

# **State of Alaska FY2024 Governor's Operating Budget**

## **University of Alaska University of Alaska Anchorage Results Delivery Unit Budget Summary**

University of Alaska Anchorage Results Delivery Unit

**Contribution to Department's Mission**

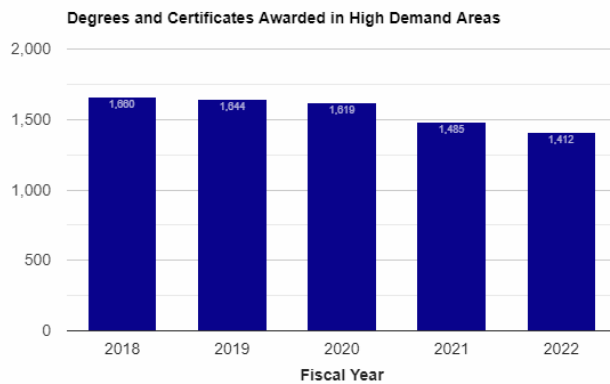
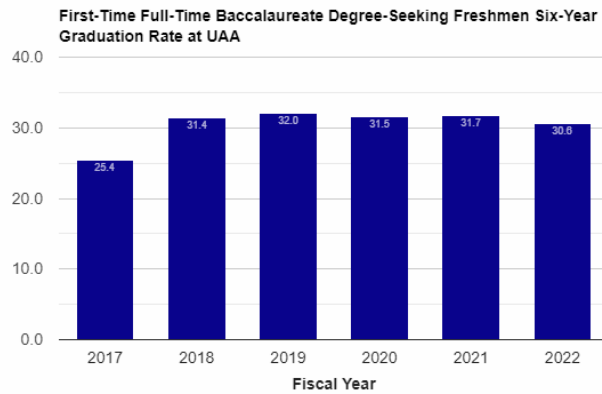
The University of Alaska Anchorage (UAA) transforms lives through teaching, research, community engagement and creative expression in a diverse and inclusive environment.

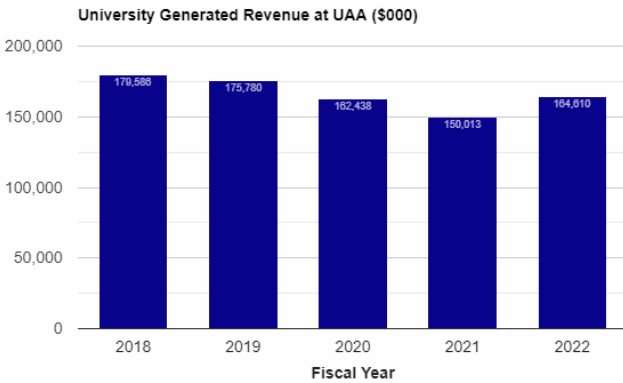
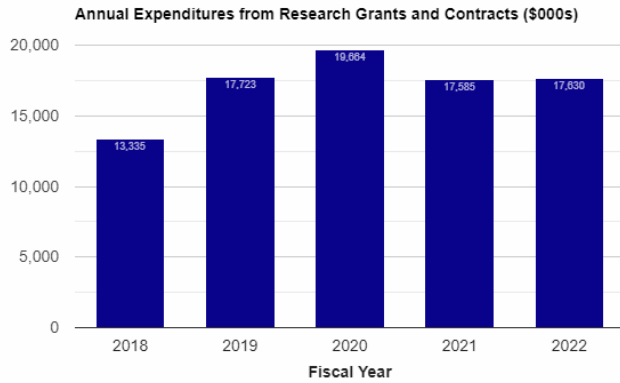
Serving students, the state, and the communities of Southcentral Alaska, UAA is a comprehensive, open access, public university established on the ancestral lands of the Dena'ina, Ahtna Dene, Alutiiq/Sugpiaq, Chugachmiut, and Eyak peoples.

University of Alaska Anchorage Mission Statement  
 Board of Regents' Policy 01.01.020  
 Adopted 02-25-21

**Results**

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





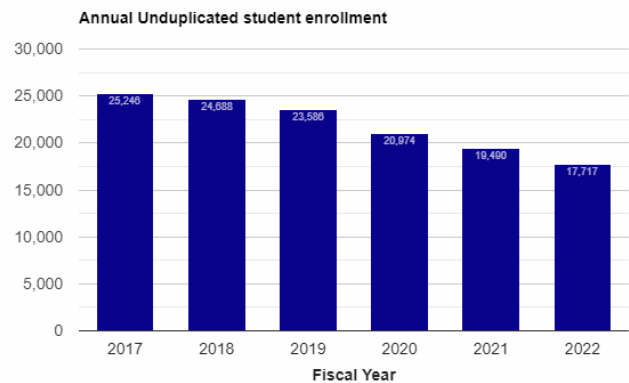
**Core Services**

- Support Alaskans in achieving their educational goals through their attainment of high-quality credentials, certificates and degrees.
- Ensure student success, completion and the closing of equity gaps by improving retention rates overall and for specific cohorts of students.
- Support Alaska's economic development through awards in high demand workforce development fields.
- Transform the lives of our students, communities, and the state through the advancement of knowledge.
- Serve as good stewards of our financial resources by containing administrative costs.

**Measures by Core Service**

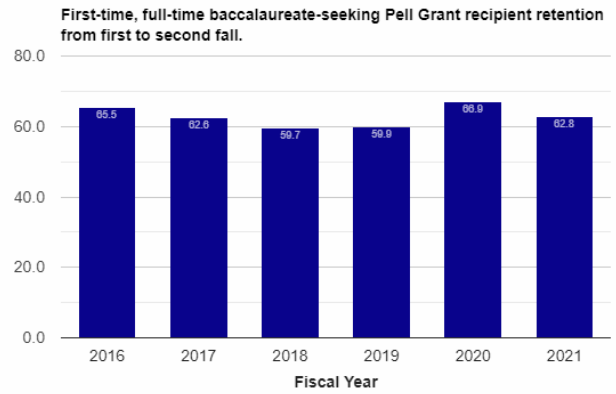
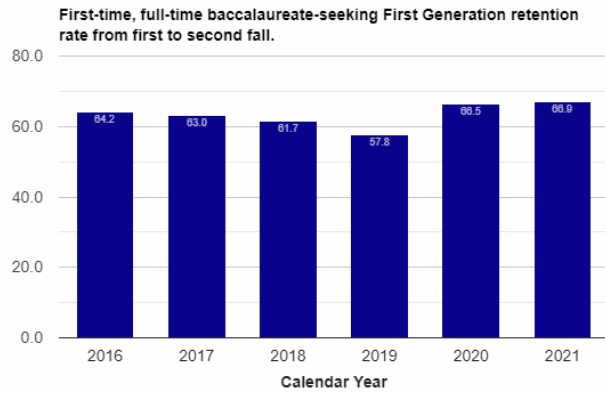
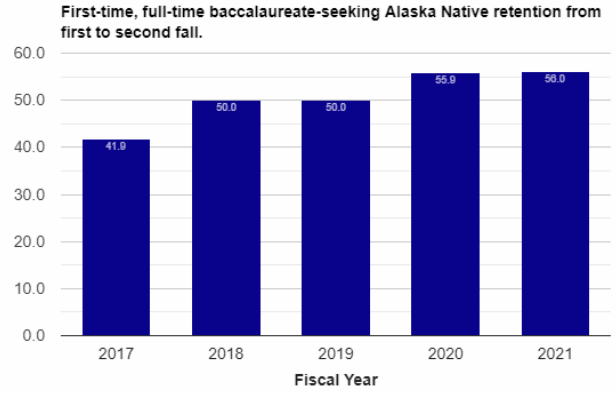
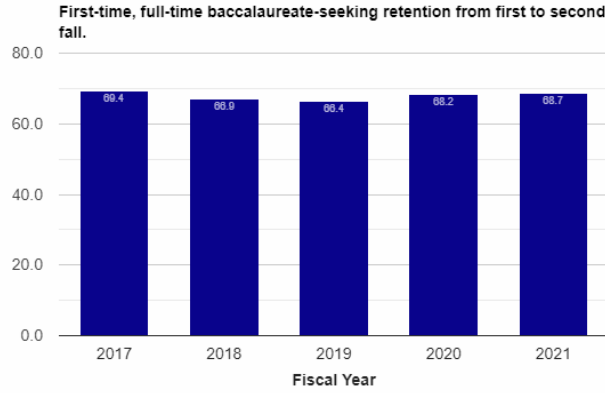
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**1. Support Alaskans in achieving their educational goals through their attainment of high-quality credentials, certificates and degrees.**

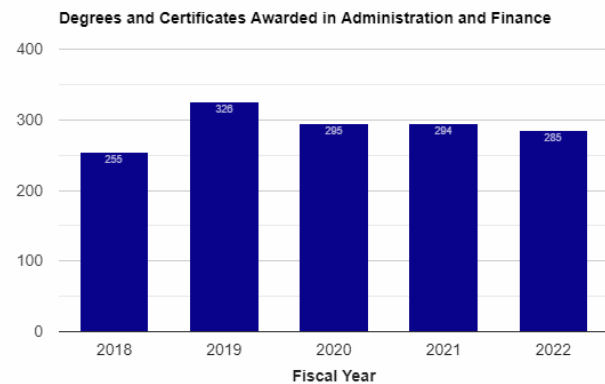
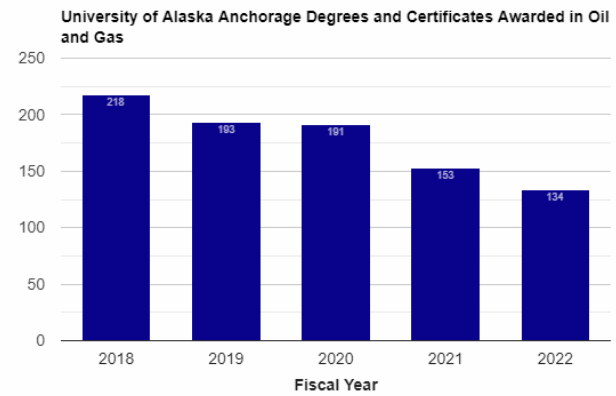
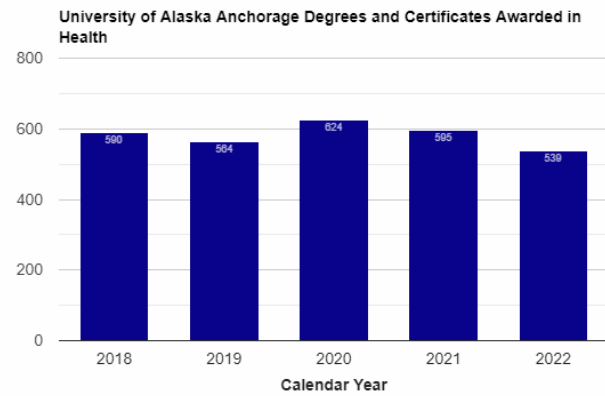


**2. Ensure student success, completion and the closing of equity gaps by improving retention rates**

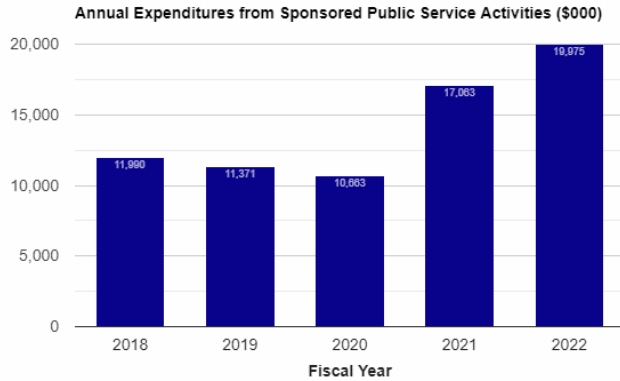
overall and for specific cohorts of students.



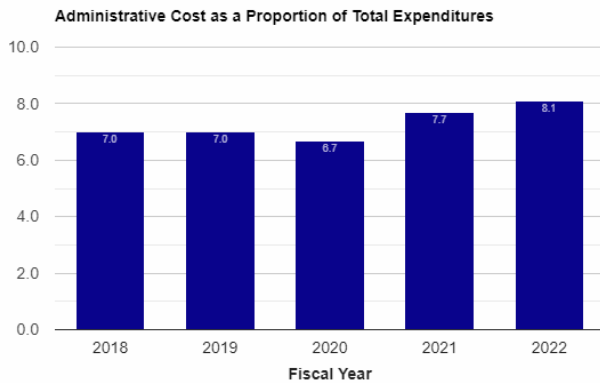
3. Support Alaska's economic development through awards in high demand workforce development fields.



**4. Transform the lives of our students, communities, and the state through the advancement of knowledge.**



**5. Serve as good stewards of our financial resources by containing administrative costs.**



**Major RDU Accomplishments in 2022**

UAA is a comprehensive, open access institution that transforms lives through higher education opportunities and meets the workforce needs of its communities and the state. UAA strives to be a place where every person who wants an education belongs and can be successful.

UAA meets its mission as guided by its strategic plan *UAA 2027* which includes five aspirations: 1) We put students first; 2) We create a culture of equity and inclusion by embracing diversity; 3) We embrace role as a trusted and respected community partner; 4) We positively impact on communities and the world through innovation; and 5) We accelerate excellence through continuous improvement.

**UAA TRANSFORMS LIVES BY OFFERING HIGH-QUALITY ACADEMIC PROGRAMS THAT ARE RECOGNIZED FOR THEIR EXCELLENCE AND MEET THE WORKFORCE NEEDS OF THE STATE.**

EXTERNAL RECOGNITION: UAA programs meet the highest standards, with some 61 programs holding external recognition through specialized accreditors.

All programs scheduled in academic year 2021-2022 for their accreditors’ regular, cyclical self-study processes were successful, including: the Master’s and Graduate Certificate in Project Management; the Doctor of Nursing Practice; the Associate of Applied Science; the Bachelor of Science in Construction Management; the Undergraduate Certificate in Dental Assisting; the Bachelor of Science in Dental Hygiene; and the Undergraduate Certificates and Associate of Applied Science degrees in Automotive Technology and Diesel Power Technology.

GRADUATES IN HIGH DEMAND FIELDS: UAA delivers 127 programs in the ten high demand industries as defined

by the UA System: Administration and Finance; Aviation; Construction; Fisheries and Marine Science; Health; Hospitality and Tourism; IT; Mining; Oil and Gas; and Teacher Education. In FY2022 UAA granted 1,412 degrees and certificates in these high demand fields.

GRADUATES IN HEALTH FIELDS: In FY2022 UAA graduated students in the following high-demand health areas: 223 nursing; 21 sonography and radiologic technology; 12 physical therapist assisting; 22 medical laboratory and phlebotomy; eight surgical technology; 29 medical assisting and medical office coding; 13 pharmacy technology; 23 dental assisting and hygiene; ten dietetics and nutrition; four paramedics and emergency medical technology; 44 health sciences (both Certified Health Educator Specialists and pre-professionals prepared for graduate study in occupational therapy, physical therapy, physician assistant, speech-language pathology, and pharmacy, among other health-related graduate programs); and 24 public health, among other health-related graduates. Students also completed the Health Care Assisting (HCA) A105 course which makes them eligible to sit for the certified nurse aide exam.

GRADUATES IN MENTAL AND BEHAVIORAL HEALTH: In FY2022 UAA graduated 25 students in human services; 45 students in social work; and 15 students in psychology, including three new PhDs in Clinical-Community Psychology.

COMMUNITY AND INDUSTRY RESPONSIVENESS: To meet community needs as industries adapt to changes in Alaska's economy and workforce demands, UAA continued to create and revise its programs and developed Occupational Endorsement Certificates in Professional Writing, Natural Resource Technician, Hospitality, Graphic Design, and Alaska Native Business Management. These certificates are designed to support entry-level careers, as well as to enhance the skill sets of current employees. They also provide a first time experience in post-secondary education and have streamlined pathways to both 2- and 4- year degrees.

In AY2022 UAA also created a Bachelor's degree in Communication. The proposed Bachelor's degree in Early Childhood Education was approved and implemented and 36 students have already declared the major.

GROWING ALASKA WORKFORCE INITIATIVE: The College of Health received a \$3.5 million increment in the FY2023 operating budget to hire more faculty in nursing, allied health, and behavioral health. These funds are being used to hire new faculty to support programs in medical imaging, certified nurse aide, surgical technology, pharmacy technology, medical assisting, speech language pathology, nursing, human services, justice, and social work. With these investments, the college is growing health programs to meet workforce demands in Alaska's clinical and behavioral health industries.

ALASKA NATIVE LEADERSHIP IN PROGRAM DEVELOPMENT: Kenai Peninsula College partnered with the Kenaitze Indian Tribe, the Dena'ina Language Institute, the Chickaloon Village Traditional Council, and the Cheesh'na Village to create four new programs focused on Alaska Native language preservation and revitalization. This includes Occupational Endorsement Certificates (OECs) in Dena'ina Language and Ahtna Language, and Undergraduate Certificates in Ahtna Language Instruction and Dena'ina Language Instruction.

APPRENTICESHIPS: UAA's Center for Strategic Partnerships and Research serves as the US Department of Labor sponsor for registered apprenticeships for the University of Alaska System offering apprenticeships for Peer Support Specialists, Automotive and Diesel Technicians, and Environmental Research Technicians. UAA's Community and Technical College provides an Associate of Applied Science degree in Apprenticeship Technology where apprenticeship hours can be counted towards college credit and degree completion.

PROGRAMS AND SERVICES AT JOINT BASE ELMENDORF-RICHARDSON (JBER): UAA is expanding on-base program offerings and student services at JBER and has implemented a new flat fee guarantee for the tuition assistance program, making higher education more accessible and affordable for active duty service members, Reserves, and National Guard members. UAA has staffed the Military and Veterans Academic Success Centers at JBER and will open a JBER Testing Center in January, allowing students to complete necessary testing on the base.

ADVISORY BOARDS: UAA has over 50 Industry/Program Advisory Boards, with more than 700 members from the communities where UAA has campuses and extended sites. These boards provide a critical link to employers and industry, ensuring that UAA's programs are current and meet community and industry needs.

NEW ADVISORY COUNCIL FOR THE COLLEGE OF HEALTH: The College of Health is beginning a Community Health Advisory Council (CHAC) in the Fall 2022 semester. The CHAC is made up of a variety of community health care executives and providers, with the charge of assisting the college with meeting Alaska health care workforce needs and future health care educational program development.

**UAA'S FACULTY, STUDENTS AND STAFF ADD VALUE TO ALASKA'S COMMUNITIES AND BEYOND AND ARE RESPONSIVE TO EMPLOYERS, COMMUNITY PARTNERS, AND A CHANGING ECONOMY**

**UAA Students Achieve and Contribute**

UAA ATHLETES RECOGNIZED FOR ACADEMIC EXCELLENCE: A record nine University of Alaska Anchorage players earned recognition in July 2022 on the National Association of Basketball Coaches (NABC) 2021-2022 Honors Court list for outstanding academic performance. UAA as a whole was one of the institutions recognized for the NABC Team Academic Excellence Award.

MS APPLIED GEOLOGICAL SCIENCES GRADUATE SUPPORTS NASA EUROPA MISSION: A Master's of Science Applied Geological Sciences graduate joined the Johns Hopkins University Applied Physics Laboratory instrumentation team, supporting the National Aeronautics and Space Administration (NASA) Europa Clipper mission planned for an October 2024 launch. The UAA graduate will calibrate the settings on the cameras programmed to take high resolution photographs of the moon Europa.

THREE UAA STUDENTS TO TEACH ENGLISH IN AUSTRIA: Three UAA recent graduates were selected for the United States Teaching Assistantship Program through the Austrian Federal Ministry of Education, Science, and Research. Fulbright Austria recruits students for this competitive program, with only around 140 students nationwide selected every year to teach English in Austria.

UAA SKIERS PARTICIPATE IN BEIJING OLYMPICS: A current and former Seawolf represented the USA at the Beijing Olympics in February 2022.

UAA SEAWOLF DEBATERS RANK SECOND: The Seawolf Debate Program was recognized for their excellence in the season-long rankings, ending as the 5th-ranked overall team. The Seawolves ranked second out of the 108 teams that competed at league events throughout the year, only a few points behind the season's top-ranked squad.

STUDENT RESEARCH AND CREATIVE SCHOLARSHIP SHOWCASE: 40 UAA undergraduate and graduate students delivered presentations at the competitive 2022 Student Research and Creative Scholarship Showcase; 12 Showcase winners received more than \$4 thousand in prizes for their work.

UAA ETHICS TEAM EARNS SECOND: In November 2021, UAA's Ethics Team returned to the competition scene after a five-year hiatus and participated in the Northwest Ethics Bowl. The team won rounds with formidable opponents from Gonzaga University, Washington State and Whitworth University, earning second in the competition and securing their place to advance to the national competition.

SEMESTER BY THE BAY PRODUCES AWARD WINNER: A student in UAA's Kachemak Bay Campus Semester by the Bay program received the Wendel Wickland Student Achievement Award from the National Student Exchange. The student's work as an intern with the Center for Alaskan Coastal Studies helped them discover their life's passion and future pursuits. The University of Minnesota student planned to return to Homer, Alaska this summer to work and reconnect with the community. The Student Achievement Award recognizes students who demonstrate the best use of their study away exchange participation.

UAA STUDENT ENTREPRENEURS AWARDED FOR BUSINESS PLANS: The College of Business and Public Policy (CBPP) awarded \$17 thousand in prizes during its Perfect Pitch event, April 8 2022, culminating in the CBPP Business Plan Competition for UAA students and community members. Four finalists, two of them UAA students, wowed the judges, entrepreneurs, UAA faculty and staff, as well as friends and family, with their innovative ideas during a mini-trade show and investor pitch.

**UAA Faculty and Students Transform Alaska's Communities and the State**

**UNDERGRADUATE RESEARCH GRANTS:** In FY2022 UAA awarded \$30 thousand to undergraduates to conduct research on topics of importance to the state of Alaska including projects such as “Alaska College Students’ Perceptions of Responsibility for Climate Change: Implications for Climate Change Messaging Campaigns,” and “The Representation of Native People in High School Textbooks in the Anchorage School District.”

**COMMUNITY ENGAGED STUDENT ASSISTANTS:** In AY2022, community engaged student assistants assisted with 20 projects. The following projects had a specific Alaskan focus: Brain Injury Awareness and Screening in Anchorage; Evaluating 'My Place': A rapid rehousing program in Fairbanks, AK; Mapping Prevention and Intervention Resources for FASD in Alaska; PhotoGAIS: A Photovoice Project Examining Gender and Sexual Orientation Minorities (GSM) in Anchorage’s Intergenerational Sense of Community (SOC); Studying the Impacts of Dog Fostering on Humans, Foster Dogs, and the Community; The Age-Friendly Anchorage Project; “Nothing About Us Without Us”: Research and Advocacy for a Participatory Approach to Childcare Policymaking.

**FUNDING FOR CLINICAL PLACEMENTS IN HEALTH AND BEHAVIORAL HEALTH:** The College of Health (COH) received a \$1 million appropriation to pilot a project which would support health and behavioral health students in specific health programs (for example, in nursing, social work, surgical technology, and psychology) to offset living expenses incurred during participation in mandatory clinical health placements. These funds will be used as stipends or financial aid (including travel) to support full and part-time UAA, UAF, and UAS students required to conduct clinical health placements in various communities across the state and out-of-state. This support will grow and enhance Alaska’s next generation of health professionals as they further their education.

**INTERPROFESSIONAL PRACTICE, DIVERSITY, VIOLENCE PREVENTION, AND TELEHEALTH:** The College of Health received more than \$3 million from the United States Health Resources and Services Administration (HRSA) to advance behavioral health education at the paraprofessional and graduate professional levels. Students in children’s behavioral health, occupational therapy, social work, clinical psychology, advanced practice nursing, and counseling psychology will receive stipends supporting their training in interprofessional practice, diversity, violence prevention and telehealth.

**NURSING PROGRAMMING ACROSS ALASKA:** The College of Health School of Nursing continues to provide nursing programs at satellite campuses around the state, including: Bethel, Dillingham, Juneau, Kenai, Homer, Kodiak, Nome, Valdez, Mat-Su, Fairbanks, Ketchikan, Kotzebue, Petersburg, and Sitka. These programs operate in line with the Anchorage programs, often sharing faculty between programs concurrently via state-of-the-art technology. While the satellite programs have small student enrollments, each one of those students is critical to the future health care of their respective communities.

**LITERACY/LANGUAGE AND CULTURAL DEVELOPMENT PARTNERSHIPS:** UAA’s School of Education continues to collaborate with districts, through more than \$7 million in grant-funded partnerships, to support 125 Alaska teachers with tuition support to earn an English as a Second Language endorsement, provide culturally responsive professional development, promote overall culturally responsive teaching practices, and help districts connect with their communities.

**TEACHER RETENTION PARTNERSHIPS:** Continuing to build on the success of partnerships with five school districts (Bristol Bay, Lake and Peninsula, Dillingham, and Aleutians East), the School of Education is creating a Teacher Retention Advisory Board (T-RAB). The T-RAB will help ensure quality replication of the program model, which melds theory and practice, honoring experience-based learning and providing culturally relevant professional development. The university and P12 partnerships forged through the T-RAB will help teachers deeply connect with their communities, promote access to the Master’s of Education in Teaching and Learning program, provide teachers with an opportunity to earn higher pay and retain a much-needed rural teaching workforce in Alaska.

**FUNDING STUDENT TEACHERS:** The School of Education continues to engage in the Alaska Consortium of Education Colleges, which is currently enacting a plan to award \$1 million through the pilot UA Teacher Internship Scholarships program. This program will allow each of the University of Alaska School of Education to award scholarships to future teachers during their student teaching experience, covering tuition and fees as well as a \$10 thousand living stipend.

**PARTNERSHIP WITH WRANGELL-ST. ELIAS NATIONAL PARK AND PRESERVE:** Prince William Sound College (PWSC) and Wrangell-St. Elias National Park and Preserve work together through an internship program that helps



students and the community. Students work closely with park staff to learn park planning, interpretation of law and policy, and basic land management principles.

SEMESTER BY THE BAY: The Kenai Peninsula College Kachemak Bay Campus Semester by the Bay program (SBB) is an opportunity for students to work with important civic agencies and scientific institutions. Students have worked with the Alaska Wildlife Alliance, the Alaska Department of Fish and Game, the United States Fish and Wildlife Service, and the Center for Alaskan Coastal Studies, among other agencies and organizations.

CONSTRUCTION ACADEMY: Prince William Sound College offers Construction Academy courses that provide training in skills needed in the construction trades, leading to an Occupational Endorsement Certificate (OEC). In partnership with Chugach Alaska and the Valdez Native Tribe, shareholders were able to participate in this program with financial support from the Native Corporation and a grant from the Department of Labor.

SUMMER ENGINEERING CAMP: Mat-Su College hosted a Summer Engineering Camp, during which 8<sup>th</sup> -12<sup>th</sup> grade students were taught the basic outlines of building a functioning robot and coding. The camp program was centered around introducing Science, Technology, Engineering, and Mathematics (STEM) concepts to youth at a young age.

FINANCE INVESTMENT LAB: The UAA College of Business and Public Policy (CBPP) is utilizing existing space to create a finance investment lab for all business students. The new lab will use the current tools needed for students to be successful in business and financial careers, and to work on industry certifications, such as Bloomberg Market Concepts. It will also be used by the students to manage the new Student Investment Fund, a \$1 million portfolio. The \$1 million portfolio was established by a generous gift in support of CBPP students.

DATA SCIENCE AND ARTIFICIAL INTELLIGENCE LAB: The College of Business and Public Policy and College of Engineering are collaborating to create the Alaska Data Science and Artificial Intelligence Lab (ADSAIL) to foster education and experiential learning in modern problem-solving using state of the art technology tools.

SOLVING FINANCIAL PROBLEMS WITH AI AND DATA SCIENCE: Through a partnership with McKinley Capital Management, LLC and the College of Engineering, computing students are learning how to apply artificial intelligence and data science techniques to solve financial problems.

KODIAK COLLEGE OFFERS COMMUNITY ENRICHMENT COURSES: Kodiak College has reinvested in providing community enrichment courses to the Kodiak Island community. In spring 2021 Kodiak College offered 5 classes to the local community. In Spring 2022 Kodiak College more than doubled the offerings to 13. This fall Kodiak College is offering 21 classes on topics such as health, cooking, birding, exercise, and floral design with multiple community partners. These courses connect the community with the local campus and solidify Kodiak College as the learning living room of the community.

MARITIME PROFESSIONAL DEVELOPMENT: The Maritime Workforce Development program at the Kachemak Bay Campus (KBC) of Kenai Peninsula College offered six face-to-face maritime courses in fall 2021 and spring 2022. Despite challenges with recruiting instructors and students due to COVID, KBC had adapted instruction to safely deliver six different non-credit courses to meet the workforce needs identified by local fishing industry partners. Sixty-one adult and high school students trained on the use of marine electronics, basics of DC Electricity, navigational charts and technology, computer-assisted marine industry design, and United States Coast Guard Certification courses. Companies regularly call for marine pilot graduates; one quarter of last year's graduates were hired by a single company.

ON-THE-JOB-TRAINING OPTION FOR AIRCRAFT MECHANICS: The Community and Technical College Aviation Maintenance program launched an on-the-job training option with industry partners for non-Federal Aviation Administration (FAA) certified employees working in aviation to improve their knowledge and success in achieving certification as aircraft mechanics. Seventy-five percent of the technical instruction is available online. UAA Aviation will be placing this training on the FAA FAST training website and offering it across the United States.

INCREASED ACCESS TO OCCUPATIONAL HEALTH AND SAFETY PROGRAMS: The Occupational Health and Safety (OSH) programs in the Community and Technical College lead to employment in oil and gas, construction, and other industries requiring a high-level of safety compliance. OSH programs are offered completely online and now offer stackable credentialing from an OEC to the Bachelor's of Science in Occupational Safety and Health.

MARITIME BASIC ENGINE THEORY TRAINING: Prince William Sound College received a donation of 40 new engines from an industry partner that allowed expanded delivery of their basic engine theory training, a part of their maritime program, to high schools in their service area. They also developed a Marine Service Technician Occupational Endorsement Certificate that will result in an American Boat and Yacht Council certification.

**UAA TRANSFORMS LIVES THROUGH AFFORDABILITY, EQUITY AND ACCESS TO SUPPORT EVERY PERSON WHO WANTS AN EDUCATION TO FEEL THEY BELONG AND CAN BE SUCCESSFUL.**

AFFORDABLE TUITION: UAA leadership advocated to keep tuition rates flat for students for the second year in a row (2023-24 academic year) given UAA's mission and the hardships faced by students.

TEXTBOOK AND COURSE MATERIAL AFFORDABILITY: UAA faculty continued their work to reduce the cost of course materials to make learning more affordable. As of fall 2022, through the use of free-to-access materials, such as open educational resources, faculty nearly halved the cost of books and supplies (from \$1,320 to \$600), a reduction that has a substantial impact on affordability for UAA's students.

STUDENT SAVINGS THROUGH IMPROVED PLACEMENT: New methods to determine student placement in writing and math reduced the number of students placed in 0-level developmental courses, saving students at least \$700 thousand since implementation of the new approach.

STUDENT SAVINGS THROUGH GREATER RECOGNITION OF PRIOR WORK: The new tool, Seawolf Transfer Trail, allows prospective students with prior course credits and other learning to see how this work would transfer in and apply to any degree or certificate at UAA. With UAA's highly mobile populations, including active military students, the ability to provide up front information about how the institution will recognize prior learning through transfer or nontraditional credit and how that credit will count toward different degrees can be a significant recruitment tool and can save students from taking redundant credits.

RECRUITMENT AND RETENTION OF ALASKA NATIVES INTO NURSING (RRANN): The UAA College of Health hosts the Recruitment and Retention of Alaska Natives into Nursing program (RRANN), which is a funded initiative designed to increase Alaskan Native students' applications to - and support through UAA's Nursing programs. The program is committed to increasing the number of Alaskan Natives and American Indians graduating with an Associate of Applied Science or Bachelor of Science degree in Nursing. Alaskan Native nursing students are supported at various satellite campuses where UAA Nursing programs are hosted.

PARTNERSHIPS FOR DUAL ENROLLMENT: Partnerships with Southcentral Alaska's school districts reduce the time and cost of educating each student all the way from K-16. UAA partners with districts across its region, including the Anchorage School District, Copper River School District, Cordova City School District, Haines Borough School District, Kenai Peninsula Borough School District, Kodiak Island Borough School District, Matanuska-Susitna Borough School District, Tri-Valley School, Valdez City School District and Wrangell Public School District. Through the grant-funded Alaska Tech Learners (ATL) dual enrollment web engineering program at Prince William Sound College, UAA has the potential to partner with all districts across the state.

Multiple pathways to earning college credit while still in high school are available from all UAA campuses and range from middle college schools, the Alaska Native Science and Engineering program (ANSEP) Acceleration Academies, articulated Career and Technical Education courses, to summer academies, such as the Advanced Aviation Academy.

In AY2022 over five hundred students earned college credit through one of the middle colleges offered with UAA district partners.

In fall 2022, enrollments in the Kenai Peninsula Middle College doubled to more than 60 students, and the College of Arts and Sciences kicked off a dual enrollment program with South High School's Civic Engagement and Leadership program.

In fall 2021 Kodiak College offered one college class in the high school with six students; in fall 2022, Kodiak is offering four classes with a total enrollment of 39 students. 13 students are enrolled in Kodiak Early Middle College

with over 50 taking college classes and another 40+ in articulated Career and Technical Education (CTE) courses at the high school.

The School of Education is excited to continue the partnership with the Anchorage School District and King Tech High School, providing dual enrollment coursework in Early Childhood Education and clinical experiences for high school students interested in the Occupational Endorsement Certificate (OEC), Associate's of Applied Science (AAS), or Bachelor of Arts (BA). Additional district partnerships to replicate the model are in development.

In AY2022 a total of 1,358 high school students were dual-enrolled at UAA.

## **UAA IS AN EXCELLENT STEWARD OF PUBLIC FUNDS AND FOCUSES ON EFFECTIVENESS AND EFFICIENCY**

SHARED SERVICES: UAA continued to improve on the human resources (HR) and financial shared services model, implemented in FY2021, by implementing a functional model that is comprised of three function-specific teams: HR Coordinators, fiscal support, and sponsored program administration. These efforts enable UAA to focus on increasing the effectiveness of administrative support while minimizing the growth of staff positions.

## **Key RDU Challenges**

### **CLOSING EQUITY GAPS**

As part of the *UAA 2027* strategic plan, UAA has identified closing equity gaps in student achievement as a significant priority. Equity gaps are the differences in student achievement indicators such as persistence, retention and graduation rates, across specific student identifiers such as race/ethnicity, age, and gender. By closing these gaps UAA will be able to increase graduation rates.

### **ENROLLMENT**

With the more stable budget situation, enrollment trends seem to indicate that student confidence is returning, with fall enrollment better than predicted. Enrollment is still down overall, and the university has undertaken a major initiative, described below, to address this trend.

### **ATTRACTING AND RETAINING STAFF AND FACULTY**

As a people-driven organization, the talent of UAA's staff and faculty is critical to accomplishing its mission of service to the State of Alaska. *UAA 2027's* fifth aspiration calls for a culture of excellence as the foundation for the institution's work. This is not just a job, but also a public service of helping Alaska's students grow into strong members of the community.

UAA has launched an Office of Employee Experience that includes new employee onboarding, community building, and professional development. The purpose of the onboarding program is to ensure every employee starts with an understanding of UAA's mission, strategic priorities, and the institution's role serving the communities of Alaska. All new staff will participate in a combination of asynchronous, online modules and live sessions within their first 3 months of employment. Additional programs, such as mentorship and professional development support, are in development and will be launched in the latter half of FY2023.

## **Significant Changes in Results to be Delivered in FY2024**

### **UAA 2027 STRATEGIC PLAN**

The next five years are years of opportunity at UAA. Through intentional engagement of stakeholders, UAA has developed a strategic plan, *UAA 2027*, that includes five key aspirations: We put students first; We create a culture of equity and inclusion by embracing our diversity; We embrace our role as a trusted and respected community partner; We positively impact communities and the world through innovation; and We accelerate excellence through continuous improvement. These aspirations will continue to guide evaluation, planning, decision making, and resource allocation.

## STRATEGIC ENROLLMENT MANAGEMENT

UAA is launching a strategic enrollment management initiative, with the goal of improving both the enrollment of new students, through recruitment, admissions, and enrollment processes, and the retention of existing students to ensure they are able to meet their educational and career goals. The five-year process, facilitated by a well-respected enrollment planning organization (American Association of Collegiate Registrars and Admissions Officers, AACRAO) will help UAA achieve specific enrollment targets, across all colleges and campuses, in such areas as: on-campus versus online enrollment; enrollment of underrepresented students including Alaska Native students; full time versus part time enrollment; and non-degree enrollment. Incorporating and expanding existing efforts around student success and retention, enhancement of online educational opportunities, and dual enrollment programming, this comprehensive effort brings together academic planning, marketing and recruitment, student onboarding, student services, and academic mentoring and support to achieve lasting results.

## FILLING GAPS IN EARLY CHILDHOOD AND READING INSTRUCTION

UAA offers multiple career pathways in Early Childhood programs, all with a strong emphasis in language and literacy development. The Occupational Endorsement Certificate (OEC) in Infant and Toddler Development builds into the Associate of Applied Science (AAS) in Early Childhood Development; both degrees integrate language and literacy development. The newly implemented Bachelor of Arts in Early Childhood Education builds from the associate's degree and includes more advanced coursework in language and literacy foundations, strategies and implementation. Foundations of Literacy and Language; Language, Reading and Culture; and Literacy Methods for Young Children are examples of courses designed to prepare Alaska's early childhood workforce.

Contact Information
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**University of Alaska Anchorage  
RDU Financial Summary by Component**

*All dollars shown in thousands*

	FY2022 Actuals				FY2023 Management Plan				FY2024 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
<b>Formula Expenditures</b> None.												
<b>Non-Formula Expenditures</b>												
Anchorage Campus	169,410.5	32,581.5	45,407.3	247,399.3	200,008.1	16,809.1	29,795.2	246,612.4	203,149.9	17,203.5	29,895.2	250,248.6
Small Business Dev Center	968.4	548.3	1,293.4	2,810.1	1,509.6	975.0	1,200.0	3,684.6	1,509.6	975.0	1,200.0	3,684.6
Kenai Peninsula College	0.0	0.0	0.0	0.0	14,843.7	557.5	1,000.8	16,402.0	15,126.6	557.5	1,000.8	16,684.9
Kodiak College	0.0	0.0	0.0	0.0	4,863.8	331.8	367.7	5,563.3	4,957.7	331.8	367.7	5,657.2
Matanuska-Susitna College	0.0	0.0	0.0	0.0	13,073.5	172.3	245.0	13,490.8	13,292.3	172.3	245.0	13,709.6
Prince Wm Sound College	0.0	0.0	0.0	0.0	5,311.1	187.3	800.0	6,298.4	5,446.0	187.3	800.0	6,433.3
<b>Totals</b>	<b>170,378.9</b>	<b>33,129.8</b>	<b>46,700.7</b>	<b>250,209.4</b>	<b>239,609.8</b>	<b>19,033.0</b>	<b>33,408.7</b>	<b>292,051.5</b>	<b>243,482.1</b>	<b>19,427.4</b>	<b>33,508.7</b>	<b>296,418.2</b>

**University of Alaska Anchorage**  
**Summary of RDU Budget Changes by Component**  
**From FY2023 Management Plan to FY2024 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>
<b>FY2023 Management Plan</b>	<b>109,763.7</b>	<b>129,846.1</b>	<b>19,033.0</b>	<b>33,408.7</b>	<b>292,051.5</b>
<b>One-time items:</b>					
-Anchorage Campus	-2,100.0	0.0	-1,698.1	0.0	-3,798.1
<b>Adjustments which continue current level of service:</b>					
-Anchorage Campus	4,197.0	462.8	2,092.5	100.0	6,852.3
-Kenai Peninsula College	257.3	25.6	0.0	0.0	282.9
-Kodiak College	86.9	7.0	0.0	0.0	93.9
-Matanuska-Susitna College	218.7	0.1	0.0	0.0	218.8
-Prince Wm Sound College	126.7	8.2	0.0	0.0	134.9
<b>Proposed budget increases:</b>					
-Anchorage Campus	48.0	534.0	0.0	0.0	582.0
<b>FY2024 Governor</b>	<b>112,598.3</b>	<b>130,883.8</b>	<b>19,427.4</b>	<b>33,508.7</b>	<b>296,418.2</b>