Strategic Pathways

Board of Regents
June 1, 2017

Strategic Pathways

How do we meet Alaska's needs for higher education with fewer resources from the state?

Strategic Pathways

Strategic Pathways is a transparent and inclusive process of discovery. How do we organize our university system in order to maximize the value we provide to our students and our state, while our revenues are under such severe pressure? 230 faculty, staff, students, and community leaders have come together from across Alaska to strengthen UA, in terms of:

1. **Cost effectiveness** in all we do – important, but not the sole factor
2. **Quality** of the academic program or administrative service
3. **Access** to the benefits of the program/service to students, faculty, staff, and community
4. **Community impact** on the local, regional, statewide, and broader communities we serve
5. **Fiscal sustainability** over the long term

Phase 1 decisions have been made either by management or the Board of Regents in all seven areas reviewed. Implementation is in planning or under way in these areas:

> Engineering, Teacher Education, Management, Information Technology, Athletics, Research Administration, Procurement

Phase 2 options in these eight areas have been discussed with stakeholders and campus communities; my initial thoughts were shared with the Board at the March meeting:

> Community Campuses, E-Learning, Fisheries, Health, Human Resources, Student Services, Institutional Research, University Relations

Phase 3 teams presented their reports to the Summit Team on April 11. The options will be shared with the Board of Regents for these seven areas in June. Broad consultation will commence in August, with decisions planned for the fall/winter:

> Arts and Humanities, Social and Natural Sciences, Mine Training, Finance, Land Management, Risk Management, Facilities

Strategic Pathways

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

OUR MISSION	"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)		
OBJECTIVE	Maximize value to Alaska through excellent, accessible, and cost effective higher education funded by diverse and growing revenue sources		
CORE PRINCIPLES	Focus, Access, Diversity, Excellence, Consistency, Fiscal Sustainability		
STRATEGY	Prepare, Restructure, Implement, Refine		
WHO WE ARE	**UA ANCHORAGE** Comprehensive metropolitan university in Alaska's economic hub, with regional community campuses	**UA FAIRBANKS** Research university renowned for leadership in Arctic and the North, with regional community campuses	**UA SOUTHEAST** Comprehensive university focused on e-Learning & interdisciplinary studies, with regional community campuses
CAMPUS LEAD FOR THE STATE* — *Research*	Social and economic sciences, health	Arctic, physical, and natural science; engineering, applied energy	Interdisciplinary / environmental
CAMPUS LEAD FOR THE STATE* — *Teaching*	• Health professions** • Social and economic sciences** • Business and public policy • Engineering • Logistics • Project Management	• Physical, natural, and related sciences** • Arctic / Northern Studies • Management • Engineering • Rural development / tribal mgmt • Doctoral education • Mine training** • Fisheries**	• Marine Biology/fisheries (undergraduate)** • Teacher education • Marine trades • Mine training** • Interdisciplinary degrees/ degree completion
CAMPUS LEAD FOR THE STATE* — *Outreach*	• Aligned with Research and Teaching Focus		
COURSES / PROGRAMS AVAILABLE ACROSS THE UNIVERSITY SYSTEM	• Common General Education Requirements • Liberal Arts and Humanities** • Nursing** • Distance Education** • Career and Technical Education (Community Campuses)**	• Alaska Native Studies • Teacher Education • Management • Wide choice of non-major courses • Dual credit with K-12 • Developmental Education	

* To the extent areas of research, teaching, and outreach at campuses other than the "lead" campus may be high quality, cost effective, and core to mission, they may continue to be supported.

** Under review 2017.

Strategic Pathways Phase 3

http://alaska.edu/pathways/phase-3/

Strategic Pathways Phase 3

Timeline
- ✓ Design process, solicit team members, and select teams (Dec. 2016)
- ✓ Meeting 1 (Jan. 30 & 31, 2017)
  - ✓ Review charge, scope and goals of the team
  - ✓ Discuss interests, standards, benchmarks
  - ✓ Generate options, outline pros/cons
  - ✓ Update community
- ✓ Meeting 2 (Feb. 27 & 28, 2017)
  - ✓ Discuss pros/cons of options from Meeting 1
  - ✓ Evaluate options in relation to interests and standards
  - ✓ Identify most viable options for presentation to Summit Team
  - ✓ Update community
- ✓ Teams present to UA President and Summit Team (April 11, 2017)
- ✓ UA President receives feedback (April 11 – June 1 and ongoing)
- ✓ UA President will present options to the Board of Regents (June 1-2, 2017)
- ❑ UA President engages public/UA stakeholder groups for feedback (Sept. 2017)
- ❑ UA President shares initial thoughts with Board of Regents (Sept. 2017)
- ❑ UA President provides recommendations to Board of Regents (Nov. 2017)

Strategic Pathways Phase 3

Focus Area	Charge and Scope	Long Term Goals
Arts & Humanities	Charge: Weigh the options of pursuing collaborative opportunities including but not limited to common course numbering, common catalogue, course sharing, common curriculum committees. Scope: UAA College of Arts and Sciences, UAS School of Arts and Sciences, UAF College of Liberal Arts	Achieve better coordination and leveraging between the campuses to improve UA student success and potential cost savings
Social & Natural Sciences	Charge: Weigh the options of pursuing collaborative opportunities including but not limited to common course numbering, common catalogue, course sharing, common curriculum committees. Scope: UAA College of Arts and Sciences, UAS School of Arts and Sciences, UAF College of Liberal Arts, UAF College of Natural Sciences and Math (Math)	Achieve better coordination and leveraging between the campuses to improve UA student success and potential cost savings
Mine Training	Charge: Weigh all options for delivery of mine training across campuses and sites, to include the possibility of a lead university/campus coordinating statewide programs and activities. Scope: MAPTS, UAS Center for Mine Training	Determine the optimal delivery of mine training across the system

Strategic Pathways Phase 3

Focus Area	Team Options
Arts & Humanities	1. Common Course Numbering 2. Common Public Accessible Degree Portal 3. DegreeWorks - Upgrade to Include Course Equivalency 4. Course Sharing Across Universities 5. Disciplinary Coordinating Teams 6. Strengthen and Expand Support for High-Impact Teaching Practices
Social & Natural Sciences	1. Common Course Numbering 2. Common Catalogue 3. Course Sharing 4. Common Curriculum Committees 5. Faculty and Student Intrastate Mobility (Study Alaska) 6. Share High Impact Practices Across Universities 7. Expand and Enhance the Advising Process
Mine Training	1. One UA Lead Institution for Mine Training at UAF 2. One UA Lead Institution for Mine Training at UAS 3. UA System Does Not Offer Mine Training 4. Enhance Existing Structure

Strategic Pathways Phase 3

Focus Area	Charge and Scope	Long Term Goals
Finance	<u>Charge</u>: Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support improvements in service and cost effectiveness through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team. <u>Scope</u>: All Finance functions	Optimize resources and align with UA priorities
Land Management	<u>Charge</u>: Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support improvements in service and cost effectiveness through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team. <u>Scope</u>: All Land Management functions	Optimize resources and align with UA priorities
Risk Management	<u>Charge</u>: Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support improvements in service and cost effectiveness through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team. <u>Scope</u>: All Risk Management functions	Optimize resources and align with UA priorities
Facilities	<u>Charge</u>: Develop and review options for organizational restructuring including but not limited to further decentralization, consolidation at one campus, or consolidation at SW of functions that support improvements in service and cost effectiveness through outsourcing, automation, intercampus collaboration, process standardization, and other means TBD by the team. <u>Scope</u>: All Facilities functions	Optimize resources and align with UA priorities

Strategic Pathways Phase 3

Focus Area	Team Options
Finance	1. Fully Decentralized Finance 2. Consolidate Finance at One (Lead) Campus 3. Consolidate Finance at Statewide 4. Strategic Finance for UA: Reorganize, Automate, Outsource, Streamline and Implement Shared Services

Land Management	1. Status Quo
	2. Decentralized Authority for Educational Properties
	3. a. Outsource Property Management and Non-Revenue Services for Investment Properties
	   b. Outsource Property Management and Non-Revenue Services for Educational Properties
	   c. Separate Statewide Land Management from the University
	4. Fully Centralize Statewide Land Management
	5. Full Decentralization of Statewide Land Management
	6. Liquidate Investment Property

Risk Management	1. Process Improvement Across the University System in Risk Management 2. Consolidation at One Campus/Statewide 3. Single Functional Experts to Support Whole System 4. Centralized Strategic Issues, Decentralize Operations
Facilities	1. Consolidation at The Statewide Level or at One University 2. Increased Contracting of Facility Services 3. Reinstate Chief Facilities Officer/Associate Vice President of Facilities and Enhance Inter-University Collaboration

Strategic Pathways Phase 2

http://alaska.edu/pathways/phase-2/

Strategic Pathways Phase 2

Timeline

✓ Design process, solicit team members, and select teams (Sept. 2016)

✓ Meeting 1 (Oct. 4 & 6, 2016)
   - ✓ Review charge, scope and goals of the team
   - ✓ Discuss interests, standards, benchmarks
   - ✓ Generate options, outline pros/cons
   - ✓ Update community

✓ Meeting 2 (Nov. 7 & 8, 2016*)
   - ✓ Discuss pros/cons of options from Meeting 1
   - ✓ Evaluate options in relation to interests and standards
   - ✓ Identify most viable options for presentation to Summit Team
   - ✓ Update community

✓ Teams present to UA President and Summit Team (Jan. 18, 2017)

✓ UA President engages public/UA stakeholder groups for feedback

✓ UA President presents options to the Board of Regents (March 2, 2017)

✓ UA President engages public/UA stakeholder groups for feedback

✓ Board of Regents (June 2017)

*Nov. 7 meetings postponed due to flight cancellations

Strategic Pathways Phase 2 Updates

Focus Area	Decision/Recommendation	Status	
e-Learning	1. Maintain decentralized structure while increasing collaboration across campuses through e-Learning consortium. Explore outsourcing selected programs to private partner. 2. The Academic Council will solicit interest from academic leaders and report to the President in September.	In progress	🟡
Fisheries	1. Request BOR to approve a BS degree program in fisheries & ocean science jointly offered by UAF and UAS.	Ready for BOR	🟢
Community Campuses	1. Increase integration with main university campus and collaboration across community campuses. Plan to be prepared by Community Campus Council, presented to the Academic Council in September. 2. Explore ways to increase campus productivity and cost effectiveness, including expansion of support for/access to e-Learning programs from main campuses and possibility of conversion to learning centers. 3. Explore potential partnerships with tribal and other community organizations. Possibilities include conversion to tribal colleges and stronger collaboration with regional vocational centers.	In planning	🟡
Health	1. Strengthen intercampus collaboration. 2. Task new UAA College of Health dean/vice provost to lead Statewide health program planning. 3. Near term focus on expanding Nursing and other high demand health professions programs without changing reporting lines or other aspects of health programs now delivered by our community campuses.	In progress	🟡
Human Resources	1. Build on current progress through Human Resources Council (HRC). 2. The HRC will propose "back room" functions to be consolidated and will drive standardization, simplification, and automation to free up resources for high value services to faculty and staff. 3. The HR Council will provide its preliminary plan to the President in August.	In progress	🟢
University Relations	1. The PR Council will assess communication needs across all campuses and Statewide to reduce operational redundancies, pursue opportunities for cost efficiency, and increase alignment. Results of the needs assessment will be presented to the President in September. 2. Each university will form a University PR Council with representatives from key university centers, departments, community campuses, research institutes, and athletics.	In progress	🟡
Student Services	1. Pursue Consolidation of Tasks Between Universities and Statewide by formalizing and empowering the Student Services Council to propose what "back room" functions (with potential focus on registration and financial aid) should be consolidated and standardized, simplified, and automated to free up resources to improve the student experience and recruitment, retention, and completion. 2. The preliminary plan will be presented to the President in September.	In progress	🟡
Institutional Research	1. Creation of a *Collaborative Knowledge Network* will be pursued without delay. It will be led by a newly formalized IR Council with members from Statewide and each university. Priority should be on process improvement, standardization, and automation. 2. The IR Council will present its initial report and implementation plan to the President in September.	In progress	🟡

13

Strategic Pathways Phase 1

http://alaska.edu/pathways/phase-1/

Strategic Pathways Phase 1

Timeline
- ✓ Design process, solicit team members, and select teams (May 2016)
- ✓ Prepare preliminary data (June 2016)
- ✓ Meeting 1 (June 20/21, 2016)
    - ✓ Review preliminary data
    - ✓ Discuss interests, standards, benchmarks
    - ✓ Identify additional data needs
    - ✓ Update community
- ✓ Meeting 2 (July 25/26, 2016)
    - ✓ Generate options
    - ✓ Evaluate options in relation to interests and standards
    - ✓ Identify two to three most viable options for presentation
    - ✓ Update community
- ✓ Teams present to UA President and Summit Team (August 17, 2016)
- ✓ UA President consults with governance groups (August 22 - September 9 and ongoing)
- ✓ UA President will present recommendations to the Board of Regents (September 15-16, 2016)
- ✓ Board of Regents decisions (September, November 2016)

Strategic Pathways Phase 1

Focus Area	Decision	Status	
Research Administration	1. Policy leadership at UAF, with service centers at UAA and UAS focused on grants and contracts management 2. Finance and Administration Council charged to work with the Research Council to develop a plan to present to President in October	Implementation plan being finalized	🟡
Engineering	1. Implement collaborative model with current administrative structure 2. Require common course numbering/descriptions, a common curriculum committee, joint advisory board, and course sharing to gain economies of scale (e.g., increasing student:faculty ratio) for FY18 3. Report annually to VPAAR on progress 4. Revisit in 5 years	In implementation	🟢
Teacher Education	1. Assign UAS administrative leadership with provision for place committed faculty and students at UAA and UAF 2. Steering Committee in place; All-hands faculty and staff meeting on 5/11 in Anchorage 3. External Advisory Council invites sent and planning is in process for the first meeting	In planning, subject to accreditation	🟢
Management / Business	1. Implement 2 deans over 2 schools (UAA and UAF) with programs delivered from faculty at 3 universities 2. UAS eliminated "School," & folded programs into School of Arts and Sciences 3. UAA to report in June 2017 on ending MPA program and starting MPP program	In implementation	🟢
Intercollegiate Athletics	1. Due to NCAA refusal to consider UA request for waiver of 10 team rule, in order to avoid risk of violation and sanctions, maintain current number of teams at each campus (13 at UAA, 10 at UAF). 2. Increase private funding support so on par with private (i.e, tuition) share of academic expense	Fundraising plan to be developed	🟢
Procurement	1. Policy leadership at SW, CPO at UAF, service center at UAA and UAS 2. Long term goal of 20% savings through bulk purchasing and other means 3. Implement lean process improvement and seek economies of scale in consultation with IT 4. Revisit in 3 years	In implementation	🟡
Information Technology	1. Reduce embedded IT personnel in operating units (w/partial exception of those on restricted funds) and make other changes to save 20% 2. Strengthen IT governance council, chaired by UA CITO 3. Implement lean process improvement and seek economies of scale, outsourcing, and cloud services 4. IT Council will present roadmap for cost reduction in June to president for July implementation 5. Review in 1 year	In implementation	🟢

Strategic Pathways

Discussion