State of Alaska
FY2022 Governor's Operating Budget

University of Alaska
Statewide Services
Results Delivery Unit Budget Summary

Statewide Services Results Delivery Unit

Contribution to Department's Mission

The University of Alaska (UA) inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples.

University Structure

The University of Alaska is composed of four major units: the system office and three separately accredited institutions, University of Alaska Anchorage (UAA), University of Alaska Fairbanks (UAF), and University of Alaska Southeast (UAS).

The chancellor of each institution reports to the president of the university system, who in turn reports to the Board of Regents. The Board has ten members with eight-year appointments and a student regent with a two-year appointment; all members are appointed by the governor and confirmed by the legislature.

System administrators reporting to the president include the university's executives in the areas of finance and administration, university relations, academic affairs and research, information technology, human relations and legal counsel.

University of Alaska Mission Statement
Board of Regents' Policy 01.01.010
Adopted 10-06-00

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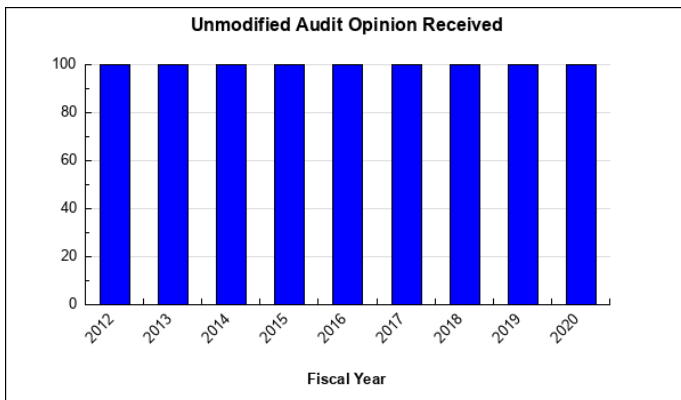(Additional performance information is available on the web at https://omb.alaska.gov/results.)

Core Services
- Achieve clean financial statement audit opinions
- Achieve clean audit reports over federal financial assistance compliance and related internal controls

Measures by Core Service
(Additional performance information is available on the web at https://omb.alaska.gov/results.)

1. Achieve clean financial statement audit opinions

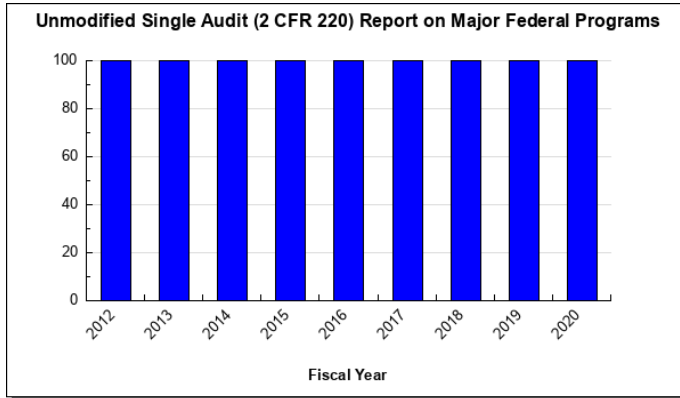**2. Achieve clean audit reports over federal financial assistance compliance and related internal controls**

Unmodified Single Audit (2 CFR 220) Report on Major Federal Programs

Fiscal Year: 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020 — all at 100

Major RDU Accomplishments in 2020

Statewide Services completed several projects designed to reduce cost and increase efficacy across the UA System, and continued to provide intermediary support toward the achievement of both institutional and state goals. Significant accomplishments realized by Statewide Services targeted investments and continued support of institutional services include:

Consistent with the agreement between the Governor and the Board of Regents, the University's ability to make progress on the Board's goals and objectives will require investment in more agile, student-centric, and cost-effective systems and supporting organizations. The University of Alaska is under increasing pressure to compete for students and ensure stakeholders that outcomes are worthy of their investments. In addition, 21st-century students demand self-service models and technologies to navigate their university experience with ease. Furthermore, data strategies and analytical capabilities can create new perspectives and insights on improving student and institutional outcomes.

- Implemented and completed transition to Zoom as UA's systemwide video conferencing platform; a strategic initiative undertaken and completed before the emergence of COVID-19, which positioned the university to make a rapid and broad transition to a primarily remote posture, starting in March 2020 and continuing since;
- Acted quickly and decisively to procure technology equipment in the very early days of the covid pandemic (before a general and widespread "run on the market") in order to facilitate UA's covid operating posture, including teaming with UAA and the state to expand Alaska's contract tracing workforce;
- Launched a University wide Security Awareness Program to provide information and guidance to the UA community regarding information security training, recent threats, safe computing practices, and University security and compliance policies;
- Enabled two factor authentication on the University's Collaboration and Productivity Suite of tools for email, calendaring, and file sharing/storage to better protect University data against the growing threat of credential stealing attacks;
- Increased investment in rural campus connectivity;
- Evolving implementation of capability teams in Information Technology (IT): de-siloized, cross-functional, empowered, agile, and outcome-oriented groups better able to respond to rapidly evolving business partners' needs, including more purposeful prioritization of activities;
- Enhanced communication and coordination through UA's legislative liaisons with Alaska's congressional delegation regarding priorities to improve connectivity to rural Alaska communities and UA students, including but not limited to possible revisions to the federal E-Rate program;
- Completed an industry-standard benchmarking and ITScore assessment of the Office of Information Technology (OIT) in the area of Identity and Access Management (IAM);
- Timely and effective Covid response including:
  - o Working with state Internet Service Providers to offer home broadband discounts for UA students and employees learning and working from home

- o Development and maintenance of the definitive website facilitating UA's remote learning and working activities (https://www.alaska.edu/virtual-campus/)
  - o Loaner Technology Equipment
  - o Laptops
  - o Mobile Hotspots
  - o Drive-up WiFi
  - o Secure remote access
  - o VPN - Virtual Private Networking
  - o VDI - Virtual Desktop Infrastructure
- Performed the hiring functions for the State of Alaska DHSS COVID contact tracing workforce on behalf of the UAA Alaska Center for Rural Health and Health Workforce (ACRH-HW) and Division of Population Health Services (DPHS);
- Improved ability to assess and provide ADA accommodations by hiring trained experts;
- Implementation of low-touch electronic online forms for personnel actions;
- Stabilized four Collective Bargaining Units, successfully negotiated two contracts, and extended two contracts twice;
- Rapid and thorough implementation of the Family First Coronavirus Response Act provisions;
- Finalized completion of a UA System-wide travel management system that includes an automated booking tool, expense reporting system, negotiated discounts, corporate cards, streamlined policies and improved reporting capacity;

- State Relations:
  - o Reauthorization Technical Vocational Education Program (TVEP – AS 23.15.835) – Ch. 16 SLA 20
    - Important source of funding for university career and technical programs;
    - Continues partnerships with industry, public and private workforce training providers;
    - Helps UA meet training needs in high demand fields, and respond to spike in unemployed Alaskans seeking job re-training during pandemic and economic recession;
  - o COVID-19 Response
    - Facilitated providing UA expertise to advise policymakers in areas ranging from health and economic data, contract tracing and impacts of the pandemic;
    - Secured Good-Samaritan protections in state law (Ch. 10 SLA 20) for Alaska manufacturers of Personal Protective Equipment (PPE) which advances efforts between UAA's Business Enterprise Institute and Manufacturing Extension Partnership with hospitals and health care providers;
  - o University Policy Innovations & Research
    - Advanced legislation expanding and formalizing dual enrollment programs with K-12 school districts;
    - Expanded Lt. Governor and legislators' understanding of UA aerospace research and applications for unmanned aerial vehicle technology for state agencies;
    - Briefed legislators on small-scale modular nuclear energy technology and its potential applications for Alaska;
    - Advanced options for addressing UA debt service through refinancing and expansion of the Alaska Municipal Bond Bank Authority;
  - o University Lands Grant Deficit
    - House and Senate introduced resolutions supporting a remedy to the long-lasting land grant deficit issue;
    - Continued growth in support from state policymakers within legislature, Governor's office and Department of Natural Resources;

- Federal Relations:
  - o Establishment of the Arctic Energy Office
    - The University of Alaska Fairbanks (UAF) and the U.S. Department of Energy established a lease agreement to host the newly established Arctic Energy Office (AEO);
    - The AEO will lead a "cross-cutting" mission for the Department to coordinate operations in the Arctic;
    - UAF will be a key partner with the Department by providing office space, connections to the university's subject matter experts and the ability to gather stakeholder across Alaska and the Arctic region;
  - o University Lands Legislation
    - The Alaska Congressional Delegation introduced legislation in the U.S. House and Senate seeking to remedy the long-lasting land grant deficit issue;

- ■ The legislation seeks to grant authority for the Department of Interior to establish a program to identify and convey available lands to the University of Alaska from lands selected by the state of Alaska;
- ■ Additionally, it directs the Department to provide technical assistance to the university and the state for this process, and requires the Department to notify Congress once the conveyance of lands is complete;
- ○ Federal Appropriations
  - ■ Congress passed and the President signed the FY2020 Consolidated Appropriations Bill, which funded the federal government until October 1, 2020;
  - ■ The Alaska Congressional delegation supported numerous research, education and other initiatives identified by the University of Alaska as priorities;
  - ■ The priorities were funded across multiple federal agencies, addressing critical areas of education, research and public service topics vital to the universities mission;
- ○ COVID-19 Relief
  - ■ Congress passed the CARES Act in March 2020, which provided more than $2 trillion in assistance to families, businesses, the workforce and state, local and tribal government;
  - ■ The CARES Act provided more than $31 billion to the U.S. Department of Education for the "Education Stabilization Fund" for K-12 and higher education institutions to support students and expenses associated with the COVID-19 pandemic;
  - ■ The University of Alaska received over $12.2 million from various programs within the Education Stabilization Fund to address COVID-19 related financial impacts.

Key RDU Challenges

- ● Implementing the compact with the Governor that includes a $70 million unrestricted general fund reduction over three years.
- ● Recruiting and retaining IT talent with the necessary digital skills and capabilities.
- ● The continuous requirement to maintain and communicate cybersecurity best practices system-wide in the ever-changing landscape of Internet crime to ensure the safety of students, faculty, and staff online; and keep UA's data and technology assets accessible and available without compromise. To be effective, it is imperative that funding in this area remains consistent.
- ● Coordinating disaster preparedness and business continuity planning for the entire UA system, and, at times, working with local and federal agencies, consumes significant resources, and often the need for funding comes in waves, as cost and time-spent can spike when conducting extensive studies or simulations. Due to this, setting a timeline for disaster preparedness and business continuity planning projects can be challenging, particularly when the project is phased over multiple years and funding is dependent on annual appropriations. Although the benefits of these projects generally go unrealized, it is crucial that UA is prepared to respond to an array of potential disasters (i.e. earthquakes, data loss, active-shooter, etc.) for the safety of students, faculty, and staff; and to mitigate operational disruptions.
- ● Working on behalf of the UA System to meet state and federal regulatory compliance is a paramount core service that Statewide Services provides, as a result:
  - ○ Allocating and managing time to coordinate and facilitate comprehensive, system-wide projects, such as the upgrade to UA's enterprise resource planning (ERP) software, is a challenge, and can prolong the project timeline;
  - ○ System-wide Human Resources projects identified for automation and process improvement have begun to accumulate due to the need for expanded support; and
  - ○ There is a need to develop innovative solutions for completing more system-wide process improvement and automaton projects due to limited staffing and resources.
- ● 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. In addition, as of 2018, only 38.3 percent of Alaskans have at least an associate degree, compared to a national average of 43.2 percent (Lumina Foundation). This non-college-going state environment makes leading system-wide efforts aimed at increasing student enrollment a challenge;
- ● Uncertain impacts of COVID response on UA employee workforce;
- ● Currently, there is minimal staff development and succession planning.

Significant Changes in Results to be Delivered in FY2022

- Continue broad and purposeful outreach on the value and importance of UA to external stakeholders and community organizations, and to local, state, and federal policy makers.
- Continue to build partnerships and coalitions with other organizations with common or shared interests.
- Continuing improvements in UA's information security posture
- Collaborating with procurement to continue improvements in IT vendor management
- Continuing to leverage the long-run total cost-of-ownership proposition of cloud computing
- To help ensure business continuity and mitigate risk, the UA data center in Fairbanks will institute an on-premise backup power generating capability.
- As part of continued work toward ensuring a respectful, positive and productive workplace, following budget cuts and workforce reductions, the university is embarking on an organizational culture assessment and enhancement strategies initiative.
- Continual lean process improvement in administrative functions.
- Increased coordination and collaboration of academic units to provide opportunities for students to enroll in programs across the state.
- Expansion of on-line courses and programs.
- Implement policy, structure, and address possible misalignments for compensation competitiveness and equity.
- Development and implementation of leadership, management and supervisory training focused on succession planning, team-building, and performance management.
- Continued migration of paper-based to interactive electronic online forms for personnel actions.

Contact Information

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Statewide Services
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												
Statewide Services	30,289.6	10,717.2	0.0	41,006.8	25,846.1	10,181.6	400.0	36,427.7	25,846.1	10,181.6	400.0	36,427.7
Office of Information Technology	10,296.3	3,303.0	0.0	13,599.3	11,566.8	3,548.3	0.0	15,115.1	11,566.8	3,548.3	0.0	15,115.1
Totals	**40,585.9**	**14,020.2**	**0.0**	**54,606.1**	**37,412.9**	**13,729.9**	**400.0**	**51,542.8**	**37,412.9**	**13,729.9**	**400.0**	**51,542.8**

Statewide Services Summary of RDU Budget Changes by Component From FY2021 Management Plan to FY2022 Governor				
				All dollars shown in thousands
	Unrestricted Gen (UGF)	Designated Gen (DGF)	Other Funds	Federal Funds	Total Funds
FY2021 Management Plan	15,082.0	22,330.9	13,729.9	400.0	51,542.8
FY2022 Governor	15,082.0	22,330.9	13,729.9	400.0	51,542.8

UNIVERSITY OF ALASKA SYSTEM

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