



University of Alaska Community Campuses

House Finance Subcommittee

University of Alaska

March 14, 2019

Agenda

- Community Colleges – What's their Role?
- Alaska Community College History
- Current Campus Organization
- Community Campus Mission
- Our Structure – The Real Story
- Budget & Enrollment

Community College

- Open access to postsecondary education
- Serves commuting/non-residential students
- Locally relevant programs to meet regional employer needs
- Workforce development and industry partnerships
- Career and technical training
- K-12 partnerships/Dual enrollment/College Prep
- Noncredit programs: continuing education, cultural, community and personal enrichment
- Pathway to four-year college or university – particularly for first-generation and non-traditional students



The Merger

- UA was single university in 1970 – grew to three universities and 11 community colleges by 1980
- 1986 economic collapse – oil dropped from \$28 to \$10 – resulted in 4% budget cut in '86, 10% in '87 and planned 15% in '88
- Regents launched 2-year plan to consolidate into 3 multi-campus institutions
- Open-access community colleges merged with traditional universities
- Unionized community faculty merged with non-unionized university faculty
 - Goal: cut local administration while avoiding campus closures, significant program eliminations or exigency
 - Goal: provide same academic opportunities but with reduced complexity and cost
- Met strong public resistance, spawned litigation, legislation, arbitration and a voter initiative campaign



UA Community Campuses

UAF

- Bristol Bay - Dillingham
- Chukchi – Kotzebue
- Kuskokwim – Bethel
- Northwest – Nome
- Interior – Various
- Rural - Various
- CTC - Fairbanks

UAA

- Mat-Su
- Kenai Peninsula
- Kodiak
- PW Sound – Valdez

UAS

- Ketchikan
- Sitka

In FY18 UA's community campuses:

- | | |
|-------------|----------------------------------|
| • Served | 12,000 Students |
| • Delivered | 131,000 credit hours |
| • Received | \$37 mill UGF appropriation |
| • Generated | \$25 mill in tuition/fee revenue |
| • Generated | \$5 mill in federal funds |

UA Community Campus Mission

Regents Policy 10.02.050

- Open access to postsecondary education – academic programs, workforce training and continuing education
- Alignment with K-12: developmental, preparatory, dual credit and tech-prep
- Alignment with mission, core themes and accreditation standards of affiliated university
- Programs prioritized to meet local and regional workforce needs
- Specialized programs for broader or statewide needs as resources allow
- Cross-campus offerings aligned to expand student opportunities, achieve efficiencies and avoid redundancy
- Upper division or graduate course offerings must be approved by affiliated university

Programming & Reach

- In 2017, cross-enrollment by university ranged from 21.4% to 44.2%
- General Education Requirements (GER) are fully transferable across the system – students can take them from any campus
- Distance courses are taken by Associate, Baccalaureate and Masters students
- Students may be enrolled in courses or programs from multiple campuses
- Campuses are local “nodes” for statewide program delivery

Example: *UAA’s College of Health nursing programs are offered at 15 locations across the system, and in partnership with local hospitals and health care providers*

The Real Story

- UA should not be compared to other Land Grant universities
- Uniquely, UA is the only system in the country which combines a land-grant institution with regional universities and community colleges
- Hawaii is one system, but w/separately accredited community campuses
- Most importantly – we've only received 25% of our land entitlement
- UA is still owed ~360,000 acres of land
- Lack of land and dual purpose mission – impact revenue generation

#	State	State Area <i>SqMi</i>	State Grant <i>Acres</i>	Univ Grant <i>Acres</i>	% Grant
1	New Mexico	121,590	12,794,718	1,346,546	10.52%
45	Nevada	110,572	2,725,226	136,080	4.99%
46	Wyoming	97,813	4,342,520	136,080	3.13%
47	Rhode Island	1,545	120,000	120,000	100.0%
48	Alaska	665,384	104,569,251	112,064	0.1%
49	Delaware	2,489	90,000	90,000	100.0%
50	Hawaii	Received cash in lieu of land			



The Real Story

High Alaskan Operating Costs

- Alaska's large size and low population density, means operating costs are higher
- UA operates more campuses per capita than other public universities
 - *1,282 miles between our Ketchikan and Kotzebue campuses*

Local Government Support

- Unlike community colleges in other states, most UA's community campuses aren't receiving financial support from local government
- Valdez, Kodiak and the Kenai Peninsula Borough do contribute some money – but not through property or other taxes as is typical nationally
- The state's 37% GF support appears high, but is actually lower than several state's once local government contributions are added in

The Real Story

Mission Impacts Cost

- UA's three main universities' costs are in line with national trends in terms of their missions and audiences served
- Every other state has multiple universities – some performing the community college mission, others providing research-based graduate education
- Community campuses typically cost one-third of a research university
- Research-intensive Ph.D. granting universities like UAF, are more expensive than undergraduate focused universities like UAA

The Real Story

UAF Return on Investment

- UAF's unique mission and research focus allows us to leverage more of every dollar of state investment
- UAF is far above its peers in terms of research revenue relative to total budget
- UAF receives 3x the national average in grant and contract revenue per Full-Time Equivalent (FTE) student
- Every \$1 the state investment in research generates \$6 in non-state revenue
 - *Advancing knowledge and discovery*
 - *Solving real-world problems*
 - *Driving innovation and business development*

The Real Story

UAF Cost Drivers

- Research facilities and lab space are expensive to operate
- Power plant and high utility costs that many other institutions don't bear
- 30% of UAF credit hours are generated by their affiliated community campuses and CTC, while most administrative and student services costs are centralized at UAF
- UAF has higher debt obligations than UAA or UAS necessitated by largely self-financed campus improvements including power plant
- UAF's UGF budget has declined 11% since FY14
- Cuts negatively impact enrollment - credit hours have declined 21% over same period
- Students want to attend a vibrant and growing institution

The Real Story

System-wide Support

- The community colleges aren't fully self supporting entities
- UA's three universities – UAF, UAA and UAS – provide resources and services to community campus and their students:
 - Library services
 - Student records and account management
 - Financial aid and student advising
 - Institutional accreditation
 - Facilities maintenance
- The Statewide Office performs a number of non-duplicated functions which support community campuses - IT, audit, labor relations, financial/tax reporting, government relations, debt, treasury, payroll, risk management, general counsel, and health/benefits administration

Budget & Enrollment

UA: FY2018 Revenue, Expenditures, and Enrollment									
	GF ⁽¹⁾	Tuition/Fees ⁽¹⁾	Fed ⁽¹⁾	Local	Revenue ⁽²⁾	Tuition/Rev	Expenditures ⁽¹⁾⁽²⁾	FTE ⁽³⁾	Exp/FTE
UAA									
UAA Main Campus	\$93,834,216	\$65,627,300	\$17,840,580		\$177,302,096	37.0%	\$207,592,837	8,622	\$24,077
Kenai	\$6,462,088	\$5,819,520	\$16,588		\$12,298,196	47.3%	\$13,579,810	952	\$14,265
Kodiak	\$2,365,837	\$1,284,860	\$44,967	\$60,000	\$3,755,664	34.2%	\$4,276,418	247	\$17,313
MatSu	\$4,714,153	\$5,144,307	\$0		\$9,858,460	52.2%	\$9,847,724	837	\$11,766
Prince William Sound	\$2,569,986	\$673,647	\$169,851	\$820,000	\$4,233,484	15.9%	\$4,707,454	214	\$21,997
UAF									
UAF Main Campus	\$115,332,209	\$34,255,087	\$11,625,947		\$161,213,243	21.2%	\$214,576,488	3,616	\$59,341
Bristol Bay	\$1,256,609	\$371,263	\$1,471,426		\$3,099,298	12.0%	\$3,640,750	92	\$39,573
Chukchi	\$848,844	\$55,593	\$57,593		\$962,029	5.8%	\$1,030,369	39	\$26,420
Interior	\$1,435,500	\$582,695	\$914,727		\$2,932,922	19.9%	\$3,884,572	122	\$31,841
Kuskokwim	\$2,669,877	\$777,774	\$142,306		\$3,589,957	21.7%	\$4,441,158	173	\$25,671
Northwest	\$1,291,997	\$330,563	\$80,942		\$1,703,503	19.4%	\$1,866,640	64	\$29,166
Rural	\$3,829,786	\$1,099,764	\$216,701		\$5,146,251	21.4%	\$5,944,869	233	\$25,514
UAF Comm & Tech	\$4,876,257	\$4,900,128	\$111,032		\$9,887,417	49.6%	\$10,899,084	909	\$11,990
UAS									
UAS Main Campus	\$19,446,816	\$7,280,114	\$2,034,123		\$28,761,053	25.3%	\$33,787,855	920	\$36,726
Ketchikan	\$2,167,000	\$1,391,624	\$691,242		\$4,249,866	32.7%	\$4,830,973	213	\$22,681
Sitka	\$2,606,400	\$2,180,631	\$827,545		\$5,614,576	38.8%	\$6,215,538	303	\$20,513
Community Campus Total	\$37,094,334	\$24,612,368	\$4,744,920	\$880,000	\$67,331,622	36.6%	\$75,165,359	4,398	\$17,091
Community Campus % of Total	13.1%	18.4%	13.1%	100.0%	14.8%		12.9%	25.1%	
University Campus Total	\$228,613,241	\$107,162,501	\$31,500,650	\$0	\$367,276,392	29.2%	\$455,957,180	13,158	\$34,652
University Campus % of Total	80.5%	80.1%	86.9%	0.0%	80.8%		78.1%	74.9%	
Statewide Services	\$18,117,284	\$2,076,483	\$0	\$0	\$20,193,767		\$52,856,630		
UA Total	\$283,824,859	\$133,851,353	\$36,245,570	\$880,000	\$454,801,781	29.4%	\$583,979,169	17,556	\$33,264
(1) Excludes revenue and expenditures in the following National Center for Higher Education Management Systems (NCHEMS) categories: Public Service, Research, and Auxiliary Services.									
(2) If you compare the included revenue sources to expenditure columns there appears to be a deficit, but there are no operating deficits at the campus level. Keep in mind that this spreadsheet is only showing revenue/expenditures for the educational mission, and does not include those associated with the other major NCHEMS categories: Public Service, Research, and Auxiliary Services. Consequently, you're looking at a sub-set of expenditure categories and revenue sources at the campus level and not a complete accounting. A total account of revenue and expenditures can be found in ABS reports for each allocation and in the Yellow book (e.g. Kenai Peninsula College pg 40).									
(3) Reports student full-time equivalents for each fiscal year. A fiscal year consists of consecutive summer, fall, spring semesters, and yearlong courses. One student FTE is calculated as 30 student credit hours for courses below the 500 level and 24 student credit hours for courses at the 500 level and above. This represents the average number of credits needed to receive an undergraduate degree in four years, or a graduate degree in two years. Student FTEs exclude audited credit hours.									



Thank You

Dr. James R. Johnsen
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