

# **State of Alaska FY2020 Governor's Operating Budget**

**University of Alaska**

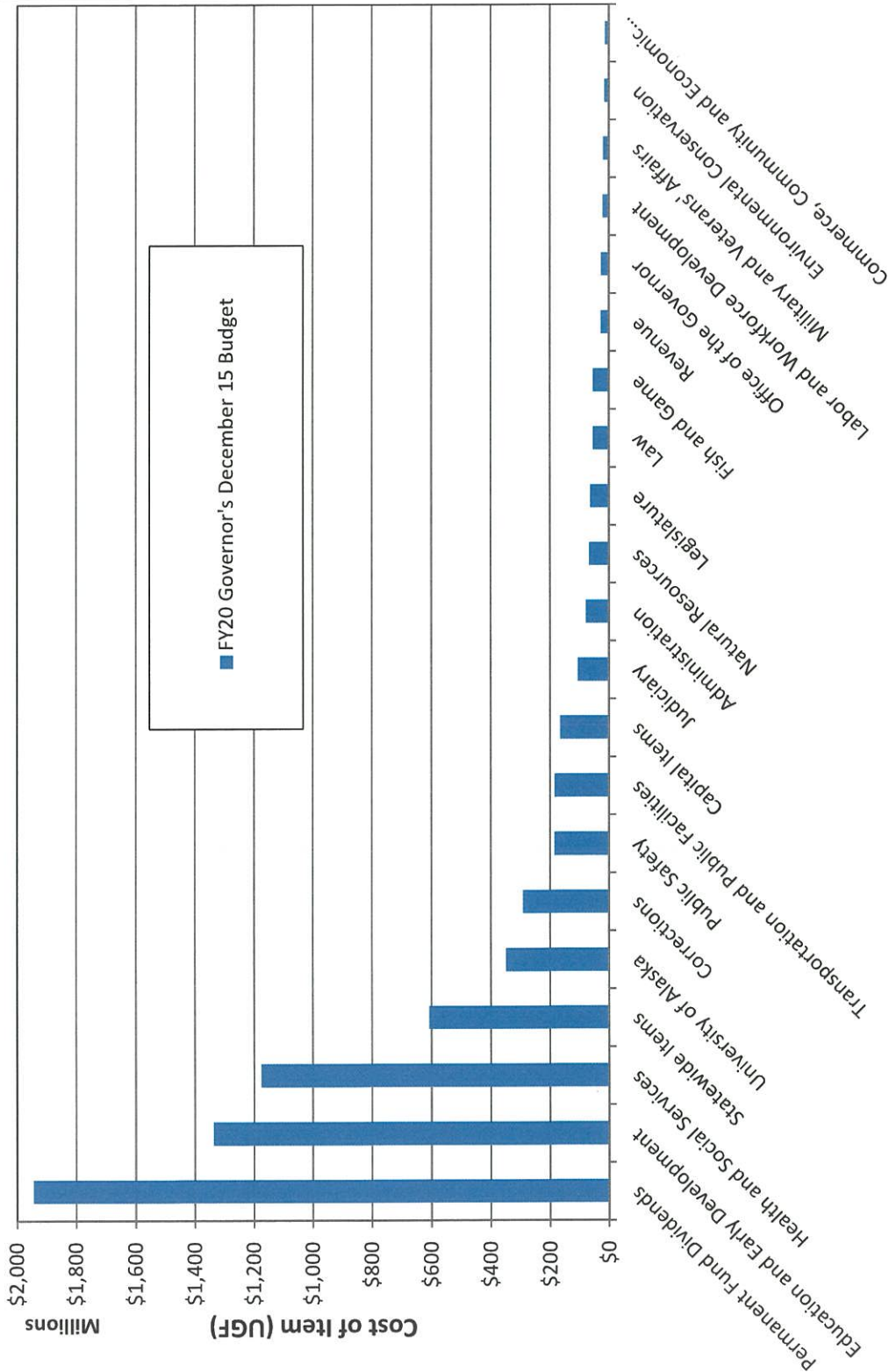


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# The FY20 Budget Arranged by Size of Expenditure Item



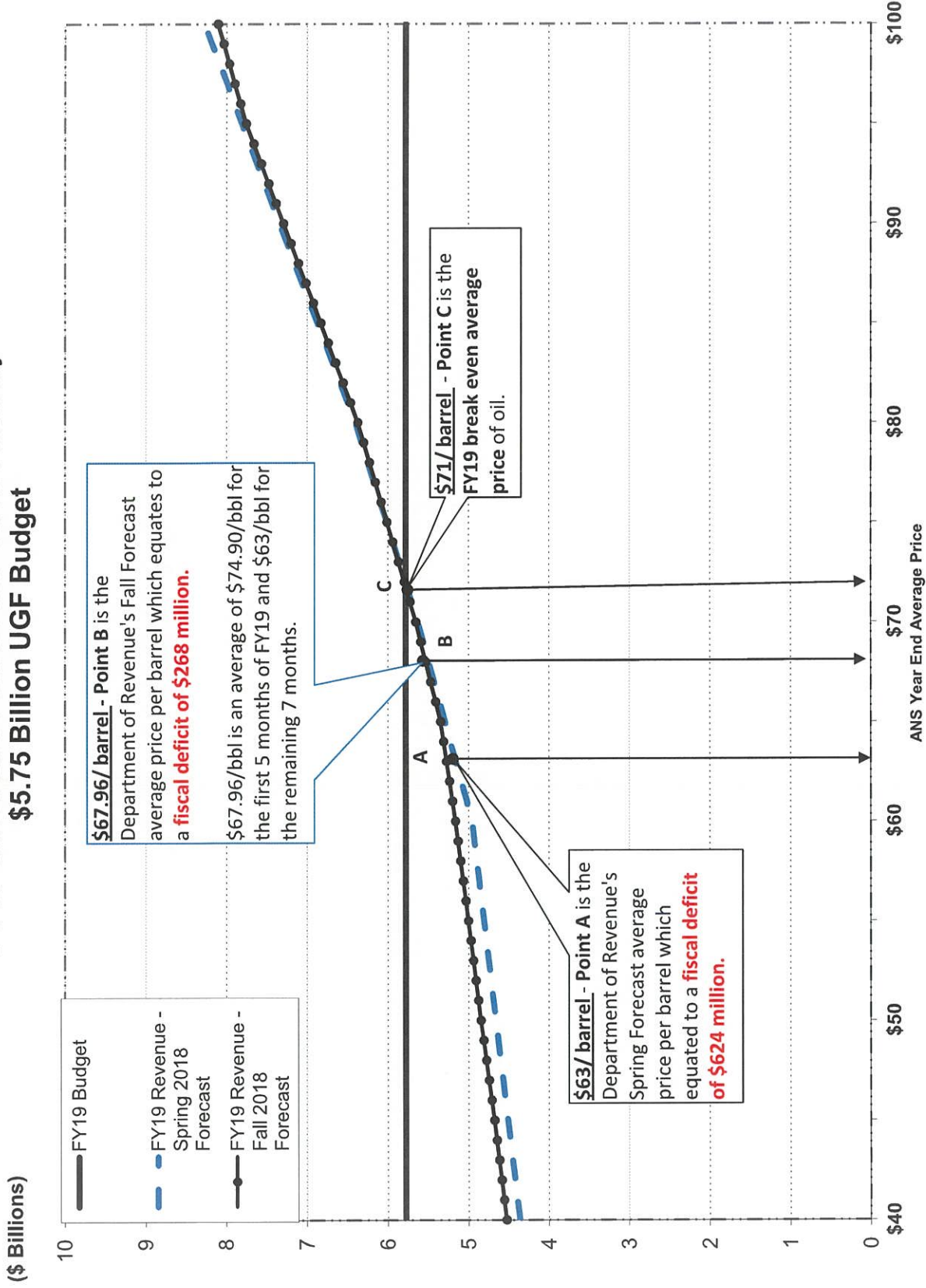


**State of Alaska Fiscal Summary-- FY18 and FY19 (Part 3)**  
(\$ millions)

**Approximate Balances of Reserve Accounts**

	FY18			FY19				
	BoY Balance	In	Out	EoY Balance	BoY Balance	In	Out	EoY Balance
<b>Permanent Fund Principal -- Market Value</b> (no appropriations allowed)	46,969.0	(768.0)	0.0	<b>46,201.0</b>	46,201.0	1,172.5	0.0	<b>47,373.5</b>
<b>Undesignated Reserves</b>	<b>17,458.7</b>	<b>4,598.9</b>	<b>3,010.4</b>	<b>19,047.3</b>	<b>19,047.3</b>	<b>4,264.3</b>	<b>4,449.4</b>	<b>18,862.2</b>
Total Excluding Permanent Fund	4,644.3	206.9	2,252.4	2,598.9	2,598.9	194.3	756.5	2,036.7
Constitutional Budget Reserve Fund (cash)	4,354.9	166.6	2,131.8	2,389.7	2,389.7	166.3	692.7	1,863.3
Statutory Budget Reserve Fund	268.0	-	95.6	172.4	172.4	-	-	172.4
Alaska Housing Capital Corporation Fund	21.8	0.2	-	22.0	22.0	-	21.8	0.2
Alaska Capital Income Fund	(0.4)	40.1	25.0	14.7	14.7	28.0	42.0	0.7
<b>Permanent Fund Earnings Reserve Account</b>	<b>12,814.4</b>	<b>4,392.0</b>	<b>758.0</b>	<b>16,448.4</b>	<b>16,448.4</b>	<b>4,070.0</b>	<b>3,692.9</b>	<b>16,825.5</b>
<b>Designated Reserves</b>	<b>1,470.0</b>	<b>1,375.4</b>	<b>1,372.1</b>	<b>1,473.3</b>	<b>1,473.3</b>	<b>1,361.5</b>	<b>1,388.6</b>	<b>1,446.2</b>
Alaska Higher Education Investment Fund	369.8	25.9	52.6	343.1	343.1	22.1	23.5	341.7
Community Assistance Fund	98.0	30.0	38.0	90.0	90.0	34.0	34.0	90.0
Power Cost Equalization Endowment	1,002.2	76.6	38.6	1,040.2	1,040.2	62.4	88.1	1,014.6
<b>Reserves (Excluding Permanent Fund Principal)</b>	<b>18,928.8</b>	<b>5,974.4</b>	<b>4,382.5</b>	<b>20,520.6</b>	<b>20,520.6</b>	<b>5,625.8</b>	<b>5,838.0</b>	<b>20,308.4</b>
Unrestricted General Fund Appropriations				5,253.3				5,753.2
Years of Reserves (Reserves/UGF Appropriations)				3.91				3.53

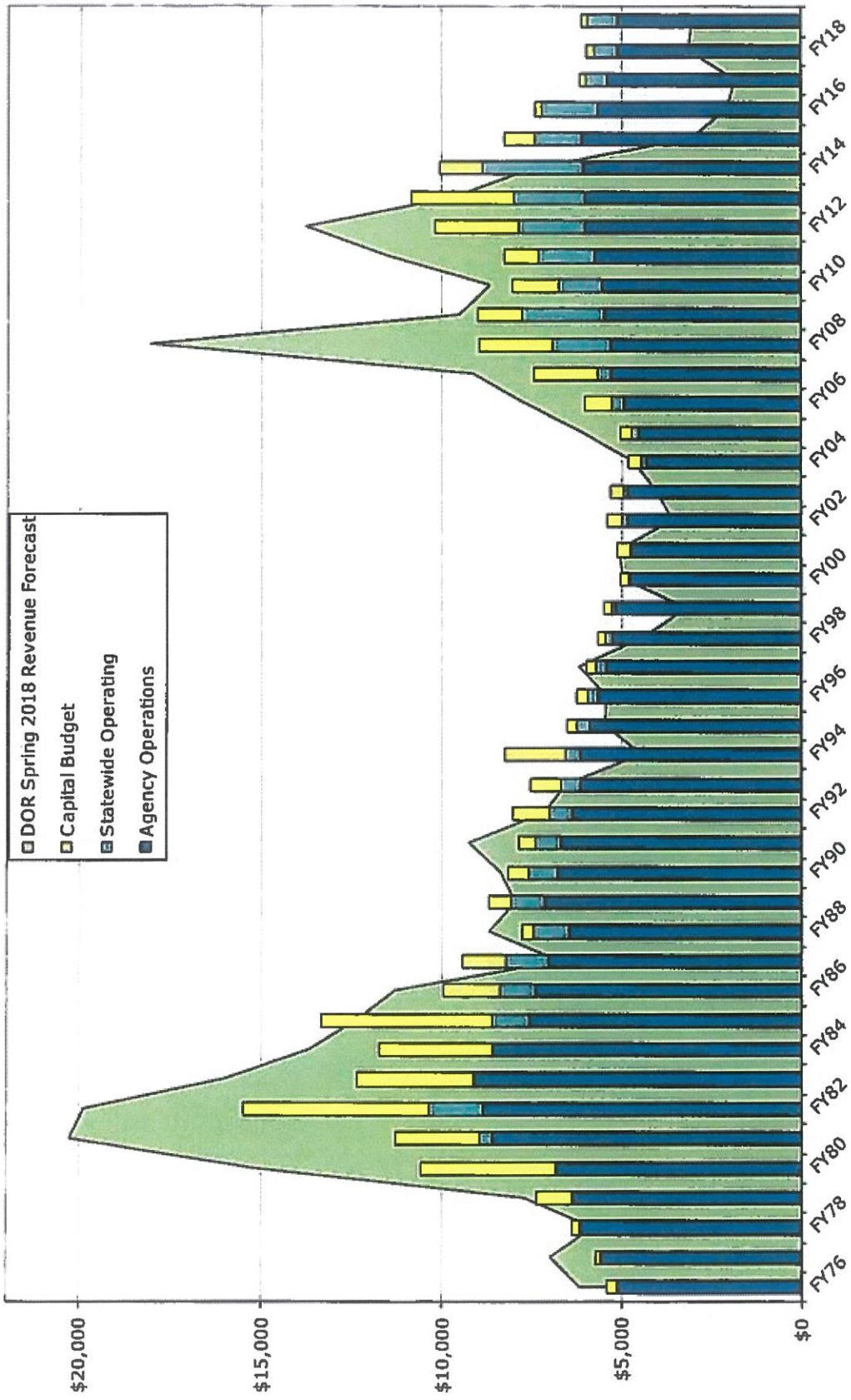
# FY19 Unrestricted General Fund - Fiscal Sensitivity \$5.75 Billion UGF Budget







# Real Per Capita Unrestricted General Fund Revenue/Budget History (2017 dollars Per Person)





## Introduction

The Legislative Finance Division typically spends the weeks just before legislative sessions preparing material designed to help legislators make budget/policy decisions. Gubernatorial transition years often force an abbreviated analysis of the Governor's budget proposal. FY20 is no exception; Governor Dunleavy has clearly stated that the December 15 budget is a placeholder that will lose relevancy during the amendment process as his policies and priorities replace those of Governor Walker.


The Legislative Finance Division reviews items contained in appropriation bills; we avoid discussion of campaign promises and press releases, just as we avoid speculation regarding the reception budget proposals might receive in the legislature. That policy leaves few specific budget items to analyze at this time.

The December 15 budget submitted by Governor Dunleavy for FY20 is identical to the budget Governor Walker released in late November with two exceptions:

1. the December budget contains a \$1.6 billion unallocated reduction; and
2. the November budget proposed permanent fund dividends (PFDs) of \$1,800 per citizen while the December budget increased that amount to approximately \$3,000. The estimated cost of paying PFDs at Governor Dunleavy's proposed level is \$1.944 billion, just over \$920 million more than was paid out in FY19.

In addition to reviewing appropriation bills, the Legislative Finance Division analyzes revenue projections and both the short- and long-term fiscal outlook. We find the Fall 2018 revenue forecast to be reasonable. The November forecast released by the Walker administration was based on information gathered in early October, when prices had recently jumped from the mid \$70 range to the mid \$80 range. The price forecast— \$77 for FY19 and \$75 for FY20—appears unreasonably optimistic in retrospect, and the Dunleavy administration quickly revised prices downward to match those projected in the Spring: \$68 for FY19 and \$64 for FY20.

Barely a month later, some might claim the revised revenue forecast is also optimistic—if oil remains at the current level (in the mid \$50 range) for the remainder of FY19, the average price for the year would be near the \$63 level forecast last Spring. The implication of unexpectedly low current prices is that the FY20 revenue forecast may be optimistic. We have neither the data nor expertise to challenge the many assumptions—Alaska production, world supply and demand, capital expenditures, tax credits, etc.—that generate the Department of Revenue's forecast. As in the past, we will use the official revenue forecast in our two-year fiscal summary—see page 10—and in our long-term fiscal model.




The fiscal model uses revenue and expenditure forecasts to project budget surpluses/deficits through FY28. It also generates projections for dividends and balances of the permanent fund and various reserve accounts. The model is ready to produce scenarios to help analyze policy/spending/revenue options.

There is, however, one huge caveat regarding model output: the model's long-term expenditure plan was prepared by the Walker administration. The Governor is required by AS 37.07.020(b) to submit a ten-year expenditure plan to the legislature. If the Dunleavy administration intends to change the path of expenditures, the Governor must provide a new spending plan that reflects the fiscal future he envisions.

A lack of formal spending plans—both for FY20 and the long-term—limits our ability to provide comprehensive fiscal analysis of the Governor's intentions. It does not, however, preclude discussion of Alaska's fiscal situation. We can discuss a few issues that will help readers grasp linkages between budget/policy decisions and the State's fiscal future.

## **Alaska's fiscal situation**





Casual observers of the fiscal landscape may conclude that everything appears much as it has for years: spending exceeds revenue and the legislature will argue inconclusively about whether new revenue is needed to fill the deficit and discuss how—and how much—spending should be cut. In the end, draws from reserves will fill the deficit and everyone will hope for higher oil prices in the future.

More astute observers see a landscape very unlike the past and wonder how casual observers can fail to conclude that we live in different fiscal world.

Spending in excess of revenue is not a small, temporary problem; we have faced multi-billion dollar deficits for six consecutive years and projections show continued large deficits. Legislators and citizens have lived with deficits for so long—with no ill effects—that they justifiably ask “Why are deficits a problem?”

The fiscal impact of deficits has been hidden by our ability to draw from reserves. When deficits can be filled by budget language that simply fills the deficit regardless of revenue or expenditure levels, no other action is required. When revenue sets no limit on expenditures, is it any wonder that some people believe expenditures spun out of control? Yet deficits persist and life goes on. The conclusion is that deficits are not a problem as long as savings balances are able to fill them for many years into the future.






We no longer live in that fiscal world. Using the constitutional budget reserve fund (CBR) to fill massive, persistent deficits has depleted reserves. Because the CBR has insufficient money to continue filling deficits, we can no longer ignore deficits. In the long-term, revenue and expenditures must balance.

### **How can we balance the budget?**

The passage of SB26 (during the 2018 legislative session) was a huge step toward balancing the budget. Alaska has traditionally relied upon oil production—almost exclusively—as a source of revenue. Traditional revenue sources cover about one-third of expenditures (excluding unallocated reductions) in the December 15 budget. Under SB26, a percentage of the market value of the permanent fund contributes to revenue.

The contribution is massive; at \$2.9 billion, the FY20 payout from the permanent fund exceeds the \$2.3 billion expected from traditional sources. Yet, in the absence of additional revenue or reductions from FY19 spending, a \$1.6 billion deficit remains.

### **How to fill deficits is a policy decision**




With the depletion of reserve balances, Alaska has only the standard tools other states use to bring the budget into balance. The tools are:


1. increasing revenue and
2. reducing expenditures.

Some would include borrowing as a tool on the revenue side, but borrowing does not offer a long-term solution. Some would add shifting costs to local governments or to citizens as a tool on the expenditure side. But there is a distinction between shifting a problem and solving a problem.

Alaska was fortunate to have a third budget-balancing tool: using reserves to fill deficits. We used the tool very effectively—meaning we saved a good portion of surpluses and then drew money from reserves when oil revenue could not balance the budget. Establishing a large reserve balance was not an accident, we knew that reserves are essential when revenue is volatile.



The constitutional budget reserve fund (CBR) is not empty, but years of drawing money means the fund can serve only as a shock absorber that allows us to avoid the painful process of mid-year budget reductions in response to unanticipated revenue shortfalls. It can no longer serve as a tool to address massive long-term deficits.





Increasing revenue is an effective way to address long-term deficits, but is generally not an effective tool if the time horizon is short. It often takes a year or more to implement tax changes. Further, if the Governor and/or the legislature insist that tax increases are off the table, then the only remaining budget-balancing tool is reducing expenditures.

### **Decision time—where can cuts occur?**

The correct answer—anywhere the legislature and Governor agree upon—is not very helpful. It may be more practical to paraphrase Willie Sutton, who—when asked by a journalist why he robbed banks—replied “Because that’s where the money is.” In our case, the lesson may be that we have to cut where the money is.

The blue bars in Figure 1 show where Alaska spends its unrestricted general funds (UGF). The red bars show how much money would be available for various expenditure items if cuts were the only tool used to balance the budget. Takeaway points include:

1. Permanent fund dividends are the largest single expenditure item, consuming 37% of projected revenue.
  2. Adding departments that oversee the two big formula programs—K-12 education and Medicaid—brings expenditures to 86% of revenue.
  3. If items were eliminated (from smallest to largest, with the exception of capital projects and statewide items) to produce a balanced budget, there would be no money available for any agencies except those that oversee K-12 education and Medicaid.
  4. Eliminating unrestricted general funds in agencies (as indicated by “missing” red bars) to balance the budget would reduce total UGF expenditures by about 25%.
  5. The figure describes a hypothetical situation that is intended only to show the relative size of spending on various items. In the real world, cuts to criminal justice agencies—and many other items—could not legally occur as shown.
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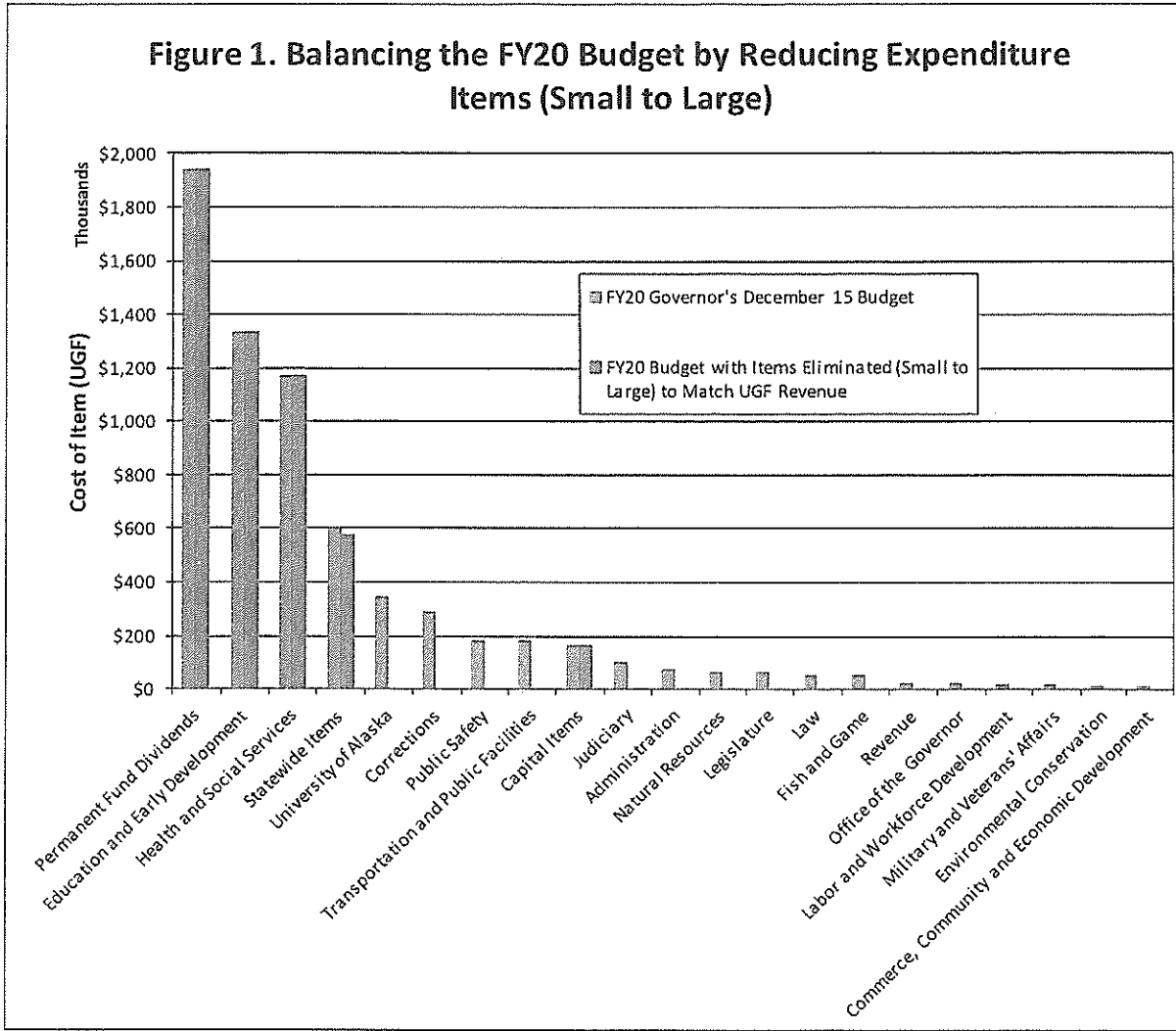
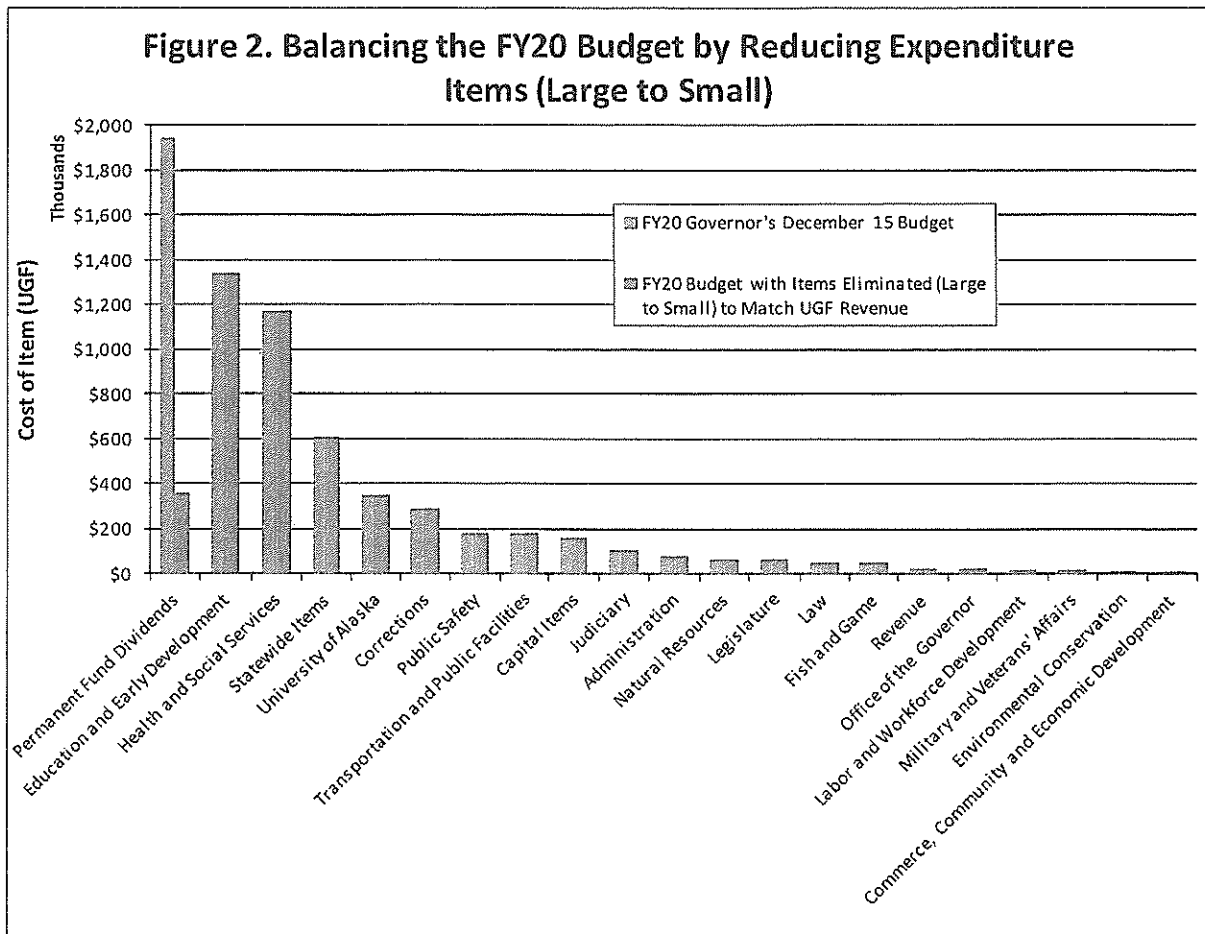


Figure 2 uses the same data, but balances the budget by cutting items from largest to smallest. The major points are:

1. If dividends were eliminated and all other items were funded as requested on December 15, there would be a budget surplus of about \$300 million; and
2. As the largest single expenditure, dividends are sure to be a fundamental topic during any discussion of cutting enough money to balance the budget.





Figures 1 and 2 are intended not only to show the range of outcomes associated with budget reductions, but also to highlight the difficulty of balancing the budget via reducing spending for agency operations. Other than Education and HSS, expenditure of unrestricted general funds in agencies comprises 23% of total expenditures and no individual agency accounts for more than 5% of total spending. As a basis of comparison, the budget deficit is equivalent to 24% of expenditures.

As a practical matter, balancing the budget with cuts alone requires cutting where the money is: dividends, K-12 and Medicaid. The choices are divisive, and decisions are certain to be difficult.

**How much the legislature spends on dividends—or anything else—is a policy decision**

When it comes to appropriations, the legislature must follow the constitution. However, the power of appropriation supersedes statute. For example, if a law were to increase the Base

Student Allocation (generally known as the BSA, which is a primary factor in determining K-12 spending) in each of the following three years, appropriations for K-12 spending might not increase. The changes to the BSA would occur, but the legislature is not required to fully fund the statutory formula. Similarly, the law provides a formula for permanent fund dividends (PFDs), but the legislature can appropriate any amount it chooses. That conclusion is not personal opinion; it is the ruling of the Alaska Supreme Court (*Wielechowski v State*, August 2017).

So why bother with statutory formulas? Accepting the guidance provided by law means sitting legislators don't have to argue every year about how much to spend on programs like education, Community Assistance, retirement contributions and power cost equalization. Statutory guidance makes it less likely that the Governor/legislature will shift costs from the State to local governments, businesses or to the people. In short, statutory guidance makes it easier to adopt a budget and plan for the future.

Arguments supporting statutory guidance prompt questions: We have statutory guidance on PFDs, so why argue about the amount paid as dividends? Why doesn't the legislature simply pay the amount determined by statute? Alternately, if the legislature is not going to follow statutes, why doesn't the legislature change the statutes?

Answering those questions can lead to discussion of complex issues like individual versus common rights to Alaska's resource wealth, distribution of income, and the extent to which the people of Alaska understand the fiscal situation. While we do not deny the importance of those issues, we tend to see the situation in terms of mathematical relationships.

**There is a dollar-for-dollar trade-off between dividends and revenue, dividends and deficits, and dividends and government services**

For those who doubt that dividends affect deficits, or that there is a dollar-for-dollar trade-off between dividends and government services, just look at the math. To simplify, let's assume the annual POMV (percent of market value, per SB26) payout from the permanent fund earnings reserve account (ERA) is \$3 billion. If \$1 billion goes to dividends, then \$2 billion is available for government services. Let's also assume that the budget is balanced in those circumstances. If dividends take \$2 billion of the payout from the ERA, then there is only \$1 billion left as revenue to the general fund and we face a \$1 billion deficit. In the absence of additional revenue, government services must be reduced by \$1 billion.

To say that increasing dividends takes money from education or other government services would reveal a biased perspective. It is just as accurate to say that spending money on government services takes money from dividends. It is fair to say that dividends compete with government services for available revenue. It is also fair to say that the competition during the

FY20 budget process is likely to be fierce, particularly if oil prices remain low and use of savings to balance the budget is minimal. In those circumstances, a FY20 deficit is possible/probable.

### **Reexamining the availability of budget-balancing tools**

Legislators face numerous difficult choices. Perhaps the most difficult choice will be the selection of tools to balance the budget. Enhancing revenue is a difficult path, made more difficult because Alaskans are not accustomed to paying the cost of government.

Elementary math shows that cutting expenditures is also a difficult path, particularly when public expectations and legal requirements to provide essential state services and protect economic stability are considered.

The easy path is to balance the budget by drawing money from the permanent fund earnings reserve account (ERA), just as we used to draw money from the constitutional budget reserve fund (CBR). The dangers of this path may not be apparent until we have taken it for a few years.

Before choosing this path, Alaskans should consider the following scenario:

1. Drawing more from the ERA than envisioned under statutory guidelines reduces the real value of the permanent fund.
2. Lower permanent fund balances reduce future earnings and reduce both dividends and the payout to the general fund.
3. Reduced payout to the general fund increases deficits, which cause ever-increasing draws from the ERA.
4. The ERA goes the way of the CBR, shrinking to the point that a poor investment year leaves no money for either dividends or a payout to the general fund.

While legislators always face decisions that shape Alaska's future, the decisions they face this year are as tough and pivotal as any they are ever likely to make. The Legislative Finance Division offers our fiscal model and budget expertise to help legislators make informed decisions.

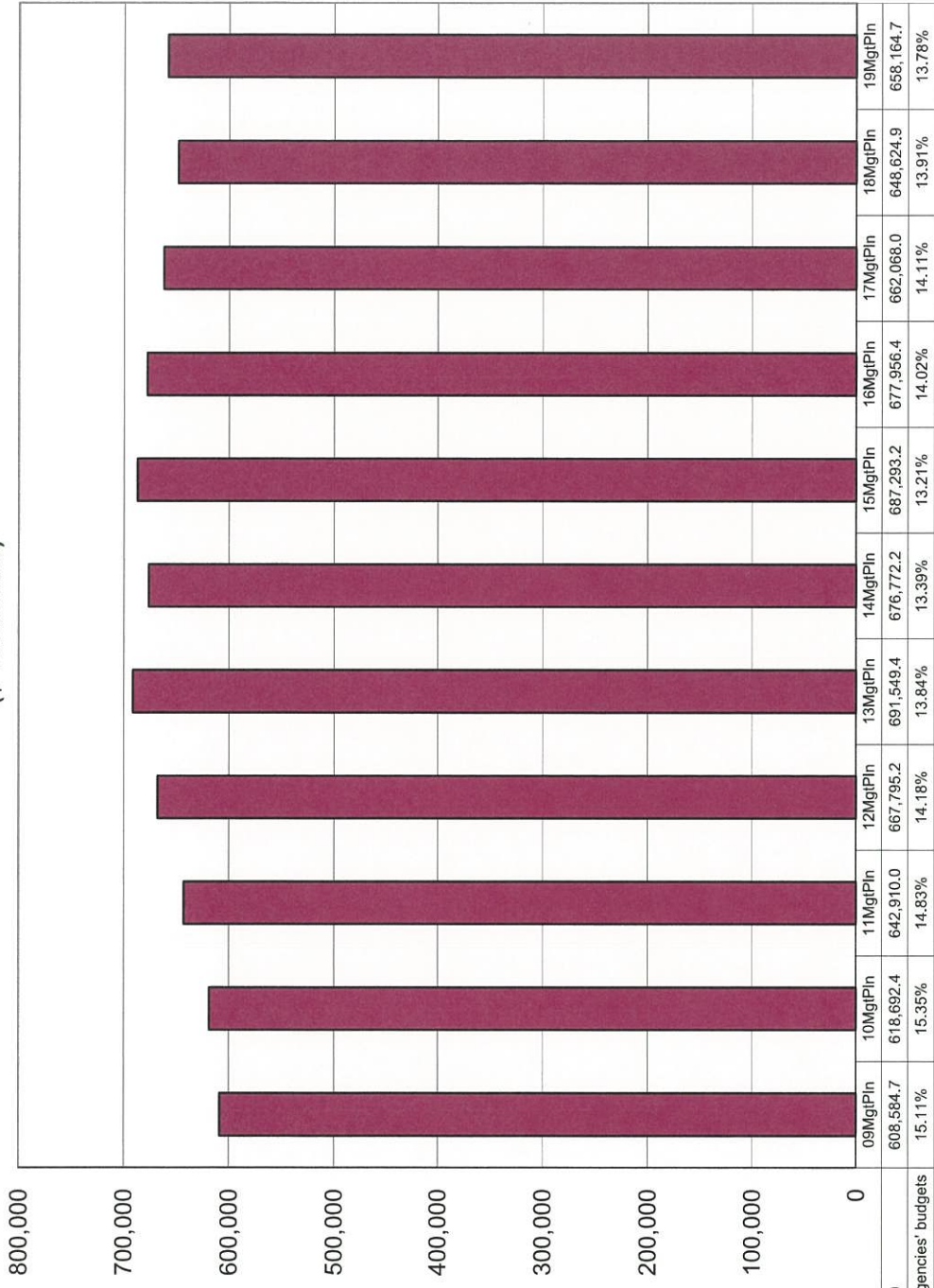
### **Published Analysis**

The Legislative Finance Division typically publishes "subcommittee books" and narratives that are intended to help legislators understand the Governor's budget proposals. Reports presenting the December 15 budget submittal are posted on our website, but we do not intend to publish subcommittee materials until the Governor submits amendments.



# University of Alaska Share of Total Agency Operations

(GF Only)  
(\$ Thousands)



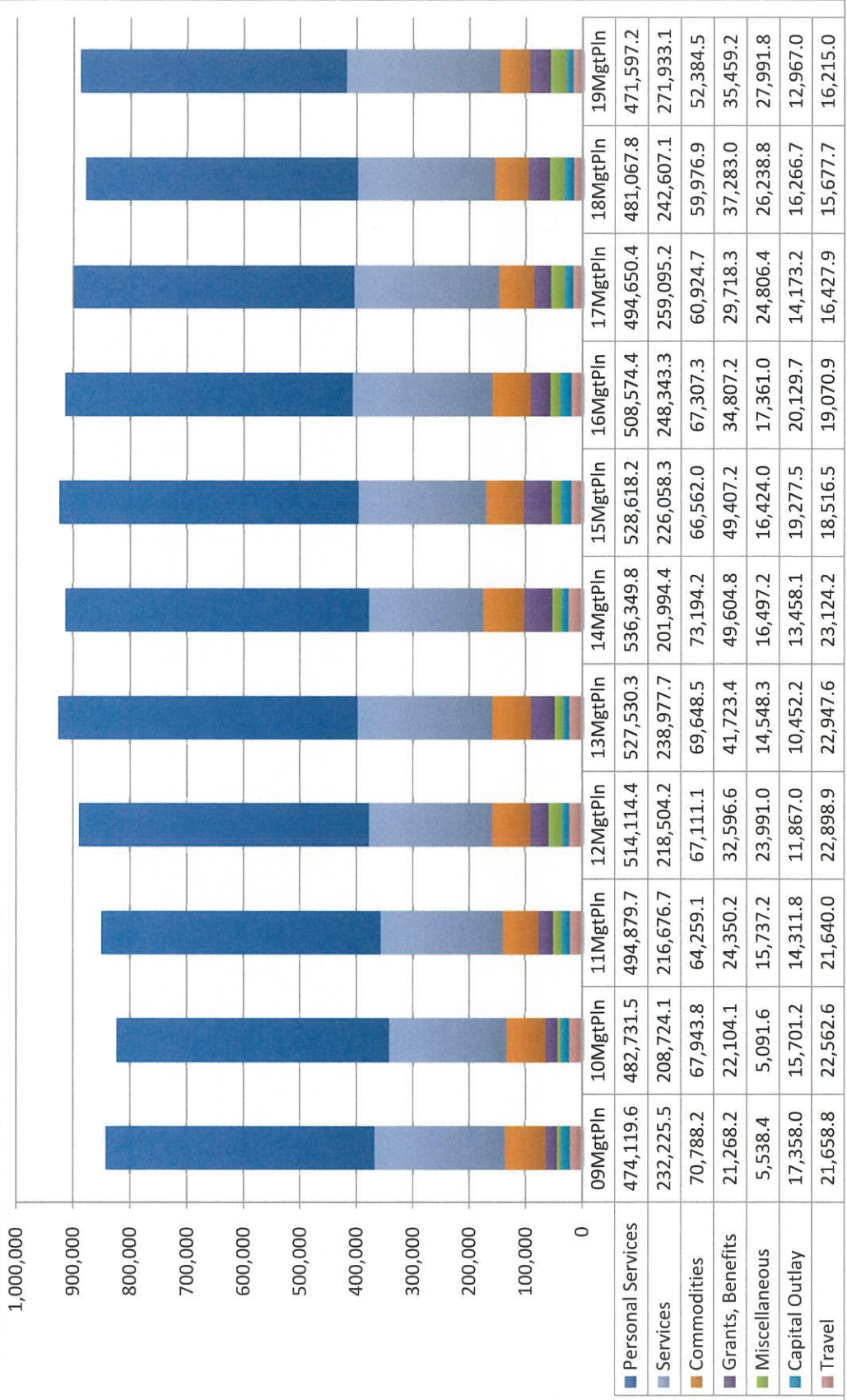
The University's GF budget grew by about \$49.6 million (8%) between FY09 and the FY19 - an average annual growth rate for that period of .8%.

The University's total FY19 GF budget equals \$2,012 per resident worker.\*

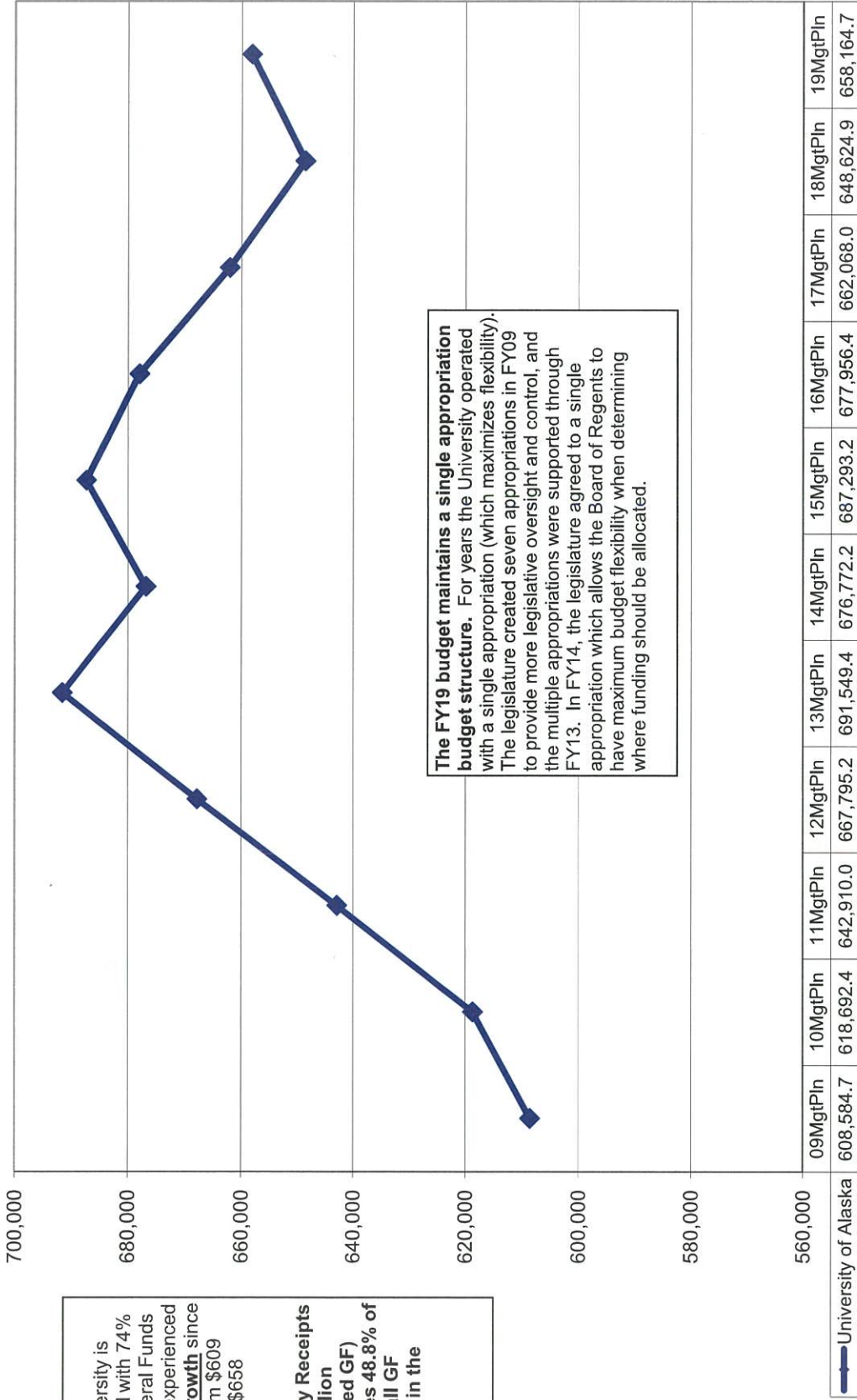
\* According to the Department of Labor and Workforce Development, there were 327,048 resident workers in Alaska in 2016.

### University of Alaska Line Items (All Funds) (\$ Thousands)

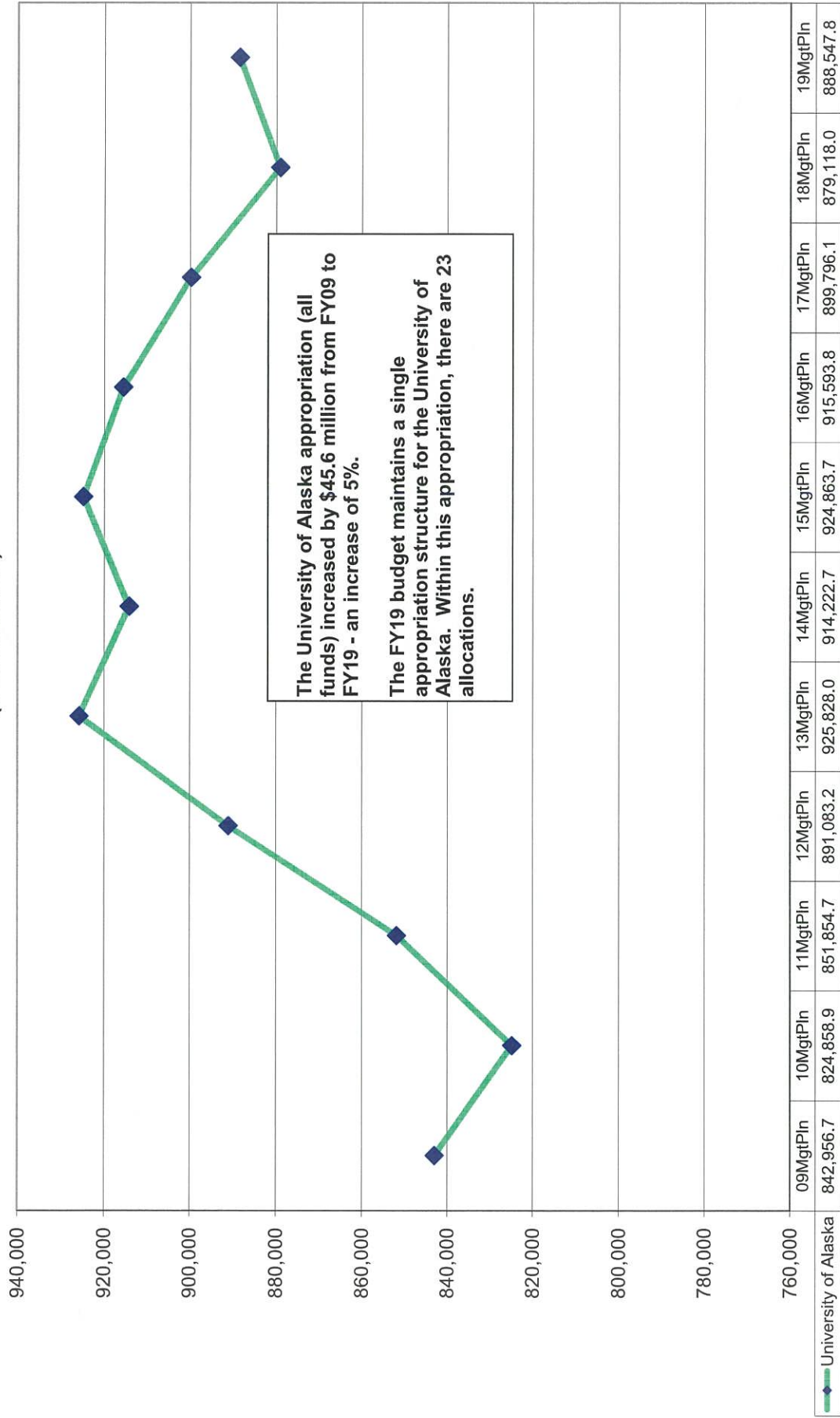
The majority of FY19 funding in the University's budget is comprised of the following two line items:  
**--Personal Services (53%)**  
**--Services (31%)**



## University of Alaska Appropriation (GF Only) (\$ Thousands)



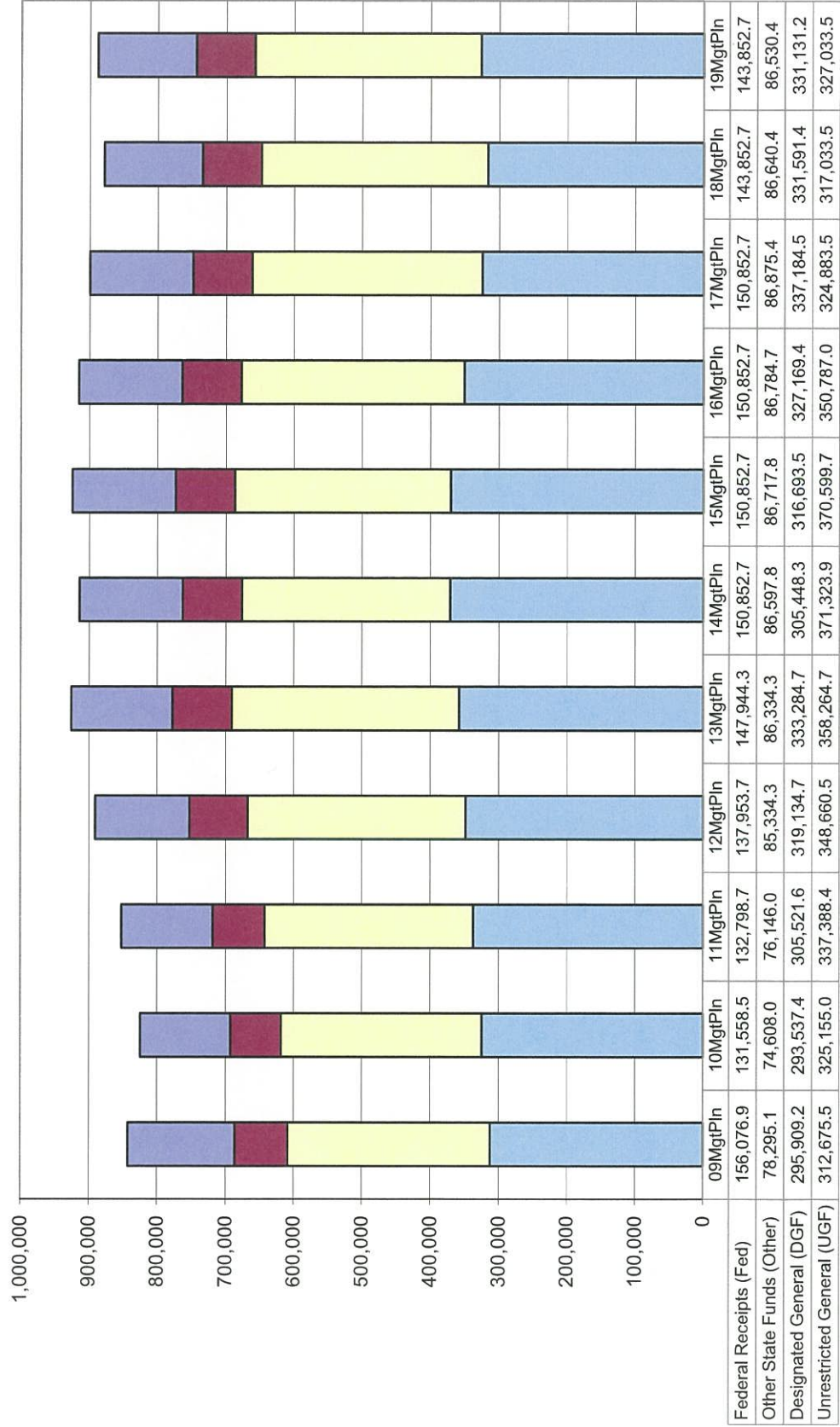
### University of Alaska Appropriation (All Funds) (\$ Thousands)



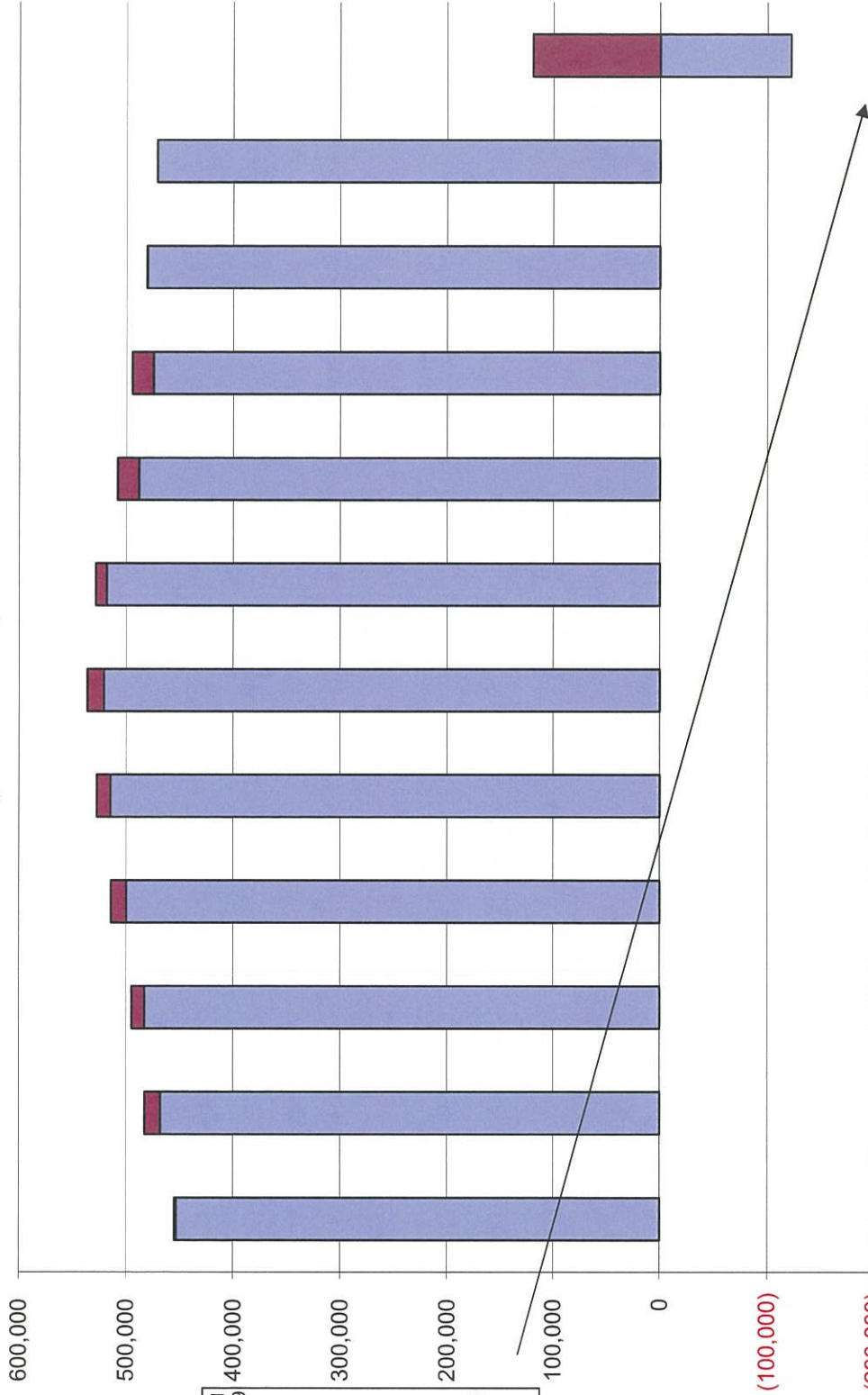


## University of Alaska Total Funding Comparison by Fund Group (All Funds) (\$ Thousands)

Between FY09 & FY19:  
 -UGF increased by \$14.4 million (5%)  
 -DGF increased by \$35.2 million (12%)  
 -Other Funds increased by \$8 million (11%)  
 -Federal Receipts decreased by \$12.2 million (-8%)



# University of Alaska Salary Adjustment Increases and Personal Services Costs (All Funds) (\$ Thousands)



Personal Services decreased by \$2.5 million between FY09 and FY19 --a decrease of .5%.

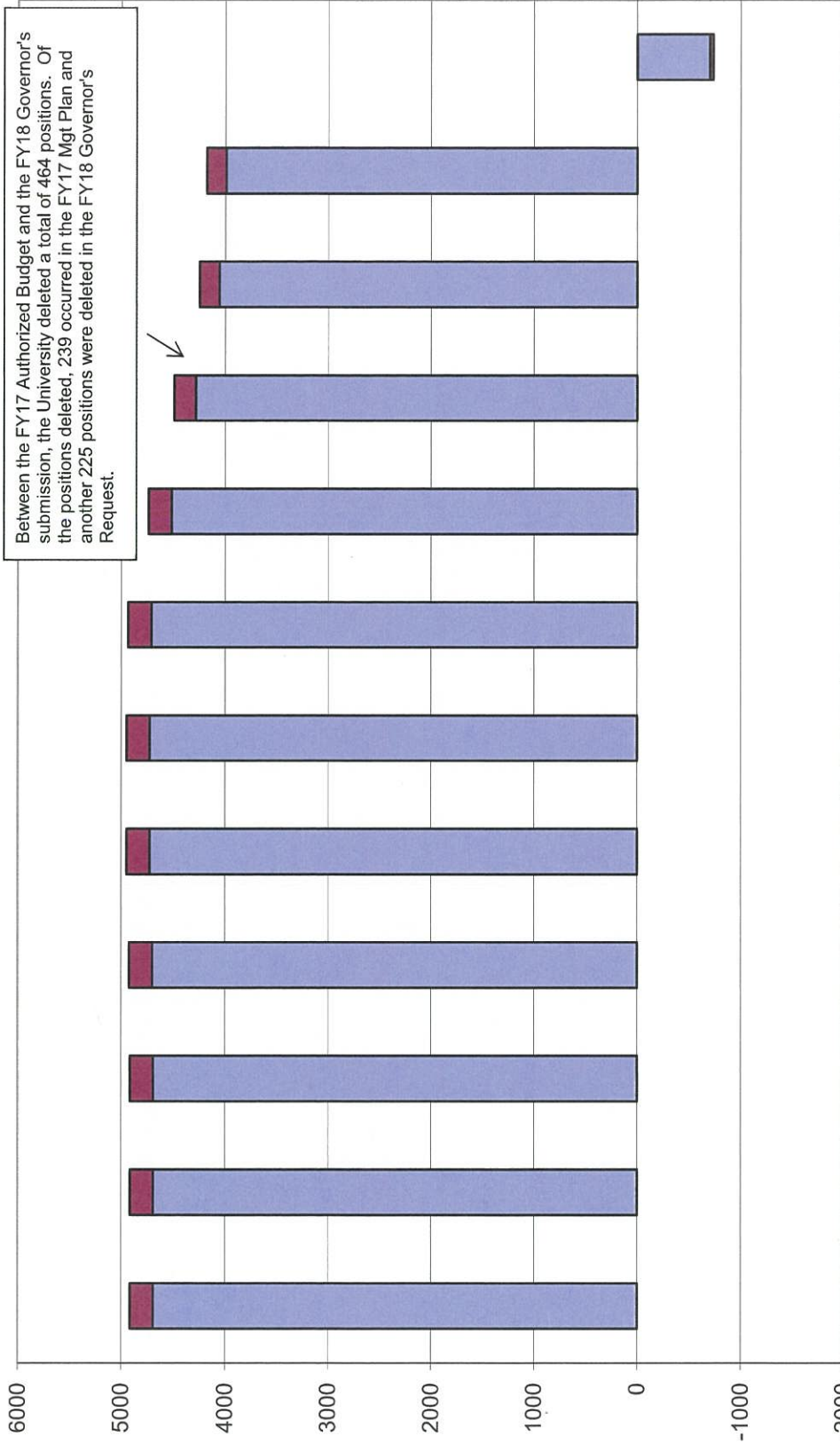
**Summary**  
The Personal Services change consists of the following:  
--\$119 million of contractual salary adjustments; and  
--(\$122 million) of non-contractual personal services reductions.

	09MgtPIn	10MgtPIn	11MgtPIn	12MgtPIn	13MgtPIn	14MgtPIn	15MgtPIn	16MgtPIn	17MgtPIn	18MgtPIn	19MgtPIn	Summary
Salary Adjustments	1,537.9	14,540.5	11,910.6	14,280.5	12,786.2	15,384.2	10,222.6	20,146.0	19,637.0	578.6	-	119,486.2
Personal Svcs less Salary Adjustments	453,238.1	468,191.0	482,969.1	499,833.9	514,744.1	520,965.6	518,395.6	488,428.4	475,013.4	480,489.2	471,597.2	(122,008.6)

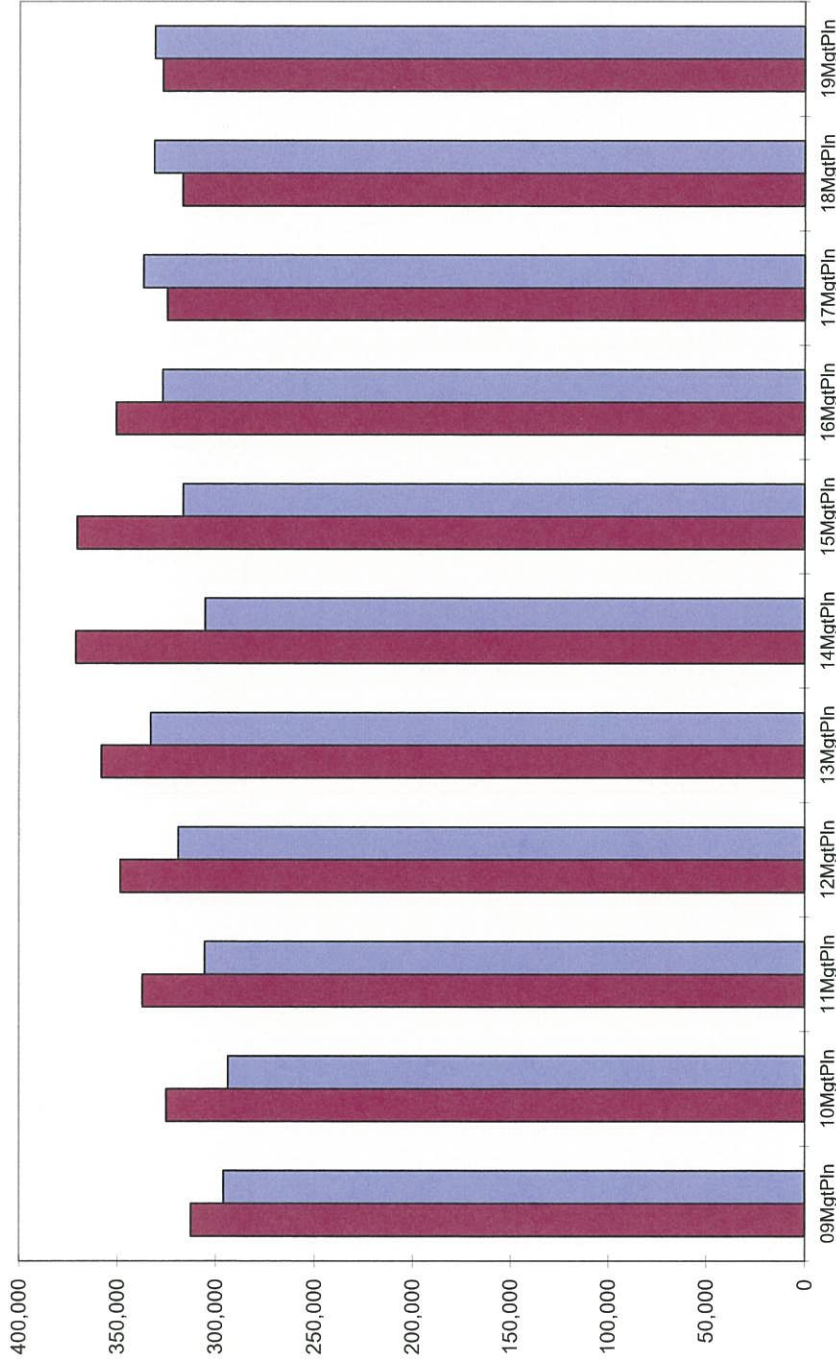
\* Changes in the personal services line from FY09 to FY19 are segregated into two parts: (1) base increases (primarily due to contractual negotiations) and (2) other personal services increases such as transfers between line items or increases from new positions. The final column sums the two types of changes during the period.

## University of Alaska Budgeted Positions

Between the FY17 Authorized Budget and the FY18 Governor's submission, the University deleted a total of 464 positions. Of the positions deleted, 239 occurred in the FY17 Mgt Plan and another 225 positions were deleted in the FY18 Governor's Request.



University of Alaska  
(UGF and DGF Only)  
(\$ Thousands)



	09MgtPIn	10MgtPIn	11MgtPIn	12MgtPIn	13MgtPIn	14MgtPIn	15MgtPIn	16MgtPIn	17MgtPIn	18MgtPIn	19MgtPIn
Univ Unrestricted General (UGF)	295,909.2	325,155.0	337,388.4	305,521.6	348,660.5	333,284.7	371,323.9	370,599.7	350,787.0	324,883.5	317,033.5
Univ Designated General (DGF)	16,766.3	31,617.6	31,866.8	31,866.8	29,525.8	24,980.0	65,875.6	53,906.2	23,617.6	(12,301.0)	(4,097.7)





# University of Alaska

## *FY19 Budget Overview*

House Finance Committee

January 29, 2018



UNIVERSITY  
of ALASKA  
Many Traditions One Alaska

# Sources

University of Alaska Statewide Offices  
<https://www.alaska.edu/alaska/about-ua/statewide-offices/>

Board of Regents Policy & Procedures  
<https://www.alaska.edu/bor/policy-regulations/>

Strategic Pathways  
<https://www.alaska.edu/pathways/>

President's Leadership Resources  
<https://www.alaska.edu/pres/leadership/>

FY19 Operating & Capital Budget Request  
<http://www.alaska.edu/files/swbudget/redbook/redbook/FY19-Redbook-Final-Web.pdf>

Institutional Research  
<http://www.alaska.edu/swbir/ir/>

Change Your Life, Your Future, Your State  
<https://www.alaska.edu/starthere/>



# University Mission

- **Education**

*Delivering academic instruction, career and technical training*



- **Research**

*Advancing innovation and discovery through academic and scientific research*



- **Service**

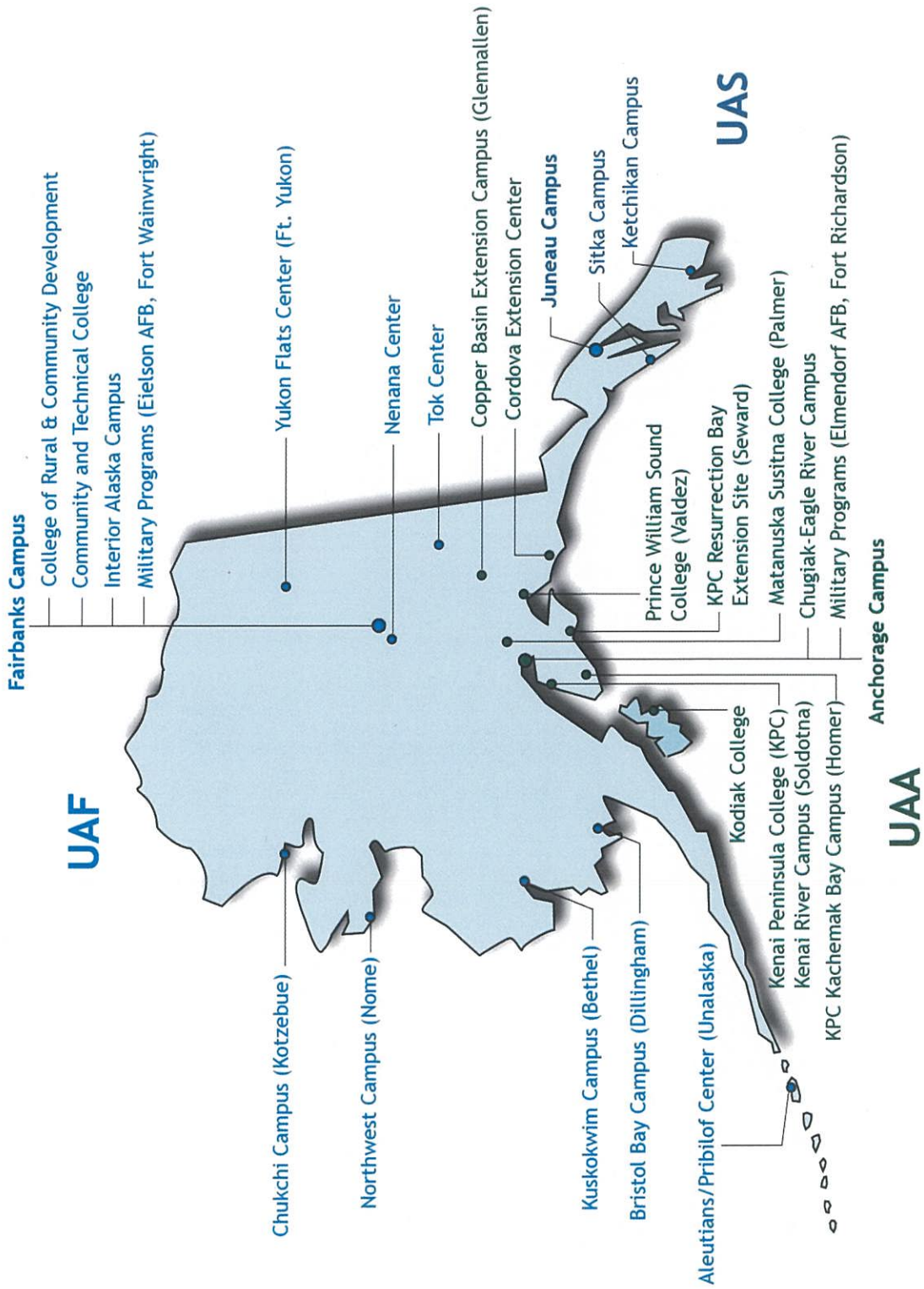
*Sharing knowledge to address Alaska's community needs*





# Serving All Alaskans

Three Universities - One Integrated System



# Legal Authority

## **Alaska Constitution Article 7, § 2 State University**

*University of Alaska is hereby established as the state university and constituted a body corporate. It shall have title to all real and personal property now or hereafter set aside for or conveyed to it. Its property shall be administered and disposed of according to law.*

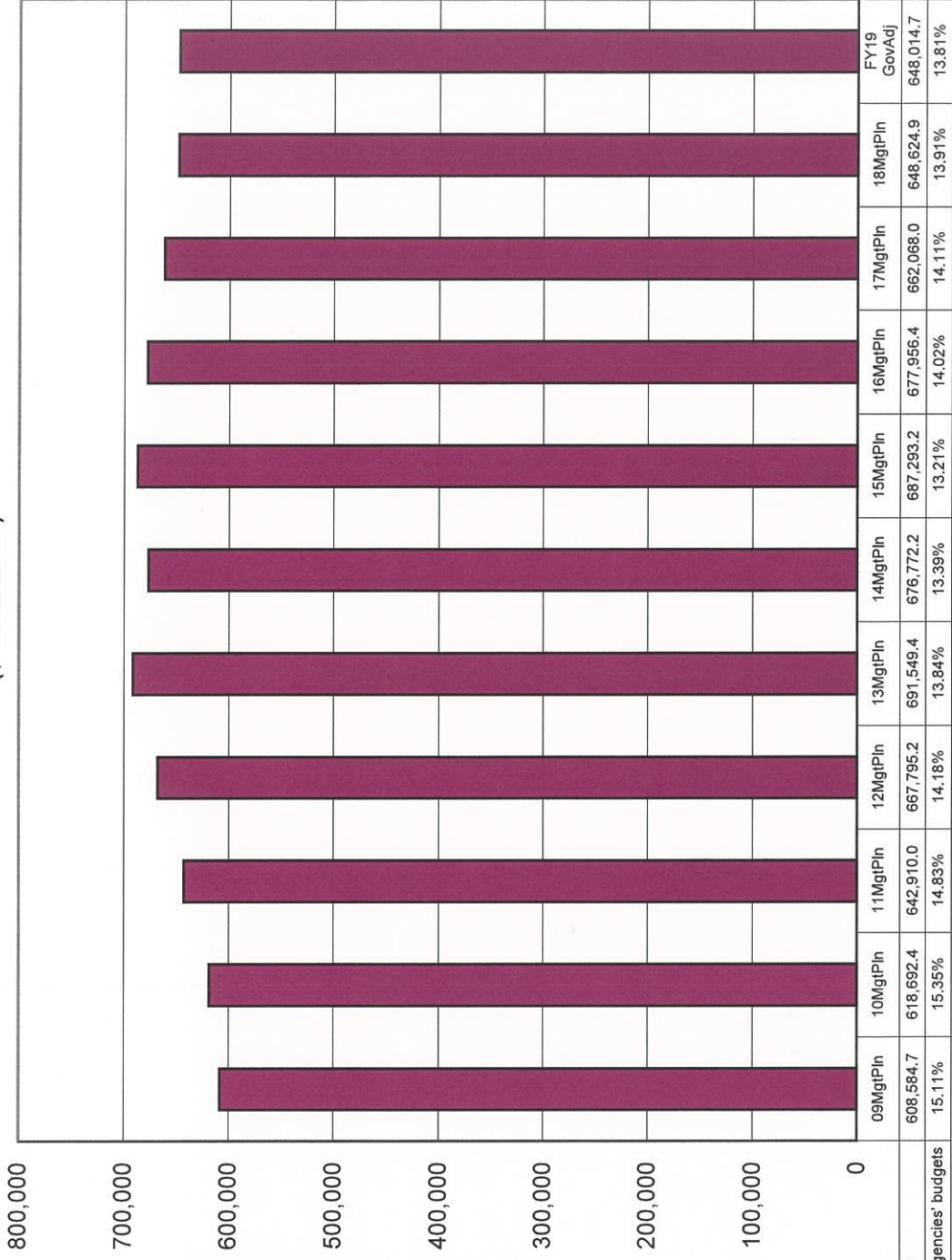
## **Alaska Constitution Article 7, § 3 Board of Regents**

*The University of Alaska shall be governed by a board of regents. The regents shall be appointed by the governor, subject to confirmation by a majority of the members of the legislature in joint session. The board shall, in accordance with law, formulate policy and appoint the president of the university. He shall be the executive officer of the board.*

## **Alaska Statutes Title 14 Chapter 40 (14.40.10 – 14.40.817)**



# University of Alaska Share of Total Agency Operations (GF Only) (\$ Thousands)



The University's GF budget grew by about \$39.4 million (6%) between FY09 and the FY19 Governor's Request - an average annual growth rate for that period of 0.6%.

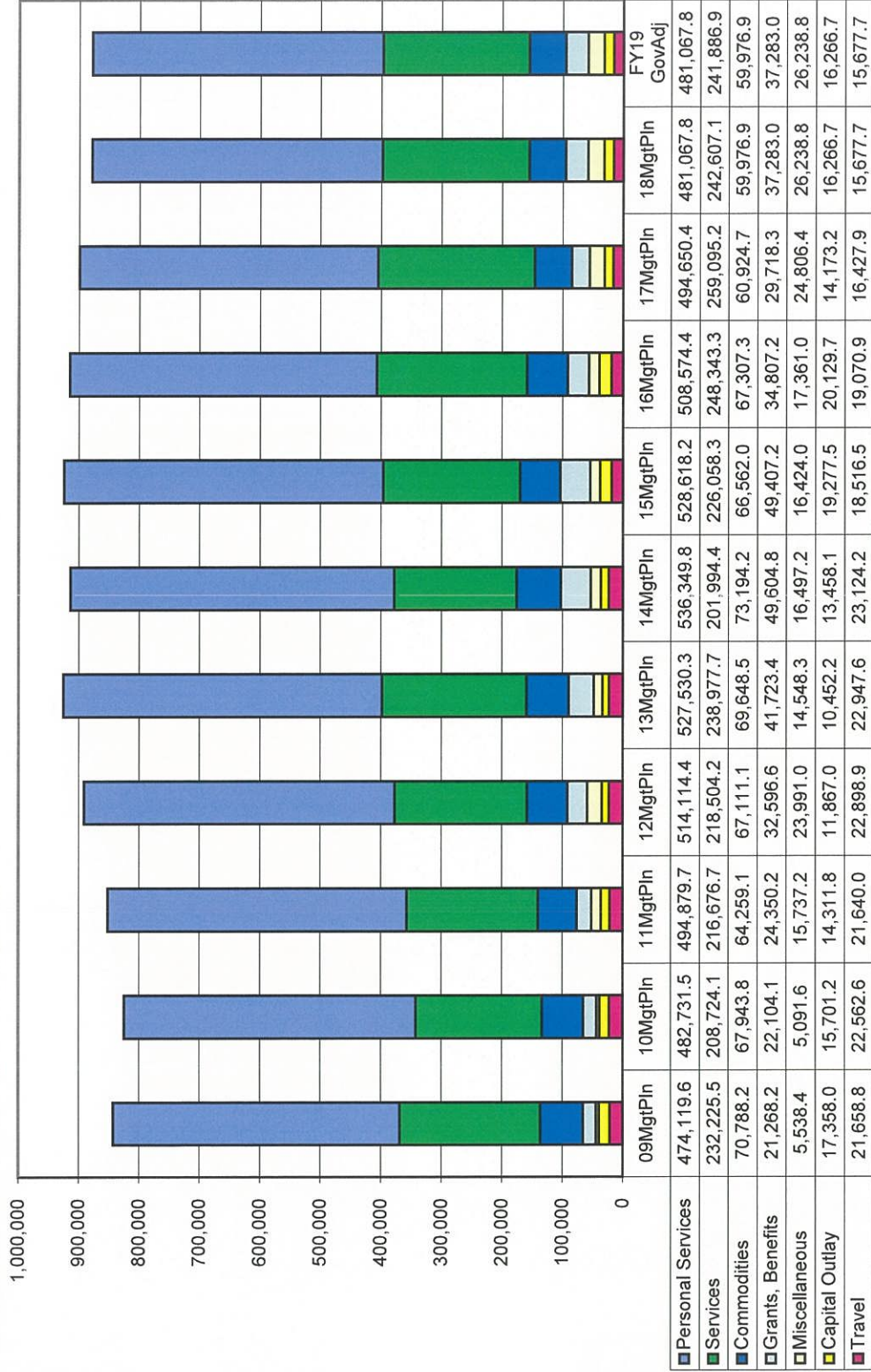
The University's total FY19 GF budget equals \$1,948 per resident worker.\*

\* According to the Department of Labor and Workforce Development, there were 332,583 resident workers in Alaska in 2015.

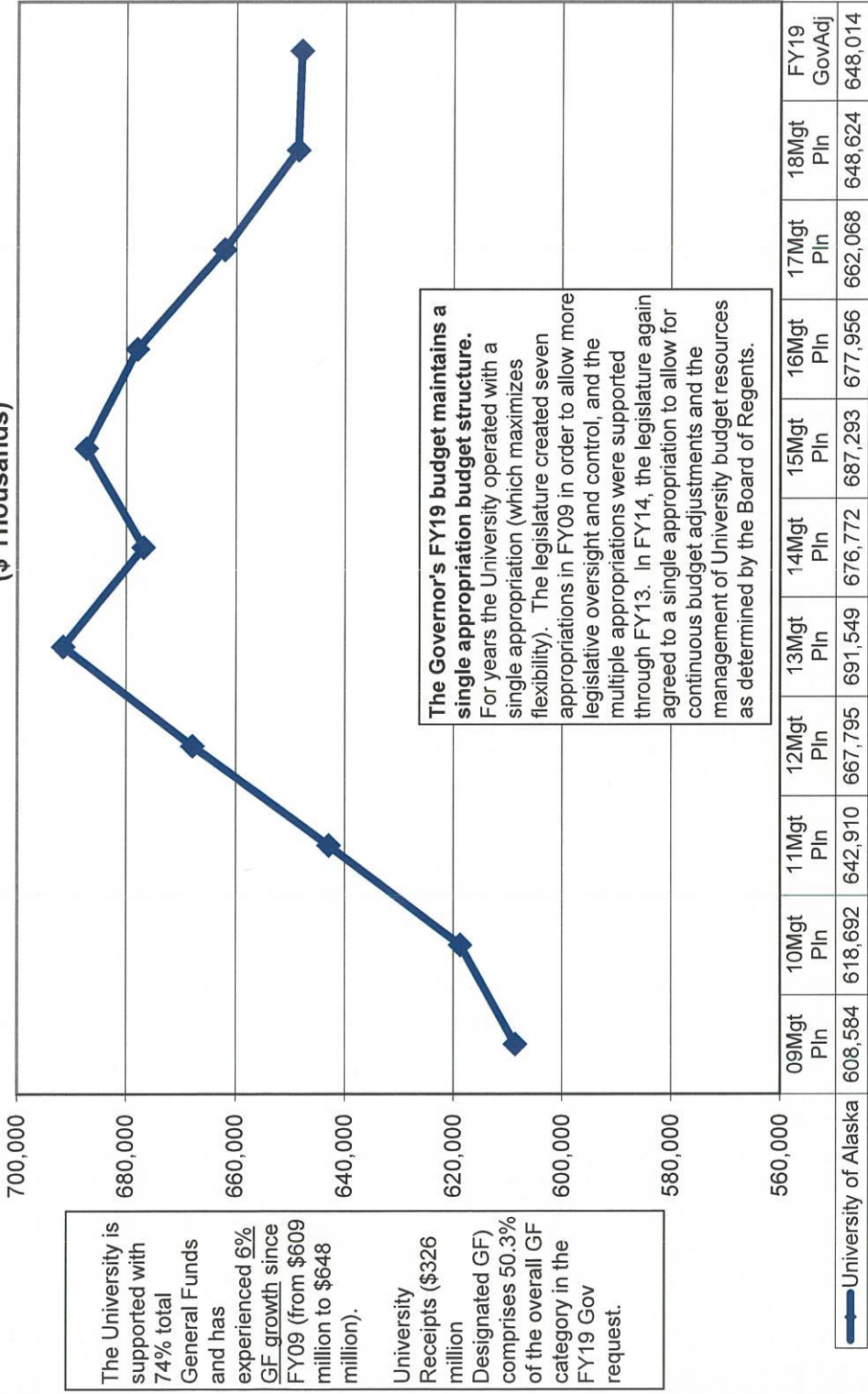


## University of Alaska Line Items (All Funds) (\$ Thousands)

The majority of FY19 funding in the University's budget is comprised of the following two line items:  
**--Personal Services (55%)**  
**--Services (28%)**



## University of Alaska Appropriation (GF Only) (\$ Thousands)

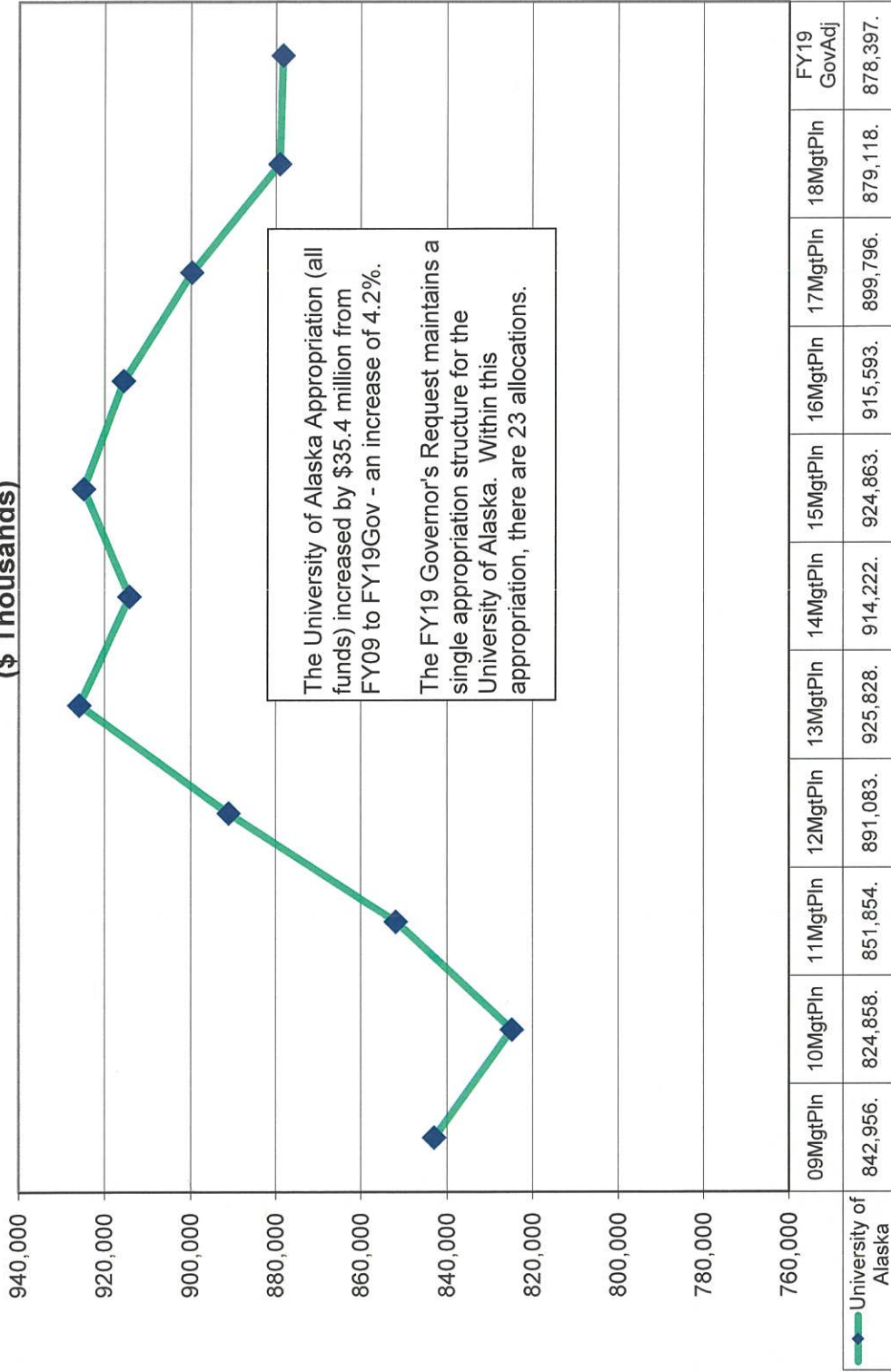


The University is supported with 74% total General Funds and has experienced 6% GF growth since FY09 (from \$609 million to \$648 million). University Receipts (\$326 million Designated GF) comprises 50.3% of the overall GF category in the FY19 Gov request.

The Governor's FY19 budget maintains a single appropriation budget structure. For years the University operated with a single appropriation (which maximizes flexibility). The legislature created seven appropriations in FY09 in order to allow more legislative oversight and control, and the multiple appropriations were supported through FY13. In FY14, the legislature again agreed to a single appropriation to allow for continuous budget adjustments and the management of University budget resources as determined by the Board of Regents.



## University of Alaska Appropriation (All Funds) (\$ Thousands)



# Program Areas

FY18 Budget	Employees	Alaskans Served	Costs Recuprated	Mission Importance	Effectiveness
<b>Education:</b> academic instruction; career & technical training; student services; academic support; scholarships; athletics; and library.					
<b>UGF: \$252 M</b> DGF: \$255 M Other: \$61 M Fed: \$61 M Total: \$629 M	Full-time: 3,050  Part-time: 145	Delivered 543,228 credit hours (FY2017); Served 29,171 students (fall 2016); and Conveyed 4,594 degrees, certificates and endorsements (FY2017)	In FY2017, tuition and fees covered ~ 16% of total expenditures.	Increasing educational attainment, and high-demand skills; meeting Alaska's workforce demands, improving economic competitiveness	FY17: 2,936 degrees awarded in high demand occupations; 100+ programs fully available on-line; E-Learning increased 43% since FY13
<b>Research:</b> scientific and academic research; majority funded by federal and other external sources.					
<b>UGF: \$36 M</b> DGF: \$50 M Other: \$17 M Fed: \$74 M Total: \$177 M	Full-time: 731  Part-time: 32	Invention disclosures average 54 per year over 5-years; leads to commercialization of technologies for entrepreneurs and Alaskans	In FY2017, every invested state research dollar generated \$4-\$6 dollars from other sources.	Driving investment, innovation and discovery; solving real-world problems; supporting policy and decision making	Average number of invention disclosures has increased 82.4% from FY2013.
<b>Service:</b> activities, resources and unique capabilities made available to address Alaskan issues and community needs.					
<b>UGF: \$29 M</b> DGF: \$26 M Other: \$9 M Fed: \$9 M Total: \$73 M	Full-time: 278  Part-time: 14	Over 11,000 youth engaged in 4-H programs; Over 178,000 outreach publications distributed; Provided technical assistance to 928 businesses	Course fees Donations Partnerships Publication sales	Interpreting and extending Alaska relevant knowledge in an understandable and usable form.	Alaskan participation in UA outreach programs remains high, demonstrating the programs are meeting State needs.
<b>Total University FY18 Operating Budget</b>					
<b>UGF: \$317 M</b> DGF: \$331 M Other: \$87 M Fed: \$144 M Total: \$879 M					



# Building a Culture of Education

<p><b>Alaska is a land of great wealth</b></p> <ul style="list-style-type: none"> <li>• natural resources</li> <li>• environment</li> <li>• global location</li> <li>• diverse, rich cultures</li> <li>• adventurous people</li> <li>• growing Alaska Native corporations and tribal organizations</li> <li>• opportunity to create a sustainable future for generations to come</li> </ul>	<p><b>Our state faces very serious challenges</b></p> <ul style="list-style-type: none"> <li>• vast geography and a small population</li> <li>• low educational attainment</li> <li>• health disparities</li> <li>• critical workforce gaps</li> <li>• narrow economic base</li> <li>• high costs in such areas as health care, facilities, energy, and telecommunications</li> <li>• fiscal uncertainty at state level and recent, severe budget cuts to UA (cumulative \$145M, FY14-FY18)</li> </ul>
<p><b>There is no single organization in Alaska better poised to solve Alaska's problems and pursue its opportunities than the University of Alaska</b></p> <ul style="list-style-type: none"> <li>• mission</li> <li>• assets</li> <li>• record of success</li> <li>• public support</li> <li>• partnerships</li> <li>• plan</li> <li>• commitment</li> </ul>	<p><b>UA is a prime investment in the capabilities and the ideas to propel Alaska forward</b></p> <ul style="list-style-type: none"> <li>• top quality courses and programs in high demand fields, including extensive offerings in the social sciences, humanities, and the arts</li> <li>• high powered research into issues relevant to Alaska and the world</li> <li>• inspiring and transformational role in our students' lives</li> <li>• critical role of public and community service</li> </ul>





# Strategic Pathways

How do we optimize our statewide system to achieve our goals for higher education in Alaska?

<b>OUR MISSION</b>	"The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples." (Regents' Policy 01.01.01)		
<b>OBJECTIVE</b>	Maximize value to Alaska through excellent, accessible, and cost effective higher education funded by diverse and growing revenue sources		
<b>CORE PRINCIPLES</b>	Focus, Access, Diversity, Excellence, Consistency, Fiscal Sustainability		
<b>STRATEGY</b>	Prepare, Restructure, Implement, Refine		
<b>WHO WE ARE</b>	<b>UA ANCHORAGE</b>	<b>UA FAIRBANKS</b>	<b>UA SOUTHEAST</b>
	Comprehensive metropolitan university in Alaska's economic hub, with primary focus on workforce development through its several regional community campuses	Research university renowned for leadership in Arctic and the North, with additional focus on workforce development and community and rural education	Comprehensive regional university focused on interdisciplinary & marine-oriented programs, teacher education, e-Learning, and workforce development
	Social and economic sciences, health policy	Arctic science and policy, physical, biological, and social sciences, engineering and applied energy	Interdisciplinary / environmental
<b>CAMPUS LEAD FOR THE STATE*</b>	<i>Research</i>	<ul style="list-style-type: none"> <li>Health professions</li> <li>Business and public policy</li> <li>Economics</li> <li>Logistics</li> <li>Project Management</li> </ul>	<ul style="list-style-type: none"> <li>Marine-oriented programs (including joint programs with UAF)</li> <li>Teacher education (administration)</li> <li>Interdisciplinary degrees/ degree completion</li> <li>Emphasis on regional workforce priorities, e.g., mine training.</li> </ul>
	<i>Teaching</i>	<ul style="list-style-type: none"> <li>Arctic / Northern Studies</li> <li>Rural development / tribal management</li> <li>Doctoral education</li> <li>Mine training</li> <li>Fisheries and ocean sciences</li> </ul>	<ul style="list-style-type: none"> <li>Alaska Native Studies</li> <li>Teacher Education</li> <li>Management</li> <li>Mine training</li> <li>Wide choice of non-major courses</li> <li>Dual credit with K-12</li> <li>Developmental Education</li> </ul>
<b>COURSES / PROGRAMS AVAILABLE ACROSS THE UNIVERSITY SYSTEM</b>	<i>Outreach</i>	<ul style="list-style-type: none"> <li>Aligned with Research and Teaching Focus</li> </ul>	<ul style="list-style-type: none"> <li>Alaska Native Studies</li> <li>Teacher Education</li> <li>Management</li> <li>Mine training</li> <li>Wide choice of non-major courses</li> <li>Dual credit with K-12</li> <li>Developmental Education</li> </ul>
	<ul style="list-style-type: none"> <li>Common General Education Requirements</li> <li>Liberal Arts and Humanities</li> <li>Social Sciences &amp; Natural Sciences</li> <li>Nursing</li> <li>Engineering</li> <li>Distance Education / E-Learning</li> <li>Career and Technical Education</li> </ul>	<ul style="list-style-type: none"> <li>Alaska Native Studies</li> <li>Teacher Education</li> <li>Management</li> <li>Mine training</li> <li>Wide choice of non-major courses</li> <li>Dual credit with K-12</li> <li>Developmental Education</li> </ul>	<ul style="list-style-type: none"> <li>Alaska Native Studies</li> <li>Teacher Education</li> <li>Management</li> <li>Mine training</li> <li>Wide choice of non-major courses</li> <li>Dual credit with K-12</li> <li>Developmental Education</li> </ul>

Rev: November 2017

\* Research, teaching, and outreach at campuses other than the "lead" campus that are of high quality, cost effective, and core to mission, will continue to be provided.



# Strategic Objectives

- Drive Economic Development
- Provide a Skilled Alaskan Workforce
- Grow UA's World Class Research
- Increase Degree Attainment
- Operate More Cost Effectively



# UA 2018-2025 Goals and Measures

	2017 (baseline)	2018	2019	2020	2021	2022	2023	2024	2025
<b>1. Contribute to Alaska's economic development</b>									
A. Increase STEM graduates	1,636	1,720	1,810	1,905	2,005	2,110	2,221	2,337	2,460
B. Increase # invention disclosures	17	19	21	23	25	27	29	31	34
<b>2. Provide Alaska's skilled workforce</b>									
A. Increase % of educators hired	30%	35%	40%	45%	50%	60%	70%	80%	90%
B. Double number of health program completions	874	912	1,002	1,100	1,209	1,328	1,459	1,602	1,760
<b>3. Grow our world class research</b>									
A. Lead the world in Arctic related research	1	1	1	1	1	1	1	1	1
B. Increase research expenditures	\$159m	\$167m	\$175m	\$184m	\$193m	\$203m	\$213m	\$224m	\$235m
<b>4. Increase degree attainment</b>									
A. Increasing enrollment	29,171	29,171*	31,000	33,000	35,000	37,500	40,000	42,500	45,000
B. Increasing completions	4,594	4,800	5,200	5,800	6,600	7,500	8,400	9,400	10,400
<b>5. Operate more effectively</b>									
A. Decrease total cost of education (indirect and direct) per completer	\$107.3	\$102.5	\$94.7	\$87.5	\$80.9	\$74.8	\$69.1	\$63.8	\$59.0
B. Increase annual completions per FTE	23/100	24/100	25/100	27/100	28/100	30/100	31/100	33/100	35/100

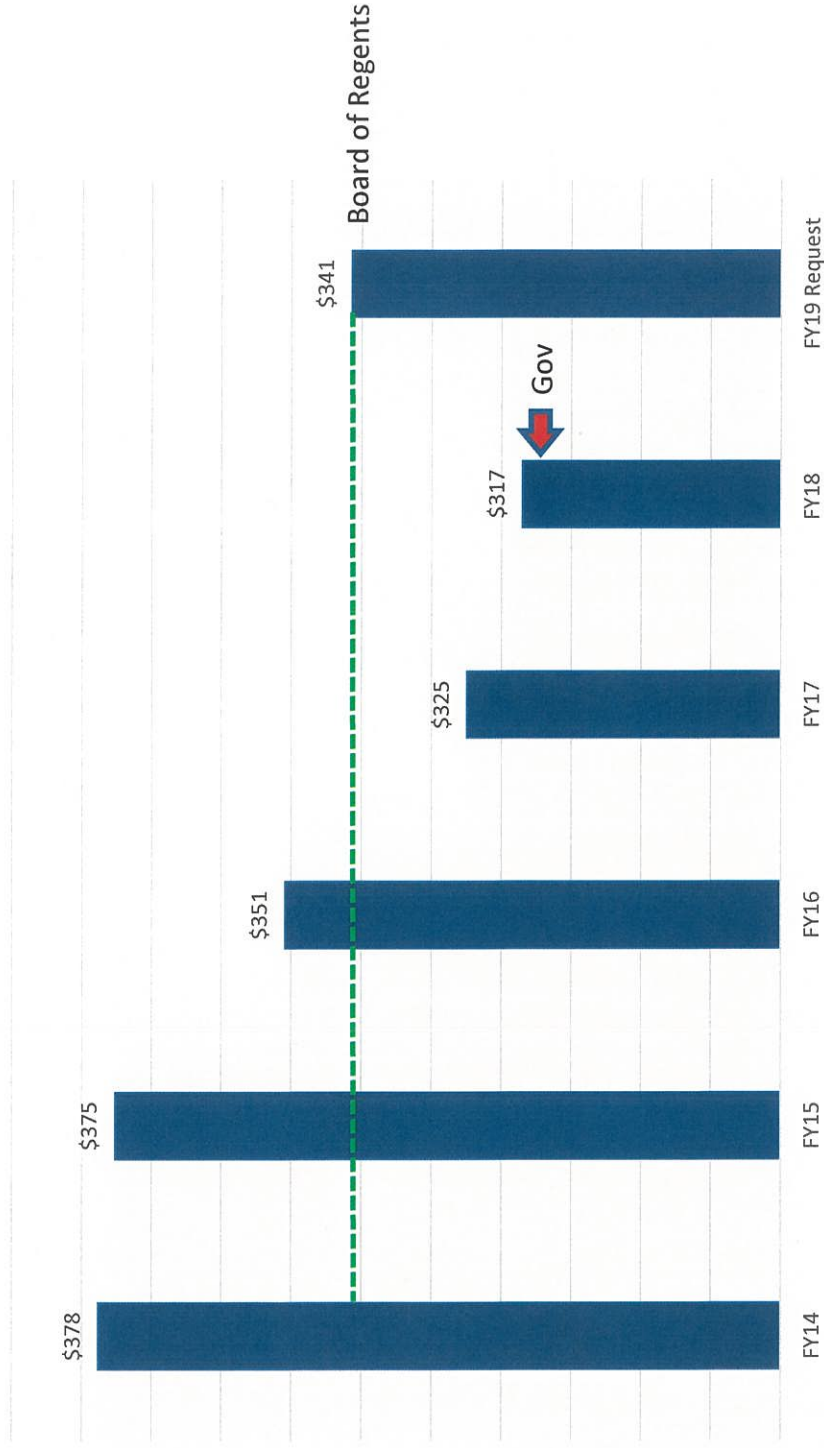
\*FY18 enrollment is 27,823



# State Operating Budget Trend

(UGF in millions of \$)

## Unrestricted General Funds History



# FY19 Operating Budget

(UGF Millions \$)

FY2018 Base Operating Budget		\$317.0
• Compensation		\$0.0
• Fixed Costs & Budget Adjustments		\$9.7
• Facilities Maintenance		\$3.7
• Utilities		\$3.1
• UAF Engineering Building Operating Costs		\$2.1
• Academic & Research Subscriptions		\$0.9
• Mental Health Trust Adjustment		-\$0.1
• Strategic Investments		\$14.7
• Contribute to Alaska's Economic Development		\$1.6
• Provide Alaska's Skilled Workforce		\$2.1
• Grow Our World Class Research		\$3.7
• Increase Degree Attainment		\$7.3
FY2019 Board of Regents Budget Request		\$341.4



# Workforce Reductions FY15-FY18

## Headcount Fall 2014 (FY15) <sup>(1)</sup>

	SW	UAA	UAF	UAS	Total
<b>Regular</b>	<b>239</b>	<b>1,795</b>	<b>2,127</b>	<b>349</b>	<b>4,510</b>
Leadership <sup>(2)</sup>	34	75	71	12	192
Faculty	0	629	649	114	1,392
Staff	205	1,091	1,407	223	2,926
<b>Temporary</b>	<b>52</b>	<b>1,714</b>	<b>1,846</b>	<b>308</b>	<b>3,920</b>
Adjunct Faculty	6	666	358	118	1,148
Staff	20	316	426	56	818
Student	26	732	1,062	134	1,954
<b>Total Headcount</b>	<b>291</b>	<b>3,509</b>	<b>3,973</b>	<b>657</b>	<b>8,430</b>

## Key Observations

- 1,183 fewer employees than three years ago.
- Largest reductions have occurred at Statewide Administration and in administrative and academic leadership positions on campus.
- Leadership and staff positions have been reduced at a higher rate than regular faculty.
- Reductions achieved primarily through attrition, retirement, ending term contracts, and eliminating or leaving positions vacant.
- UA has reduced 699 State authorized positions (PCNs).

## Headcount Fall 2017 (FY18) <sup>(1)</sup>

	SW	UAA	UAF	UAS	Total
<b>Regular</b>	<b>163</b>	<b>1,605</b>	<b>1,818</b>	<b>303</b>	<b>3,889</b>
Leadership <sup>(2)</sup>	28	66	57	11	162
Faculty	0	569	544	106	1,219
Staff	135	970	1,217	186	2,508
<b>Temporary</b>	<b>24</b>	<b>1,563</b>	<b>1,581</b>	<b>190</b>	<b>3,358</b>
Adjunct Faculty	0	585	338	62	985
Staff	6	262	347	38	653
Student	18	716	896	90	1,720
<b>Total Headcount</b>	<b>187</b>	<b>3,168</b>	<b>3,399</b>	<b>493</b>	<b>7,247</b>

## Change in Headcount (FY15-FY18)

	SW	UAA	UAF	UAS	Total
<b>Regular</b>	<b>-76</b>	<b>-190</b>	<b>-309</b>	<b>-46</b>	<b>-621</b>
<b>Temporary</b>	<b>-28</b>	<b>-151</b>	<b>-265</b>	<b>-118</b>	<b>-562</b>
<b>Total Headcount</b>	<b>-104</b>	<b>-341</b>	<b>-574</b>	<b>-164</b>	<b>-1,183</b>
<b>% Change</b>	<b>-36%</b>	<b>-10%</b>	<b>-14%</b>	<b>-25%</b>	<b>-14%</b>

1. Employees with active assignments as of Oct 1st 2014 and 2017.

2. Includes Academic Leaders (12 month regular faculty excls FR).



# Program Reductions FY15-FY18

## Academic/Job Training Programs Impacted:

### Discontinued

- GC Clinical Social Work Practice (UAA)
- PhD Clinical-Community Psychology (UAF)
- BA & BBA Economics (UAF)
- AAS Apprenticeship Technology (UAS)
- Certificate Automotive Technology (UAS)
- Associate of Business (UAS)

### Suspended

- MS Applied Environmental Science & Tech (UAA)
- MS Engineering Management (UAA)
- MS Science Management (UAA)
- AAS Computer Info and Office Systems (UAA)
- BA Philosophy (UAF)
- MS Resource Economics (UAF)
- BA & BS Sociology (UAF)

## Strategic Pathways Implementations:

- Three schools of management consolidating to two.
- Leveraging purchasing to reduce cost. University procurement offices organized under a single procurement officer's leadership.
- Streamlining and automating administrative processes and systems.



# Other Legislative Priorities

- **Extend Education Tax Credit**
  - Expires December 2018
  - Represents \$5 - \$7 Million in revenue
  - Simple concept – complicated statute
- **Protecting Higher Education Fund**
  - ~ \$18 Million Annual Draw
    - ✓ Alaska Performance Scholarship (~\$12M)
    - ✓ Alaska Education Grant (~\$6M)
  - Non-designated appropriations depleting fund
- **Solving Land Grant Deficit**







**UNIVERSITY OF ALASKA**  
**FY19 - Summary of Significant Budget Issues**

**Governor's Budget Items Approved as Requested**

Item #	Approp/Allocation	Description	Amount/Fund Source	Comment
1	University of Alaska/ Budget Reductions/ Additions - Systemwide	Alaska Technical and Vocational Education Program (TVEP) Receipts Formula Funding	(\$460.2) VoTechEd (DGF)	<p>The FY19 estimated receipts of the Alaska Technical and Vocational Education Program account available for statewide distribution is \$10,947.5. As defined by statute, the University of Alaska receives 45 percent (or \$4,926.4) of total receipts. The University's portion of the FY19 distribution is 8.5 percent (\$460.2) less than the FY18 distribution level of \$5,386.6.</p> <p>The Technical Vocational Education Program (TVEP) is a set-aside of employee contributions to unemployment insurance. The receipts are transferred to a separate account in the general fund and, subject to appropriation, are used to support vocational training centers around the State. Taxable wages have declined and a reduction in TVEP authority is required to avoid overspending the fund. Legislative appropriations occur in several departments and are based on a formula set out in statute [AS 23.15.835(d)].</p> <p>According to the University, TVEP funding has been instrumental in the University's ability to meet Alaska's workforce training and educational needs and continues to be a key source of funds for that purpose.</p> <p><b>Legislative Fiscal Analyst Comment:</b> The FY19 budget maintains a single appropriation structure, and this entire decrease is reflected in the Budget Reductions/Additions - Systemwide allocation. Individual University campuses submit requests for TVEP funds to the University's Associate Vice President for Workforce Development. A review process occurs to determine which projects/campuses will receive TVEP funding in each fiscal year.</p>
2	University of Alaska/ Various Allocations	University of Alaska Position Deletions	<b>Delete 88 Total Positions (85 PFT/ 3 PPT) (Zero Funding)</b>	<p>The legislature reviewed and approved the position adjustments included in the Governor's budget submission. Between the FY18 Authorized Budget and the FY19 Governor's budget, the University deleted a total of 88 unfunded positions. Since the FY17 Authorized budget, the University has deleted 552 positions (520 PFT/ 32 PPT)—11.7% of their budgeted positions.</p> <p>In addition to these position deletions, there are no planned compensation increases for any staff in FY19.</p>

**UNIVERSITY OF ALASKA**  
**FY19 - Summary of Significant Budget Issues**

**Governor's Budget Items Approved as Requested (continued)**

Item #	Approp/Allocation	Description	Amount/Fund Source	Comment
3	University of Alaska/ Anchorage Campus	FY19 Mental Health Trust Authority Recommendations (multiple transactions)	Total: \$1,677.6 MHTAAR (Other)	<p>The Governor's FY19 request included eight temporary Anchorage Campus projects supported by the Mental Health Trust Authority--and related in some way to grants or projects begun in previous years--all of which were approved by the legislature. Trustees approve operating and capital budgets in two-year cycles, with annual recommendations to the Governor and to the legislature. The increments are as follows:</p> <p>(1) Workforce - Alaska Area Health Education Centers (AHECs) -- IncT (FY18-FY19): \$55.0 MHTAAR;                      (2) Workforce - Maintain Workforce Director -- IncT (FY14-FY19): \$146.1 MHTAAR;                      (3) Workforce - The Alaska Training Cooperative -- IncT (FY14-FY19): \$984.0 MHTAAR;                      (4) Disability Justice - Interpersonal Violence Prevention for Beneficiaries -- IncT (FY14-FY19): \$80.0 MHTAAR;                      (5) Disability Justice - Specialized Skills/Services Training on Serving Criminal Justice Involved Beneficiaries -- IncT (FY14-FY19): \$72.5 MHTAAR;                      (6) Disability Justice - Alaska Justice Information Center -- IncT: (FY18-FY19): \$225.0 MHTAAR;                      (7) Housing - Housing Continuum and Assisted Living Targeted Capacity Development -- IncT (FY18-FY19): \$50.0 MHTAAR; and                      (8) Beneficiary Employment - Supported Employment Provider Training Infrastructure and Capacity (BEE) -- IncT (FY18-FY19): \$65.0 MHTAAR.</p> <p>(Also see item 6.)</p>

**Legislative Additions**

Item #	Approp/Allocation	Description	Amount/Fund Source	Comment
4	University of Alaska/ Budget Reductions/ Additions - Systemwide	University of Alaska FY19 UGF Addition	\$10,000.0 UGF	The legislature increased the FY19 Governor's request of \$316.9 million Unrestricted General Fund by \$10 million (3.2%) in base funding for FY19 University of Alaska expenses. This addition is to be distributed throughout the University's allocations at the discretion of the Board of Regents of the University of Alaska.

**UNIVERSITY OF ALASKA**  
**FY19 - Summary of Significant Budget Issues**

**Legislative Additions (continued)**

Item #	Approp/Allocation	Description	Amount/Fund Source	Comment
5	University of Alaska/ Anchorage Campus	Add Funding to Maintain Operations of the Alaska Justice Information Center (AJIC)	\$150.0 GF/MH (UGF)	After the Alaska Mental Health Trust Authority notified the legislature that the Governor's FY19 budget request did not include an increment of \$150.0 GF/MH (as had been the case last year) for the Alaska Justice Information Center (AJIC), an amendment was included in the final base budget to support the partnership created and supported since FY16 "to compile, analyze, and report on criminal justice topics to policymakers and practitioners in order to improve public safety, increase criminal justice system accountability, and to reduce recidivism." The Trust fully supports this increment (in conjunction with the \$225.0 MHTAAR IncT included in the Adjusted Base for this purpose).  (Also see item 3.)

**Governor's Vetoes**

Item #	Approp/Allocation	Description	Amount/Fund Source	Comment
6	University of Alaska/ Anchorage Campus	Multi-year Alaska Mother and Baby Vitamin D Research	\$499.5 ACHI Fund (DGF)  Multi-year (FY19-FY20)	The legislature added funding (Sec. 19, HB 286) from the Alaska Comprehensive Health Insurance Fund (AS 21.55.430) to the University of Alaska, Anchorage Campus, Institute for Circumpolar Health Studies, to conduct research which would establish a baseline for prenatal and newborn Vitamin D levels for Alaska women and children. The purpose was to determine the prevalence of Vitamin D deficiency among pregnant women and newborns and to consider whether prenatal Vitamin D screenings and supplementation guidelines should be modified for Alaska women and children. The Governor vetoed the entire multi-year request.



University of Alaska  
 FY19 - Increment Status

Legislative Additions

Item # Appropriation/ Allocation	Description	Amount/Fund Source	Comment	GF Dec?	LFD Notes/Questions	Agency Comments
1	University of Alaska FY19 UGF Addition	\$10,000.0 UGF	The legislature increased the FY19 Governor's request of \$316.9 million Unrestricted General Fund by \$10 million (3.2%) in base funding for FY19 University of Alaska expenses. This addition is to be distributed throughout the University's allocations at the discretion of the Board of Regents of the University of Alaska.	No	Where were these funds distributed and for what purposes?	<p>Of the \$10.0 million general fund increase:</p> <ul style="list-style-type: none"> <li>o \$5.0 million was directed to the following operating cost increases:               <ul style="list-style-type: none"> <li><input type="checkbox"/> \$3.0 million Utility cost increases; and</li> <li><input type="checkbox"/> \$2.0 million toward UAF Engineering facility operating and maintenance costs.</li> </ul> </li> <li>o \$5.0 million was directed to the following strategic investment priorities:               <ul style="list-style-type: none"> <li><input type="checkbox"/> Contributing to Alaska's economic development;</li> <li><input type="checkbox"/> Providing Alaska's skilled workforce;</li> <li><input type="checkbox"/> Growing our world class research; and</li> <li><input type="checkbox"/> Increasing degree attainment</li> </ul> </li> </ul>



9

## Multi-year Allocation Summary - Operating Budget - FY 2020 Governor Structure

Numbers and Language
Agencies: Univ
Fund Groups: Unrestricted General

Allocation	ID=> Session=> Column=>	[1] 2015 15MgtPln	[2] 2019 19MgtPln	[2] - [1] 2015 2019 15MgtPln to 19MgtPln
University of Alaska				
University of Alaska				
Systemwide Reduction/Additions		0.0	0.0	0.0
Statewide Services		15,958.6	10,361.6	-5,597.0 -35.1 %
Office of Information Technolo		11,121.4	7,420.3	-3,701.1 -33.3 %
Systemwide Education & Outreac		1,288.9	0.0	-1,288.9 -100.0 %
Anchorage Campus		113,309.3	103,084.6	-10,224.7 -9.0 %
Small Business Development Ctr		1,103.4	959.6	-143.8 -13.0 %
Kenai Peninsula College		7,651.8	6,289.1	-1,362.7 -17.8 %
Kodiak College		2,848.3	2,303.3	-545.0 -19.1 %
Matanuska-Susitna College		5,444.2	4,568.7	-875.5 -16.1 %
Prince William Sound College		3,430.5	2,666.7	-763.8 -22.3 %
Bristol Bay Campus		1,550.2	1,100.3	-449.9 -29.0 %
Chukchi Campus		1,058.6	607.8	-450.8 -42.6 %
College of Rural & Comm Dev		6,434.7	4,786.3	-1,648.4 -25.6 %
Fairbanks Campus		127,916.8	126,202.3	-1,714.5 -1.3 %
Interior Alaska Campus		1,916.6	1,294.5	-622.1 -32.5 %
Kuskokwim Campus		3,425.6	2,324.6	-1,101.0 -32.1 %
Northwest Campus		1,782.6	1,161.7	-620.9 -34.8 %
Fairbanks Organized Research		24,443.5	21,831.7	-2,611.8 -10.7 %
UAF Community and Tech College		6,262.9	4,635.8	-1,627.1 -26.0 %
Cooperative Extension Service		4,499.9	0.0	-4,499.9 -100.0 %
Juneau Campus		22,921.9	20,796.9	-2,125.0 -9.3 %
Ketchikan Campus		2,697.4	2,110.9	-586.5 -21.7 %
Sitka Campus		3,532.6	2,526.8	-1,005.8 -28.5 %
<b>Appropriation Total</b>		<b>370,599.7</b>	<b>327,033.5</b>	<b>-43,566.2 -11.8 %</b>
<b>Agency Total</b>		<b>370,599.7</b>	<b>327,033.5</b>	<b>-43,566.2 -11.8 %</b>
<b>Statewide Total</b>		<b>370,599.7</b>	<b>327,033.5</b>	<b>-43,566.2 -11.8 %</b>
Funding Summary				
Unrestricted General (UGF)		370,599.7	327,033.5	-43,566.2 -11.8 %







Highlights of Significant Budget Changes to FY19

A	B	C	D	E	F	G	H	I	J	K
1	UNIVERSITY OF ALASKA									
2			Formula/ NonForm		Description	GF	Other	Fed	Total Funds	Notes
3	FY	Appropriation	Allocation	Category						
4										
FY07	University of Alaska	Juneau Campus		Jobs Initiatives	Program funding to prepare Alaskans for new jobs	290.0			290.0	Vocational Education, Construction/Mining Technology
FY07	University of Alaska	Anchorage Campus		Research	University Research Initiatives	962.0		800.0	1,762.0	
FY07	University of Alaska	Fairbanks Campus		Research	University Research Initiatives	1,294.0		873.6	2,167.6	
FY07	University of Alaska	Juneau Campus		Research	University Research Initiatives	140.0		400.0	540.0	
FY08	Departmentwide	Various		Salaries/ Benefits	Salary & healthcare/benefit increases	13,100.0			13,100.0	Based on wage and benefit agreements
FY08	Departmentwide	Various		Operating Costs	Utilities, library and operating increases	1,600.0			1,600.0	
FY09	Departmentwide	Various		Salaries/ Benefits	Compensation Increases	16,375.5			16,375.5	Based on wage and benefit agreements (\$10,192.5 UGF and \$6,183.0 DGF)
FY09	Departmentwide	Various		Operating Costs	Items categorized as "fixed" by the University, including risk management/insurance fees, facilities maintenance, and new facility operating and maintenance costs	3,685.0			3,685.0	Risk Management/Insurance Fees - \$800.0 (\$400.0 UGF and \$400.0 DGF) Facilities Maintenance: \$2,200.0 (\$1,020.0 UGF and \$1,180.0 DGF) New Facility Operating and Maintenance Costs for UAF's Lena Point Facility in Juneau: \$685.0 (\$411.0 UGF and \$274.0 DGF)
FY09	Departmentwide	Various		Jobs Initiatives	Preparing Alaskans for Jobs Initiative	8,100.0			8,100.0	Health - \$3.1 million (\$2.3 UGF and \$.8 DGF) Engineering and Construction Management - \$3.0 million (\$2.2 UGF and \$.8 DGF) Student Success - \$2.0 (\$1.4 UGF and \$.6 DGF)
FY09	University of Alaska Anchorage	Anchorage Campus		Program Enhancement	College of Arts & Sciences General Education Requirements (GER) course offerings	593.4			593.4	Board of Regents' request (not included by the Governor) -adds funds for faculty to ensure that students receive their basic skill courses during the freshman or sophomore years.
FY09- FY10	University of Alaska Anchorage	Small Business Development Center		Budget Structure	The legislature determined that the Alaska Small Business Development Center, as an ongoing program, should be moved from the FY09 Capital request to the FY09 Operating budget. In FY10, funding was changed from Business License and Corporate Receipts to General Fund.	550.0			550.0	The ASBDC had received funding through the capital budget since it was transferred to the University's budget from the Department of Commerce in the early 1990s.
FY09	University of Alaska Fairbanks	Fairbanks Campus		Program Enhancement	Expand Fisheries Program Statewide	2,000.0			2,000.0	This was a Board of Regents priority that was not included in the Governor's budget request.
FY10	Departmentwide	Various		Salaries/ Benefits	Compensation Increases	14,774.9			14,774.9	Based on wage and benefit agreements (\$8,698.4 UGF/ \$6,076.5 Univ Rcpts [DGF])

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25	FY10	Departmentwide	Various		Non-Personnel Services Fixed Cost Increases to offset increased airline travel costs for intercollegiate athletic teams, academic and research travel, annual maintenance and repair and other increases in non-discretionary costs.	8,439.3			8,439.3	Total: \$825.0 UGF/ \$7,614.3 University Receipts Travel costs had risen by 30%. Annual maintenance and repair calculated at a minimum of 1.5% of current building value. 2% increases in contractual services and commodities
26	FY10	Departmentwide	Various		New Facility Operating and Maintenance Costs	2,594.3			2,594.3	Total: \$1,525.0 UGF/ \$1,069.3 University Receipts Includes the Integrated Sciences Building, the ISB East Campus Parking Garage, and ISB support positions at the Anchorage Campus; State Virology Lab at the Fairbanks Campus; and the Bragaw Building Lease Expense within Statewide Services.
27	FY10	Departmentwide	Various		Priority Program Enhancement and Growth: Energy and Cooperative Extension Service	2,718.4		900.0	3,618.4	UAF Alaska Center for Energy and Power - Fairbanks Organized Research (\$1,818.4--\$500.0 UGF/ \$918.4 University Receipts/ \$400.0 Fed Rcpts) + UAF Cooperative Extension Service and Energy Outreach (\$1.8 million--\$450.0 UGF/ \$860.0 Univ Rcpts/ \$500.0 Fed Rcpts)
28	FY10	Departmentwide	Various		Priority Program Enhancement and Growth: Health Programs - Academic Programs	1,071.7			1,071.7	Total: \$922.0 UGF/ \$149.7 University Receipts Affects Anchorage Campus, Fairbanks Campus, College of Rural and Community Development, Tanana Valley Campus and the Juneau Campus. The legislature approved half of the Board of Regents/Governor's amended request. This priority program was designed to support the University's next step in building strong health occupation training programs.
29	FY10	University of Alaska Anchorage	Anchorage Campus		Graduate Medical Education/ Family Practice Residency Program	2,200.0			2,200.0	Initially part of the Governor's Capital Budget request, the legislature approved the Governor's amended request to move this ongoing funding to the operating budget. Funding will pass through to Providence Alaska Medical Center for the Alaska Family Medicine Residency Program which trains medical school graduates who intend to practice family medicine in Alaska.
30	FY11	Departmentwide	Various		Statewide University Increment	18,200.0	1,500.0	1,200.0	20,900.0	As requested by the Governor for FY11, the legislature approved all non-GF funding requested, all GF Match (same funding level as FY10), GF Mental Health Funds (increase of \$305.0 over FY10), University Receipts (increase of \$11.5 million over FY10), and TVEP funding of \$5.2 million.

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31	FY11	Departmentwide	Various		Operating Costs	General Fund increment for non-personal services fixed cost increases	4,518.4			4,518.4	Requests divided between 19 allocations. The legislature approved the increment to be distributed at the University of Alaska's discretion.
32	FY11- FY15	Departmentwide	All		Legislative Intent	The FY11 operating budget conference committee discussed methodologies for stabilizing the state's share of UGF within the University's operating budget. Beginning in FY11, the legislature expressed to the University "that future budget requests of the University of Alaska for unrestricted general funds move toward a long-term goal of 125% of actual University Receipts for the most recently closed fiscal year." Beginning with FY12, intent further stated that the University of Alaska should submit "a FY13 budget in which requests for unrestricted GF increments do not exceed the amount of additional University Receipts requested for that year." (Similar intent was maintained in both the FY14 and FY15 budgets approved by the legislature.).					The discussion of this ratio (or other methods) could prove helpful for long-term planning on the part of the University and the legislature. This is a legislative choice. Intent does not carry the force of law and is enacted one year at a time.  NOTE: The legislature did not request this intent in FY16.
33	FY11	University of Alaska Anchorage	Anchorage Campus		Operating Costs	Anchorage Campus Fixed Cost Priorities	314.2			314.2	One-time funding to include facilities maintenance and repair costs, other increases in non-discretionary costs for contractual services and commodities, and statewide network infrastructure/connectivity funding.
34	FY11	University of Alaska Fairbanks	Fairbanks Campus		Program Enhancement	Fairbanks Campus Increments	525.0			525.0	Maine Advisory Program (\$300.0) Alaska Summer Research (\$75.0) Individual Technology Based Math and Summer Bridge Program (\$150.0)
35	FY12	Departmentwide	Various		Operating Costs	Statewide University Increment	6,928.9	10,881.5	4,500.0	22,310.4	In addition to compensation increases, initially totaling \$10.4 million GF (Included in the FY12 Adjusted Base), the legislature approved all Mental Health Trust Authority Authorized Receipts (\$1.5 million), all TVEP receipts (\$5 million), non-personal services fixed cost increases (\$4.5 million University Rcpts), facilities maintenance and repair (\$901.3 University Rcpts), non-GF Receipt Authority (\$13.9 million), additional salary adjustments (\$1.4 million).
36	FY12	University of Alaska Anchorage	Anchorage Campus		New Facilities	UAA Health Sciences Building - New Facility Operating and Maintenance Costs	591.0			591.0	Opened in August 2011. Funding includes maintenance and repair needs and the operations component (utilities, cleaning, grounds, snow removal, etc.) for this building.
37	FY12	University of Alaska Anchorage	Anchorage Campus		New Facilities	UAA ConocoPhillips Integrated Science Building Operating and Maintenance Costs	314.2			314.2	Additional FY12 funding supports existing staff for the ISB, which opened in the fall of 2009.

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38	FY12	University of Alaska Fairbanks	Fairbanks Campus	Program Enhancement	UAF Summer Bridge Programs and UAF Summer Components	210.0			210.0	Summer Bridge Programs to improve the success of students in mathematics courses by helping to prepare students for their initial college level math class plus any other general bridge programs and the Alaska Summer Research Academy—an experiential/hands-on program for students in grades 8-12.
39	FY12	University of Alaska Anchorage	Anchorage Campus	Program Enhancement	Anchorage Campus Increments New positions: 3 PFT	641.1			641.1	Funding plus 3 new PFT positions— UAA Honors Program (\$115.0) UAA Recruitment and Retention of Alaska Natives into Nursing (FRANJ) Nursing Workforce Diversity (NWD) (\$326.1) UAA Health Sciences Building Staffing (\$200.0)
40	FY12	University of Alaska Fairbanks	Fairbanks Campus	Program Enhancement	Fairbanks Campus Increments New positions: 2 PFT	475.0		375.0	850.0	Funding plus 2 new PFT positions— UAF Alternative Energy (\$750.0) UAF Honors Program (100.0)
41	FY12	University of Alaska Southeast	Juneau Campus	Program Enhancement	UAS Teacher Education Recruitment & Placement Specialist New positions: 1 PFT	104.3			104.3	Funding plus 1 new PFT position to support the School of Education's recruitment and retention plan for students in teacher preparation programs at both the undergraduate and graduate levels.
42	FY12	University of Alaska Southeast	Sitka Campus	Program Enhancement	UAS Instructional Designer New positions: 1 PFT	177.9			177.9	Funding plus 1 new PFT position (Instructional Design Specialist) needed to expand quality on-line programs and courses for students, focusing on the use of rapidly-changing instructional technologies.
43	FY13	Departmentwide	Various	Operating Costs	Facilities Maintenance and Repair	2,000.0			2,000.0	\$1 million UGF/\$1 million University Receipts. UA's annual maintenance and repair is calculated at a minimum 1.5% of current building value, plus a component that accrues directly with building age.
44	FY13	Departmentwide	Various	Salaries/ Benefits	Contractual Salary and Health Increases	12,045.6		740.6	12,786.2	Previously negotiated salary and benefit increases including a 3.5% salary increase for non-unionized staff. GF portion is split between UGF - \$5,178.4 and DGF(University Receipts) - \$6,867.2
45	FY13	Budget Reductions/ Additions	Budget Reductions/Additions - Systemwide	Operating Costs	Systemwide Non-Personal Services Fixed Cost Increases	3,000.0		1,000.0	4,000.0	Funding would be used towards statewide University non-discretionary fixed costs increases. The amount has been calculated at a 2.9% increase over FY11 unrestricted expenditures (excluding personal services, utilities, and M&R).

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46	FY13	Budget Reductions/Additions	Systemwide	Operating Costs	Utility Cost Increases	875.7			875.7	University Receipts
47	FY13	University of Alaska Anchorage	Anchorage Campus	Program Enhancement	UAA Honors College	115.0			115.0	Funding split between UGF - \$100.0 and DGF (University Receipts) - \$15.0. Converts one-time funding received in FY12 to base funding.
48	FY13	University of Alaska Anchorage	Anchorage Campus	Operating Costs	Pell Grant Increase			5,000.0	5,000.0	Federal Receipts
49	FY13	University of Alaska Anchorage	Anchorage Campus	Program Enhancement	Nurse Practitioner Program Staff New Positions: 3 PFT	429.9			429.9	Funding split between UGF - \$389.9 and DGF (University Receipts) - \$40.0
50	FY13	University of Alaska Anchorage	Anchorage Campus	Program Enhancement	Alaska Native Science and Engineering Program (ANSEP)	271.0			271.0	UGF
51	FY13	University of Alaska Anchorage	Anchorage Campus	Program Enhancement	Physical Therapy Program Staff New Positions: 1 PFT	390.0			390.0	Funding split between UGF - \$350.0 and DGF (University Receipts) - \$40.0
52	FY13	University of Alaska Anchorage	Anchorage Campus	Program Enhancement	Making Achievement Possible (MAP)- Works Student Retention Program New Positions: 4 PFT	544.9			544.9	Funding split between UGF - \$354.9 and DGF (University Receipts) - \$190.0
53	FY13	University of Alaska Anchorage	Anchorage Campus	Research	ISER - Alaska Education Policy Research (FY13-FY14)	250.0			250.0	UGF
54	FY13	University of Alaska Anchorage	Kenai Peninsula College	Program Enhancement	Process Technology Program New Positions: 2 PFT	469.0			469.0	Funding split between UGF - \$375.0 and DGF (University Receipts) - \$94.0
55	FY13	University of Alaska Fairbanks	Fairbanks Campus	New Facilities	New Facility Operating and Maintenance Costs	614.0			614.0	UAF Alaska Center for Energy and Power High Bay Test Facility (\$200.0); UAF Arctic Health Research Greenhouse (\$274.0); UAF Sustainable Village (\$140.0)
56	FY13	University of Alaska Fairbanks	Fairbanks Campus	New Facilities	Sitkuliaq On-shore Staff Support	547.2			547.2	University Receipts. The Sitkuliaq will be a 261-foot oceanographic research ship capable of bringing scientists to the ice-choked waters of Alaska and the polar regions. It is scheduled for completion in 2013. Funding is for shore-side staff support which will be paid from indirect cost recovery from related federal and state grants and contracts.

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FY13	University of Alaska Fairbanks	Fairbanks Campus		Operating Costs	UAF VoIP, IT Licenses, Software and Compliance	385.0			385.0	Funding split between UGF - \$100.0 and DGF (University Receipts) - \$285.0.
FY13	University of Alaska Fairbanks	Fairbanks Campus		Program Enhancement	UAF Honors Program	100.0			100.0	UGF. Funding is to enhance the honors curriculum and to convert one-time funding received in FY12 to base funding.
FY13	University of Alaska Fairbanks	Fairbanks Campus		Program Enhancement	College of Engineering and Mines (CEM) Positions and Support New Positions: 3 PFT	800.0			800.0	Funding split between UGF - \$400.0 and DGF (University Receipts) - \$400.0
FY13	University of Alaska Fairbanks	Fairbanks Campus		Program Enhancement	Start-up Funding for a New Department of Veterinary Medicine New Positions: 2 PFT	400.0			400.0	Funding split between UGF - \$200.0 and DGF (University Receipts) - \$200.0
FY13	University of Alaska Fairbanks	Fairbanks Campus		Program Enhancement	Additional Funding for the TRIO Student Support Services (SSS) Comprehensive Advising Program New Positions: 8 PFT	873.2			873.2	Funding split between UGF - \$600.0 and DGF (University Receipts) - \$273.2
FY13	University of Alaska Fairbanks	Fairbanks Campus		Program Enhancement	Indigenous Studies PhD and Alaska Native Knowledge Network New Positions: 2 PFT	296.6			296.6	Funding split between UGF - \$250.0 and DGF (University Receipts) - \$46.6
FY13	University of Alaska Fairbanks	Fairbanks Organized Research		Research	Resilience and Adaptation Program (RAP) in Graduate Studies	772.6			772.6	Funding split between UGF - \$300.0 and DGF (University Receipts) - \$472.6. RAP is a graduate education and training program focusing on interdisciplinary studies in northern sustainability, resilience, and adaptation to change. This funding will replace National Science Foundation grant funding that has operated for nine years and is now ending.
FY13	University of Alaska Community Campuses	College of Rural and Community Development		Program Enhancement	Early Childhood Education Program Support	144.0			144.0	UGF
FY13	University of Alaska Community Campuses	Cooperative Extension Service		Program Enhancement	Increased Funding for Cooperative Extension Service	250.0		750.0	1,000.0	UGF and Federal Receipt Authority



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66	FY13	University of Alaska Southeast	Juneau Campus	Program Enhancement	Advisory Position for Performance Success New Positions: 1 PFT	125.0			125.0	Funding split between UGF - \$87.3 and DGF (University Receipts) - \$37.7
67	FY13	University of Alaska Southeast	Juneau Campus	Program Enhancement	UAS Honors Program	100.6			100.6	Funding split between UGF - \$80.6 and DGF (University Receipts) - \$20.0
68	FY13	University of Alaska Southeast	Ketchikan Campus	Program Enhancement	Marine Transportation Program	85.0			85.0	UGF
69	FY13	University of Alaska Southeast	Ketchikan Campus	Program Enhancement	Fisheries Technology Program Faculty Support	85.0			85.0	UGF
70	FY13	University of Alaska Southeast	Sitka Campus	Program Enhancement	Alaska Training/Technical Assistance Center (ATTAC) Staff Support	195.1			195.1	Funding split between UGF - \$145.1 and DGF (University Receipts) - \$50.0
71	FY14	University of Alaska	Budget Reductions/Additions - Systemwide	Operating Costs	Reduction of Unrealizable University of Alaska Receipt Authority	(36,000.0)			(36,000.0)	After reviewing prior trends in university receipts and projecting additional receipts the University expects to receive in FY13 and FY14, it was determined that the University has been carrying significant empty or "hollow" receipt authority for several years. Therefore, the legislature reduced the University of Alaska receipt authority by \$36 million beginning with FY14. This action is an attempt to get the University's budget more in line with prior year actuals to allow for a more realistic and accurate representation of the overall University of Alaska budget.
72	FY14	University of Alaska	Departmentwide	Salaries/ Benefits	Compensation Increases	12,475.8		2,908.4	15,384.2	Based on wage and benefit agreements (\$7,692.1 UGF/ \$4,783.7 University Receipts [DGF]/ \$2,908.4 Fed).
73	FY14	University of Alaska	Budget Reductions/Additions - Systemwide	Program Enhancement	Mandatory Comprehensive Student Advising	400.0			400.0	The legislature appropriated \$400.0 UGF to support mandatory comprehensive student advising throughout University of Alaska campuses to increase the number of degree-seeking students and to decrease the time it takes for them to finish. As students navigate admission, enrollment, advising and financial aid processes, advisors will provide special emphasis focused on at-risk and under-represented populations of students to stay on track for graduation.

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74	FY14	University of Alaska	Budget Reductions/Additions - Systemwide		Operating Costs	Fund \$1 million GF Increase for Facilities Maintenance and Repair	1,000.0			1,000.0	In FY14, the legislature added \$1 million UGF toward UA's annual maintenance and repair budget which is calculated as a percentage of current building value, plus a component that accrues directly with building age. The University annually dedicates a portion of its operating budget to facilities maintenance, often referred to as M&R. As the deferred maintenance and renewal/repurposing backlog continues to grow, the amount of funding necessary to maintain buildings increases, and more M&R has to be used to take care of unforeseen deferred maintenance needs.
75	FY14	University of Alaska	Systemwide Education and Outreach		Program Enhancement	Consolidated Alaska Mining Initiative	200.0			200.0	Funding to support projected growth of simulator training, regulatory compliance, and miner training in the amount of \$200.0 UGF was added to base funding in the Systemwide Education and Outreach allocation for the expansion of federal mine training requirements on small mining operations and the rapidly growing expansion of large hard-rock and underground mining.
76	FY14	University of Alaska	Anchorage Campus		Operating Costs	Campus Safety and Security Systems	330.0			330.0	Staffing levels at the UAA Police Department have remained fairly constant over the last 20 years while the campus has grown tremendously in the number of students and the number of overall physical structures. With enrollment numbers currently in excess of 20,000, and with calls to the University Police Department increasing by 45 percent over the past six years, there has been a need to increase the number of first responders. The legislature recognized this need and added \$330.0 UGF for UAA Campus Safety and Security Systems in FY14.
77	FY14	University of Alaska	Small Business Development Center		Program Enhancement	Workforce Development	356.1			356.1	The Alaska Small Business Development Center (SBDC) has helped create 88 new businesses and create or retain 333 jobs, counseled approximately 1,000 individuals, and helped these businesses either secure or invest over \$11 million in total capital infusion through traditional SBDC activities. The Alaska SBDC is funded by the U. S. Small Business Administration with a 1:1 match from the state and community contributions. For FY14, the legislature approved \$356.1 UGF to provide additional match to sustain the Juneau center and provide necessary funding to support a Fairbanks location.

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78	FY14	University of Alaska	Kenai Peninsula College	New Facilities	Student Housing plus Career and Technical Education Center	643.0			643.0	\$346.2 DGF (University Receipts) related to student housing operating costs at Kenai Peninsula College was added in FY14. In FY11, this project was funded as part of the state issued general obligation bond package. The facility opened for the fall semester 2013. Funding covers the additional operating and maintenance costs associated with this 39,875 gross square foot facility.  Another project funded as part of the state issued general obligation bonds in FY11 relates to the Kenai Peninsula College Career and Technical Education Center. In FY14, \$296.8 UGF was added for operating and maintenance costs related to this project also. The facility opened for the fall semester 2013 and encompasses 19,370 gross square feet.
79	FY14	University of Alaska	Matanuska-Susitna College	New Facilities	Operating Costs for Paramedic and Nursing Addition	86.4			86.4	The Matanuska-Susitna College Paramedic and Nursing Addition opened for the spring semester 2013. The legislature approved the Governor's request for \$86.4 UGF for operating and maintenance costs associated with this new 6,400 gross square foot facility addition. This project was also part of the FY11 state issued general obligation bond package.
80	FY14	University of Alaska	Bristol Bay Campus	Program Enhancement	UAF Nursing Program at the Bristol Bay Campus	110.0			110.0	The University of Alaska Fairbanks Bristol Bay Campus, in partnership with the University of Alaska Anchorage School of Nursing, is offering course work toward the completion of an Associate of Applied Science (AAS) degree in nursing. Students are admitted into the two-year program and study through distance delivered lectures, on-site skill labs, and clinical experiences. Graduates of the AAS program are prepared to provide inpatient and outpatient nursing care. The legislature added \$110.0 total (\$55.0 UGF/\$55.0 University Receipts (DGF)) to help fund the nursing faculty member for this program in FY14 base funding.

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81	FY14	University of Alaska	Fairbanks Campus		Debt Service	UAF Life Sciences Debt Service	1,520.0			1,520.0	University Receipt authority to allow UA to service the bonds issued by the University associated with the UAF Life Sciences building which is complete and became fully occupied in the summer of 2013. The building provides multi-use teaching and research labs, classrooms, and office space for research and academic purposes. The research section will provide almost 60,000 square feet of research lab space for biology programs. The teaching portion will provide 40,000 square feet of academic classroom and lab space for biology and wildlife degree programs. In addition to \$88 million that was part of the FY11 statewide general obligation bond package, UA issued \$20.6 million in bonds to construct the UAF Life Sciences building.
82	FY14	University of Alaska	Fairbanks Campus		Operating Costs	UAF New Dining Residence Hall Lease	1,500.0			1,500.0	UAF has contracted with a private company to develop a new 34,000 square foot dining residence hall facility adjacent to the Wood Center Student Union. Construction of the building, which will replace the Lola Tilly Commons began in May 2013. The legislature approved the Governor's request for \$1.5 million University Receipts at the Fairbanks Campus to allow for the use of housing and dining receipts to make lease payments associated with this project.
83	FY14	University of Alaska	Fairbanks Campus		New Facilities	Operating Costs for UAF Life Sciences Facility	2,303.0			2,303.0	Operating and maintenance costs associated with the UAF Life Sciences Facility (FY11 G.O. Bond Project). This 100,000 gross square foot facility is complete and was fully operational beginning with fall semester 2013
84	FY14	University of Alaska	Fairbanks Campus		Program Enhancement	University of Alaska Press Operating Costs	200.0			200.0	The legislature approved \$200.0 UGF in additional funding for University of Alaska Press operating costs beginning in FY14. The University of Alaska Press was established in 1967 and is a non-profit scholarly publisher and distributor of books about Alaska and the circumpolar regions. Although physically located at the University of Alaska Fairbanks campus, the Press represents the entire University of Alaska—its three main universities (UAA, UAF, and UAS) as well as their satellite campuses. Currently, revenue earned from the sale of 30,000 books per year is not sufficient to maintain the present rate of publications of approximately twenty books per year.

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	FY14	University of Alaska	Fairbanks Campus	Program Enhancement	e-Learning Program Enhancements	250.0			250.0	UAF e-Learning and Distance Education are ready to increase offerings of courses and degree programs, but lack sufficient staff to meet rapidly growing student demand. The legislature added \$250.0 UGF in FY14 to support the addition of an instructional designer and a student services manager. Funds may also be used to train faculty, including those from rural campuses, in online instruction and technology. UAF plans to fully implement online programs for at least three additional baccalaureate programs in the next two years.
85										
	FY14- FY15	University of Alaska	Juneau Campus	Program Enhancement	UAS Center for Mine Training - Funding for the Mine Training Director	117.8			117.8	The UAS Center for Mine Training (CMT) was created after receiving a \$300,000 donation from Heda Greens Creek (HGC) in June 2011. It is now becoming an internationally recognized center for training miners with state of the art training aids, faculty, and facilities. The Center works in cooperation with University of Alaska Mining and Petroleum Training Services (MAPTS) to provide free Mine Safety and Health Administration (MSHA) trainings, including Entry-Level Miner trainings which lead to excellent paying jobs in local mines.  The legislature added a total of \$117.8 (\$90.0 UGF/\$27.8 University Receipts (DGF)) to fund the Mine Training Director who also serves as an Assistant Professor teaching courses to support the HGC donation by creating and providing curriculum for the Heda Greens Creek Mine Training Career Pathway. The Director also operates the Mine Simulator and represents the UAS Center for Mine Training locally, regionally, in state, nationally, and internationally. This funding was added in the language section of the operating bill as a one-time item in FY14. In FY15, the legislature restored funding for this addition and maintained that funding would continue in the base budget.
86										
	FY15	University of Alaska	Departmentwide	Salaries/ Benefits	Retirement and Salary Related Increases	10,222.6			10,222.6	Based on wage and benefit agreements— \$5,111.3 UGF/ \$5,111.3 University Receipts (DGF)
87										

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88	FY15	University of Alaska	Departmentwide		Operating Costs	Utility Cost Increases	1,415.0		1,415.0	University Receipts (DGF). The legislature approved the Governor's \$1,415.DGF request to cover projected FY15 utility and fuel increases (estimated to be 7.6% over FY14). The unrestricted general fund portion of the increase is expected to be offset through the utility fuel trigger mechanism in the FY15 Operating Budget [Section 23(e)(2)] in Chapter 16, SLA 2014 (HB 286). The portion of fuel trigger money available to the University of Alaska increased from 10 percent to 15 percent of the total plus or minus three percent in the final CC version of the bill. The maximum amount available to the University increased from \$4.88 million in FY14 to \$4.86 million in FY15.
89	FY15	University of Alaska	Departmentwide		Reductions in Expenditure Level	Unspecified UGF Reductions in Expenditure Level	(15,900.0)		(15,900.0)	In accordance with the Governor's desire to cut state spending, the University of Alaska's FY15 budget reflected an unspecified 4% Unrestricted General Fund reduction of \$14.9 million. The legislature further reduced the University's budget by another \$1 million UGF. The Board of Regents will allocate cuts and align budgets with projected available revenue to manage all University resources. The University's authorized position count was not reduced, but vacancies may ensue depending on the ability to reduce personal services throughout the University system.
90	FY15	University of Alaska	Departmentwide		Reductions in Expenditure Level	Reduce University Travel Expenditure Level	(1,066.2)		(1,066.2)	The legislature removed a total of \$2,634.1 of UGF as an "unallocated travel reduction" from various agencies' travel expenditure level. The University of Alaska's share of this UGF reduction is \$1,066.2.
91	FY15- FY16	University of Alaska	Departmentwide		Operating Costs	Facilities Maintenance and Repair	2,163.0		2,163.0	<b>FY15 - IncOTI. \$1,081.5 UGF/ \$1,081.5 University Receipts (DGF).</b> The legislature added about \$2.2 million towards UA's annual maintenance and repair (which is calculated as a percentage of current building value, plus a component that accrues directly with building age). Each campus annually designates a portion of its operation budget for facilities maintenance, often referred to as M&R. As the deferred maintenance and renewal/repurposing backlog continues to grow, the amount of funding necessary to maintain buildings increases, and more M&R has to be used to take care of unforeseen deferred maintenance needs that cannot be deferred any longer without risking safety.  <b>FY16 - IncM. \$1,081.5 UGF/ \$1,081.5 University Receipts (DGF).</b> The legislature approved the Governor's request to restore one-time FY15 funding for the University of Alaska's annual facilities maintenance and repair, and added the funds to the base budget.

Highlights of Significant Budget Changes  
to FY19)

A	B	C	D	E	F	G	H	I	J	K
1	UNIVERSITY OF ALASKA									
2			Formula/ NonForm		Description	GF	Other	Fed	Total Funds	Notes
3	FY	Appropriation	Allocation	Category						
4										
92	FY15- FY16	University of Alaska	Departmentwide	Program Enhancement	Comprehensive Student Advising	400.0			400.0	FY15 - IncOTI. The legislature added \$400.0 UGF to support mandatory comprehensive student advising. Strategies are needed to increase the number of degree-seeking students completing degrees, while simultaneously decreasing the time it takes for them to finish. As students navigate admission, enrollment, advising and financial aid processes, advisors will provide special emphasis focused on aiding at-risk and under-represented populations of students to stay on track for graduation.  FY16- IncM. The legislature approved the Governor's request to restore one-time FY15 funding for advising University of Alaska students, and added the funds to the base budget.
93	FY15	University of Alaska	University of Alaska Anchorage	New Facilities	New Facility Operating Costs for UAA AK Airlines Center (Sports Arena)	3,399.9			3,399.9	\$1,610.0 UGF/ \$1,789.9 University Receipts (DGF). The legislature approved the Governor's request of \$3.4 million for operating costs of this 196,000 gross square foot facility, scheduled to be operational in July 2014. In FY11, this project was funded as part of a state general obligation bond package.
94	FY15	University of Alaska	Matanuska-Susitna College	New Facilities	UAA Mat-Su Valley Center for Arts and Learning Operating Costs	615.0			615.0	\$540.0 UGF/ \$75.0 University Receipts (DGF). The legislature approved the Governor's request of \$615.0 for startup, operating and maintenance costs connected with this 30,000 gross square foot facility, including the recruitment and hiring of personnel to manage and operate the theatre/auditorium. The Center is scheduled to be operational in July 2014. In FY11, this project was also funded as part of the state general obligation bond package.
95	FY15	University of Alaska	Fairbanks Campus	New Facilities	UAF Public Private Partnership Housing Development	1,500.0			1,500.0	\$1,500.0 University Receipts (DGF). As part of the "Student Life: Transforming the UAF Experience" project, the University of Alaska Fairbanks proposed to provide new student housing units through a public private partnership (P3) arrangement. With construction beginning approximately in August 2014, a 90-bed dormitory will be the beginning phase in this plan to increase the quality and quantity of available housing within the campus core. The legislature approved the use of \$1.5 million in University Receipts derived from housing receipts to make lease payments associated with this development.

Highlights of Significant Budget Changes  
to FY19

A	B	C	D	E	F	G	H	I	J	K	
1	UNIVERSITY OF ALASKA										
2											
3	FY	Appropriation	Allocation	Formula/ NonForm	Category	Description	GF	Other	Fed	Total Funds	Notes
4											
96	FY15	University of Alaska	Fairbanks Campus		Research	Hydrocarbon Optimization as a one-time increment for FY15	500.0			500.0	IncOTI. The legislature added one-time funding at UAF which will allow the Institute of Northern Engineering (INE) to begin addressing aspects of specific concern to the oil industry in Alaska. According to the University, applied research in the areas of heavy and viscous oil, shale oil and gas, and enhanced oil recovery are of particular interest to the industry. Research and development will be focused in the Petroleum Development Laboratory (PDL) in INE. Funding provided for hydrocarbon research will also allow INE to directly address broader needs of the oil industry, such as permitting, ice formation in TAPS, and ice road/ paid construction.
97	FY15	University of Alaska	Juneau Campus		New Facilities	UAS Freshmen Residence Hall Operating Costs - Juneau Campus	425.0			425.0	\$425.0 University Receipts (DGF). In order to provide money to cover ongoing costs associated with the FY2014 opening of the new 35,000 gross square foot Juneau Campus Freshmen Residence Hall, the legislature approved the use of \$425.0 in additional University Receipts.
98	FY15	University of Alaska	Departmentwide		TVEP/ Fiscal Note	Overall Decreased Technical Vocational Education Program (TVEP) Receipts Funding	(153.1)			(153.1)	The TVEP program has been instrumental in meeting Alaska's workforce training and educational needs. The legislature approved UA's initial change in TVEP funding as submitted by the Governor (an increase of \$51.8) but also made substantive changes in Chapter 15, SLA2014 (HB 278) resulting in a decrease of (\$204.9). This culminated in an overall change of (\$153.1) in TVEP funding for the University of Alaska.  Prior to statutory changes in HB 278, 50% of TVEP funding was allocated to the University of Alaska, but changes in this legislation reduced the UA percentage to 45% [AS 23.15.835(d)]. In addition to this change, the legislature increased the total pool amount available from .15 percent to .16 percent of wages [AS 23.15.835(a)]. For FY15, the University expects to receive approximately \$5.2 million in TVEP receipts.
99	FY15	University of Alaska	Fairbanks Campus		Fiscal Note	Muni Bond Bank - UAF Heat & Power Plant	7,000.0			7,000.0	UGF. SB 218 (Chapter 24, SLA 2014). This legislation provides authorization of debt for the University for the UAF Heat and Power Plant boilers and plant construction and will result in debt service payments annually by UA to repay bonds issued by the Alaska Municipal Bond Bank Authority. The debt service amount assumes 5%, 20 years, with semi-annual payments. The Heat and Power Plant provides electricity and steam heat to more than 3.1 million square feet of public facilities on the Fairbanks Campus. It is anticipated that in FY15 and FY16, the \$7 million will be directed to the Heat & Power Plant capital project and starting in FY17, it will be dedicated to debt payments.



Highlights of Significant Budget Changes to FY19

A	B	C	D	E	F	G	H	I	J	K
1	UNIVERSITY OF ALASKA									
2										
3	FY	Appropriation	Allocation	Formula/ NonForm	Description	GF	Other	Fed	Total Funds	Notes
4										
100	FY16	University of Alaska	Departmentwide		TVEP	403.1			403.1	The legislature approved the formula increase in TVEP funding as submitted by the Governor (an increase of \$403.1 DGF). Appropriations of TVEP funds occurred in several agencies in FY16 and are based on a formula set out in statute. For FY16, the University expects to receive a total of \$5,630.0.  Individual University campuses submit requests for TVEP funds to the University's Associate Vice President for Workforce Development. A review process occurs to determine which projects/campuses will receive TVEP funding in each fiscal year.
101	FY16	University of Alaska	Various		Deletion  PCNs: (85 PFT positions)				0.0	Due to current and projected fiscal challenges, the University of Alaska deleted a total of 85 authorized vacant positions (without funding) in the following allocations:  - Statewide Services (delete 3 vacant positions); - Office of Information Technology (delete 3 vacant positions); - System Education and Outreach (delete 1 vacant position); - Anchorage Campus (delete 28 vacant positions); - Bristol Bay Campus (delete 2 vacant positions); - Fairbanks Campus (delete 3 vacant positions); - Interior-Aleutians Campus (delete 5 vacant positions); - Kuskokwim Campus (delete 4 vacant positions); - Fairbanks Organized Research (delete 23 vacant positions); - UAF Community and Technical College (delete 9 vacant positions); and - Cooperative Extension Service (delete 4 vacant positions).
102	FY16- FY17	University of Alaska	Departmentwide		Salaries/ Benefits	20,146.0			20,146.0	Based on wage and benefit agreements, the FY16 compensation increases totaled \$20,146.0 (\$10,073.0 UGF/ \$10,073.0 University Receipts [DGF]).  <b>NOTE:</b> The FY16 operating budget for all agencies contained salary adjustments which include COLA increases of about \$30.3 million UGF. Language in HB2001 states that funding for the COLA increases is intended to be one-time funding. Therefore, it is anticipated that these COLA increases will be removed from the FY17 base per legislative intent.  In FY17, \$10,073.0 (the entire UGF portion) was removed as part of the University's FY17 Target Reduction of \$15,530.9 (see Line # 111 below).

Highlights of Significant Budget Changes  
to FY19

A	B	C	D	E	F	G	H	I	J	K
UNIVERSITY OF ALASKA										
1	2	3	4	5	6	7	8	9	10	11
FY	Appropriation	Allocation	Formula/ NonForm	Category	Description	GF	Other	Fed	Total Funds	Notes
FY16	University of Alaska	Departmentwide		Deletion	UGF Reductions to the Services Line Item	(9,968.5)			(9,968.5)	The Governor's Amended budget included an overall UGF cut to the University of (\$18.2 million). The legislature restored \$8.2 million of the generic Services line item reductions, preferring to spread the \$16.4 million cuts to individual allocations.  (see following item)
103										
FY16	University of Alaska	Departmentwide		Deletion	UGF Reductions in Personal Services, Travel and Services Line Items	(16,404.5)			(16,404.5)	The legislature spread UGF net reductions of \$16.4 million between 22 allocations as follows:  <ul style="list-style-type: none"> <li>- Statewide Services - (\$3,289.1 in Personal Services/ Travel);</li> <li>- Office of Information Technology - (\$1,943.7 in Personal Services);</li> <li>- Systemwide Education and Outreach - (\$225.3 in Personal Services);</li> <li>- Anchorage Campus - (\$4,213.3 in Personal Services/ Travel/ Services);</li> <li>- Small Business Development Center - (\$19.7 in Personal Services/ Services);</li> <li>- Kenai Peninsula College - (\$218.8 in Personal Services/ Services);</li> <li>- Kodiak College - (\$75.5 in Personal Services/ Services);</li> <li>- Matanuska-Susitna College - (\$153.8 in Personal Services/ Services);</li> <li>- Prince William Sound College - (\$77.3 in Personal Services/ Services);</li> <li>- Bristol Bay Campus - (\$44.5 in Personal Services/ Services);</li> <li>- Chukchi Campus - (\$31.1 in Personal Services/ Services);</li> <li>- College of Rural and Community Development - (\$136.8 in Personal Services/ Services);</li> <li>- Fairbanks Campus - (\$4,244.8 in Personal Services/ Travel/ Services);</li> <li>- Interior-Aleutians Campus - (\$51.7 in Personal Services/ Services);</li> <li>- Kuskokwim Campus - (\$93.8 in Personal Services/ Services);</li> <li>- Northwest Campus - (\$37.3 in Personal Services/ Services);</li> <li>- Fairbanks Organized Research - (\$306.1 in Personal Services/ Services);</li> <li>- UAF Community and Technical College - (\$194.6 in Personal Services/ Services);</li> <li>- Cooperative Extension Service - (\$20.5 in Travel);</li> <li>- Juneau Campus - (\$846.7 in Personal Services, Travel, and Services);</li> <li>- Ketchikan Campus - (\$75.5 in Personal Services/ Services);</li> <li>- Sitka Campus - (\$104.0 in Personal Services/ Services).</li> </ul> <b>GRAND TOTAL OF REDUCTION: (\$16,404,500 UGF)</b>
104										
105										

Highlights of Significant Budget Changes to FY19

A	B	C	D	E	F	G	H	I	J	K	
1	UNIVERSITY OF ALASKA										
2											
3	FY	Appropriation	Allocation	Formula/ NonForm	Category	Description	GF	Other	Fed	Total Funds	Notes
4											
106	FY16	University of Alaska	Anchorage Campus		Research	Funding for the Alaska Justice Information Center New Positions: 1 PFT, 2 PPT	125.0	125.0		250.0	The legislature added \$250.0 (\$125.0 UGF/\$125.0 MHTAAR) to fund the Alaska Justice Information Center at the University of Alaska Anchorage for the purpose of compiling, analyzing, and reporting justice data for policymakers and practitioners in order to improve public safety, increase justice system accountability, and reduce recidivism. This Center was a key recommendation included in the "2015 Recidivism Reduction Plan" developed by the Alaska Mental Health Trust Authority, the Alaska Department of Corrections, the Alaska Housing Finance Corporation, the Alaska Court System, the Alaska Department of Health and Social Services, and the Alaska Department of Labor and Workforce Development. This funding includes 1 PFT and 2 PPT.
107	FY16	University of Alaska	Fairbanks Organized Research		Research	Unmanned Aircraft Systems (UAS) Funding	1,862.3			1,862.3	The legislature added this increment in Conference Committee. The funding will support both base funding for the Alaska Center for Unmanned Aircraft Systems Integration (ACUASI) and a new workforce training position at the Community and Technical College (CTC). ACUASI provides science, research, and test and evaluation services and support to the unmanned aircraft system user and manufacturer community. A University of Alaska-led team, ACUASI is headquartered at the UAF Geophysical Institute and is one of six test centers selected by the Federal Aviation Administration (FAA) for the purpose of integrating the Unmanned Aircraft System into the overall national airspace system.
108	FY16	University of Alaska	Various		Deletion	The University of Alaska's share of the \$29.8 million UGF unallocated reduction which was spread among Executive Branch agencies in FY16	(5,000.0)			(5,000.0)	HB 2001 includes a \$29.8 million UGF unallocated reduction that will be spread among Executive Branch agencies. The share of the reduction allocated to the University of Alaska is \$5,000,000. OMB has instructed the agencies to minimize layoffs and to look for efficiencies and program reductions. How the reduction will be allocated within the University of Alaska system is currently unavailable.
109	FY17	University of Alaska	Budget Reductions/Additions - Systemwide		Salaries/ Benefits	Compensation Increases	19,637.0			19,637.0	Based on wage and benefit agreements submitted in the Governor's budget, the FY17 compensation increases totaled \$19,637.0 (\$9,818.5 UGF/\$9,818.5 University Receipts [DGF]).

Highlights of Significant Budget Changes  
to FY19

A	B	C	D	E	F	G	H	I	J	K	
1	UNIVERSITY OF ALASKA										
2											
3	FY	Appropriation	Allocation	Formular/ NonForm	Category	Description	GF	Other	Fed	Total Funds	
4										Notes	
110	FY17	University of Alaska	Departmentwide		TVPEP	Overall Increase in Technical Vocational Education Program (TVPEP) Receipts Funding	350.1			350.1	The legislature approved the formula increase in TVPEP funding as submitted by the Governor (an increase of \$350.1 [DGF])  The Technical Vocational Education Program (TVPEP) is a set-aside of employee contributions to unemployment insurance. The receipts are transferred to a separate account in the general fund and, subject to appropriation, are used to support vocational training centers around the State. Legislative appropriations occur in several agencies and are based on a formula set out in statute. For FY17, the University expects to receive a total of \$5,980.1.
111	FY17	University of Alaska	Departmentwide		Deletion	University of Alaska FY17 Target Reduction  Positions: (225 PFT/ 14 PPT)	(15,530.9)			(15,530.9)	The legislature approved the Governor's targeted reduction to the University of Alaska of \$15,530.9. Specific actions needed to meet this reduction have not yet been identified. No specific decrements were outlined in the Governor's FY17 Request. However, due to current and anticipated fiscal challenges, the University has deleted a total of 118 positions (spread between ten allocations) in the FY17 submission (113 were deleted in the FY16 Management Plan; another reduction of five positions occurred in the FY17 Governor's Request). The University deleted 239 total positions with the implementation of the FY17 Management Plan (225 PFT positions/ 14 PPT positions).
112	FY17	University of Alaska	Departmentwide		Deletion	University of Alaska FY17 Unallocated Reduction	(10,001.6)			(10,001.6)	The legislature deleted a little over \$10 million UGF from the University to be spread throughout the University's allocations at the discretion of the Board of Regents of the University of Alaska.
113	FY17	University of Alaska	Matanuska-Susitna College		Deletion	Delete UGF from Services Line Item	(116.5)			(116.5)	The legislature deleted \$116.5 UGF from Matanuska-Susitna College and added that same amount to the Department of Education and Early Development for payment as a grant under AS 37.05.316 to the Matanuska-Susitna Borough School District for transporting students to the Alaska Middle College School for the fiscal year ending June 30, 2017. The funding in the Department of Education and Early Development was vetoed by the Governor.

Highlights of Significant Budget Changes to FY19

A	B	C	D	E	F	G	H	I	J	K	
1	UNIVERSITY OF ALASKA										
2											
3	FY	Appropriation	Allocation	Formula/ NonForm	Category	Description	GF	Other	Fed	Total Funds	Notes
4											
114	FY18	University of Alaska	Budget Reductions/Additions - Systemwide		Salaries/ Benefits	FY18 Contractual Salary Increases for the University of Alaska Federation of Teachers (JAFT)	578.6			578.6	DGF. The legislature approved \$578.6 in previously negotiated compensation and benefit increases submitted in the Governor's budget. These salary increases for the UA Federation of Teachers (JAFT) are funded entirely by University Receipts (DGF). This FY18 union contract renewal includes a 2% increase plus a \$900.00 lump sum, one-time payment. No UGF is included.
115	FY18	University of Alaska	Budget Reductions/Additions - Systemwide		Tuition Increase	University of Alaska FY18 Tuition Rate Increase	4,421.4			4,421.4	DGF. The Board of Regents determined that tuition rates would increase by 5% for the Academic Year 2018 (fall 2017 through summer 2018). The legislature accepted this with the understanding that tuition revenue will be used primarily to maintain and expand the educational opportunities provided to students, to preserve and improve the quality of existing programs and support services, to respond to enrollment trends, and to implement new programs.
116	FY18	University of Alaska	Budget Reductions/Additions - Systemwide		TVEP	Overall Decrease in Technical Vocational Education Program (TVEP) Receipts Formula Funding	(593.5)			(593.5)	DGF. The legislature approved the formula decrease in TVEP funding as submitted by the Governor (a decrease of \$593.5 [DGF]). Given the fact that TVEP is a diversion of 0.16 percent of employee contributions to the unemployment insurance trust fund and that taxable wages have declined more rapidly than anticipated, a reduction in TVEP authority is required to avoid overspending the fund. For FY18, the University expects to receive a total of \$5,386.6 -- a decrease of about 10% from the FY17 Management Plan.
117	FY18	University of Alaska	Budget Reductions/Additions - Systemwide		Deletion	University of Alaska FY18 Non-UGF Reductions	(10,000.0)		(7,000.0)	(17,000.0)	Non-UGF reductions were included in the Governor's submission to align estimated revenue with anticipated expenditures -- in essence, this is a "true-up" of the FY18 budget. The legislature approved the reductions (\$10 million University Receipts (DGF) and \$7 million Federal Receipts).
118	FY18	University of Alaska	Budget Reductions/Additions - Systemwide		Deletion	University of Alaska FY18 UGF Reduction	(8,000.0)			(8,000.0)	The legislature reduced the FY18 Governor's UGF request of \$325 million by approximately 2.5%. This reduction is to be spread throughout the University's allocations at the discretion of the Board of Regents of the University of Alaska.

Highlights of Significant Budget Changes to FY19

A	B	C	D	E	F	G	H	I	J	K	
1	UNIVERSITY OF ALASKA										
2											
3	FY	Appropriation	Allocation	Formula/ NonForm	Category	Description	GF	Other	Fed	Total Funds	Notes
119	FY19	University of Alaska	Budget Reductions/Additions - Systemwide		TVEP	Overall Decrease in Technical Vocational Education Program (TVEP) Receipts Formula Funding	(460.2)			(460.2)	DGF. The legislature approved another formula decrease in TVEP funding as submitted by the Governor for FY19 (a decrease of \$460.2 [DGF]). The FY19 estimated receipts of TVEP available for statewide distribution is \$10,947.5. As defined by statute, the University of Alaska receives 45 percent (or \$4,926.4) of total receipts. The University's portion of the FY19 distribution is 8.5 percent less than the FY18 distribution level of \$5,386.6.
120	FY19	University of Alaska	Budget Reductions/Additions - Systemwide		Operating Costs	University of Alaska FY19 UGF Addition	10,000.0			10,000.0	The legislature increased the FY19 Governor's request of \$316.9 million Unrestricted General Fund by \$10 million (3.2%) in base funding for FY19 University of Alaska expenses. This addition is to be distributed throughout the University's allocations at the discretion of the Board of Regents of the University of Alaska.
121	FY19	University of Alaska	Anchorage Campus		Operating Costs	GF/MH Funding to Maintain Operations of the Alaska Justice Information Center (AJIC)	150.0			150.0	The legislature also added \$150.0 in GF/MH (UGF) base funding to support the continued operations of the Alaska Justice Information Center (AJIC), in conjunction with \$225.0 MHTAAR funding for the Center. The AJIC collects data from key criminal justice agencies to create an integrated data platform to support many kinds of criminal justice research in Alaska.



**University of Alaska**

**Mission**

University of Alaska System (UA)

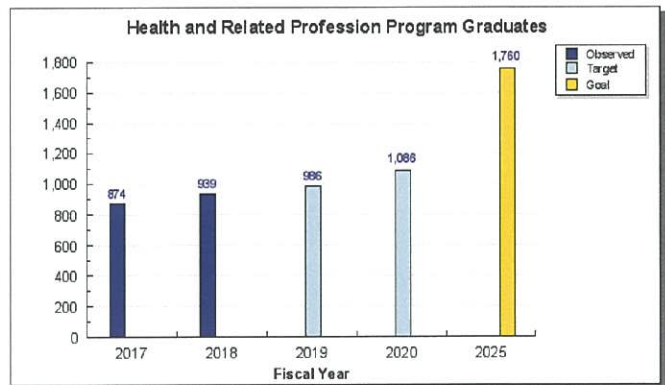
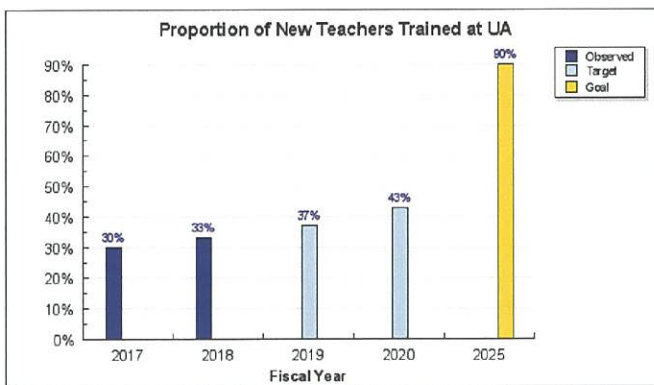
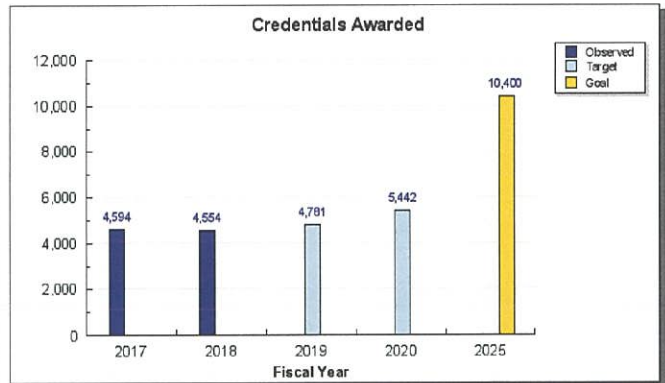
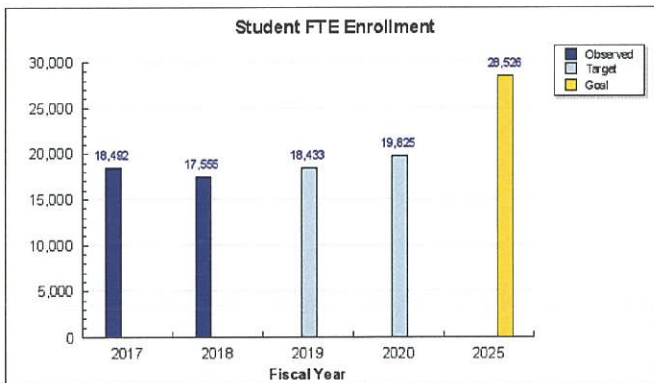
The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples. AS 14.40.010, AS 14.40.060

<b>Core Services (in priority order)</b>	<b>UGF</b>	<b>DGF</b>	<b>Other</b>	<b>Fed</b>	<b>Total</b>	<b>PFT</b>	<b>PPT</b>	<b>NP</b>	<b>% GF</b>
1 Student Instruction	260,199.4	252,828.1	59,894.0	60,727.7	633,649.2	2976	143	0	77.9%
2 Research: Advancing Knowledge, Basic and Applied	37,089.3	52,632.6	17,707.8	74,299.1	181,728.8	748	32	0	13.6%
3 Service: Sharing Knowledge to Address Community Needs	29,744.8	25,670.5	8,928.6	8,825.9	73,169.8	269	14	0	8.4%
<b>FY2019 Management Plan</b>	<b>327,033.5</b>	<b>331,131.2</b>	<b>86,530.4</b>	<b>143,852.7</b>	<b>888,547.8</b>	<b>3993</b>	<b>189</b>	<b>0</b>	

**Measures by Core Service**

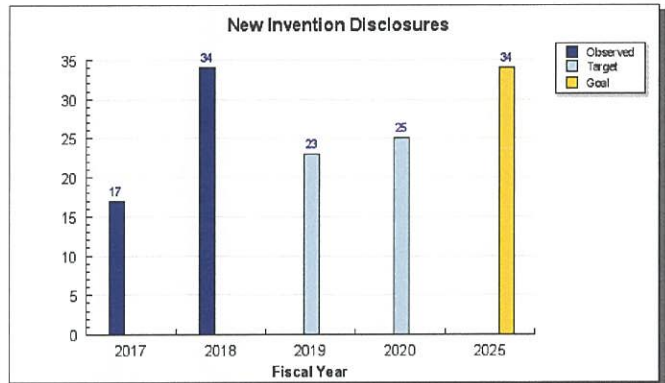
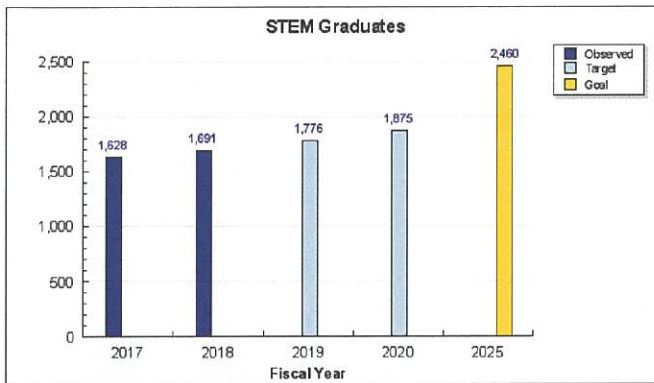
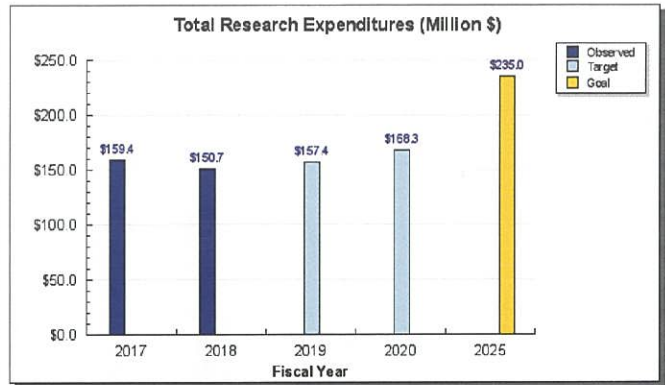
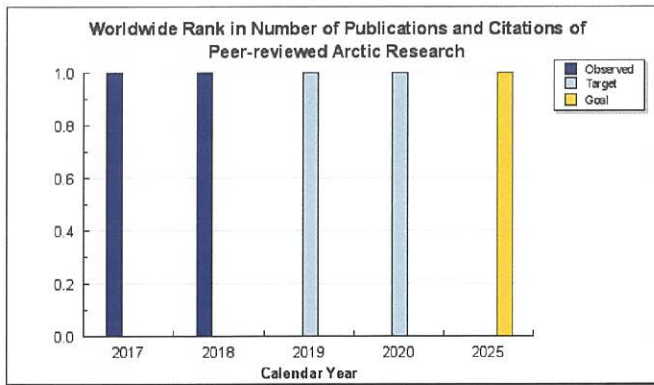
(Additional performance information is available on the web at <https://omb.alaska.gov/results.>)

**1. Student Instruction**

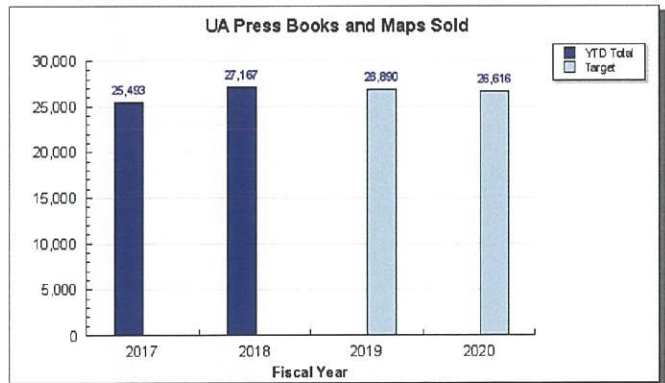
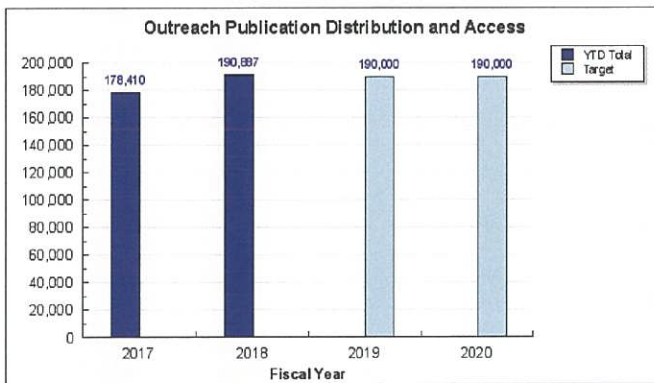




**2. Research: Advancing Knowledge, Basic and Applied**



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



**Major Department Accomplishments in 2018**

At its June 2018 planning retreat, the UA Board of Regents' (BOR) reaffirmed support for the following five goal areas and associated outcome measures:

- Educational attainment: increased enrollment and degree completions
- Workforce development: focused on educators and health care providers
- Research: continue leading in Arctic research and increased total research expenditures
- Economic development: increased number of invention disclosures and science, technology, engineering and mathematics (STEM) graduates
- Operating more cost effectively: reduce the total cost of education and the cost per student full-time equivalent enrollment.

These goals and measures represent the fundamental direction UA must head to ensure continuity of service to the State of Alaska and its residence, develop a pipeline for student success and workforce development, maintain its role as a leader in Arctic research, and further advance the UA mission for the benefit of the state and its diverse people. Continued support from the BOR ensures UA's attention remains focused on improvements in these critical areas. The following summarizes UA's performance on key measures and additional information on UA's Goals and Measures can be found here: <https://www.alaska.edu/pres/goals-metrics/>

### Educational Attainment

#### **Student Full-time Equivalent (FTE) Enrollment**

The number of student full time equivalents attending UA decreased about 5 percent (937 FTE) between FY2017 and FY2018. A target of 18,433 has been set for FY2019. This is a 5 percent (878 FTE) increase over FY2018. UA is committed to seeing this measure improve over the next few years. To this end, investments have been made in marketing and recruitment; partnerships with K-12, including very successful options for dual enrollment; and innovative program delivery.

#### **Credentials Awarded**

The number of degrees, certificates and endorsements awarded to students attending one of UA's universities dropped by about 1 percent (40 fewer degrees) in the last year. A target of 4,781 academic credentials awarded has been set for FY2019. This is a 5 percent (227 more awards) increase over FY2018. Despite prior enrollment declines, UA remains optimistic that this target is possible with investments aimed to improve student retention and more innovative and on-line program delivery options.

### Workforce Development

#### **Proportion of New Teachers Trained at UA**

Alaska's educational attainment is among the lowest in the nation. One of several strategies to address this problem is to educate more Alaskans as teachers. In FY2018, 278 individuals were recommended for initial teacher licensure, about 10 percent more than in FY2017. This translates to an additional estimated 3 percent of annual new teacher hires filled by UA trained teachers, and a 10% increase year over year in the share of Alaskans hired in our schools across the state. But, with 67 percent of the State's teacher hired each year coming from "outside" Alaska, this remains a focus area for UA investment.

#### **Health and Related Profession Program Graduates**

Alaska's health costs are among the highest in the nation. One way to bring down our high costs is to grow our own health care workforce. In FY2018, UA continued its commitment to meeting the state's need for qualified, trained health care professionals through initiatives aimed to provide opportunities for Alaskans in the health care industry. As a result, 939 degrees, certificates and occupational endorsements were awarded for health-related programs, an increase of 7 percent from FY2017. Targeting a 5 percent (47 more graduates) increase in FY2019, UA aims to continue to provide for Alaska's health care workforce.

### Research

#### **Worldwide Rank in Number of Publications and Citations of Peer-reviewed Arctic Research**

UA continues to lead the world in Arctic research through our expertise in a variety of basic and applied research on topics focused on the North and its diverse peoples. In aggregate, UA faculty published more peer-reviewed research papers, and were credited with more citations than any other institution.

### **Total Research Expenditures**

UA research is a dynamic and growing part of Alaska's economy. For each \$1 invested, \$6 of revenue to Alaska is generated. UA research also is a major employer, with approximately 1,500 direct employees, Alaskans living, buying, and engaging in life here in the state. UA research also is focused on Alaskan issues such as energy, fisheries, infrastructure engineering, and health. UAF accounts for the vast majority of UA's research activity. Over the last year, total research expenditures fell by about 5 percent (\$8.3M) at UAF, reportedly driven by UAF faculty and staff reductions in recent years, which have made it progressively more difficult to sustain the large number of annual competitive research funding proposal submissions required to maintain growth. UAA and UAS held steady with FY2017 performance levels over the last year. UA is making investments in this area to help reverse the downward trend.

### Economic Development

#### **Science, Technology, Engineering and Mathematics (STEM) Graduates**

One standard measure of a state's knowledge economy is its number of STEM graduates. STEM programs qualify graduates to work in science, technology, engineering and mathematics related professions. The change in number of awards varied by broad program category between FY2017 and FY2018: engineering, nursing and allied health grew 9 percent; computer and IT awards dropped almost 25 percent during the same time.

#### **New Invention Disclosures**

Commercializing intellectual property developed by our faculty, students, and staff is a critical component of Alaska's economic future. UA continues to advance intellectual property, a process that begins with invention disclosures. Over time, some result in commercialization of technologies valuable to Alaska and its economy by creating new jobs and revenue. The total number of invention disclosures made during FY2018 was twice that made during FY2017, reaching UA's goal for this measure in a single year. The increased activity occurred primarily at UAF, with the uptick in activity due to multiple factors including: strong investment support from administration, increased awareness of services as achieved through greater outreach, and hosting competitions to incentivize disclosing inventions, such as UAF's Office of Intellectual Property and Commercialization (OIPC) Invent Alaska competition.

The annual number of invention disclosures can be subject to large swings year-to-year; observed FY2018 performance surpassed the target of 19 disclosures by almost 80 percent. Reflecting this natural variability, the FY2019 and FY2020 targets reflect annual target growth of 10 and 9 percent, respectively, and is consistent with UA's long-term goal of 34 annual invention disclosures.

### Cost Effectiveness

#### **Strategic Pathways**

Strategic Pathways (SP) is UA's framework for improving our service to the state, premised on the fact that each of our universities has unique strengths in meeting the state's many needs and the reality that each campus cannot be everything to everyone. UA has reviewed all of its major academic programs and administrative services for how we can create a more sustainable university with more diverse revenue sources and lower costs—where we seek quality, access, and cost effectiveness while we grow in service to our state at this critical time in our history.

UA has implemented decisions in all twenty-two SP areas. Major SP decisions aimed at creating a stronger, more focused, and efficient UA system include:

- Integrating the UAS School of Management into the UAS College of Arts and Sciences.
- Creating the Alaska College of Education, based at UAS, led by an Executive Dean and Statewide Education council; integrating the Colleges of Education at UAA and UAF into other colleges.
- Cooperation between UAA and UAF engineering has resulted in meeting most of the objectives outlined in SP. Examples include course sharing, program coordination, and research collaboration.
- Implementing a common calendar, common general education requirements, and coordinating on-line programs to better serve our students.
- Reorganization of UA Information Technology function based on recommendations from a comprehensive

external consultant review.

- Gain efficiencies in UA research administration through process standardization, streamlining, and synergies across the UA system.
- Standardization of UA Procurement with reorganization under a single procurement officer's leadership.
- UA campuses are actively managing space to increase utilization and to reduce the cost of facilities ownership.
- High quality e-Learning programs are expanding to meet the needs of traditional and non-traditional students.
- Tuition discounting at our community campuses is making these programs more accessible to low income students.
- Strategic plans and budgets are evaluated and allocated based on the unique mission of each university, while simultaneously increasing consistency in "back room" administrative processes.

### Student Access

UA successfully advocated for preventing diminishment of the Alaska Performance Scholarship (APS) and the Alaska Education Grant (AEG). Preserving these programs is good for students and the state, as both programs are recognized to improve the college-going rate, preparedness for college, retention and graduation rate for Alaska high school students. Significant, multi-year scholarship support is associated with increased probability of graduation within six years for all students, with enhanced graduation rates for students who are better prepared for college.

Beginning fall semester 2018, UA reduced tuition rates by 25 percent in selected Career and Technical Education (CTE) programs. The reduced tuition applies to 50 programs and 305 courses at UAA, UAF and UAS. Tuition discounting at our community campuses is making these programs more accessible to low income students.

### Philanthropy

In 1987, the Alaska Education Tax Credit (ETC) was established to encourage private businesses to make charitable contributions to support schools in Alaska. The ETC was scheduled to expire in December 2018; UA successfully advocated for the extension of this important funding source and industry partnership program. The Alaska Education Tax Credit (ETC) was extended for six years through 2024.

UA is positioned to launch its first ever system-wide fundraising effort. The Campaign Plan was approved in September 2018, with a "quiet phase" (standard in philanthropic campaigns) expected to continue through FY 2020. Investments in this extraordinary campaign effort, including increased staffing and support for fundraising, are expected to return between \$6 and \$12 for every dollar invested over the coming 3-5 years. As a revenue generating function, fundraising is one of the smartest investments we can make for the future of education in Alaska.

### Effective and Efficient Use of Resources

UA has put nearly 90% of the funding appropriated for deferred maintenance, renewal, and repurposing projects between FY2013 and FY2019 to work, taking the opportunity to reduce operating costs as part of each capital renewal project.

UA campuses are actively managing space to increase utilization and to reduce the cost of facilities ownership. Space management strategies are being used to:

- Increase research and contemporary learning space;
- Change space assignments;
- Inform future renewal projects;
- Reduce the number of facilities;
- Repurpose existing facilities;
- Efficiently co-locate campus functions; and
- Improve space scheduling to maximize use of facilities.

UA is actively seeking to remedy its historic land grant deficit and, in the meantime, putting together a land development program that will drive development in communities across the state.

## **Key Department Challenges**

UA served 17,555 full-time equivalent students in FY2018, 5 percent fewer than in FY2017 and 14.3 percent fewer

than in FY2014. One student full-time equivalent (FTE) represents the number of credits required for “on-time” graduation. The number of student FTE at UA peaked in FY2012 and has been generally declining since.

Alaska has historically had one of the lowest college going rates in the nation and consistently ranks last or second to last of all 50 states in the percentage of high school graduates going to college immediately after high school. University of Alaska and State of Alaska Department of Education and Early Development have a common goal of increasing the proportion of Alaska high school graduates who go on to college directly after graduating, however observable progress has been difficult to achieve. Over the last five years, the percent of Alaskan high school graduates going directly to college dropped from 46.4 percent to 45.9 percent to 44.0 percent, a decline of 5.2 percent. The national average for the percent of graduates going directly to college following high school was 62.6 percent, for comparison. (NCHEMS Information Center for Higher Education Policymaking and Analysis <http://www.higheredinfo.org/dbrowser/?year=2014&level=nation&mode=map&state=0&submeasure=63>)

In addition, as of 2016, only 38.3 percent of Alaskans have at least an associate degree, compared to a national average of 46.9 percent. (Lumina Foundation <http://strongernation.luminafoundation.org/report/2018/#state/AK>).

The challenge of addressing enrollment declines observed over the last few years has occurred simultaneously with significant declines in state and federal revenue. Enrollment declines also negatively impact UA student tuition and fee revenue, even with a tuition rate increase approved by the Board of Regents to take effect in Academic Year 2020. State funding cuts coupled with enrollment reductions have necessarily resulted in severe budget reductions, mostly in the form of personnel. Approximately 1,200 fewer people are employed by UA today than four years ago. While these reductions have impaired our performance, as described above, we have established important goals and are investing in strategic initiatives in support of those goals.

A compensation system enables the university to be competitive in recruiting, developing, rewarding, and retaining faculty, staff and student employees committed to excellence on behalf of the university's mission. The effects of UA's budget reductions over the last several years have impacted the UA Board of Regents ability to fund ongoing increases to UA's compensation and benefits package. To help remedy this situation, UA is undergoing its first-ever comprehensive salary and benefits review and pay equity study to optimize internal equity, retention, and recruitment.

In addition to loss of state funding, UA is also facing economic challenges related to:

- The risk of reduced federal funding for research;
- Continued high energy costs;
- State population loss; and
- The rise of on-line, high quality alternatives to UA.

## **Significant Changes in Results to be Delivered in FY2020**

UA's accomplishments have been made possible because of investments made by the state and federal government to support operations, programs, and research; by private companies, foundations, and individuals, including growing numbers of alumni whose philanthropy enables a margin of excellence; and by UA students and their families who demonstrate their beliefs in what Alaska's universities provide through their tuition dollars. UA will continue to seek input from the public, K-12, corporate and business leaders, as well as from the university community, to develop a budget that focuses on the state's highest priorities for UA in the coming years.

As stated in the accomplishments section, UA's Board of Regents' approved goals and measures represent the fundamental direction UA must head. Continued support from the BOR ensures UA's attention remains focused on improvements in these critical areas. The following summarizes UA's intended changes in results to be delivered on key measures.

### Educational Attainment

The university's students are its most valuable constituency. Not only is it our responsibility to provide for student success, but we must encourage them to graduate in a timely manner. Degree attainment means inspiring more college-going, working to educate more skilled graduates, and providing degree programs that lead to future success. The educational success of students attending the University of Alaska is among its highest priorities.

The university is committed to preparing Alaskans to become educated members of our state's workforce and to meet the state's workforce needs. Our graduates will continue to find opportunity in many sectors of the Alaska economy – in research, teaching, engineering, nursing, and for those who choose a career in the trades or innovation.

**Performance Measures:**

- UA seeks to meet the state's needs for an educated population by increasing student full-time equivalent enrollment from 17,555 to 28,526 by 2025. In order to help meet this important goal, UA is developing and implementing a new access portal (UA Gateway) which will, for the first time ever, let students see courses and programs across the UA system that are available to them no matter where they reside in Alaska.
- UA seeks to help meet the state's need for an educated population by increasing the annual number of student completions from 4,554 to 10,400 by 2025. This represents an increase in enrollment and in completion rates up to the national average.

Workforce Development

Historically Alaskans have benefited from high-paying jobs that do not require high levels of educational attainment. However, the economy and workforce landscape of Alaska is changing rapidly and we must prepare for a new wave of employment opportunities that will require more than a high school diploma. According to national research, by 2025, 65 percent of jobs will require some form of post-secondary education. If K-12, vocational programs and UA education can prepare Alaskans for these jobs, Alaskans will fill them. Otherwise, Alaska will continue to face a shortage of skilled employees and will have to import labor from outside. In order to increase the number of students enrolling in post-secondary training we have to change the culture of education in the state and increase enrollment throughout the university system, especially in critical areas such as teacher education and health programs.

**Performance Measures:**

- UA seeks to increase the percentage of UA-trained new educators hired in Alaska from 33% to 90% by 2025. This represents an ambitious commitment to meet the needs of Alaska's schools and kids. By meeting this goal, the state can reduce the high financial and social cost of importing teachers from "outside."
- UA seeks to double the number of graduates from health programs from 939 to 1,760 by 2025. Current and projected market demand for health professionals is high and by meeting this goal, UA helps to meet employer needs, reduces their costs, and lowers healthcare costs overall.

Research

Research contributes to every aspect of Alaskan life – it drives innovation and discovery, spurs outside investment, generates a significant percentage of UA's annual revenue and is critical for future growth. UA leads the world in Arctic research, which provides the foundation of our international reputation. We are a leader in climate research, atmospheric and biological science, geophysics, cold climate engineering, and natural resource management. We advance basic and applied knowledge by engaging on complex social, scientific and economic issues; and, we work to solve real-world challenges that will benefit our people, communities, environment and economy. Alaska is a living laboratory of glaciers, permafrost, oceans, subarctic climate and ancient cultures. UA is uniquely situated to study these rapidly changing ecosystems and to help our people, environment and economy adapt. UA is part of a national network of public research universities that account for 66 percent of all university research and development expenditures and which conduct much of the nation's core STEM research.

**Performance Measures:**

- UA seeks to continue leading the world in Arctic research in terms of publications and citations in academic journals. By meeting this goal, UA attracts national and international attention, which strengthens our students' experience and contributes to solving problems.
- UA seeks to increase research expenditures from \$150.7 million to \$235 million (5% per year) to match the projected national growth in research spending. Meeting this goal will increase capacity, help to solve problems, and contribute to economic development in Alaska.

Economic Development

Alaska's economy is heavily dependent upon resource extraction and development industries; the future well-being of the state economy requires diversification, innovation and new industries. The University of Alaska is uniquely suited

to drive change in our economy and to educate graduates who will lead a new era of economic development. To meet the challenge of transforming Alaska's economy we must increase the number of scientists, mathematicians, engineers, technicians and other innovators working in the state. We must also monetize our research through the attainment of invention disclosures, patents and discoveries that benefit Alaska's economy. To accomplish this goal requires overcoming historically low educational attainment rates, addressing disparities in rural education opportunities and shifting the culture of education in the state.

Performance Measures:

- UA seeks to contribute to Alaska's economic development by increasing the number of Science, Technology, Engineering, and Mathematics (STEM) graduates from 1,691 to 2,460 by 2025.
- UA seeks to contribute to Alaska's economic development by maintaining the number of new invention disclosures made during a fiscal year at 34 by 2025. This goal reflects a heightened commitment and support for research and innovation.

UA stands ready for investment in its plan, so we can contribute to a strong and sustainable Alaska through our focus on goals and strategies that drive economic development, workforce development, research, educational attainment, and cost effectiveness.

Contact Information	
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# Key Performance Indicators

## University of Alaska

- [Return to Departments](#)
- [University of Alaska website](#)

### 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. AS 14.40.010, AS 14.40.060

### Key Performance Indicators

FY19 Authorized as of 10/2/2018 (in thousands)

University of Alaska Totals	Funding					Positions		
	UGF Funds	DGF Funds	Other Funds	Federal Funds	Total Funds	Full Time	Part Time	Non Perm
	\$327,033.5	\$331,131.2	\$86,530.4	\$143,852.7	\$888,547.8	3,993	189	0

#### 1. Student Instruction

*This program category represents the university systems instructional programs, including all credit and non-credit courses for academic and vocational instruction, as well as directly related support functions: student services; academic support; scholarships; athletics; and library.*

	Funding					Positions		
	UGF Funds	DGF Funds	Other Funds	Federal Funds	Total Funds	Full Time	Part Time	Non Perm
	\$259,547.8	\$254,865.5	\$60,401.6	\$61,274.8	\$636,089.7	2,990	143	0

- **Target: Increase student full-time equivalent (FTE) enrollment to nearly 20,000 by FY20**
- **Target: Increase completions to almost 5,500 in FY20**
- **Target: Increase UA-trained New Teachers hired to 43 percent by FY20**
- **Target: Increase the number of graduates from Health and related professions programs to almost 1,100 by FY20**

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

*This program category represents activities directly related to scientific and academic research. The majority of the research is externally sponsored from non-general funds.*

	Funding					Positions		
	UGF Funds	DGF Funds	Other Funds	Federal Funds	Total Funds	Full Time	Part Time	Non Perm
	\$37,894.7	\$50,117.7	\$17,236.5	\$73,819.2	\$179,068.1	731	32	0

- **Target: Lead the world in Arctic-related research**
- **Target: Increase total research expenditures to \$168M in FY20**
- **Target: Increase the number of graduates in Science, Technology, Engineering and Math (STEM) programs to 1,875 by FY20**
- **Target: Sustain overall, long-term growth in number of new invention disclosures, with 25 in FY20**

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

*This program category includes activities that make available to the public the unique resources and capabilities of the university in response to specific community needs or issues. UA is considering additional performance measures for this mission area, including partnership and outreach activity.*

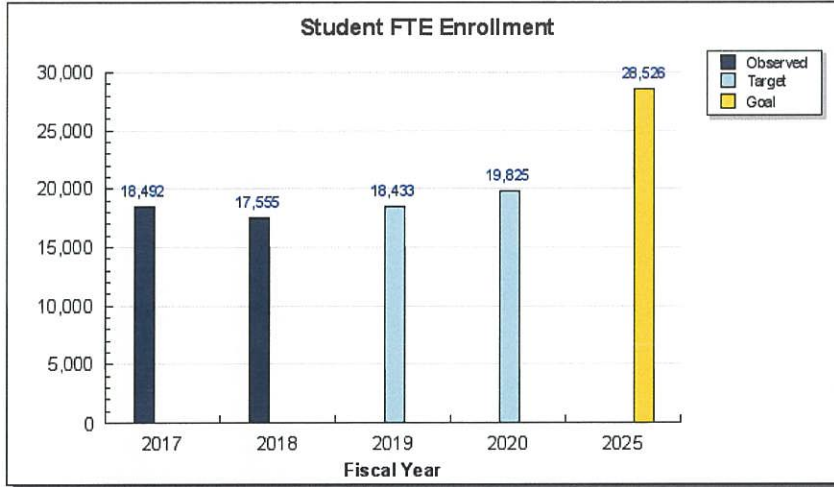
	Funding					Positions		
	UGF Funds	DGF Funds	Other Funds	Federal Funds	Total Funds	Full Time	Part Time	Non Perm
	\$29,591.0	\$26,148.0	\$8,892.3	\$8,758.7	\$73,390.0	272	14	0

- Target: Maintain Outreach publication distribution at 190,000 in FY19 and FY20.
- Target: Sell 26,890 books and maps published by the UA Press in FY19 and 26,616 in FY20.

## Performance Detail

### 1: Student Instruction

**Target #1:** Increase student full-time equivalent (FTE) enrollment to nearly 20,000 by FY20



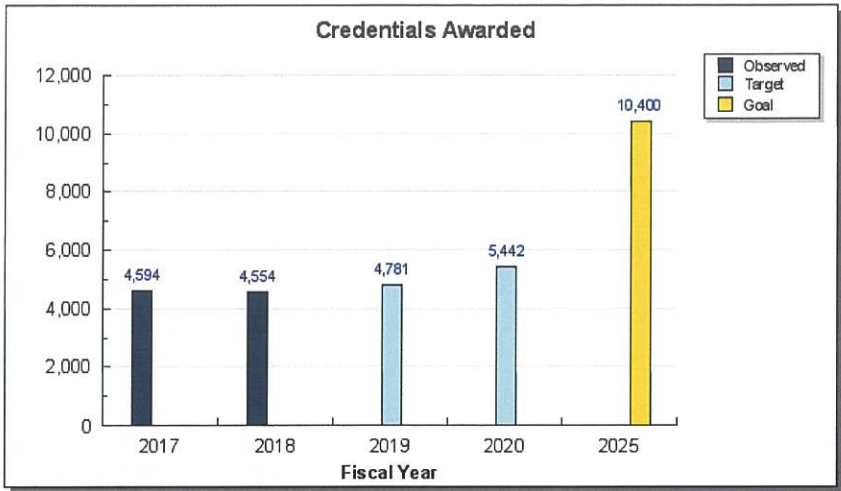
*Methodology: One student full-time equivalent (FTE) represents the number of credits required for "on-time" graduation for degree seekers, 30 credits for 2- and 4-year year degree seekers and 24 credits for graduate degree seekers, over the entire fiscal year (consecutive summer, fall, and spring semesters). For example, 1 student FTE is equivalent to a) 30 students taking one 1 credit course during the fiscal year, b) 2 students taking 15 course credits over the fiscal year, or c) 1 student taking 30 course credits in the fiscal year.*

#### Student FTE Enrollment

Fiscal Year	Observed	Target	Goal
FY 2025			28,526
FY 2020		19,825 +7.55%	
FY 2019		18,433	
FY 2018	17,555 -5.07%		
FY 2017	18,492		

**Analysis of results and challenges:** The number of student full time equivalents attending UA decreased about 5 percent (937 FTE) between FY17 and FY18. Declines were observed at both the undergraduate and graduate level over this time, in equivalent proportions.

**Target #2:** Increase completions to almost 5,500 in FY20



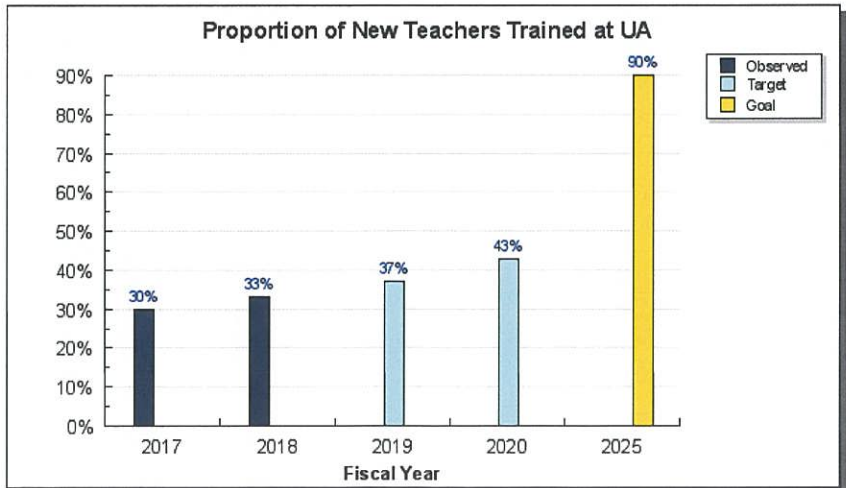
Methodology: Academic credentials include all for-credit degree, certificate and endorsements earned during the fiscal year.

**Credentials Awarded**

Fiscal Year	Observed	Target	Goal
FY 2025			10,400
FY 2020		5,442 +13.83%	
FY 2019		4,781	
FY 2018	4,554 -0.87%		
FY 2017	4,594		

**Analysis of results and challenges:** The number of degrees, certificates and endorsements awarded to students attending one of UA's universities dropped by about 1 percent (40 fewer degrees) in the last year. UAA awarded nearly as many credentials in FY18 as in FY17, with losses in CTE program awards balanced by small gains in baccalaureate and masters level awards. UAF experienced a decline of about 100 awards from FY17, a net change resulting from variance at all award levels. By comparison, UAS awarded about 100 more Occupational Endorsement Certificates in FY18 than in FY17, with smaller variance occurring over the last year at other award levels.

**Target #3: Increase UA-trained New Teachers hired to 43 percent by FY20**



Methodology: This numerator is calculated from the number of individuals earning recommendation for initial teacher licensure from one of UA's universities. This can occur via receipt of a degree or other credential, or without a formal completion on record. The denominator is the estimated number of annual new teacher hires in Alaska.

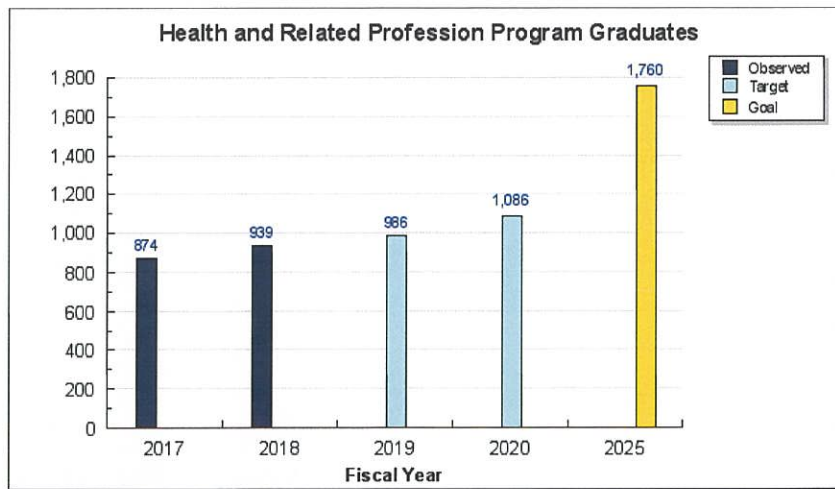
**Proportion of New Teachers Trained at UA**

Fiscal Year	Observed	Target	Goal

FY 2025			90%
FY 2020		43%	
FY 2019		37%	
FY 2018	33%		
FY 2017	30%		

**Analysis of results and challenges:** In FY18, 278 individuals were recommended for initial licensure, about 10 percent more than in FY17. This translates to an additional estimated 3 percent of annual new teacher hires filled by UA trained teachers.

**Target #4:** Increase the number of graduates from Health and related professions programs to almost 1,100 by FY20



*Methodology:* Health and related profession programs are identified by Classification of Instructional Programs (CIP) codes and include programs qualifying graduates to work in health professions such as nursing and allied health, mental health professions such as clinical psychology, and health administration professions.

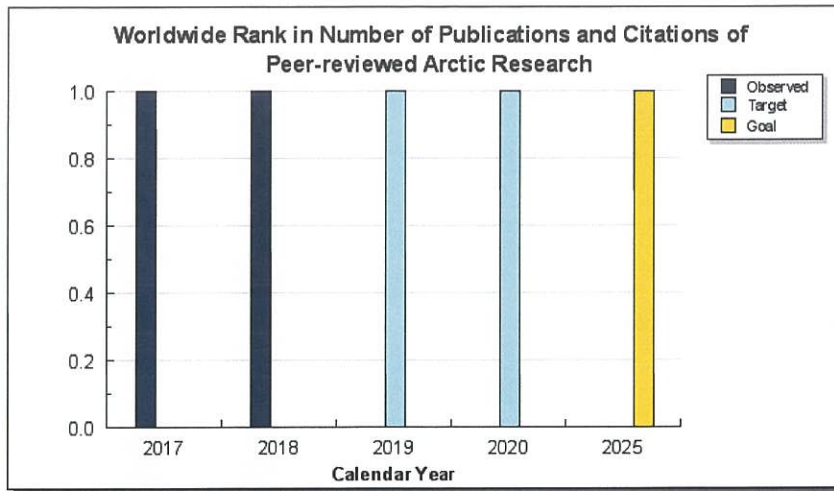
#### Health and Related Profession Program Graduates

Fiscal Year	Observed	Target	Goal
FY 2025			1,760
FY 2020		1,086 +10.14%	
FY 2019		986	
FY 2018	939 +7.44%		
FY 2017	874		

**Analysis of results and challenges:** The number of completions in Health and Related Professions grew by 7 percent in the last year, surpassing a goal of 4 percent growth from FY17-FY18. UAA awards the majority (about 2/3) of these credentials, with UAF delivering about 20 percent and UAS the remaining 10 percent.

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

**Target #1:** Lead the world in Arctic-related research



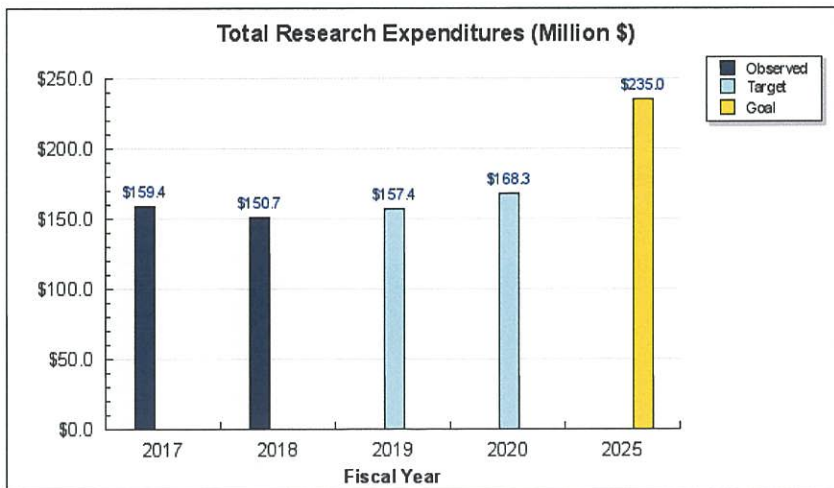
Methodology: Measured via information available in the Scopus database, ranking the aggregate total count of arctic publications and citations for UAF, UAA and UAS, compared to other institutions globally, over the prior five-year period, i.e. FY12 – FY16 for the FY17 baseline.

**Worldwide Rank in Number of Publications and Citations of Peer-reviewed Arctic Research**

Year	Observed	Target	Goal
2025			1
2020		1 0%	
2019		1	
2018	1 0%		
2017	1		

Analysis of results and challenges: UA's universities held steady as the experts in Arctic research, in aggregate publishing more peer-reviewed research papers and receiving more citations for such papers than any other institution.

**Target #2: Increase total research expenditures to \$168M in FY20**



Methodology: Measured as the total of expenditures in the Research NCHEMS functional classification category, from any fund source.

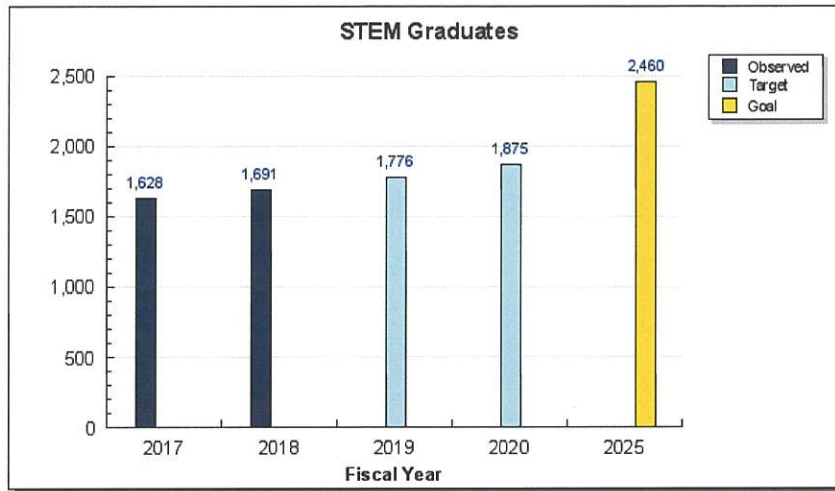
**Total Research Expenditures (Million \$)**

Fiscal Year	Observed	Target	Goal
FY 2025			\$235.0

FY 2020		\$168.3	
FY 2019		\$157.4	
FY 2018	\$150.7		
FY 2017	\$159.4		

**Analysis of results and challenges:** UAF accounts for the vast majority of UA's research activity. Over the last year, total research expenditures fell by about 5 percent (\$8.3M) at UAF, reportedly driven by UAF faculty and staff reductions in recent years, which have made it progressively more difficult to sustain the large number of annual competitive research funding proposal submissions required to maintain growth. UAA and UAS held steady with FY17 performance levels over the last year.

**Target #3:** Increase the number of graduates in Science, Technology, Engineering and Math (STEM) programs to 1,875 by FY20



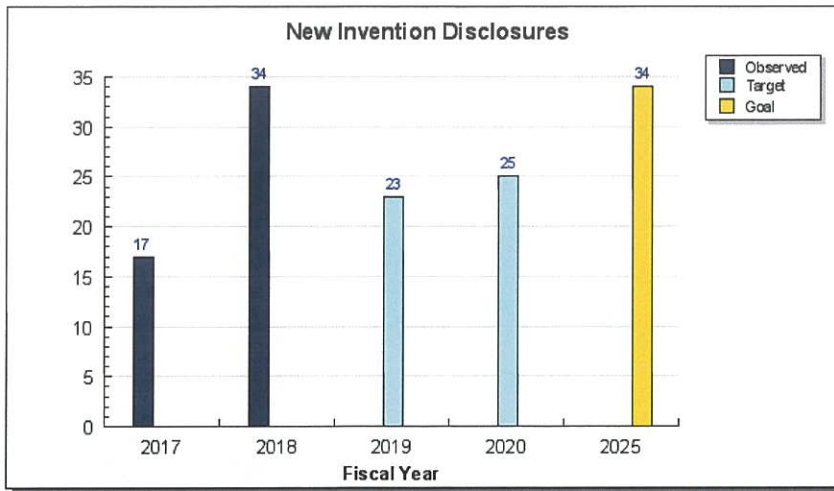
*Methodology: STEM programs are identified by Classification of Instructional Program (CIP) codes, and include programs qualifying graduates to work in science, technology, engineering and math related professions. Includes programs in nursing and allied health.*

#### STEM Graduates

Fiscal Year	Observed	Target	Goal
FY 2025			2,460
FY 2020		1,875 +5.57%	
FY 2019		1,776	
FY 2018	1,691 +3.87%		
FY 2017	1,628		

**Analysis of results and challenges:** The change in number of awards varied by broad program category between FY17 and FY18: engineering, nursing and allied health grew 9 percent; computer and IT awards dropped almost 25 percent during the same time.

**Target #4:** Sustain overall, long-term growth in number of new invention disclosures, with 25 in FY20



Methodology: Measured as the number of new invention disclosures made during a fiscal year, as reported by UA's universities.

### New Invention Disclosures

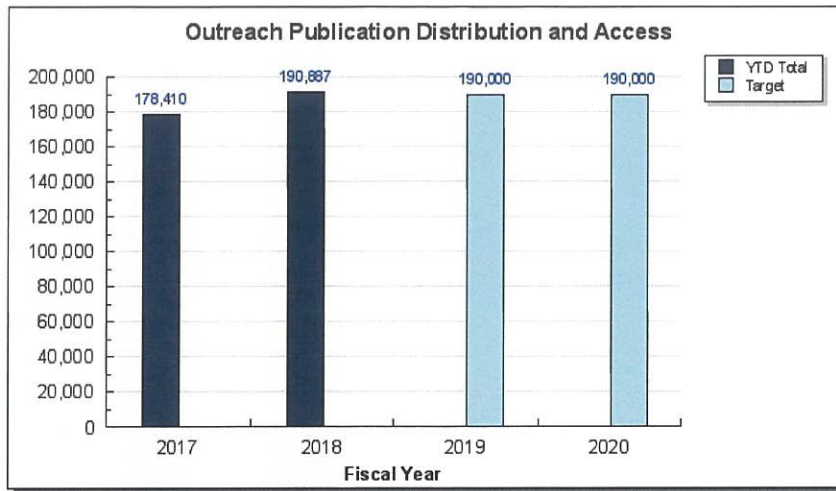
Fiscal Year	Observed	Target	Goal
FY 2025			34
FY 2020		25 +8.7%	
FY 2019		23	
FY 2018	34 +100%		
FY 2017	17		

**Analysis of results and challenges:** UA continues to advance intellectual property, a process that begins with invention disclosures. Over time, some result in commercialization of technologies valuable to Alaska and its economy by creating new jobs and revenue. The total number of invention disclosures made during FY18 was twice that made during FY17, reaching UA's 2025 goal for this measure in a single year. The increased activity was almost entirely at UAF, with the uptick in activity due to multiple factors including: strong support from administration, increased awareness of services as achieved through greater outreach, and incentives to disclose inventions such as with UAF's Office of Intellectual Property and Commercialization (OIPC) Invent Alaska competition.

The annual number of invention disclosures can be subject to large swings year-to-year; observed FY18 performance surpassed the target of 19 disclosures by almost 80 percent. Reflecting this natural variability, the FY19 and FY20 targets reflect annual target growth of 10 and 9 percent, respectively, consistent with UA's long term goal of 34 annual invention disclosures, steady-state.

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

**Target #1:** Maintain Outreach publication distribution at 190,000 in FY19 and FY20.



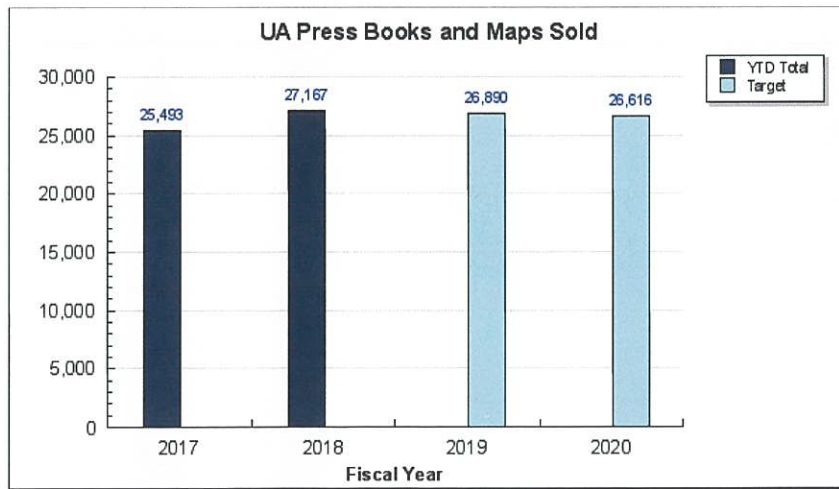
Methodology: Source: <https://alaska.datacookbook.com/institution/terms/95141>

#### Outreach Publication Distribution and Access

Fiscal Year	YTD Total	Target
FY 2020		190,000 0%
FY 2019		190,000
FY 2018	190,887 +6.99%	
FY 2017	178,410	

**Analysis of results and challenges:** UAF Cooperative Extension Service has a statewide responsibility to publish and distribute research in a form useful and understandable to the general public. In FY18, the Extension distributed 190,887 publications in print and from its website, an increase of +7 percent from FY17 (178,410).

**Target #2:** Sell 26,890 books and maps published by the UA Press in FY19 and 26,616 in FY20.



Methodology: Source: <https://alaska.datacookbook.com/institution/terms/161097>

#### UA Press Books and Maps Sold

Fiscal Year	YTD Total	Target
FY 2020		26,616 -1.02%
FY 2019		26,890
FY 2018		



	27,167 +6.57%	
FY 2017	25,493	

**Analysis of results and challenges:** The University of Alaska Press is one of very few book publishers operating in Alaska today, and the only one that focuses on scholarly and educational books and e-books. Its publications cover an expanding range of subject areas, including politics and history, Alaska Native languages and cultures, science and natural history, biographies and memoirs, poetry, fiction and anthologies, children's books, and original translations. Annual book sales by the University of Alaska Press vary depending on the popularity of new titles.

Current as of November 13, 2018

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## FY19 RESPONSES TO LEGISLATIVE INTENT

### UNIVERSITY OF ALASKA

#### **In Compliance**

##### **University of Alaska**

Operating Budget (CCS HB 286)

*It is the Intent of the Legislature that the University of Alaska continue to pursue the goals of the Strategic Pathways process to take the greatest advantage of each campus' strengths, minimize redundancies, eliminate underutilized and/or under resourced programs, expand student access to programs across the system, maximize utilization of facilities, streamline administrative processes, and create a stronger, more focused, and efficient system overall.*

Strategic Pathways (SP) is UA's framework for improving our service to the state, premised on the fact that each of our universities has unique strengths in meeting the state's many needs and the reality that each campus cannot be everything to everyone. UA has reviewed all of its major academic programs and administrative services for how we can create a more sustainable university with more diverse revenue sources and lower costs—where we seek quality, access, and cost effectiveness while we grow in service to our state at this critical time in our history. UA has implemented decisions in all twenty-two SP areas. Major SP decisions aimed at creating a stronger, more focused, and efficient UA system include:

- Integrating the UAS School of Management into the UAS College of Arts and Sciences.
- Creating the Alaska College of Education, based at UAS, led by an Executive Dean and Statewide Education council; integrating the Colleges of Education at UAA and UAF into other colleges.
- Cooperation between UAA and UAF engineering has resulted in meeting most of the objectives outlined in SP. Examples include course sharing, program coordination, and research collaboration.
- Implementing a common calendar, common general education requirements, and coordinating on-line programs to better serve our students.
- Reorganization of UA Information Technology function based on recommendations from a comprehensive external consultant review.
- Gain efficiencies in UA research administration through process standardization, streamlining, and synergies across the UA system.
- Standardization of UA Procurement with reorganization under a single procurement officer's leadership.
- UA campuses are actively managing space to increase utilization and to reduce the cost of facilities ownership.
- High quality e-Learning programs are expanding to meet the needs of traditional and non-traditional students.
- Tuition discounting at our community campuses is making these programs more accessible to low income students.
- Strategic plans and budgets are evaluated and allocated based on the unique mission of each university, while simultaneously increasing consistency in "back room" administrative processes.

Additional information related to SP can be found here: <https://www.alaska.edu/pathways>

## FY19 RESPONSES TO LEGISLATIVE INTENT

*It is the Intent of the Legislature that the University of Alaska maximize, consistent with the terms of its collective bargaining agreements, the teaching and research capability of the University workforce and enable the University to serve the most students at current staffing levels.*

Most University of Alaska faculty are represented by faculty unions, the largest of which is United Academics (UNAC). UNAC faculty workload is the subject of Article 13 in the 2017-2019 Collective Bargaining Agreement (CBA). According to the CBA, workloads are assigned by a dean or director to meet the needs of the university and best utilize the expertise of the faculty member. The workload assignment process starts in February and concludes in May, before the end of the academic year.

The university annually collects information on faculty workload assignments in the form of proportions of teaching, research, and service to the public, profession and university. In May 2018, the UA Vice President for Academics, Students and Research presented an analysis on workloads to the university President and Chancellors. The study found that in addition to significant improvements in terms of instructional and research workloads over the last couple of years, systematic differences remain in workload assignments among the three universities and within different programs at individual universities. Based on this analysis and within the current staffing levels, the President has requested the Provosts to work with the Deans and Directors to assign faculty time between teaching, research, and service to best serve the most students and cost effectively meet the needs and mission of the university and the state. This new directive will go into effect before the start of the workload assignment process in February 2019.

*It is the Intent of the Legislature that the University of Alaska emphasize the importance of maintaining and extending its position as the leader in Arctic related research, and to contribute to Alaska's economic development, provide Alaska with a skilled workforce, and increase degree completions.*

At their June 2018 planning retreat, the UA Board of Regents' (BOR) reaffirmed its support for the following five goal areas and associated outcome measures:

- Educational attainment: increased enrollment and degree completions;
- Workforce development: focused on educators and health care providers;
- Research: continue leading in Arctic research and increased total research expenditures;
- Economic development: increased number of invention disclosures and science, technology, engineering and math (STEM) graduates;
- Operating more cost effectively: reduce the total cost of education and the cost per student full-time equivalent enrollment.

These goals and measures represent the fundamental direction UA must head. Continued support from the BOR in these areas as demonstrated by the FY2020 budget request ensures attention remains focused on UA's success in these critical areas.

Additional information can be found here:

UA's Goals and Measures: <https://www.alaska.edu/pres/goals-metrics/>

UA's Proposed FY2020 Operating Budget Request:

[https://www.boarddocs.com/ak/alaska/Board.nsf/files/B5WP4V57663A/\\$file/FY20%20Proposed%20Operating%20Budget%20Request%20-%20Revised%2010.26.18.pdf](https://www.boarddocs.com/ak/alaska/Board.nsf/files/B5WP4V57663A/$file/FY20%20Proposed%20Operating%20Budget%20Request%20-%20Revised%2010.26.18.pdf)