



# University of Alaska

*Serving Alaska*

## Senate Education Committee

February 3, 2021

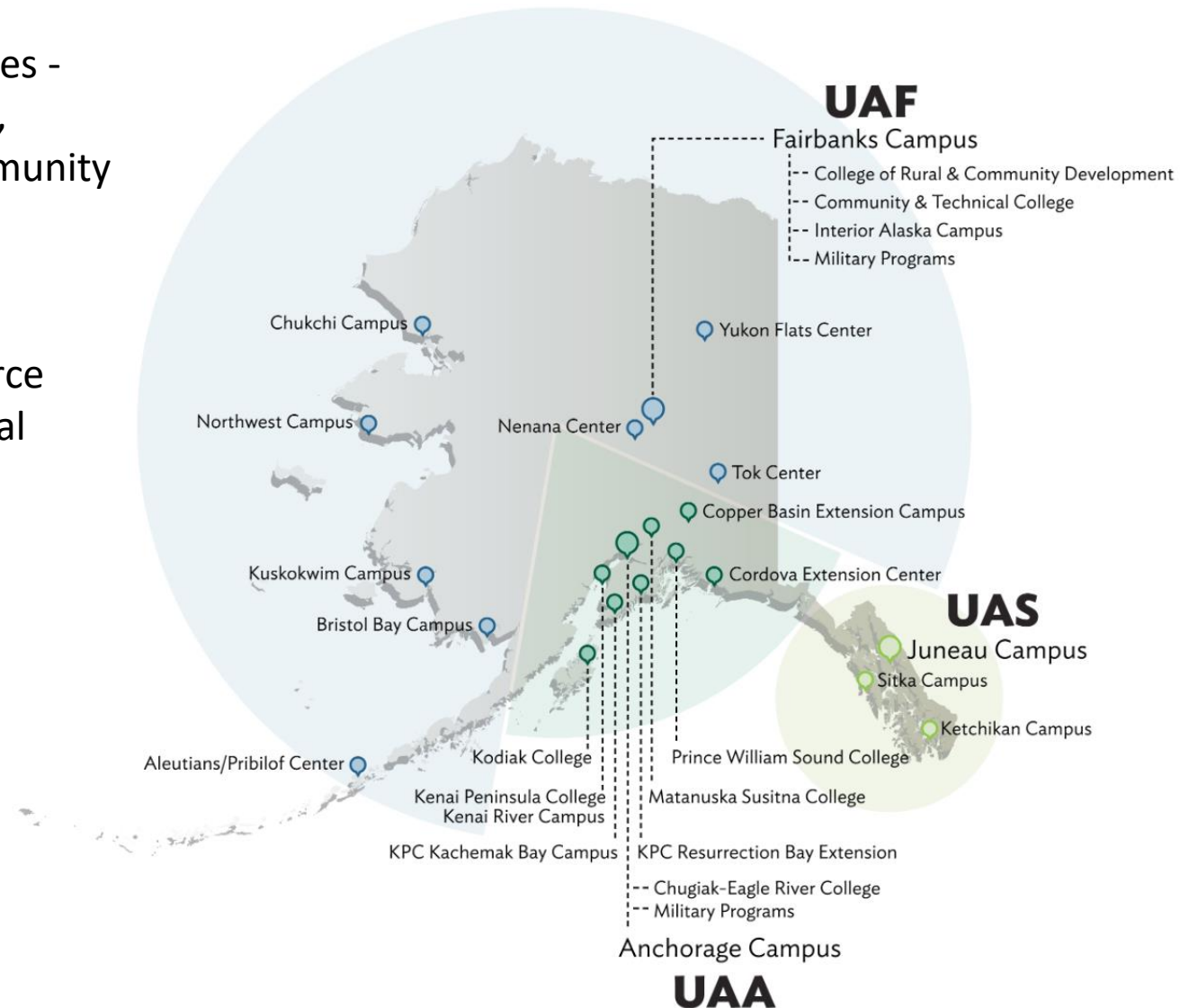


UNIVERSITY  
of ALASKA  
*Many Traditions One Alaska*

# Alaska's System of Higher Education

Three unique universities -  
research, metropolitan,  
regional - all with Community  
College missions

Offering a breadth of  
programs from workforce  
credentialing to doctoral  
degrees



# To meet the needs of Alaska...

- *STABILITY*
- *CONFIDENCE*
- *TRUST*

- Meet Alaska's workforce needs and increase degree attainment
- Essential to Alaska's economic recovery, diversity and growth
- World-class nationally competitive research
- Operate more cost effectively



# Workforce Reports

<https://www.alaska.edu/research/wd/reports/index.php>



Administration & Finance



Aviation



Construction



Fisheries & Marine Science



Health



Information Technology



Mining



Oil & Gas



Teacher Education



# Reduced budget – reduced footprint

- At the end of the Compact in FY22, UA will be down \$120 million UGF from FY14
- Smaller footprint with a foundation of high-quality core programs and research
- Facility and lease reductions
- Faculty and staff reductions since 2014
  - Over 2,500 fewer employees
  - Reduced administrative personnel costs by more than 20 percent



# Administration Review

- Administrative reviews across the university system
  - Analyze roles and responsibilities of each executive/leadership position
- Frame a sustainable, stable, core organization by:
  - Identifying opportunities to leverage existing resources
  - Identifying potential areas of savings
  - Creating administrative cost transparency
  - Streamlining and improving back-office processes
  - Investing in IT necessary to automate and improve efficiencies
- System office reductions
  - University of Alaska (UA) is a single legal and financial entity created in Alaska's constitution.
  - Governed by a Board of Regents, UA is a single employer, and the provider of public higher education in the state.
  - The has the fiduciary responsibility for UA as a corporate entity, and to fulfill the Board of Regents' policy and direction.
  - The System Office provides central services for efficiency and economies of scale. Programs are operated on a case by case basis.



# System Office Positions (FY14 vs. FY22)

	Policy Role		Corporate Function(s)		Shared or Central Services		Program	
	<u>FY14</u>	<u>FY22</u>	<u>FY14</u>	<u>FY22</u>	<u>FY14</u>	<u>FY22</u>	<u>FY14</u>	<u>FY22</u>
President's Office	5	5						
Academic Affairs	4	3	6	5	13	1		
Univ. Relations, Strategy & Budget	4	4	21	17				
General Counsel	3	3	4	5				
Finance	3	3	30	20	13	20		
Human Resources	2	2	6	6	17	42		
Information Technology	2	2	3	3	79	48		
University of Alaska Foundation					22			
Education Trust of Alaska							5	7
Other programs (MAPTS, K-12, UACP)							38	
Total Number of Positions	23	22	70	56	144	111	43	7
Percent	8%	11%	25%	29%	52%	57%	15%	3%





# Funding Comparison

(\$ in thousands)	FY14 (actual)	FY21 (projected)	FY22 (budget)	Comments
Unrestricted General Fund	\$ 29,447.9	\$ 15,082.0	\$12,866.8	
Indirect Cost Recovery	4,148.1	4,480.0	4,480.0	
Interest income	638.3	2,900.0	2,300.0	
Student Tuition and Fees	974.5	1,715.0	1,715.0	
UA Receipts	11,286.5	12,584.0	7,798.4	UA Foundation out in FY22
TVEP	1,615.0	988.2	988.2	
UA Intra Revenue	12,039.4	14,300.0	15,100.0	
State grants and contracts	1,227.9	0	0	Programs moved out
Federal Receipts	3,923.9	0	0	Programs moved out
	\$ 65,301.5	\$ 52,049.2	\$ 45,248.4	





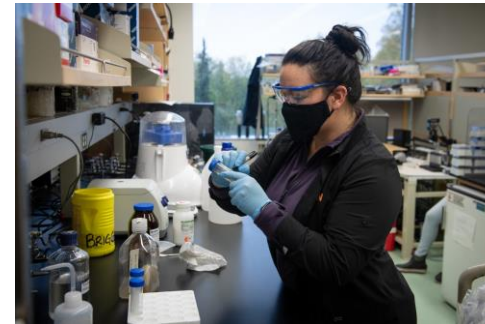
# Asset Monetization

- Reduced owned space (2019-2020)
  - Sold 10 facilities (~38,000 gross-square feet)
  - Demolished 13 aged facilities (~28,000 gross-square feet)
- Leasing space to third parties
  - 95,000 gsf in University Center 50% of the available space is leased
  - 30,000 gsf in the Alaska Airlines Center to aid in community covid-19 response
- Exploring public-private partnership opportunities
  - UAA COH Innovation Hub
  - UAF to sell excess power and considering other monetization of the plant
  - UAF to consider P3 for expanded childcare in Fairbanks for employees and students
  - UAF to explore combined heat and power plant asset monetization
- Benefits
  - Source of new revenue
  - Reduce maintenance costs
  - Reduce risk of ownership



# Serving Alaska during COVID-19

- Training and employing 400+ contact tracers
- UA experts in epidemiology, economic impacts and modeling, small business, and mental health assist state response
- Manufacturing PPE (e.g. hand sanitizer, 3D printed face shields, ventilator parts, viral transport media)
- Graduated and licensed 75 senior nursing students early in order to meet the increased demand
- NSF has funded four RAPID awards to UA researchers



# Enrollment Highlights

- Enrollment fall 2020 semester:
  - Decline less than 10%,
    - We had projected a 15-30 percent decline due to COVID-19 on top of year over year declines since 2011
  - Enrollment increased in UAF College of Fisheries and Ocean Science, UAF School of Management, UAA College of Health, UAS Sitka and Ketchikan campuses
- Improved freshman retention rates compared to 2018-19 levels
- Enrollment spring 2021 semester (preliminary):
  - Applications up ~10 percent
  - Admissions up ~ 5 percent
  - Enrollment increases in UAF School of Management, UAF Rural College, Alaska College of Education, UAS School of Career Education, and UAA College of Health
  - Overall headcount down ~ 9 percent
- Long-term growth in engineering and health care programs to meet state demand
- edX courses – focus UAF research strengths
  - 5,000 learners and scholars from over 120 countries in first four months



# Dual Enrollment/Middle College

Partnerships with K-12 districts across Alaska provide a variety of dual enrollment options to meet student and district needs

## On-Campus programs

- UAA Alaska Middle College enrollments are currently 273, an 84.5% increase over the life of the program
- UAA Mat-Su Middle College has 133 students currently enrolled
- UAF North Star College, a middle college with FNSBSD started in-person in fall 2020 with full cohort of 40 senior students. UAF and FNSBSD are working to expand the offering to juniors and seniors.
- UAA ANSEP offers a Middle School Academy, High School Acceleration Academy, and Summer Bridge program
- UAA Kenai Peninsula College JumpStart Program offers juniors and seniors the opportunity to complete up to 30 credits or an associate degree at a discounted rate (program is subsidized by the Kenai Peninsula Borough); KPC has also launched a middle college
- UAS Supporting Transitions and Educational Promise Southeast Alaska (STEPS) grant with the Alaska Association of School Boards
- 56% of Middle College graduates go on to enroll in a UA degree program

## “Virtual” Middle College

- The UAF Alaska Advantage program, a "virtual" middle college, is partnered with more than 30 school districts and homeschool programs, UAS also participates



# Focus on teacher education

## Meet critical state need

- Online, “face-to-face” and hybrid accredited initial licensure teacher education programs
- Educators Rising program (UAF/UAS)
- Coordinated advanced certification programs
- SILKAT (Sustaining Indigenous Local Knowledge, Arts and Teaching) & Alaska Indigenous Teacher Initiatives grants (UAF) launched to establish cross-organization alliances and partnerships with rural school districts to prepare more Indigenous teachers
- UA will be launching a new website and awareness campaign aimed at attracting more students to our education programs
- Improving access in Anchorage and South Central, AK
- Mentoring to address teacher turnover



# Research

## Current strength and positive economic impact

- Arctic
  - Infrastructure
  - Security & Defense
  - Culture & Health
  - Energy
- Climate Change
- Health Research
- Alternative Energy
- Unmanned Vehicles (applications, systems and policies)
- Fisheries and Ocean Sciences and the R/V Sikuliaq
- Pilot Safety/FAA



# Legislative Priorities

- Financial Stability

- To grow enrollment and diversify revenue through additional tuition revenue, we need budget certainty
- A single appropriation is necessary to provide the Board the most flexibility with budget decisions





# Legislative Priorities

- Capital Requests
  - Debt Service Relief
  - Deferred Maintenance
  - General Obligation Bond
  - COVID Impact Mitigation
  - UAA Energy Project



# Legislative Priorities

## Technical Vocational Education Program Reauthorization

- Program is funded annually from a portion of unemployment insurance contributions
- UA receives 45 percent of program dollars, \$5.8M in FY21
- Funds high-demand career and technical training such as mining, oil & gas, health care, construction, and IT
- Seeking a five-year reauthorization of the current program



# Legislative Priorities

## Higher Education Investment Fund

- Preserve full funding of these important programs:
  - Alaska Performance Scholarship program ~ \$12M
  - Alaska Education Grant ~ \$6M
  - WWAMI Medical School program ~ \$3M





# QUESTIONS?

