus (Fairbanks)”.

C. Achieving R1 Research Status

Appendix 6.C.1 – FY25 R1 Legislative Advocacy Sheet, December 2023

Appendix 6.C.2 – R1 Four-Part Series from the Chancellor, April 3-24, 2024

Appendix 6.C.3 – R1 Friday Focus by Provost Prakash, September 6, 2024

Appendix 6.C.4 – R1 Perspectives by Rod Boyce, November 15, 2024

Appendix 6.C.5 – R1 Timeline Flowchart, November 20, 2024

One of UAF’s strategic goals is to achieve R1 research status by 2027. UAF currently ranks as an R2 “high research activity” university. R1 is the highest ranking of research activity for U.S. Ph.D. granting universities as defined by the Carnegie Classification system. Becoming an R1 university would place UAF within the top 4% of U.S. universities with respect to research.

In order to become an R1 university, UAF must demonstrate average annual research expenditures of \$50 million and award an average of 70 doctorates each year. In FY24, UAF’s research expenditures exceed \$200 million yearly. From FY21 to FY24, UAF averaged 33 doctorates each year. UAF will need to approximately double our annual PhD graduates in order to meet the threshold.

R1 research status provides numerous benefits at the university, local and state-wide level, some of which include global recognition of research strength, attracting top-tier faculty, increasing student enrollment, providing added value to degrees, and increasing contracts for local businesses.

In FY24, a steering committee was established and more than 80 members of working groups began focusing on specific mechanisms to advance UAF toward R1. This work will continue into FY25 and beyond. For more information, visit <https://www.uaf.edu/r1/>.

D. Continuous Improvement Program: Driving Growth and Improvement

Comprehensive Support Services

In FY24, the Process Improvement and Training (PIT) Crew expanded its range of services, offering everything from facilitation of team processes to organizational strategic planning. This support helped numerous UAF units grow and develop in alignment with their strategic objectives.

Highlighted FY24 Projects - Process improvements

1. Admissions to first-year advising process: Integrated admissions and advising services to provide seamless support for new students.

2. Athletic aid award process: Improved scholarship accounting, award communication and timeline, data entry, and training. Developed new tools and improved existing tools available to support coaching, financial aid, advising, and admissions staff.
3. CEM purchasing process: Reduced administrative burden within the process.
4. Enrollment process: Developing comprehensive strategies to increase student enrollment and retention.
5. Faculty Services data management process: Centralized faculty database into a cloud base interface to serve as a platform for processing contracts, workload determination processes, and faculty related services. Minimized manual data entry, reduced time spent on contracts, workload documentation and job request forms.
6. Graduate admissions process: Streamlining the admissions process to improve efficiency and enhance the applicant experience.
7. Office of Grants and Contracts Administration process: Optimizing grant management processes to support research initiatives.
8. Property inventory process: Implementing a system for accurate tracking and management of university assets.
9. SGAADVR process: Addressing data management processes to ensure accurate and timely student advising records.
10. Space management process: Established a team to make recommendations for improving the short-term use and management of space at UAF.
11. UA scholarship process: Enhancing the scholarship management process to ensure fair and timely distribution of awards.
12. UA staff hiring process: Improved job advertising and postings, simplified application processes, expanded flexibility in hiring manager and search committee roles, expedited background checks, and enhanced salary negotiation resources and communication.

Highlighted FY24 Projects - Strategic Planning

Supported strategic plan development and implementation accountability for the Financial Aid Office, Facilities Services, International Arctic Research Center, Toolik Field Station, and the Geophysical Detection of Nuclear Proliferation University Affiliated Research Center (GDNP UARC).

In FY24, the PIT Crew's efforts have been instrumental in driving UAF's mission forward, navigating change, and fostering innovation across the university. Figure 6 depicts the units and departments leading this growth and development work in *gold* and the divisions they belong to in *blue*.

Figure 6: UAF organizational units and departments leading PIT Crew-facilitated projects

