

Records and Information Management

- a. Remove from FA, limit to policy level role and move to OIT where Security Oversight functions already exist.
- b. Examine senior management positions and consider transitioning technical management functions to a senior level lead position.
- c. Move management of the OnBase system to the universities, aligning with the role they already play in operational support and use. Maintain higher level system and maintenance in SW OIT.

Finance and Investment Management (Foundation Accounting, Treasury Services, Education Trust of Alaska, Fund Management)

- a. Analyze level of management needed for development and oversight of prudent SW and Foundation investment strategy.

Procurement

- a. Eliminate Chief Procurement Officer position at SW and move function to a university.
- b. Note: while this position is stipulated by law, there is no requirement that it be located at SW. AS 36.30.005 identifies the purpose as "meeting its responsibility to maintain fair and reasonable procurement practices throughout the university system."

UA College Savings Plan and UA Scholars Program (including system-based scholarships)

- a. Maintain only the finance and investment functions for the UA College Savings Plan in FA.
- b. Move oversight of student-centered programs, including associated external relationships, to SW AAR.
- c. Have SW AAR coordinate with the universities and SW Office of Public Affairs on outreach activities in order to keep student-centered programs more closely coordinated with university-delivered student services.

3. Academic Affairs and Research (AAR)

Essential Roles: External Relationships, Compliance, Leadership, Governance and Strategic Vision

Summary: Maintain those areas that fulfill essential roles, but eliminate or move programmatic and student-centered operational functions to the universities.

Recommendations for Consideration:

- a. Maintain leadership of educational policy issues at SW. Assess where it is best located.
- b. Transition K-12 Outreach to the universities. Streamline where appropriate.
- c. Move workforce development programs to the universities.
- d. Maintain system-level workforce development relationships (e.g. Alaska Workforce Investment Board) at SW to ensure alignment with Shaping Alaska's Future. Clarify, remit and assess proper placement of function.
- e. Maintain leadership role for system-level industry-related policy decisions at SW.
- f. Change focus of Student and Enrollment Services to align with essential roles of SW and consider changing the name to Student and Enrollment Strategy (SES), as the term/name “services” implies operational responsibility.
- g. Move student-related services, campaigns and communications to the universities.
- h. Utilize newly-named SES to facilitate system-level student scholarship, and tuition policy development.
- i. Move Alaska Scholars outreach and external relationships to AAR/SES.
- j. Family Educational Rights and Privacy Act (FERPA) policy development should be held at SW and be housed in AAR/SES. FERPA compliance should be managed at the universities.
- k. Maintain system governance as it is currently structured and located.
- l. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities, with SW SES serving as a collaborative partner rather than a system or data owner.
- m. Move Banner/other student system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.

4. General Counsel (GC) and Risk Services

Essential Roles: Compliance, Leadership, Governance

Summary: Maintain General Counsel work focused on legal advice and guidance, contract review, and elevation of issues that require SW leadership or intervention. Move policy-level Risk Services to FA with operational Risk Services responsibilities transitioning to the universities.

Recommendations for Consideration:

- a. Move Risk services to FA, this function is administrative in nature and creates conflicts of interest as currently housed in GC.
- b. Focus SW Risk Services work on policy-related operations (e.g. insurance, claims).
- c. Move operational Risk Services functions to universities (e.g. emergency management, environmental health, safety and loss prevention) to avoid duplication with services already provided at universities.
- d. Evaluate opportunities to streamline SW policy-level Risk Services staff. Evaluate staffing regularly (potentially no less than a three-year review cycle, similar to SW Audit) relative to degree of risk present (e.g. if claims are decreasing, consider needed staffing levels).

5. Human Resources (HR)

Essential Roles: Compliance, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Consider moving under FA or, if maintained as a standalone function, streamline. Maintain policy level functions at SW. Move operational functions to universities.

Overarching Recommendations for HR:

- a. Consider moving under FA as this is an administrative function.
- b. If moved, consider appropriate level for current Chief Human Resource Officer (CHRO) position. If not moved, streamline with a policy-level focus.
- c. Maintain those functions that are policy-related or require consistency across the system (e.g. labor negotiations, job family structure/market analysis, compensation, health benefits).
- d. Universities can provide operational HR services for SW staff located in their operating areas.

Recommendations for Consideration by HR Division/Department:

HR Systems

- a. Maintain a role as custodian of UA HR institutional data definitions; however, discussion is needed regarding who holds responsibility for data integrity and data definitions – is it at SW, the universities, or shared in an equal partnership?
- b. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities with SW HR serving as a collaborative partner rather than a system or data owner.
- c. Move Banner/other HR system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.

Employee and Student Payroll

- a. Move to universities or consider outsourcing.
- b. Move UA tax accounting for out-of-state and international students and employees to FA.

Compensation/Classification and Recruitment

- a. Maintain oversight role for classification and compensation at SW, but work to improve transparency to foster equity and consistency across the system.
- b. Regularly review compensation across job families and between universities including criteria for determining placing executive and senior administrative staff, and conduct market analyses on a scheduled interval, providing this information to the President and the universities.
- c. Consider collaborative hiring – involve university staff on hiring committees for SW positions, this may increase awareness of services/needs across university boundaries and build relationships.
- d. Move recruitment functions to universities with each university providing recruitment support to SW departments in their geographic area.

Benefits Management, Plan Design and Communication

- a. Maintain health insurance, wellness program, benefit accounting, supplemental benefits design/procurement, and retirement compliance at SW, but consider moving to FA.
- b. If maintained in a standalone HR department, look for opportunities to streamline.

Labor Relations

- a. Retain at SW, but look for opportunities to secure input from universities in labor relations and agreement implementation.
- b. Consider moving under GC if HR is moved to FA.

Training and Development

- a. Eliminate function from SW and partner with universities for needed training.
- b. If system standardization is required for particular curriculum, use staff at a lead university to develop. Agreement will be needed among universities to adhere to this standard and track employee training in a consistent (preferably automated) manner.

6. Strategy, Planning and Budget (SPB)

Essential Roles: External Relationships, Compliance, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Evaluate operational and external reporting functions that could be moved to universities and continue to explore ways to provide service/share staff with University Relations office for advocacy efforts and other communications related to long term plans and budgetary information.

Recommendations for Consideration:

- a. Eliminate Shaping Alaska's Future Office and reassign work to Strategy, Planning and Budget Office, University Relations and President's Office.
- b. Support University Relations on Federal relations efforts and ensure Federal and State relations are aligned and taking advantage of leveraging opportunities.
- c. Consider reducing State Relations position to a six to nine month contract.
- d. Consider refilling vacant Chief Facilities Officer position, as this position is critical to coordinating and advising on system-wide facilities services needs/projects and is supported by the universities.

7. University Relations (UR) and UA Foundation

Essential Roles: External Relationships, Steward of Shared Resources, Leadership, Governance and Strategic Vision

Summary: Realignment of certain functions under UR and expectations of the Foundation to assist in coordinating a system-level fundraising effort support a recommendation to decouple the two and eliminate a SW executive position. This will result in cost savings to the university, while enabling greater focus on its role in support of system fundraising.

Recommendations for Consideration:

- a. Move AVP State Relations under the Office of Strategy, Planning and Budget (SPB)
- b. Eliminate the Squire Patton Boggs Federal relations contract.
- c. Create and fill a new AVP Public Affairs and/or Federal Relations position. *Note: Upon retirement of VP UR, this position to report to the UA President.*
- d. Eliminate VP UR position (will occur year-end with retirement of incumbent).
- e. Eliminate UR administrative support position.
- f. Align efforts and explore ways to work together with SPB and AAR in supporting State and Federal relations efforts.
- g. Reassign Shaping Alaska's Future Office work to Public Affairs (see further information in Strategy, Planning and Budget section).

8. Office of Information Technology (OIT) and Enterprise System Management

Essential Roles: Compliance, Steward of Shared Resources

Summary: IT functions should be evaluated with the overall objective of being policy-centered and focused on creating economies of scale (e.g. maintaining the WAN, core administrative enterprise systems such as Banner, along with the underlying databases). Further discussion and work is needed to implement a consistent strategy for enterprise system management which will help to resolve issues that arose in nearly every functional area.

Recommendations for Consideration:

- a. Maintenance and upgrade functions for Banner should be centralized under OIT and moved out of other SW functional areas. Evaluate if significant portions of the workload can be outsourced or moved to the universities.
- b. Coordination of data definitions and data quality standards should be managed by their respective functional areas in collaboration with the universities.
- c. Enterprise system access control and security provision/management should be handled at the university level.
- d. Projects and system enhancements should be encouraged. While data standards must be maintained system-wide, individual universities should be empowered to innovate and share solutions which means that projects will be developed and implemented either by university staff, or through outsourced contracts for specialized services.
- e. The operational information technology functions for UAF and SW should be managed by UAF. UA should move to a model where host-universities provide core IT services for Statewide staff.
- f. Evaluate the OIT Business Office to see if SW can achieve more value if these areas have the potential to serve all of SW as part of a shared service model for administration.
- g. Continue to look at outsourcing opportunities for IT functions or contracted/hosted services.

IV. Conclusions and Next Steps

The SWTT believes SW has the potential to lead and serve the entire University of Alaska system in a way that will enable rather than hinder excellence. The SWTT believes there is a clear and purposeful

role for SW administration, and through this process, this role has been refined with agreement from the three universities and SW leadership team (i.e. Summit Team). All actions listed here are intended to clarify and strengthen the focused role of SW, and the SWTT would like to see both functional and cultural change take shape over the specified timeline.

A number of people have asked what is different now that will compel implementation of the recommendations. It is clear that the BOR, state policy makers, students, faculty and staff, and the people of Alaska expect change. The current fiscal climate and changing landscape of education require it. Recent transitions in SW and within university leadership provide an opportunity to establish new ways of doing things that will build upon the Summit Team's growing collaborative work. Finally, a well-thought out implementation process with clear accountabilities and timelines will ensure it happens. (See Appendix.)

Subject: [SW Staff] Team to Review Statewide Programs and Services
From: uasw-1@lists.alaska.edu
Date: 3/23/2015 8:15 AM
To: uasw-1@lists.uaf.edu
CC:

Memorandum

To: Staff
From: Patrick K. Gamble
Subject: SW Transformation Team Formed
Date: March 23, 2015

The University of Alaska system regularly reviews its programs, services and processes to ensure they are tied to mission, efficient in use of resources, and effective in delivering results. Prioritization efforts, program reviews, the annual budget process and Shaping Alaska's Future are all key drivers of the continuous improvement needed to meet the higher education needs of Alaska. With the fast pace of change in higher education and the state's deepening fiscal crisis, UA's three universities have accelerated the pace of program reviews to ensure the budget reduction decisions they make are aligned with the system goal to maintain as strong a core as possible.

Statewide also took its share of cuts in FY15, but it is now time to conduct an even more thorough review of services and programs. Towards that end, Michelle Rizk has been assigned to assemble a small, agile team to conduct this review.

The committee will review SW functions, services, and programs. Questions they will address: What are we doing now? What is essential for a SW staff to do going forward? What's the best way to accomplish what's absolutely needed? Consideration will also be given to relocating certain SW functions, services, or programs within any of the three universities.

The estimated eight- to ten-member team will include members from SW and the three universities. While small, one of its first tasks will be to develop a framework for ensuring meaningful communication with and input, feedback and review by the full range of stakeholders throughout the review process. That will include mobilizing ad hoc sub-groups in specialized areas to provide more detailed and technical analysis of specific recommendations before they are sent to the Summit Team for decision.

The team will review MacTaggart/Rogers and Fisher reports to determine what recommendations from those reports have already been implemented and to assess relevance and impact of the remaining recommendations. They will also gather and analyze other ideas. Finally, they will recommend priorities for

action and develop an implementation plan.

It's important to note this is not primarily a budget exercise. The goal is to define what they are and how we deliver a strong and sustainable set of core services and functions in support of the entire UA system. It is a long-term focused evaluation and planning process that will position UA for the coming years. The plan will be developed for FY17 implementation with certain recommendations put in place earlier where it makes sense and implementation is possible with shorter lead times. This will help to meet state budget reductions we expect in FY16.

I am grateful to everyone at SW for their ideas and energy during a challenging time and recognize that while this transformation process will be good for the University of Alaska system, it won't be without impact to the people who work here. Michelle is committed to open communication and dialogue throughout this review to ensure you have the information you need to inform your own personal planning and decisions.

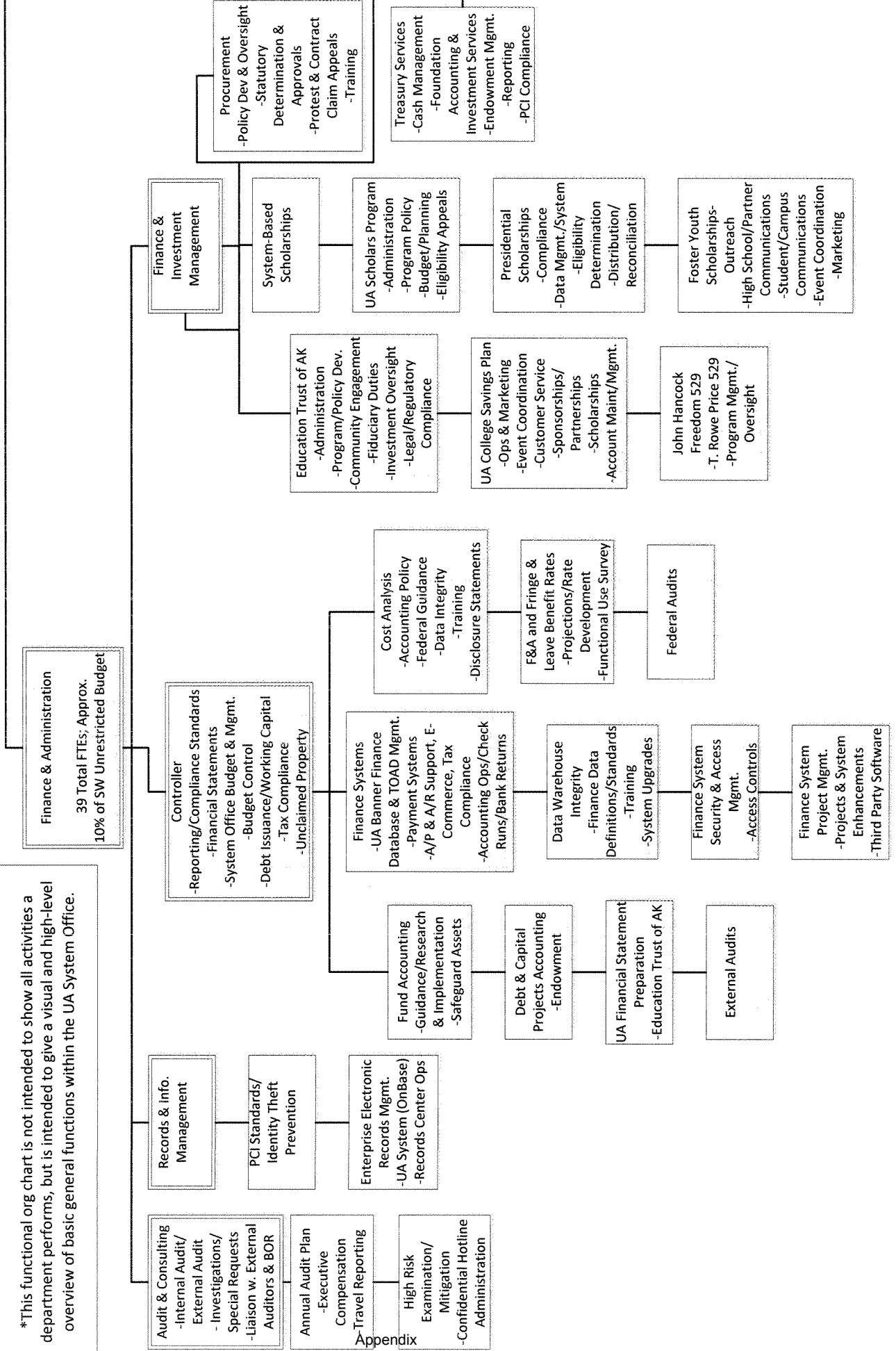
With sincere appreciation for the great job you do.

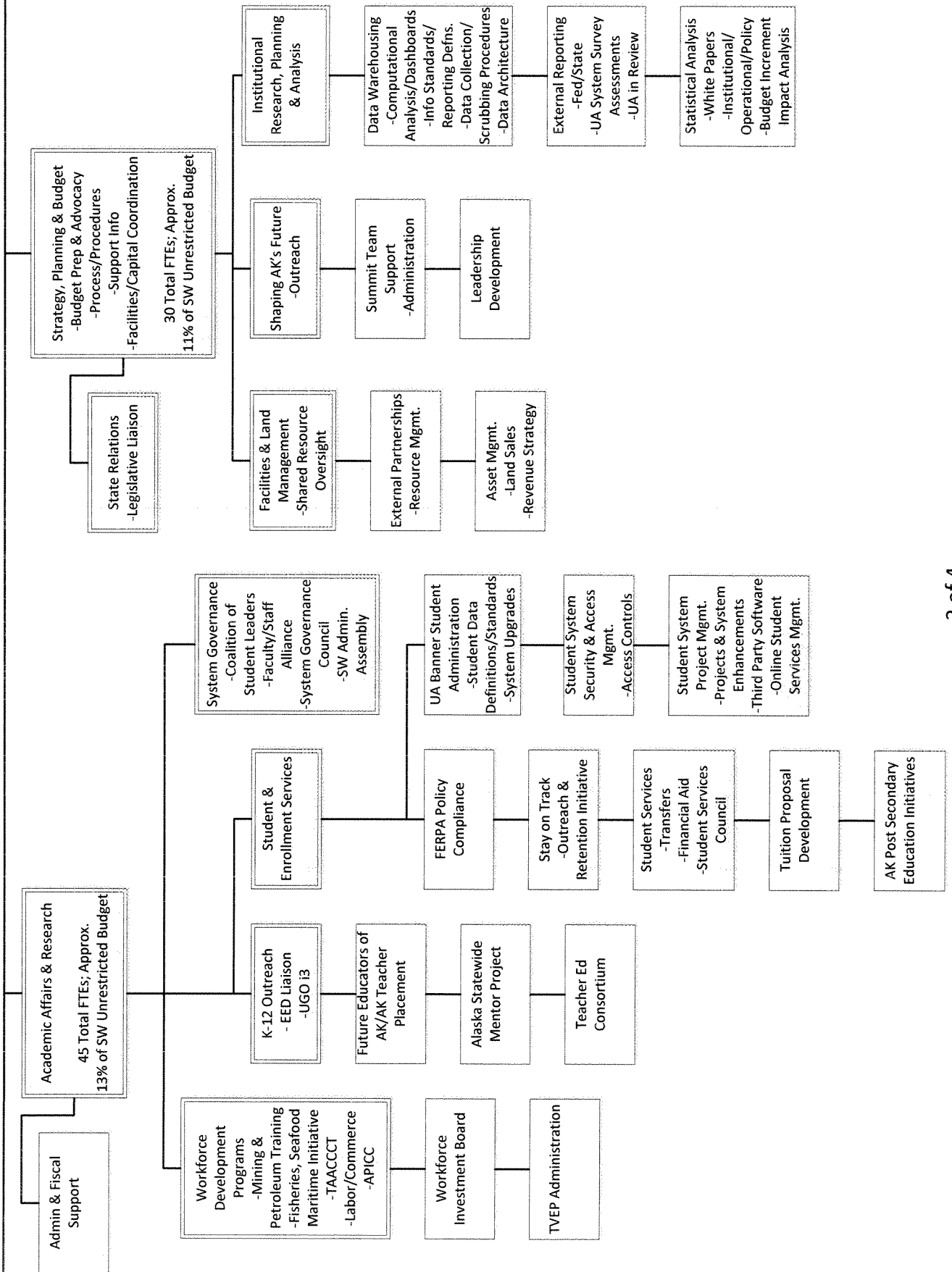
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Many Traditions ... One Alaska  
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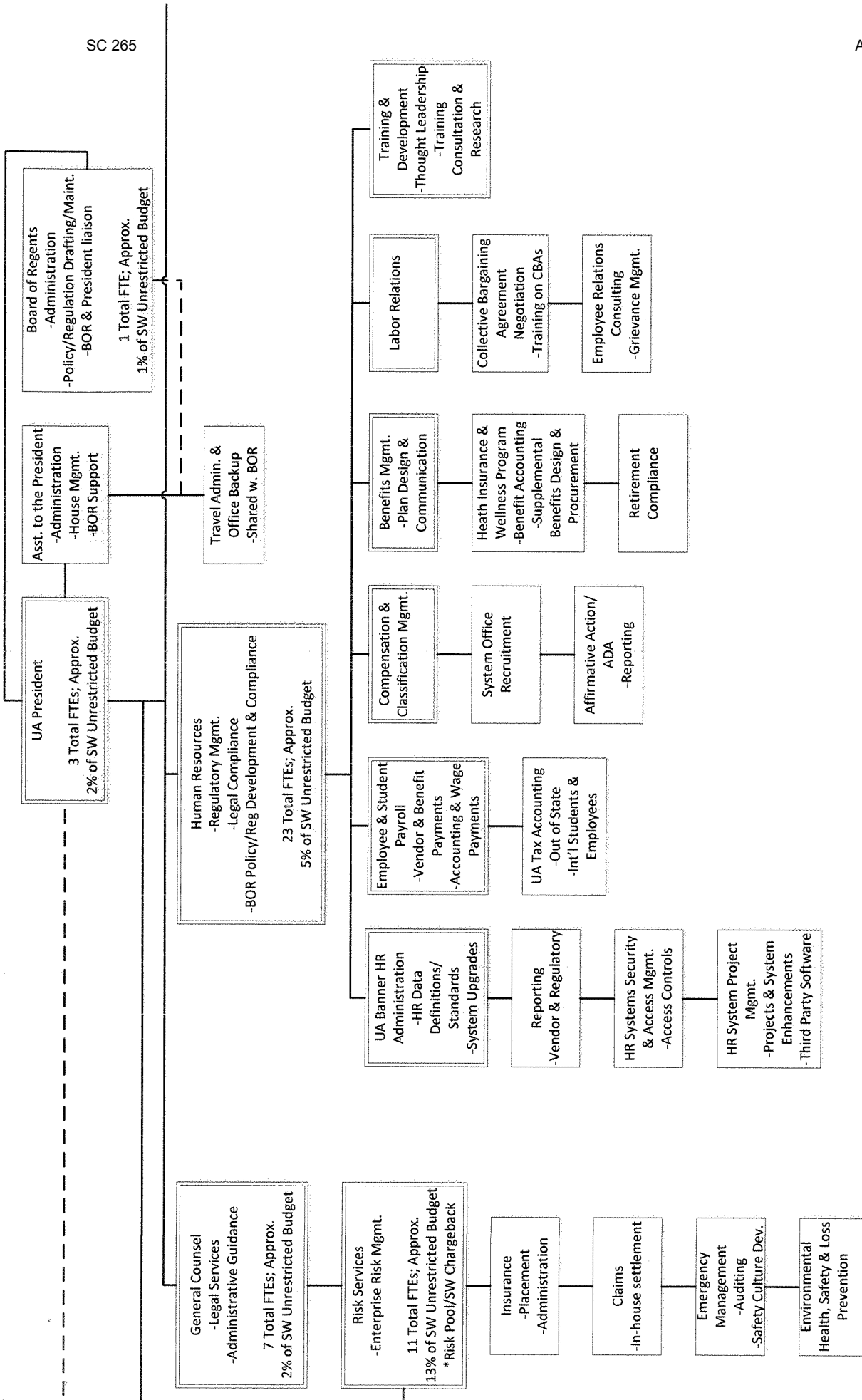
**UA System Office Functional Org Chart*
Updated August 2015 (FY16) – SW Transformation Team**

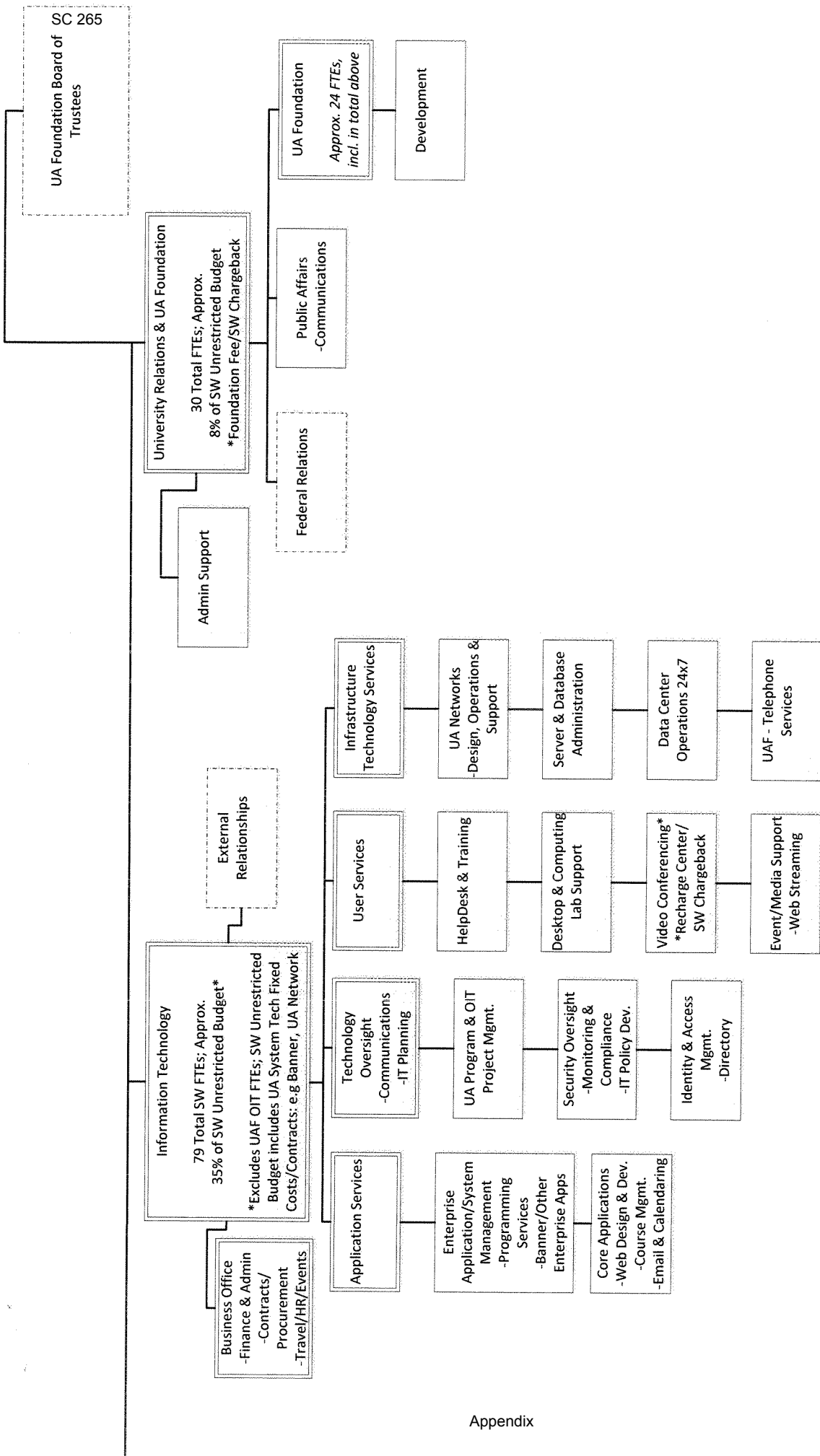
Total System Office FTEs (FY15 Snapshot): 268
Unrestricted Budget Approx. \$55 Million (FY15)

*This functional org chart is not intended to show all activities a department performs, but is intended to give a visual and high-level overview of basic general functions within the UA System Office.









SW Transformation Process Outline

September 1-25, 2015	Statewide Transformation Team finalize preliminary report IT/OPA set up website for employee input
September 4, 2015	President Johnsen reviews process with Chair Heckman and with President of Statewide Administration Assembly (SAA)
September 9, 2015	President Johnsen and Michelle meet with consultant (call) to discuss scope, schedule and budget
September 16, 2015	Discussion with Summit Team on SW Transformation
September 17, 2015	President Johnsen update Board of Regents on SW Transformation process next steps
September 25, 2015	Transformation Team preliminary report delivered to President Johnsen
September 29, 2015	President Johnsen distribute report to all Statewide employees with cover memo outlining context, purpose, process and next steps; key topic in President's staff meeting.
September 29-October 20, 2015	Input on report received through employee website. Engage consultant for implementation plan development.
October 28, 2015	Individual meetings with President's Statewide direct reports and their key staff, SAA President and Transformation Team
September 29- October 29, 2015	Transformation Team analyze input from Direct Reports and SW employees
October 30, 2015	Transformation Team deliver revised recommendations to President Johnsen, Summit Team and Vice-Chancellors of Administration
November 3, 2015	Summit Team meeting to advise President on Transformation Team recommendations (include Summit Team members, Transformation Team Members and Vice-Chancellors of Administration)
November 4, 2015	President Johnsen update Board of Regents on Transformation process
December 2015	President Johnsen makes decisions on recommendations
December 1-31, 2015	Implementation plan development
January 1, 2016	Implementation begins
July 1, 2016	Implementation complete

As of 9/29/15