

## University of Alaska

### Mission

University of Alaska System (UA)

The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples. Alaska Statue (AS) 14.40.010, AS 14.40.060

University of Alaska Mission Statement

Board of Regents' Policy 01.01.010

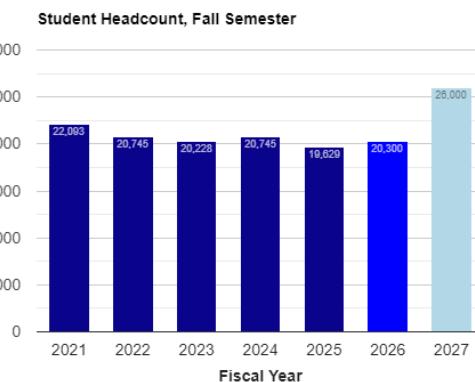
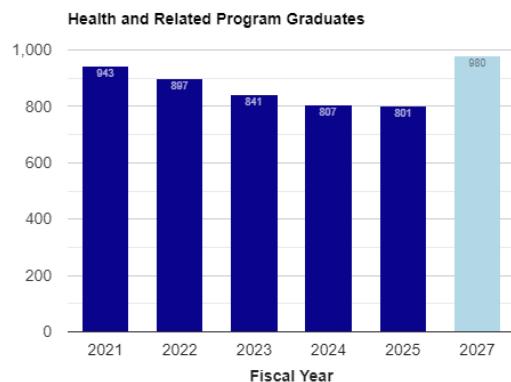
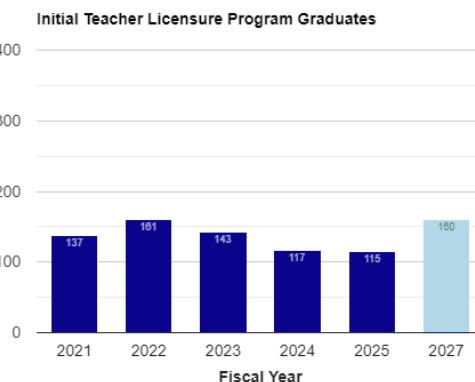
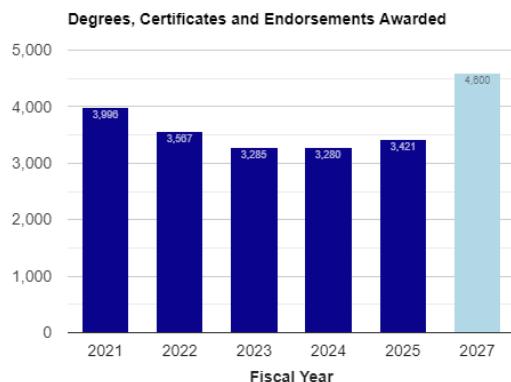
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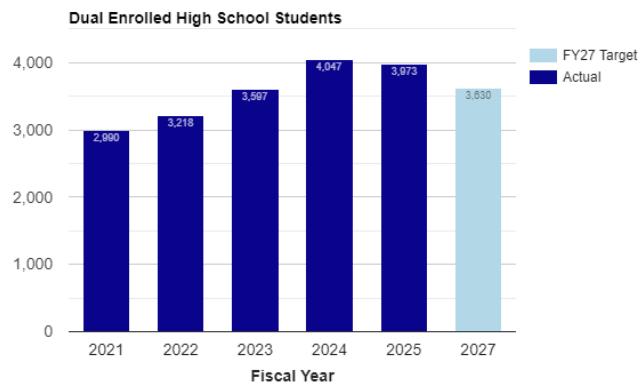
| Core Services<br>(in priority order) |   | UGF              | DGF              | Other            | Fed              | Total              | PFT            | PPT          | NP         | % GF  |
|--------------------------------------|---|------------------|------------------|------------------|------------------|--------------------|----------------|--------------|------------|-------|
| 1                                    | Student Instruction                                   | 274,331.1        | 230,279.5        | 123,654.9        | 47,608.8         | 675,874.3          | 2,447.1        | 165.3        | 0.0        | 73.5% |
| 2                                    | Research: Advancing Knowledge, Basic and Applied      | 65,771.3         | 71,572.3         | 74,617.6         | 136,376.1        | 348,337.4          | 1,069.4        | 82.5         | 0.0        | 20.0% |
| 3                                    | Service: Sharing Knowledge to Address Community Needs | 16,949.0         | 28,063.2         | 20,875.5         | 30,835.8         | 96,723.5           | 340.4          | 22.2         | 0.0        | 6.6%  |
| <b>FY2026 Management Plan</b>        |   | <b>357,051.4</b> | <b>329,915.0</b> | <b>219,148.0</b> | <b>214,820.8</b> | <b>1,120,935.2</b> | <b>3,857.0</b> | <b>270.0</b> | <b>0.0</b> |       |

### Measures by Core Service

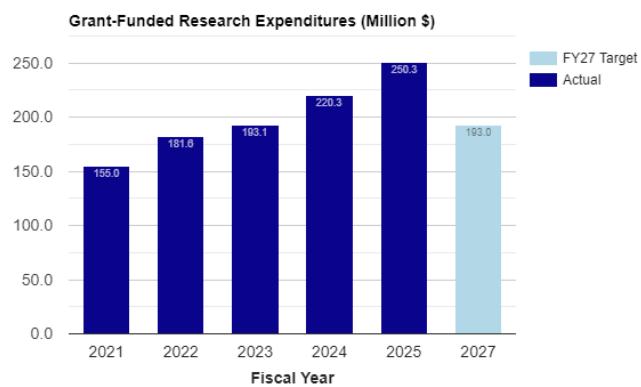
(Additional performance information is available on the web at <https://omb.alaska.gov/results.>)

#### 1. Student Instruction

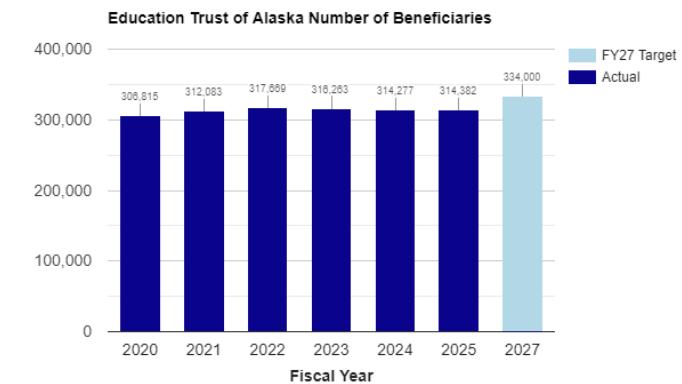
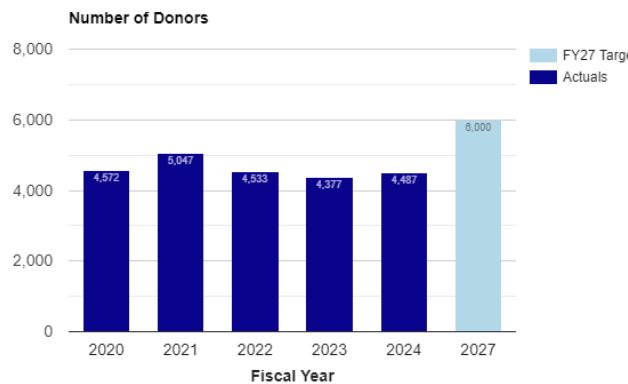


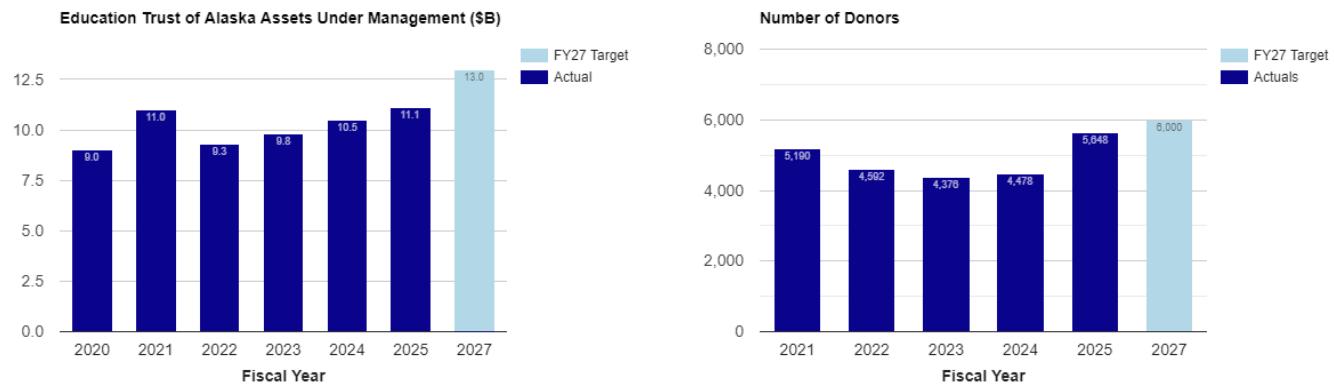


## 2. Research: Advancing Knowledge, Basic and Applied



## 3. Service: Sharing Knowledge to Address Community Needs





## Major Department Accomplishments in 2025

### Student Recruitment, Retention, and Graduation

The University of Alaska (UA) system is working together across campuses, communities, and leadership to ensure that every Alaskan has the opportunity to access, thrive in, and obtain the credentials necessary for employment, career advancement, or enrichment. The UA Board of Regents approved \$2.5 million in FY2026 to expedite efforts to strengthen recruitment, retention, and graduation. Through the Systemwide Attainment Framework (SAF) and Students-First Action Agenda, the UA is aligning efforts to recruit, retain, and graduate students with measurable success.

The SAF website (<https://www.alaska.edu/saf/>), presented to the UA Board of Regents in September 2025, serves as a living dashboard and public accountability tool, cataloging all active and completed projects, shared metrics, and campus highlights. The site links directly to outcome-measure dashboards for recruitment, retention, and graduation, enabling real-time visibility into systemwide progress.

In support of the Students-First Action Agenda (<https://www.alaska.edu/saf/about/index.php>), the universities have advanced 27 projects focused on recruitment, retention, and graduation, ranging from common admissions systems and advising innovations to financial access and workforce pathway initiatives.

- Enrollment momentum: Systemwide headcount is up year-over-year for a third consecutive fall, with gains in health, education, and engineering programs, the State's highest-demand fields.
- Retention focus: Coordinated advising and early-alert tools are being scaled across campuses, improving semester-to-semester persistence.
- Completion pathways: Dual-enrollment expansion and credit-transfer simplification continue to shorten students' time to degree.

Highlights from the Fall 2025 Opening Student Trends report:

<https://www.alaska.edu/ir/analysis/Fall2025OpeningReport.pdf>

- Alaska Performance Scholarship recipients attending UA grew by 33 percent (700) compared to this time last year, reaching an all-time high with more than 2,830 enrolled.
- One-third of designated UA Scholars from the class of 2025 (~350) elected to enroll at the UA, the highest proportion since 2019.
- Students attending full-time increased almost nine percent in the last year (+725 students).
- About 2,600 first-time freshmen enrolled this semester, up 42 percent (770) over the last five years.
- Doctoral program majors have increased 29 percent since Fall 2021, totaling 385 this Fall.
- Student Full-Time Equivalents (FTE) grew almost 11 percent to 12,434 in Fall 2025 (FY2026) opening, a five-year high from Fall 2021 (FY2022) opening which was 11,253.
- Freshman-to-sophomore retention is at an eight-year high, with seven out of 10 (69 percent) Fall 2024 first-time, full-time freshmen returning to a UA campus in Fall 2025.
- A record number of students (15,730) applied for Fall 2025, with almost half of the accepted students choosing to enroll.

- Dual credit/middle college - nearly 2,490 dual enrollment students have enrolled in the first month of the school year, up about four percent (100 students) year-over-year from last fall; additional significant dual enrollment will continue over the next eight months.
- Alaska has experienced mild population growth (<0.5 percent) in total over the last five years. Growth in total university enrollment (2.3 percent) has outpaced Alaska population growth more than four-fold during this time.

#### Empower Alaska Branding/Public Awareness Campaign

The Empower Alaska Campaign anticipates the final "campaign wrap" video concluding production by the end of October 2025. The video will be put in rotation along with the UA's other ads and will appear on Gavel Alaska during the 2026 Legislative Session.

The UA is finalizing the earned media pitch strategy to highlight the UA's enrollment growth and the impact on Alaska's workforce in local, national, and industry publications. The UA's goal is to secure at least one major feature in a prominent national or higher education publication. Since the 2021 launch, Empower Alaska has contributed to improving Alaskans' perception of the university - survey data from 2024 show that 86 percent of Alaskans approve of the UA system, up from 81 percent in 2021 - while earning multiple Public Relations Society of America awards for brand management and creative excellence.

#### Building Arctic Leaders

The Arctic Leadership Initiative (ALI) has moved from pilot to scaled delivery in Academic Year 2025-2026. This quarter the UA launched a two-term cohort of 18 undergraduate and graduate students drawn from the University of Alaska Anchorage, Fairbanks and Southeast, and convened the fall Fairbanks retreat in late September 2025. Systemwide faculty capacity is growing: the first two-year Early Career Faculty (ECF) cohort of five fellows is mid-cycle, and a second two-year ECF cohort of four began this summer, alongside three ALI Arctic Professors. Students are engaged in challenge projects tied to workforce and community needs and will present outputs at the April 2026 Arctic Encounter Symposium.

Public engagement and leadership development continue through the ALI Lecture Series. Deliverables this fall include cohort project briefs, recorded lectures, and partner summaries that document mentorship, placements/networking, and progress toward longer-term external leadership outcomes.

#### Achieving Cost-Efficient Operations

The UA is making steady progress on several initiatives aimed at achieving cost-efficient operations. Key advancements include the continued implementation of Banner 9 modules (the UA is currently two months ahead of schedule and has implemented 13 of 15 modules), automation of the Employee Tuition Waiver, and ongoing work on the Spouse and Dependent Waiver. The Tuition Transparency project team is evaluating billing structures for better clarity and efficiency.

Procurement processes are being modernized through the Source-to-Pay initiative, including an upcoming request for proposal (RFP) for a new card provider. Financial system updates, such as new account and fund code structures, are enhancing data access and reporting capabilities.

Meanwhile, Human Resources has automated faculty contract workflows, improving data accuracy and payroll processing, and is exploring further integration with onboarding systems. Real estate and intellectual property development efforts continue, with notable revenue contributions to the endowment fund and modernization strategies.

#### Philanthropy

The UA Foundation was established to solicit, manage, and invest donations for the UA's exclusive benefit. The UA Foundation is a private nonprofit corporation that operates as a public foundation on a fully self-support revenue model and provides a critical service to students. More than 15 percent of degree recipients each year have been supported by scholarships administered by the UA Foundation. Donor and scholarship highlights from the UA Foundation Annual Report:

- Received donations from 5,617 total donors, including 1,765 alumni donors and 2,492 new donors
- Awarded nearly \$6.8 million in scholarships (3,673)

The UA Giving Day tradition, which launched in the fall of 2020, is a collaborative effort between the UA Foundation and the three universities. The 49 Hours for Alaska online event focused on the impact the universities have on

thousands of lives and livelihoods across the State and encouraged philanthropic support for students, academic and training programs, and research.

Giving Day provides opportunities to engage the community and expand the system's donor base while increasing the UA's brand awareness within and outside the State. In FY2025, the event raised more than \$1.3 million from more than 2,500 alumni, community members, corporate partners, faculty, and staff.

#### Land Grant

The UA is making progress on a remedy to the historic land grant deficit. The bill signed into law at the end of 2022, provides the UA four years (until December 2026) to:

- Identify and select 500,000 acres of State valid or top-filed general selection lands; and,
- Secure concurrence on the selections from the State.

The law also directs the Secretary of the Interior to convey up to 360,000 acres of the UA's 500,000 acres of selections; however, the law does not dictate when the lands are to be conveyed. The University's Land Grant status of selections as of September 2025:

- Submitted to the State of Alaska's Department of Natural Resources ~500,000 acres
- Public noticed by the State of Alaska's Department of Natural Resources ~350,289 acres
- Submitted to the Department of the Interior ~96,406 acres

## **Key Department Challenges**

#### Federal Uncertainty

The university continues to monitor conditions surrounding federal funding. These are a few impacts and areas of concern:

- The University system has had approximately three percent (29 grants) of individual grants terminated, with a remaining balance of \$7.9 million, resulting in a loss of 1.5 percent of active remaining award amounts.
- Combined frozen and delayed awards account for less than half a percent of active awards and approximately three percent of active remaining award amounts.
- Termination of the Alaska Native and Native Hawaiian-Serving Institutions program, if not reversed, is likely to result in the loss of \$8.8 million in federal funding.
- Proposed changes to the facilities and administrative (F&A) rates could negatively impact the UA's ability to accept grant awards.

#### Facility Maintenance

The UA continues to request sustained capital funding to protect and maintain its aging physical assets. Aging facilities and functional obsolescence detract from student recruitment and retention. Although the UA has worked to reduce its footprint by selling or demolishing underutilized facilities, the need for continual State capital investment is critical to the UA's ability to offer students a functional, modern, and safe learning environment.

The UA is responsible for maintaining facilities and infrastructure across the State, with 402 facilities totaling 8.3 million gross square feet, an average age of 37 years, a replacement value of \$7.2 billion, and a \$1.6 billion deferred maintenance/renewal and repurposing (DM/R&R) backlog. Annual funding is necessary to preserve these important State assets.

Due to many years of deferring critical capital projects, there is an increasing risk and evidence of building closures. There have been numerous unplanned closures causing significant hardship on student learning and research activities, as well as the associated lost productivity of university students, faculty/researchers, and staff.

#### Technology

Significant efforts continue to improve the UA's cybersecurity posture. This is a critical focus area as institutions of higher education have become primary targets due to research activities and the possession of significant amounts of personally identifiable information (PII) and other sensitive information and regulated data. Specific areas of concern include: increasing phishing and credential-theft threats, fiber reliability and bandwidth constraints in rural Alaska, sustaining enterprise resource planning (ERP) system modernization while maintaining daily operations, and systematically upgrading aging infrastructure amid rapid technological change.

**Human Resources**

- Due to the competitive labor market, the UA is experiencing overall increased compensation costs.
- The UA continues to experience higher staff benefit costs, mostly for healthcare and is exploring options to help mitigate these cost increases.

**Significant Changes in Results to be Delivered in FY2027**

The UA Board of Regents' "Roadmap to Empower Alaska" establishes a robust plan for the UA System to advance Alaska's economy through education, workforce development, research, and strong partnerships across the state.

The Board receives regular updates on the progress of the following priority strategies:

1. Increasing Recruitment, Retention, and Graduation
2. Sustaining Facilities Maintenance and Modernization Plan
3. Achieving Cost-Efficient Operations
4. University of Alaska Fairbanks Reaching R1 Status
5. Empower Alaska Branding/Public Awareness Campaign
6. Building Arctic Leaders

**Systemwide Attainment Framework-Students-First Action Agenda**

Increasing student recruitment, retention, and graduation remains a top priority. The UA Board of Regents plans to continue investing in this effort with \$2.5 million in FY2027. Over the next year, the UA will prioritize the following measurable impacts:

- Scaling what works: expanding high-performing projects across campuses
- Strengthening data systems: improving accuracy, access, and reporting cadence
- Centering the student experience: removing barriers to enrollment and completion

In this ongoing systemwide effort, each project team will continue a steady cadence of activity: developing, implementing, and tracking progress over the course of the academic and fiscal year. This work is coordinated through quarterly reports, shared evaluation tools, and consistent check-ins to ensure visibility and accountability.

Together, these actions advance the UA Board of Regents' vision for a student-centered, workforce-aligned university system that keeps more Alaskans learning, working, and thriving in Alaska.

The UA will continue the "Did You Know?" series to highlight the breadth, excellence, and collaboration of programs across the university. These messages will help communicate stability, confidence, and trust in the universities' programs; elevate the value of higher education in the State, and increase enrollment in higher education (<https://www.alaska.edu/news/did-you-know/>).

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