



## Background Context

As the University of Alaska examines how best to position itself to meet the future needs of Alaska and its students, steps have been taken to reduce administrative and operating costs to free up funds for investment in high priority programs and services. A series of initiatives including Statewide Transformation and Strategic Pathways have, and will continue to shape and restructure the university. The university has seen a 16 percent cut in state unrestricted general funds (UGF) appropriations since FY14 – an impact of \$61 million – while experiencing annual fixed cost increases. In addition, the number of students enrolled at UA peaked in FY12 and has been in decline ever since. The reductions have led to 1,183 fewer employees and 50 fewer program offerings. The university continues to work to mitigate state funding decreases by increasing alternative revenue sources through enrollment growth strategies, philanthropic giving, land grant initiative and containing costs.

## Benefits to Alaska

### **A more efficient and streamlined university**

- UA is reviewing all of its major academic programs and administrative services for how to create a more sustainable university with more diverse revenue sources, and building on the unique strengths of each university. UA seeks quality, access, and cost effectiveness while we grow in service to our state at this critical time in our history.
- Budget reductions have led to a streamlining of university programs and a downsizing of its workforce.
- The largest reductions have occurred at Statewide and within administrative and academic leadership positions on campus.
- Guiding principles of program prioritization include the ability to leverage partnerships with key stakeholders and diversified funding resources; a focus on our goals to meet state needs and a commitment to continuous commitment; increased productivity through faculty and staff development, lean process improvements, and increased competitive capacity; and clear accountability, measurement toward goals, and use of shared governance.

### **Reinvestment into critical programs**

- UA has implemented cost savings initiatives and inter-university collaboration, and used the cost savings to invest in new initiatives that strengthen performance at lower cost.
- UA is reinvesting in programs geared to encourage and prepare rural Alaskan students for a

**Accountability**

- The Board of Regents set ambitious goals and tied strategies and resource requirements to them.
- The university must measure and report out on progress toward goals which were intentionally set to exceed projections and drive growth.
-