

State of Alaska FY2022 Governor's Operating Budget

University of Alaska University of Alaska Fairbanks Results Delivery Unit Budget Summary

University of Alaska Fairbanks Results Delivery Unit

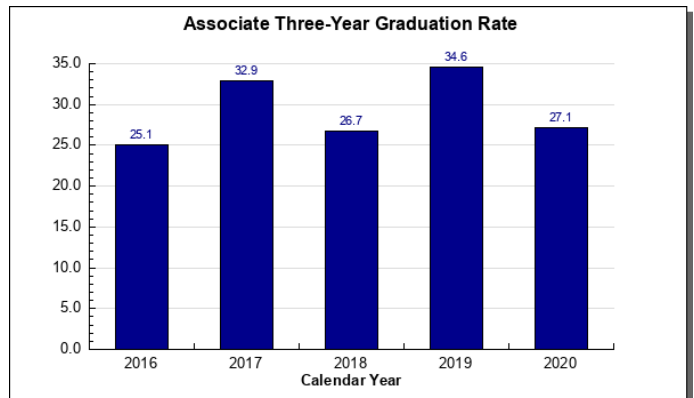
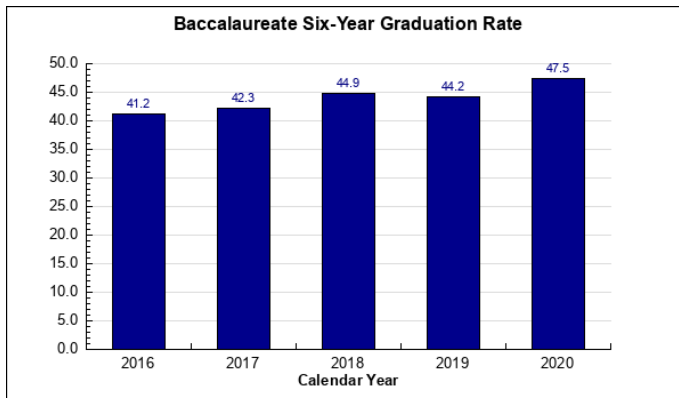
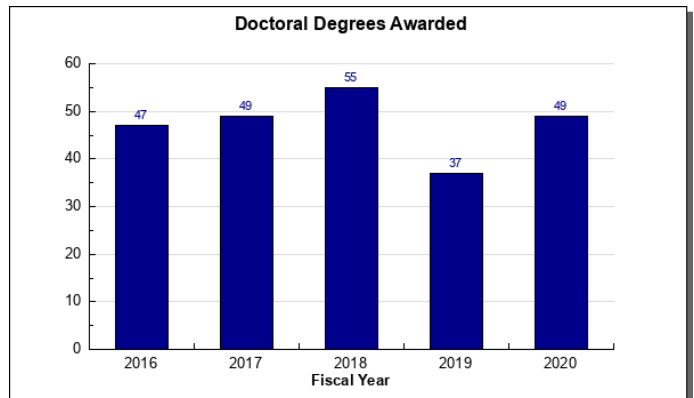
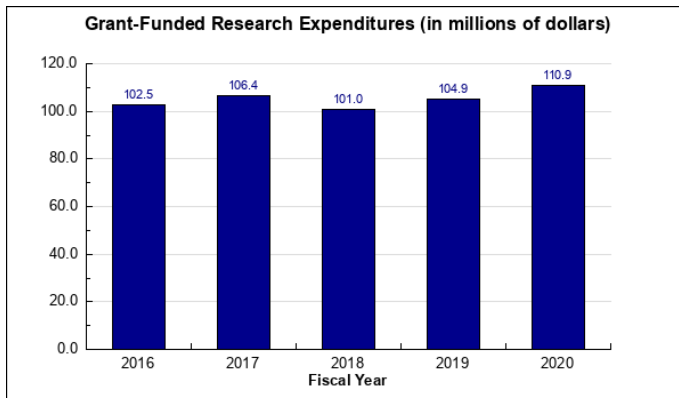
Contribution to Department's Mission

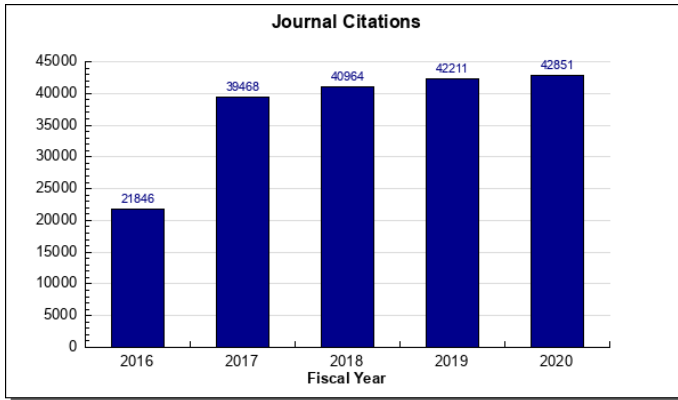
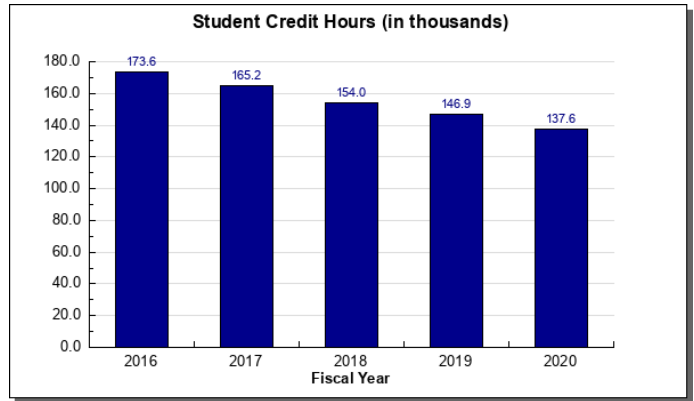
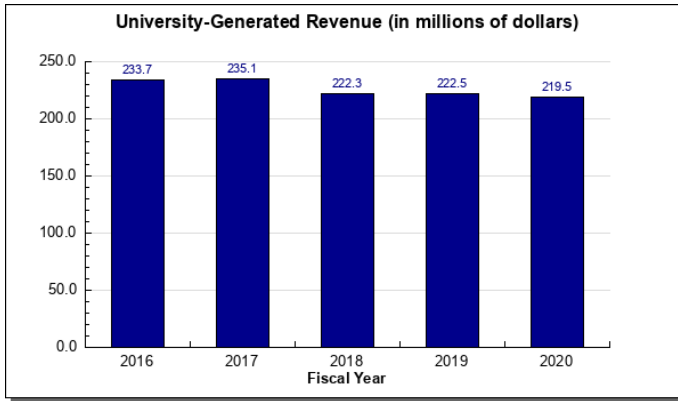
The University of Alaska Fairbanks (UAF) is a Land, Sea, and Space Grant university and an international center for research, education, and the arts, emphasizing the circumpolar North and its diverse peoples. UAF integrates teaching, research, and public service as it educates students for active citizenship and prepares them for lifelong learning and careers.

University of Alaska Fairbanks Mission Statement
 Board of Regents' Policy P01.01.030
 Adopted 06-08-12

Results

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





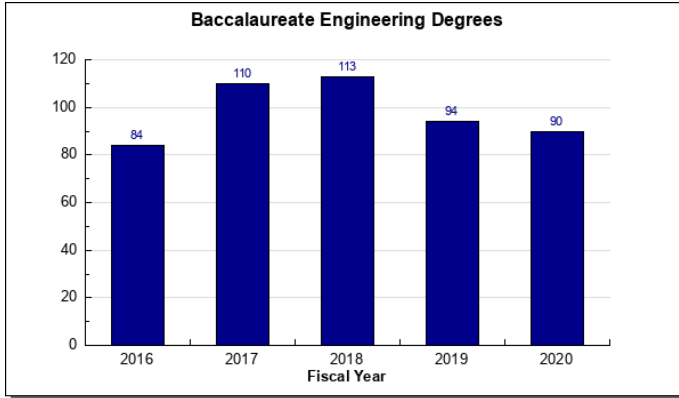
Core Services

- Serve Alaska's employers by enrolling and graduating students in high-demand job area degree and certificate programs, including those in teaching, engineering and health fields.
- Conduct research focused on Alaska and the circumpolar Arctic, leveraging university resources with external grants and contracts.
- Increase enrollment in doctoral degree programs.
- More credits enrolled per degree-seeking student per semester.
- Generate tuition and fee revenue consistent with maintaining access for low-income students and generate other revenue to the maximum extent possible and consistent with mission.
- Increase revenue generation from private gifts.
- Increase new student enrollment of first-time freshmen and transfer students.
- Increase student credit hour production facilitated by UAF eCampus.
- Increase efficiency in instructional expenditures per credit hour delivered.
- Publish research and scholarship, making the results widely available nationally and internationally.

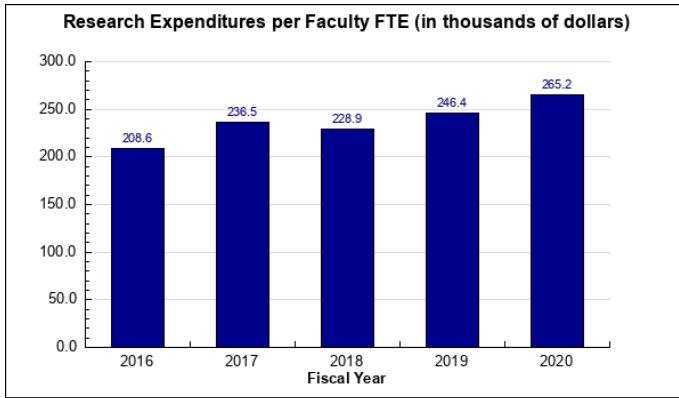
Measures by Core Service

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

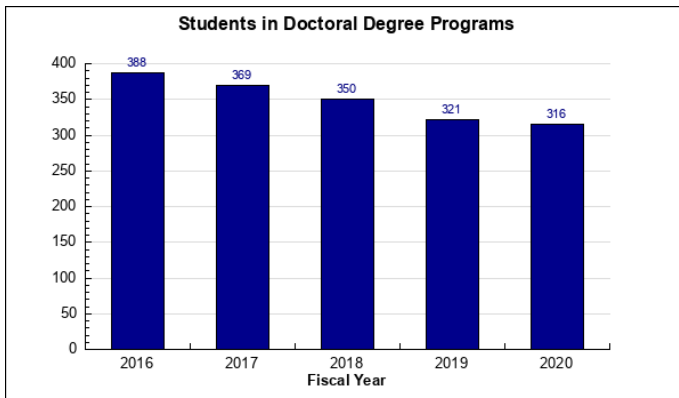
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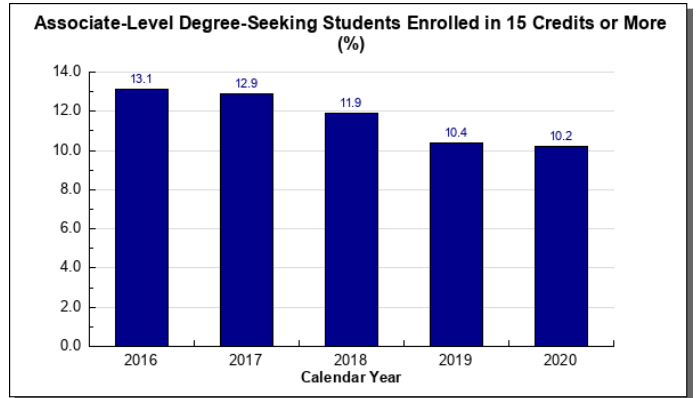
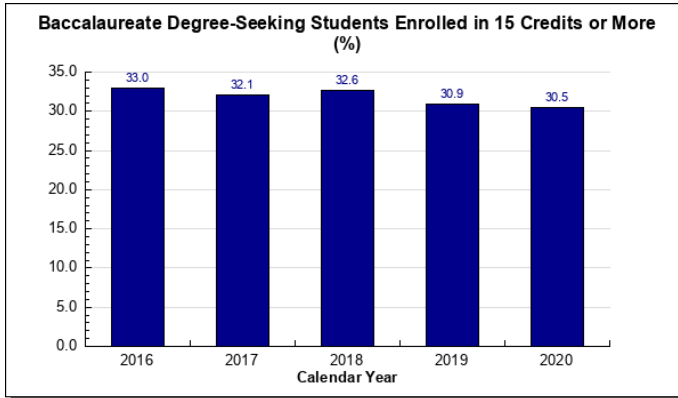
2. Conduct research focused on Alaska and the circumpolar Arctic, leveraging university resources with external grants and contracts.



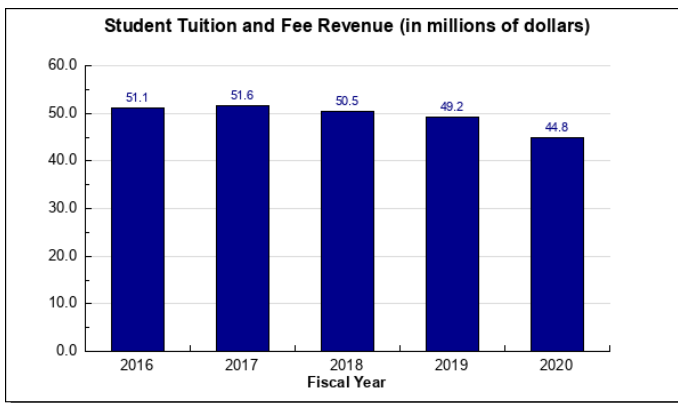
3. Increase enrollment in doctoral degree programs.



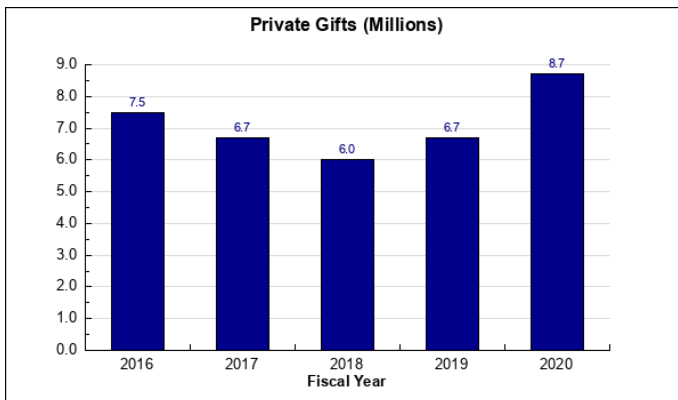
4. More credits enrolled per degree-seeking student per semester.



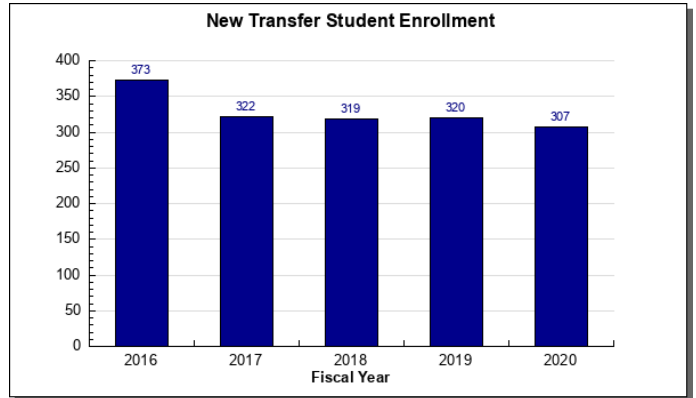
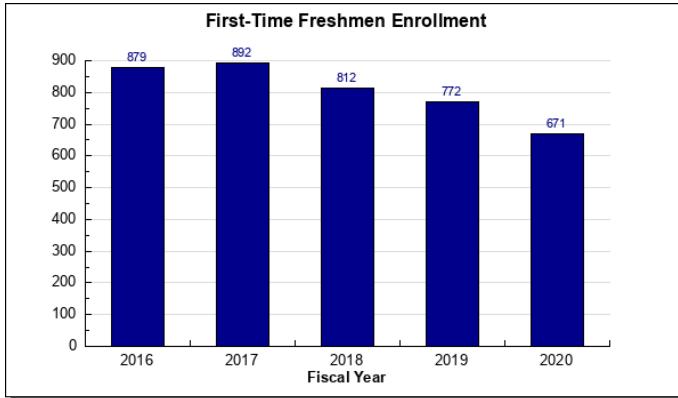
5. Generate tuition and fee revenue consistent with maintaining access for low-income students and generate other revenue to the maximum extent possible and consistent with mission.



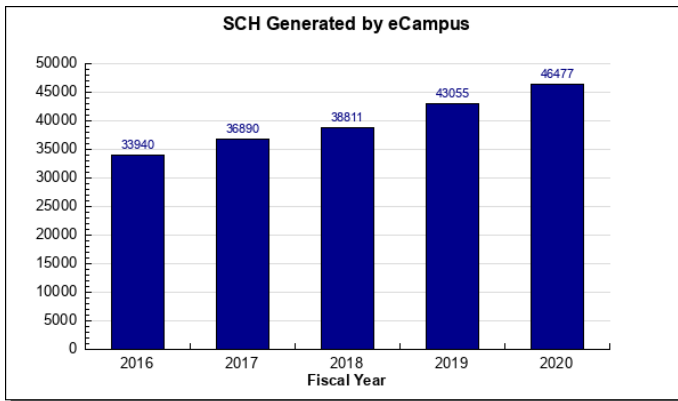
6. Increase revenue generation from private gifts.



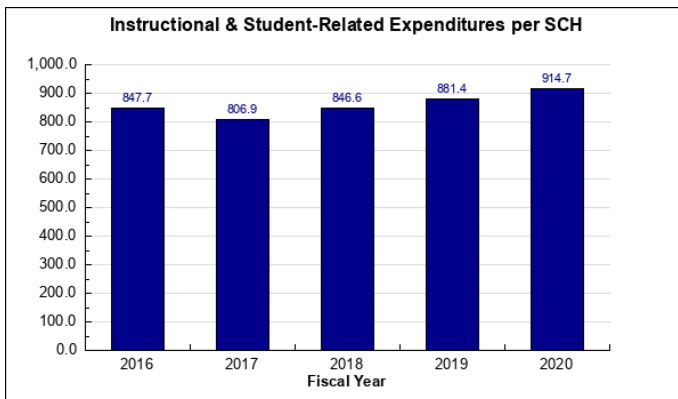
7. Increase new student enrollment of first-time freshmen and transfer students.



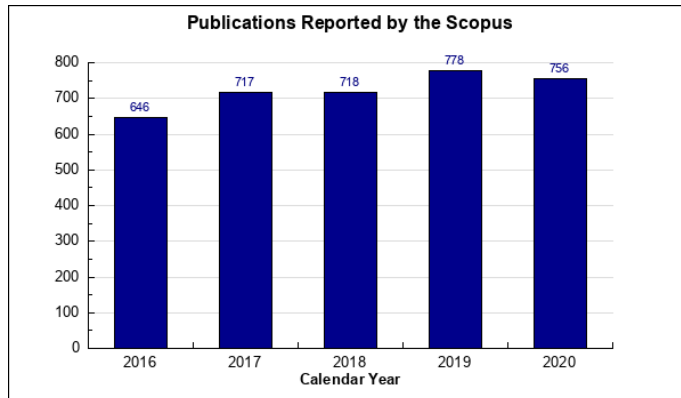
8. Increase student credit hour production facilitated by UAF eCampus.



9. Increase efficiency in instructional expenditures per credit hour delivered.



10. Publish research and scholarship, making the results widely available nationally and internationally.



Major RDU Accomplishments in 2020

UAF continues to follow a strategic plan that includes six goals: To (i) modernize the student experience; (ii) solidify our global leadership in Alaska Native and Indigenous programs; (iii) achieve Tier 1 research status; (iv) transform UAF's intellectual property development and commercialization enterprise; (v) embrace and grow a culture of respect, diversity, inclusion and caring; and (vi) revitalize key academic programs.

Awards, Recognition, and Achievements

UAF broke into the top 100 on U.S. News & World Report's list of the best Online Bachelor's programs. UAF is also the only national university in Alaska, according to their 2021 rankings. See this link:

<https://www.usnews.com/best-colleges/rankings/national-universities?schoolName=university+of+alaska+fairbanks>

Times Higher Education ranked UAF the #1 U.S. school for quality education in their 2020 impact rankings (see link https://www.timeshighereducation.com/rankings/impact/2020/quality-education#!/page/1/length/25/sort_by/rank/sort_order/asc/cols/undefined), and among the world's best small universities in 2020 (see link <https://www.timeshighereducation.com/student/best-universities/best-small-universities>).

Two UAF eCampus programs were the recipients of 2020 University Professional & Continuing Education Association (UPCEA) West Region awards. The Alaska Advantage program (<https://ecampus.uaf.edu/advantage/>) won the Outstanding Administrative Process or Service Award. The Learning Inside Out Network (LION) (<https://lion.open.uaf.edu/>) -- which connects learners in the university, correctional and reentry communities -- won the Engagement Award.

The University of Alaska (UA) Foundation announced that it will award the 2020 Edith R. Bullock Prize to University of Alaska Fairbanks's Brian Barnes. Barnes is the Director of UAF's Institute of Arctic Biology and has been a faculty member for more than three decades. The Bullock Prize honors and showcases the extraordinary achievements of individuals on behalf of the UA system. The recognition includes a \$15,000 award, which can be used as the recipient wishes. It is the single largest cash award presented by the UA Foundation's Board of Directors each year.

Longtime Kodiak 4-H leader Marie Rice is one of 16 individuals in the U.S. named to the 2020 National 4-H Hall of Fame. Rice helped bring the youth development program to Kodiak in the 1970s and stayed involved for 46 years. A master gardener, she worked on 4-H gardening projects and established two community gardens.

National Association of County Agricultural Agents (NACAA) named Casey Matney one of the winners of a 2019 Western Region Achievement Award. See link at <https://www.nacaa.com/ampic/2019/2019%20Proceedings.pdf>

UAF academic rankings:

23rd: World's Best Small Universities, Times Higher Education Survey

1st: Return on Investment: Best Value Colleges, Instate Students in Alaska, Payscale.com

17th: Best Online Associate's in Early Childhood Education Degree Programs, The Best Schools

16th: Best Online MBA Programs, Intelligent.com

UAF research rankings:

4th Worldwide Rank in Number of Publications Peer-reviewed Arctic Research

5th: Earth Sciences, NSF Higher Education Research and Development Survey

Examples of ranked schools that UAF outranks: Columbia, Penn State, Caltech, ECLA, Texas A&M, UW, Harvard U., Berkeley, Johns Hopkins U., Stanford, Princeton, Yale

10th: Ocean Sciences and Marine Sciences, NSF Higher Education Research and Development Survey

Examples of ranked schools that UAF outranks: OSU, Rutgers, UT Austin, MIT, Duke, Johns Hopkins, UC Davis, Princeton, Penn State, Texas A&M

14th: Astronomy and Astrophysics, NSF Higher Education Research and Development Survey

Examples of ranked schools that UAF outranks: Cornell, UW, Yale, Stanford, Columbia, Texas A&M, Boston U., Rutgers

18th: Atmospheric Science and Meteorology, NSF Higher Education Research and Development Survey

Examples of ranked schools that UAF outranks: Caltech, Texas A&M, Rutgers, Harvard, Cornell

Academic Programs, Enrollment and Graduation

UAF conferred 1,383 degrees, including 252 undergraduate certificates or licensures, 262 associate degrees, 622 baccalaureate degrees, 198 masters degrees and 49 doctorates.

As of September 2019, fall enrollment at UAF echoed a dip seen throughout the University of Alaska system, with student numbers and total credit hours declining. Student headcount fell 2.9 percent compared to a year earlier, while overall credit hours slipped 4.3 percent. While enrollments dipped, UAF has invested in several enrollment and retention initiatives, including an extensive Strategic Enrollment Planning process. These initiatives are already starting to show effects in the fall 2020 enrollment numbers.

UAF's eCampus enrollment continued to grow, with an increase of 5 percent in student headcount and 10 percent in student credit hours. Through collaboration with the academic units, eCampus now offers six graduate degrees, three graduate certificates, two post-baccalaureate certificates, 11 bachelor's degrees, seven associates degrees, six undergraduate certificates, and seven occupational endorsements.

UAF's six-year baccalaureate student graduation rate was almost 47.5 percent, representing a 3.3 percentage point increase over 2019. UAF's three-year, first-time, full-time associate-level student graduation rate was nearly 27.1 percent. This is a decline of 7.5 percentage points from the 2018 rate.

UAF has continued to prioritize retention and student success initiatives to increase the graduation rate of first-time full-time freshmen. Fall 2018 to fall 2019 retention for first-time full-time baccalaureate students was 72.9 percent. The retention rate for associate degree students was 54.6 percent.

As part of the priority on retention, UAF has implemented several initiatives, including increased use of Nanook Navigator Education Advisory Board (EAB) Student Success Collaborative software and additional support for

gatekeeper courses. UAF has also added a Campus Advising Coordinator to oversee training, assessment, and professional development in order to increase consistency in student advising.

UAF now offers high school students both an online and in-person dual enrollment experience. North Star College launched in fall 2020 to a cohort of 40 high school seniors earning seven to 15 credits while taking classes on the Fairbanks campus (fall 2020 was adapted because of COVID). North Star College will double in size in fall 2021, admitting one cohort of high school juniors and another of seniors. North Star College couples with the Alaska Advantage program to allow high school students from school districts around the state to enroll in UAF courses from UAF to earn both high school and college credit.

UAF has provided a number of academic adjustments related to COVID-19. Spring 2020 adjustments included waiving standardized tests for admissions, late withdrawal, increased use of the Deferred grade, and expansion of allowances for Credit/No Credit grades.

Community Campuses

College of Rural and Community Development (CRCD)

CRCD staff brought greater visibility to the contributions of Alaska's Indigenous people through nationally recognized media coverage that adds to the efforts to increase philanthropic giving. CRCD also hosted events such as the Indigenous Peoples Day, the Festival of Native Arts, and the Alaska Native Language Revitalization Institute to promote Indigenous culture and Yup'ik, Iñupiaq, Tlingit, Haida, Gwich'in, Dena'ina, Ahtna, Sugpiaq, Alutiiq, Deg Xiang and Denaakke' languages.

The Rural Human Services program celebrated its 25-year anniversary with 509 graduates to date. This accomplishment could not have been possible without the continued support from the State of Alaska and its commitment to behavioral health in rural communities.

Many CRCD rural campuses have increased dual enrollment course offerings across rural school districts and regions. With a shared vision of supporting more K-12 students in their pursuit of higher education and employment, the rural campuses have been integral in boosting the state's dual enrollment and tech prep offerings and student success.

CRCD and the individual rural campuses were successful in securing federal funding (DOE, USDA, NIH etc.) to provide support and engagement of students across the state. Two new federal awards to the college included collaboration grants, which have expanded the partnership capacity of the college and the campuses.

Community and Technical College (CTC)

UAF CTC fall 2019 enrollments are up with a ~7 percent increase in headcount and ~5 percent increase in credit hour production.

A "High School to College and Career" college application promotion was initiated. The college paid the CTC application fee for all Alaska high school students graduating in the spring or summer of 2019.

A \$1 million legacy gift was received from an anonymous donor to support vocational-technical students' education. UAF CTC programs received national recognition. The Early Childhood Education degree program was rated 16th in the nation and featured as one of the top online associate degrees by BestSchools.org in 2019. The Paralegal Studies program was selected as one of the best online programs by BestColleges.com.

In parallel with the heightened federal focus on apprenticeships and work experience, UAF CTC enrolls approximately 300 students in industry work-study experiences annually as the capstone to their education.

The Aviation program hosted the annual Fairbanks Aviation Day with ~3,000 attendees and supported military partners by participating in the air show at Eielson Air Force Base.

Industry investment in and support of UAF CTC programs this past year included donations of a Beechcraft 200 King Air from Bering Air and a 2012 Freightliner semi truck from Alaska West Express, a division of Lynden Inc.

In December, UAF CTC celebrated its community and industry partners at a December event themed Building Alaska's Workforce Together. Alaska state Senator Click Bishop addressed the gathering of several hundred community, industry, legislative and university partners.

In partnership with organizations such as the Literacy Council of Alaska, the Golden Heart Homeschool Support Network and Partners for Progress in Delta, CTC hosted public workshops on college and career preparedness.

Three annual registration events were hosted in August, December and April. In one evening, students and prospective students are able to talk with faculty advisors from each program, financial aid advisors and general academic advisors. Students can apply for admission and get help registering for classes, and UAF CTC pays their application fees during these events.

Public Engagement

4-H leaders provided two different educational activity kits of 4-H and non-4-H youth across the state of Alaska. Both of these kits were well received as parents were looking for ways to keep their kids learning and active, and less time plugged into their screens.

1. During May and June 2020, window sill salad garden kits were assembled and distributed: 390 to non-4-H families and 108 to 4-H families. The program received positive and enthusiastic feedback.
2. During July and August 2020, sidewalk chalk coding kits were assembled and distributed: 131 to non-4-H families and 83 to 4-H families. These kits inspire outdoor activities and brought families and those in their isolation bubbles outdoors.

4-H members, 4-H parents, 4-H staff, 4-H leaders all joined in sewing masks. Across the state, over 300 masks were made and distributed to local businesses, families in need and the Fairbanks Native Association. Across Alaska, 4-H members and leaders, 4-H staff and volunteers across the state sewed more than 1,400 coronavirus masks, which were donated to families, local businesses, fire departments and other first responders, rural villages, food banks and more.

- adult participants: 23
- youth participants: 21

The Cooperative Extension is known for hands-on workshops. However, when the pandemic hit, Extension pivoted to Zoom, Facebook Live and other platforms to continue its outreach. Many Alaskans wanted more information about gardening, preserving foods, managing family resources, conserving energy and youth activities. Workshops often drew more than 100 participants.

Extension agents train more than a 1,000 people annually in more than 20 communities on how to preserve Alaska foods and about food safety. Online sessions after the pandemic began reached more people from more communities.

Master gardeners trained by Extension commit to 40 hours of volunteer service in their communities. In FY20, 187 volunteers donated 7,185 hours, valued at roughly \$183,000 (Independent Sector, 2020) and 617 4-H volunteers donated 142,149 hours for UAF, valued at \$3.6 million.

The Mining and Petroleum Training Service (MAPTS) has been named subrecipient to the University of Utah in the U.S. Department of State's cooperative agreement, "Advancing Greenland's Mineral Sector Education". This is a three-year project that will include hosting students and staff from KTI Rastofskolen, Sisimiut, Greenland at MAPTS mine training facility. Conversely, MAPTS will travel to Greenland to provide advice on building and operating an underground mine training facility, developing curriculum, and training a local workforce for Greenland's expanding minerals sector. MAPTS was chosen as subrecipient because of its proven results in operating a hands-on training facility in arctic conditions that focuses on developing a well-prepared local workforce.

Alaska Sea Grant projects and programs produced over \$8.5 million in economic benefits to the state last year, as reported to National Sea Grant. These benefits were the result of activities that benefit Alaskans, including marine safety training, seafood safety classes, seafood technology programs, professional consultations, and other activities.

Alaska Sea Grant provided COVID-related support to Alaska's fishing and mariculture industries, including surveys of economic impacts, direct-marketing workshops, linking consumers to seafood suppliers directly, support for applying for COVID-related relief funding, and addressing COVID-related impacts to coastal fishing communities.

Summer Sessions and Lifelong Learning (SSLL) created 14 virtual weeklong camps for children this summer when their 69 face to face camps were shut down due to COVID. The virtual camps consisted of YouTube Videos, Zoom sessions, and kits sent home for hands-on activities. The positive result was that camps intended for a local audience, had enrollees from not only around the state, but also the nation. Realizing that not all local families may be able to afford the full tuition of the camps, SSLL received donations that held the cost of the camps to a minimum. In August SSLL pivoted and created the 365 SMART (Science, Math, Art, Recreation, and Technology) Academy which offered non-credit enrichment courses to home schooled children around the state.

SSLL created and hosted 30 virtual public events this summer, including 10 Music in the Garden concerts, 10 Discover Alaska lectures, 10 Healthy Living lectures. These events were posted on the SSLL website and aired on KUAC TV. Another 6 Down Memory Lane talks with emeriti faculty were posted to the website as well as being part of the KUAC radio Northern Soundings offerings. All of this was done in addition to the very successful Here Comes the Sun Concert in January.

Student Affairs & Athletics

Athletics

Athletics serves as the first major contact that some stakeholders and constituents have with UAF and serves as a community engagement opportunity for many members of the Fairbanks and surrounding communities. The UAF Athletics program generates brand identity, awareness and marketing for the University. The highly visible program increases the number of prospective student applications, bolsters alumni participation and encourages and facilitates giving to the University through various philanthropic initiatives.

All Athletics departments within the National Collegiate Athletic Association (NCAA) divisions rest on and adhere to three pillars:

1. Scholarships
2. Capital athletics improvements
3. Endowments

UAF Athletics is planning to successfully achieve all of these pillars by creating a highly functioning Athletics fundraising program. With the recent hire of a new development officer, Judy Dellinger, UAF Athletics aims to create a new UAF 501(c)(3) Athletics Association within the next five years, allowing Athletics to set and achieve major fundraising goals and initiatives.

In an effort to change the landscape of Athletics at UAF and the community, Athletics was fully-integrated into the Division of Student Affairs under the vice chancellor of student affairs and athletics. In June of 2020, Dr. Keith Champagne announced the creation of the Nanook Athletics Diversity and Inclusion Council and later the Sru'ol Initiative, a fundraising initiative seeking financial support for the Athletics Department's most critical areas of need including recruiting, retaining student athletes and providing scholarships. Sru'ol, pronounced "shrew-olth" is the Lower Tanana Dene Athabascan word for "sport" or "game" and is reflective of the Fairbanks Troth Yeddha' Campus location. In Fairbanks, the Troth Yeddha' Campus is located on the traditional lands of the Dena people of the lower Tanana River.

Under Vice Chancellor Champagne's leadership, Athletics continues to implement the five-year athletics strategic plan. The plan includes increased community outreach and engagement, expanded efforts in fundraising practices, student-athletic development in graduation, academic achievement, wellness and post-graduation success. This transformation aspires to find efficiencies and create a highly functioning athletic department by developing

coordinated, collaborative, cooperative ventures and partnerships with other parts of the university. In addition, the Athletics Department is implementing its Diversity and Inclusion strategic plan and is working with Fairbanks Youth Sport Board to create an Advocacy Group to promote the Nanook Athletics brand and develop community engagement and outreach initiatives in Fairbanks and the surrounding communities to enhance the opportunities for Nanook student-athletes.

Student Affairs

The Center for Student Engagement (CSE) was awarded a \$10,000 grant from the Fairbanks Wellness Coalition and the Statewide Coalition on Suicide Prevention to provide the campus with Question, Persuade, Refer (QPR): Suicide Prevention Training. This is the third year CSE has received this grant.

In alignment with the institutional goal to "modernize the student experience", the Center for Student Engagement has created an esports position and program. They are in the process of creating the Alaska Esports Center, which is partially funded by sponsorships and donors. This program has three main goals: 1) provide a space for college students to connect over similar interests, 2) to provide a learning laboratory for the student in related academic fields (computer programming, sports management, broadcast journalism), and 3) connecting with the Alaska Schools Activities Association's esports programs across the state as a recruiting tool.

Nanook Recreation is a self-support program, receiving student fees and auxiliary revenues earned through memberships, rentals and program fees. Nanook Recreation certainly felt the impact of COVID-19 but has remained nimble. Facilities began re-opening in June with many mitigations in place; including masks, reduced capacities and increased cleaning.

Outdoor Adventures completed the third year of coordinating field safety classes for UAF Researchers. Nearly 150 faculty, staff and student registrants participated in trainings ranging from snow machine safety and crevasse rescue to swiftwater rescue and wilderness first-aid. This year, courses on bystander intervention and suicide prevention were added to help keep field camps safe for all.

Intramurals, group fitness, and court reservations all show continued growth prior to COVID. UAF is working on improving the Patty Ice Arena in order to host Nanook Hockey games on campus when COVID allows.

UAF's Center for Student Rights and Responsibility (CSRR) is entering its third year as a department. This department is an integral part of the student's holistic development. Focusing on student accountability, safety and resilience, CSRR seeks to help students learn and grow inside and out of the classroom. CSRR is responsible for the student conduct model at UAF. CSRR prioritizes restorative practices that seek to repair harm and help individuals understand and value the role they play in their community. The goal is to help students understand their decisions impact not only on them but everyone around them.

The Student CARE team is also housed in CSRR. This is a multiple disciplinary team made up of staff and faculty, committed to helping students when they need it most. This team seeks to understand the challenges of the modern student and works as a partner to help eliminate barriers and support students in reaching their academic and career goals.

The Student Health and Counseling Center (SHCC) provides an array of primary care and mental health care services to students on campus. Services include physicals, sexually transmitted infection screenings and treatment, medication management, treatment for various illnesses and disorders, health education, lab services, individual psychotherapy/ counseling, couples therapy/counseling, and group psychotherapy/counseling, crisis counseling, resource and referral services, and outreach programming.

Some current initiatives include:

- Counselor available 1 day per week at CTC
- Counselor available onsite at Rural Student Service 1 afternoon per week
- Interactive Screening Program from the American Foundation for Suicide Prevention launched in partnership with the UAF Community Mental Health Clinic (UCMHC)
- Weekly outreach table in Wood Center in partnership with UCMHC
- Daily consultation/walk-in hour for students/faculty/staff 1-2 p.m.
- Program development for telebehavioral health counseling services
- Program development for outreach to students in rural Alaska.

Disability Services supports a diverse and inclusive campus community by providing academic, housing, dining and programmatic accommodations to individuals with disabilities. Disability Services also provides training and informational opportunities to the campus in an effort to educate our community members for active citizenship.

Some current initiatives include:

- High School Information Sessions
 - Lathrop High School Counselors Fall 2019; information included in UAF Packets sent to high schools in state (through admissions)
- Cost reductions by using new vendors and technology
 - Note-taking services, Virtual Interpreters, Free Screen Reader program
- Online Speech Classes all publicized as fully accessible
 - All videos submitted by students are captioned, videos submitted by deaf students will be interpreted and provide a voice-over by a virtual interpreter

Residence Life had a very busy year working hard on programs and initiatives that combat the feeling of isolation, encourage interaction and leadership opportunities. Residence Life has also been able to revise/revisit several procedures to create a more inclusive, diverse, caring and respectful living, working and learning environment and create additional opportunities for the department to better serve various populations of students.

- Implemented Several High Impact Practices for Student Success:
 - Shifted student conduct to focus on care, education, and restorative justice
 - Implemented an inclusive community development philosophy and model focused on knowing, connecting and empowering others through intentional interactions, which also focuses on tapping into staff strengths
 - Hired a student success coordinator
 - Launched a first year live on campus requirement
 - Developed four Living Learning Communities (LLCs) - Honors, Engineering, Gender Diversity, and Outdoor Adventures and launched an additional two LLCs for Fall 2020 (Global House and Action House)
- Closing equity gaps and removing barriers:
 - Removed pre-defined number of credits and GPA requirements to live in selected university housing
 - Increased gender inclusive housing to include Bartlett, Wickersham, Cutler and Garden apartments
 - Adjusted single student and employee, family, and graduate (EFG) delinquency process and notice to quit letters to be more caring, understanding, and supportive of residents
 - Modified Resident Assistant (RA) hiring process to focus on competencies/outcomes versus qualifications, which has diversified the hiring pool
 - Athletes are now eligible and able to apply for RA positions

eCampus

UAF continues to be committed to improving access to higher education through the development of more online courses and programs. This year the Bachelor of Arts in Biology, Bachelor of Arts in Political Science, Bachelor of Science in Psychology, Arctic Security Graduate Certificate, Business Continuity Graduate Certificate, Cybersecurity Management Graduate Certificate, Post-Baccalaureate Certificate in Accounting and an Occupational Endorsement

in Content Creation were added to the list of fully online programs. In development are numerous science, technology, engineering and mathematics (STEM) courses as well as a fully online Social Work program.

In March of 2020, UAF eCampus helped instructors transition more than 1,000 face-to-face courses to fully online or distance delivery. In fall 2020, more than 47 percent of UAF's student credit hours were delivered through eCampus. This is an increase of 42 percent from fall 2019.

The UAF eCampus Advantage program expanded to include University of Alaska Southeast and changed its name to the Alaska Advantage program, which continues to offer competitive package pricing and support services to high-achieving high school students who can take online courses for both high school and college credit. The program experienced immense success in its first academic year (AY2020), serving 208 high school students around the state who earned 1,067 student credit hours. In spring 2020, Advantage students achieved a 96 percent success rate. The growth continues to be exponential as fall 2020 has 313 high school students enrolled, earning 1,491 students credit hours.

Research

UAF continues to lead in Arctic research, as well as globally influencing science advancement. In FY2020, grant-funded research expenditures totaled nearly \$150 million from restricted fund sources and indirect costs.

UAF was a leading recipient of funds under Navigating the New Arctic (NNA), one of the U.S. National Science Foundation's 10 Big Ideas, which embodies the foundation's forward-looking response to the profound challenges in Arctic regions. UAF faculty are working on 18 different active NNA awards cumulatively amounting to nearly \$16.5 million. These awards include partnering with communities for adapting and building resiliency under changing climate, predictive modeling, and studying marine ecology, fisheries, wildlife, permafrost, glaciers, fresh ice, water quality, seismicity, arctic infrastructure, and microgrids. The NNA awards also support recruiting and retaining Indigenous scholars.

The Geophysical Institute and Wilson Alaska Technical Center at UAF were designated as a University Affiliated Research Center (UARC) for the Department of Defense to conduct research and development in the geophysical detection of nuclear proliferation. The UARC was awarded a sole-source, five-year \$46.7 million Indefinite Delivery Indefinite Quantity (IDIQ) contract and counts among its government customers the U.S. Air Force Technical Applications Center, the U.S. Defense Threat Reduction Agency, the U.S. National Geospatial Intelligence Agency, and the Office of the Assistant Secretary of Defense for Threat Reduction and Arms Control. Several new task orders came in during FY2020, adding about \$30 million to the operational budget of the UARC.

The Alaska Volcano Observatory (AVO) had another successful field season even with the COVID restrictions. AVO, a joint program of the U.S. Geological Survey, University of Alaska Fairbanks Geophysical Institute, and Alaska Division of Geological and Geophysical Surveys, recently received \$12 million from Congress to upgrade its aging monitoring equipment. Volcanology researchers at UAF were also awarded a \$2.5 million grant from the National Science Foundation to help better forecast volcanic eruptions in Alaska.

The Alaska Earthquake Center continues to focus on the Anchorage earthquake, its impacts and its aftershocks, including the recent 7.6 earthquake near Sand Point. The center has secured \$5 million in federal and corporate funding for FY2020. These resources are being used to lead research and develop tools that benefit Alaskans. Funds also support the operations of Alaska's seismic monitoring network which provide information about earthquakes across Alaska in areas where there had previously been seismic information.

Alaska Center for Unmanned Aircraft Systems Integration (ACUASI) continues to leverage their beyond-visual-line-of-sight flight capability that sets them apart from their peers. It is one of the first steps towards proving the ability of technology to prevent unmanned aircraft from colliding with manned aircraft and opening Alaska's airspace to routine unmanned aircraft operations.

The National Science Foundation (NSF) recently awarded UAF Geophysical Institute researchers Martin Truffer, Chris Larsen, and Mark Fahnestock, and two partner institutions, a \$1.3 million grant to study the retreat of the rapidly melting Malaspina Glacier in the Wrangell-St. Elias National Park. The rapidly melting glacier could create a new ocean bay, one feature in what may be the largest landscape transformation underway in the United States.

The UA Museum of the North (UAMN) holds world-class collections totaling more than 2.2 million objects. Based on current holdings, and compared to other similar collections worldwide, UAMN has the largest marine mammal collection, the largest polar dinosaur collection and one of the largest frozen tissue collections. Over 400 peer-reviewed articles have used UAMN collections in the last five years alone.

The College of Fisheries and Ocean Science (CFOS) formed the interdisciplinary Alaska Blue Economy Center (ABEC) in 2019 to help boost Alaska's blue economy by serving as a resource for research, instruction, and outreach related to Alaska's aquatic resources and ecosystems. This year ABEC partnered with the Bering Sea Fishermen's Association and stakeholders on a successful \$600 thousand U.S. Economic Development Administration Build to Scale grant that will promote ocean entrepreneurship and innovation in Alaska.

NSF has awarded CFOS \$3 million in funding through its National Research Trainee (NRT) Program, which is designed to encourage innovation in science, technology, engineering and mathematics. Funding is also being provided by NSF's Big Idea, Navigating the New Arctic. The new graduate traineeship program, named "Tamamta" meaning "all of us" in the Sugpiaq and Yup'ik languages, will broaden and diversify fisheries and marine sciences education through greater inclusion of Indigenous peoples and knowledge.

In May, the Research Vessel (R/V) Sikuliaq was the first vessel in the US Academic Research Fleet permitted to engage in research activities following the development of the COVID-19 pandemic. CFOS faculty members were given special permission to work in the Northern Gulf of Alaska on a scaled-down cruise while adhering to a detailed mitigation and response plan created with guidance from the US Coast Guard, the University-National Laboratory System, the World Health Organization, the Centers for Disease Control and state health mandates. The successful mitigation plan was used on subsequent Sikuliaq cruises and shared with other research vessels to help them adapt to the pandemic.

The International Arctic Research Center (IARC) was selected for a new National Oceanic and Atmospheric Administration (NOAA) partnership, the Cooperative Institute for Climate, Ocean, and Ecosystem Studies, through which university researchers can receive up to \$10 million annually to address climate, ocean and coastal challenges.

UAF's Arctic Environmental and Engineering Data and Design Support System (Arctic-EDS), a new \$1.8 million Department of Defense project, is guiding infrastructure design specifications for high latitudes, where rapid environmental changes and the widespread presence of permafrost and floating ice represent significant challenges for engineers.

In a new project in collaboration with Department of Energy National Laboratories scientists, UAF researchers were awarded \$1.8 million to study how changes in sea ice and coastal permafrost affect maritime shipping, resource extraction, communities and local and regional economies along the northern Alaskan coast and across the Arctic.

IARC researchers Bob Bolton and Jessie Young-Robertson started a new podcast called Alaska Voices featuring 60 conversations about science, careers, relationships, rural Alaska, climate change and life.

The Center for One Health Research (COHR) at UAF will host a virtual online international conference April 6-11, 2021 entitled One Health, One Future. The conference will be co-hosted with the U.S. Department of State and feature keynote, abstract and poster presentations from stakeholders across the circumpolar North. Dr Anne Zink will give a special presentation on COVID-19 in Alaska. COHR is also pleased to announce the formal approval of the One Health master's degree program, which has enrolled 21 students in the first cohort that began this August. In partnership with PetSmart Charities and Colorado State University, COHR has sponsored the Hub Outreach Program (HOP) in the Yukon-Kuskokwim Delta which provides free pet neuters, vaccines and parasite control. The area experiences seven times the national average of dog bites upon children, and its prevalence of rabies is among the highest in the country.

Dr. Kelly Drew, Professor of Biochemistry with the Institute of Arctic Biology and the College of Sciences and Mathematics at UAF, was successful in her application to the National Institute of General Medical Science for a "Center of Biomedical Research Excellence in Mammalian Hibernation Research". This \$11.6 million five-year award further invests in UAF's long history of work to understand the molecular and genetic basis of hibernation in arctic

ground squirrels and Alaskan black bears towards creating novel therapeutics for treatment of heart attack and stroke victims, as well as understanding metabolic changes in humans undergoing exercise in extreme conditions. Agricultural experiment farms in Palmer and Fairbanks grew seven spring wheat varieties as part of the trials to further test varieties that could be suitable for Alaska as the growing season lengthens. Malting and feed barley varieties collected from around the world were also evaluated.

Vegetable variety trials, which resumed in 2017 in Fairbanks, continued at Fairbanks and Palmer experiment farms this past summer. Eighty varieties of corn, carrots, beets, beans, fennel, winter squash and spinach were grown.

Cereal grain research in Fairbanks and Palmer are identifying suitable strains of wheat for Alaska conditions and working in collaborations with Washington State University, utilizing plant breeding techniques, to develop an Alaska strain.

Jessie Young-Robertson, a forest ecologist with the Agricultural and Forestry Experiment Station, is utilizing unmanned aircraft for aerial forest timber analysis.

Agronomist and soil scientist Mingchu Zhang continues to develop an interactive computer program for peony growers to guide fertilizer use and nutrient management.

Facilities

UAF has been actively examining areas to monetize lands. This includes evaluating the potential of resources, leasing or selling property/facilities that are low use, etc. This allows UAF to reduce its footprint and modernize space for continued operations over time. This also reduces operations and maintenance (O&M) costs related to utilities, custodial, and other expenses in addition to reducing the UAF deferred maintenance backlog.

UAF has demolished several facilities beyond their useful life, resulting in long term maintenance and operations savings and reducing the deferred maintenance backlog by a minimal extent. During 2020, UAF demolished or sold twelve buildings for a total reduction of over 36,000 gross square feet.

UAF is exploring public private partnership opportunities to leverage land and assets in new or shared ways to assist with elimination of deferred maintenance and programmatic growth.

Gifts

UAF is on an upward trajectory in seeking and securing private philanthropic gifts that align with the university's mission of teaching, research and service. Connecting the university's mission to the donor's passion is under the purview of the Development and Alumni Relations team, in partnership with faculty, UAF leadership and colleagues throughout the university. While this uptick in private gifts raised is strategic and purposeful, it must be stated that donor gifts are most often restricted to a particular program or area. Those gifts cannot, and will not, be used to plug operational gaps in UAF's budget.

UAF raised \$9.064 million in private philanthropic donations in FY2020, a 15 percent increase from FY2019's \$7.87 million and a 36 percent increase from FY2018. These increases are the result of strategic efforts to invite more people, more often, to support the university.

The total number of donors in FY2020 was 2,795, including alumni, friends, corporations and foundations. Donations from alumni made up 20 percent of the dollars raised in FY2020, up from 14.5 percent in FY2019. Of the total number of donors who gave to UAF in FY2020, 38 percent were alumni, compared to 36 percent in FY2019.

UAF was the recipient of a number of notable major gifts in FY2020, including nearly \$1 million from the Bill Stroecker Foundation, for the installation of a fully articulated bowhead whale skeleton for display in the UA Museum of the North; a \$1.5 million gift from an anonymous donor for climate change research; and multiple gifts in the six-figure category from generous alumni, both living and late, for impact areas such as engineering, Reserve Officer Training Corps (ROTC) and the arts. Multiple stories celebrating donor generosity may be found in current and archived issues of the Chancellor's Report on Philanthropy, at <https://www.uaf.edu/giving/impact/report.php>.

UAF hosted its signature event in February 2020, the Blue and Gold Celebration, honoring alumni, celebrating faculty and fundraising for students. The six recipients of the Emil Usibelli Distinguished Teaching, Research and Service awards were Charles Mason and Diane McEachern (teaching); Katey Walter Anthony and Katrin Iken (research); and Michael West and Jaunelle Celaire (service). Awards from the UAF Alumni Association included the Distinguished Alumnus Award to Caroline M. Tritt-Frank, a Gwich'in elder and leader in indigenous language teaching in Alaska; and the William R. Cashen Service Award to retired Rasmuson library director and longtime Nanook Athletics photographer, Paul H. McCarthy. The sold-out event drew 400-plus attendees and raised a record \$200 thousand. All proceeds went to the Student Support Fund.

The Student Support Fund was created in the fall of 2019 through a generous donation from the UAF Alumni Association. With the closure of campus in March 2020 due to the COVID-19 pandemic, UAF was well positioned to help students with immediate, emergency assistance. The Associated Students of the University of Alaska Fairbanks contributed \$10 thousand to the fund, an example of the generosity of current students helping each other. A single-day of fundraising for the Student Support Fund in May drew \$7 thousand in donations.

Numerous in-person and on-line engagement events were held in FY2020 to engage and connect alumni, friends and donors to UAF, including an invite-only event at the Moda Center, featuring the Portland Trailblazers; and the first ever virtual Nanook Rendezvous Reunion, which featured a virtual tour of the Georgeson Botanical Garden as well as an opportunity to workout with the Alaska Nanooks. Those two virtual reunion events drew thousands of viewers each.

Fundraising and private philanthropy are directly connected to serving students and reducing their burden of the costs of obtaining workforce training and a college degree. More than 650 privately funded scholarships contribute approximately \$1.3 million each year to UAF students.

Following a challenging year of budget cuts and organizational restructuring talks, the UAF Development and Alumni Relations team is on track to meet strategic fundraising goals for FY2021.

Key RDU Challenges

- Managing the operational budget that is challenged by state funding reductions and by COVID related costs.
- Managing negative and often partially-informed media coverage.
- Adapting instructional needs for programs across campus with unfilled faculty vacancies, faculty non-retentions and a reduced number of adjuncts.
- Maintaining or increasing research accomplishments in a climate where faculty also need to teach more to meet academic needs.
- Maintaining diverse funding sources as the federal grant landscape continues to tighten.
- Maintaining research journal and database subscriptions, due to cost increases that continue to occur at rates substantially exceeding general inflation.
- Scaling administrative support, student services, facilities operations and maintenance, and other work to meet projected needs.
- Maintaining enrollment and tuition revenue in the competitive enrollment market.
- Making sufficient investments in deferred maintenance without severe impacts to operating funds, limiting the ability to address large scale projects.
- Limited access to broadband internet continues to limit Alaska's learners' access to online education opportunities through much of Alaska (including in urban areas).
- Continue adapting to the changing needs posed by the COVID pandemic.

Significant Changes in Results to be Delivered in FY2022

Access and Enrollment

UAF Strategic Enrollment Planning (SEP) has completed the first year of implementation of the strategies developed in 2018/2019. SEP is a data-informed process that aligns an institution's fiscal, academic, co-curricular and enrollment resources within a changing environment to accomplish its mission and ensure long-term enrollment

success and fiscal health. UAF launched the process in September 2018 with over 150 participants, 16 action planning groups and 71 action plans presented. Twenty-three initiatives have been implemented. This iterative process will continue and become part of the strategic fabric of UAF.

Examples of enrollment efforts include:

- websites with search engine optimization (SEO) and benefits-driven content
- deployment of regional admissions counselors in the Lower 48
- creating additional online programs through eCampus
- improved student experience and efficacy of institutional scholarships
- increased direct outreach to non-enrolled students
- improved financial aid communication and financial aid leveraging
- comprehensive support and initiatives for military-affiliated students
- investment in Honors College and Nanook Brotherhood Initiative Scholarship
- investments in academic advising and increased use of Nanook Navigator

The SEP Steering Committee is now working to assess the effectiveness of the implemented strategies and expand upon successful initiatives to build enrollment at UAF.

UAF is expanding its dual enrollment opportunities with the eCampus Advantage Program and the North Star Middle College. The Advantage program, which started in fall 2019, encourages high school students to take high-quality online courses offered by University of Alaska Fairbanks and, starting fall 2020, includes University of Alaska Southeast. Students earn both high school and college credit for a single course, get a solid introduction to university-level expectations and can take advantage of package pricing. More than 200 students participated in the program in its first year and 313 students are enrolled this fall.

UAF and the Fairbanks North Star Borough School District have joined forces to create North Star College, a middle college program that allows students to take UAF classes at the Fairbanks campus while still in high school. The first cohort of 40 students enrolled this fall of 2020. UAF and the school district plan to expand the program the following year and admit more students, as well as open it to both juniors and seniors.

UAF began offering a new four-year scholarship to eligible students beginning in the fall 2020 semester. Nanook Pledge, provides four years of annual assistance to first-year students, transfer students and readmitted students at UAF. Awards range from \$1 thousand to \$10 thousand per year, and are based on criteria that include test scores, grade-point averages and tuition rates. Prior to this launch, many UAF scholarships only provided funding a single year at a time. Nanook Pledge is designed to overhaul the UAF scholarship process to allow for four years of predictable financial assistance to students.

New, Suspended and Deleted Programs

In 2019-20, UAF conducted an expedited program review of 87 programs (16 already in suspended status), and a regular academic program review of 18 programs. Of those programs, one was recommended for suspension (Associate of Applied Science (AAS) in Drafting Technology) and 25 were recommended for elimination. Of these programs, twelve were already in suspended status and all students had already been taught out. The thirteen eliminated programs that still had active students were Master of Science (MS) in Water, Engineering, and Environmental Science; Certificate in Environmental Studies; Certificate in Ethnobotany; Bachelors or Arts (BA) in Earth Science; BA in Geography; Bachelors of Science (BS) in Geography; BA in Chemistry; AAS in Construction Trades Technology; MS in Environmental Chemistry; MS in Resource and Applied Economics; AAS in Renewable Resources; Certificate in Safety, Health, and Environmental Technology; Masters of Education (Med) in Online Innovation and Design; and MEd in People, Places, and Pedagogy.

UAF is committed to serving students in those programs and has developed teach-out plans that have been approved by the Northwest Commission on Colleges and Universities. Faculty and advisors are actively working to support these students through their programs to completion.

New programs approved are Graduate Certificates in Cybersecurity, Arctic Security, and Business Continuity, all housed in the School of Management.

Contact Information

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**University of Alaska Fairbanks
RDU Financial Summary by Component**

All dollars shown in thousands

	FY2020 Actuals				FY2021 Management Plan				FY2022 Governor			
	UGF+DGF Funds	Other Funds	Federal Funds	Total Funds	UGF+DGF Funds	Other Funds	Federal Funds	Total Funds	UGF+DGF Funds	Other Funds	Federal Funds	Total Funds
Formula Expenditures None.												
Non-Formula Expenditures												
Fairbanks Campus	191,233.7	43,445.3	18,593.7	253,272.7	240,439.0	45,098.7	92,810.0	378,347.7	240,439.0	45,098.7	92,810.0	378,347.7
Fairbanks Organized Research	54,476.4	18,579.7	70,041.8	143,097.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Bristol Bay Campus	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2,334.8	316.6	1,401.2	4,052.6
Chukchi Campus	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,200.5	0.0	984.9	2,185.4
College of Rural and Comm Dev	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8,175.4	593.5	442.3	9,211.2
Interior Alaska Campus	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3,171.8	467.5	1,594.7	5,234.0
Kuskokwim Campus	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4,877.0	313.5	826.1	6,016.6
Northwest Campus	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1,981.1	116.1	2,920.7	5,017.9
UAF Community and Tech College	0.0	0.0	0.0	0.0	12,401.8	444.1	560.1	13,406.0	12,401.8	444.1	560.1	13,406.0
Totals	245,710.1	62,025.0	88,635.5	396,370.6	252,840.8	45,542.8	93,370.1	391,753.7	274,581.4	47,350.0	101,540.0	423,471.4

University of Alaska Fairbanks
Summary of RDU Budget Changes by Component
From FY2021 Management Plan to FY2022 Governor

All dollars shown in thousands

	<u>Unrestricted Gen (UGF)</u>	<u>Designated Gen (DGF)</u>	<u>Other Funds</u>	<u>Federal Funds</u>	<u>Total Funds</u>
FY2021 Management Plan	125,154.2	127,686.6	45,542.8	93,370.1	391,753.7
Base for structure changes:					
-Bristol Bay Campus	1,100.3	1,234.5	316.6	1,401.2	4,052.6
-Chukchi Campus	607.8	592.7	0.0	984.9	2,185.4
-College of Rural and Comm Dev	4,786.3	3,389.1	593.5	442.3	9,211.2
-Interior Alaska Campus	1,294.5	1,877.3	467.5	1,594.7	5,234.0
-Kuskokwim Campus	2,324.6	2,552.4	313.5	826.1	6,016.6
-Northwest Campus	1,161.7	819.4	116.1	2,920.7	5,017.9
FY2022 Governor	136,429.4	138,152.0	47,350.0	101,540.0	423,471.4

**Daniel M. White
Chancellor**

