

State of Alaska FY2025 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

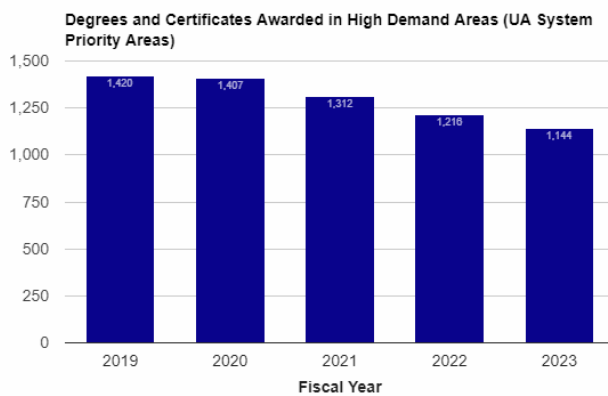
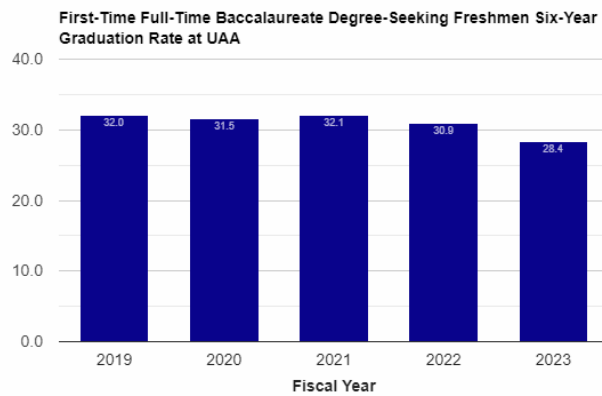
The University of Alaska Anchorage (UAA) transforms lives through teaching, research, community engagement, and creative expression in a diverse and inclusive environment.

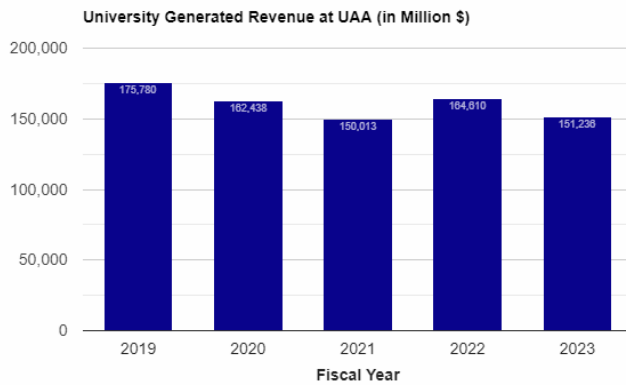
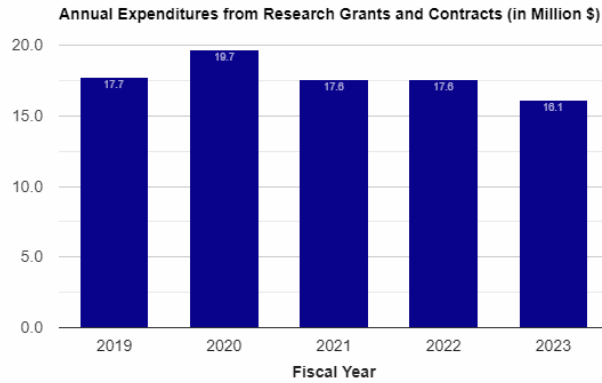
Serving students, the state, and the communities of Southcentral Alaska, UAA is a comprehensive, open access, public university established on the ancestral lands of the Dena'ina, Ahtna Dene, Alutiiq/Sugpiaq, Chugachmiut, and Eyak peoples.

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>.)





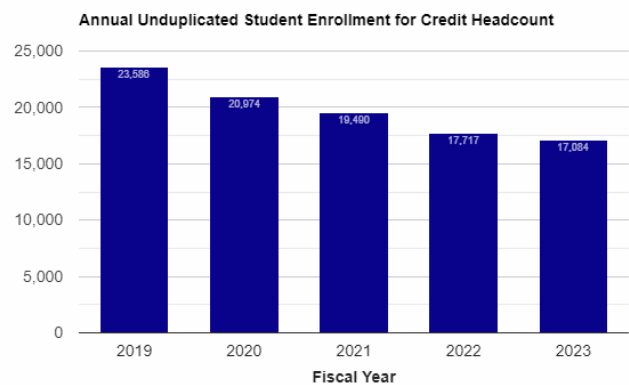
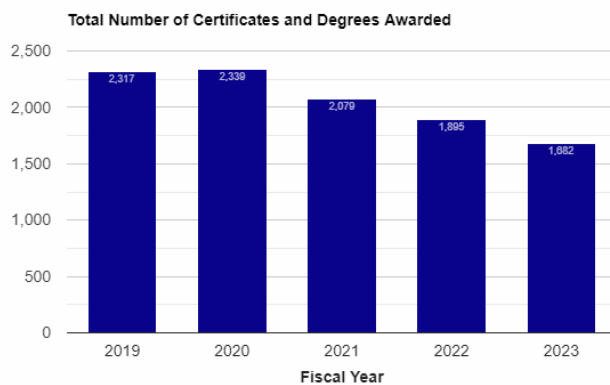
Core Services

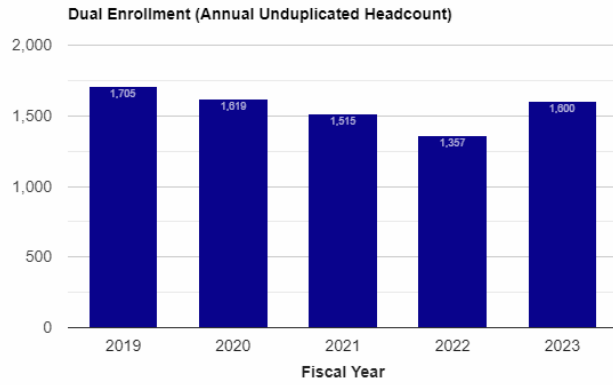
- Support Alaskans in achieving educational goals through attainment of high-quality credentials, certificates, and degrees.
- Ensure student success, completion and the closing of equity gaps by improving retention rates overall and for specific cohorts of students.
- Support Alaska's economic development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

Measures by Core Service

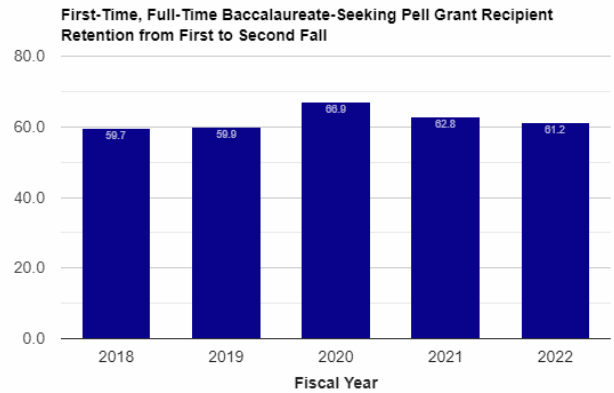
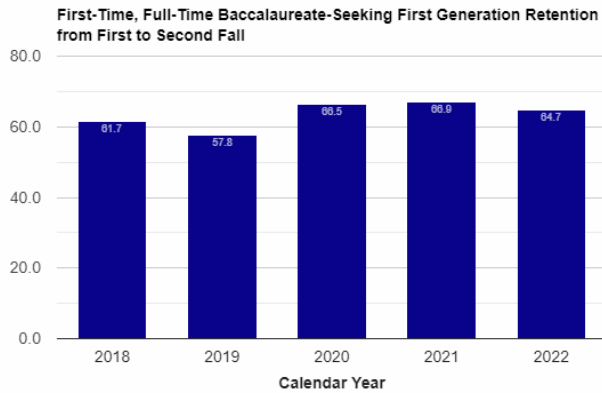
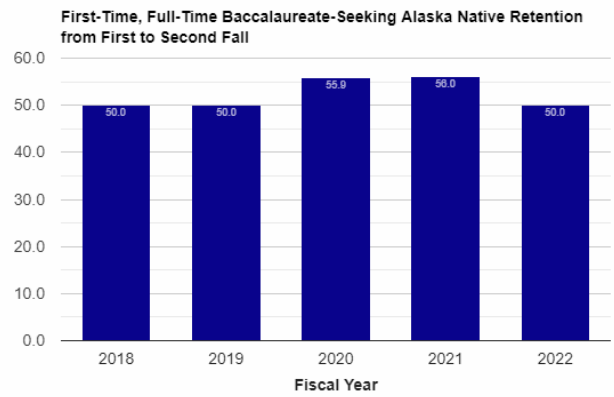
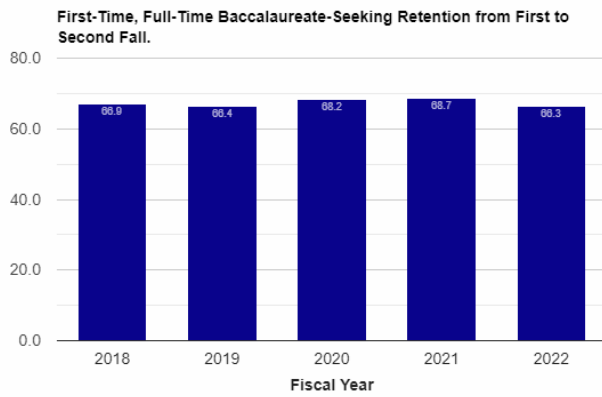
(Additional performance information is available on the web at <https://omb.alaska.gov/results>.)

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



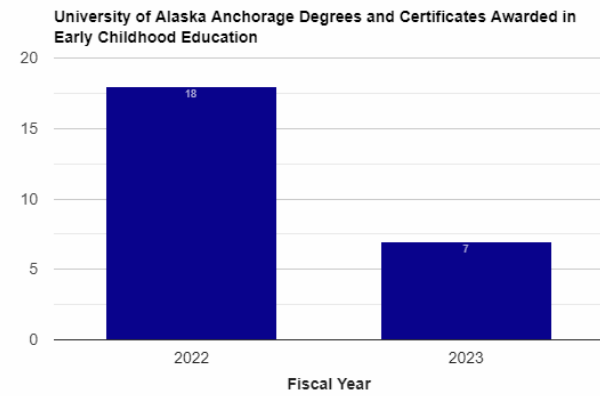
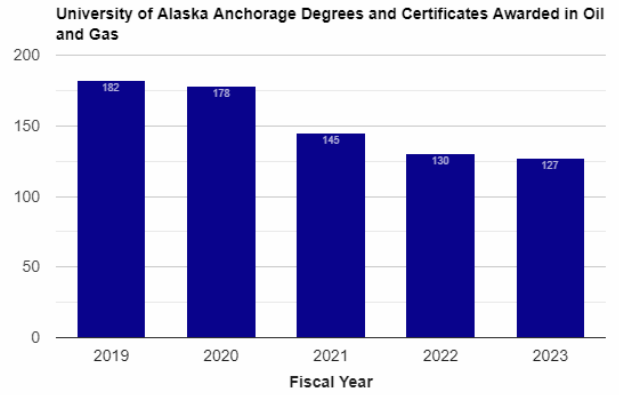
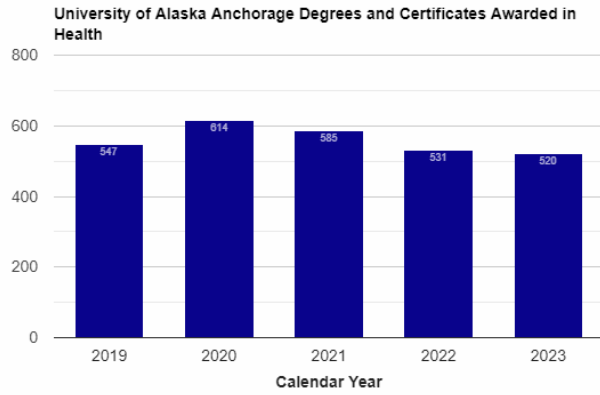


2. Ensure student success, completion and the closing of equity gaps by improving retention rates overall and for specific cohorts of students.

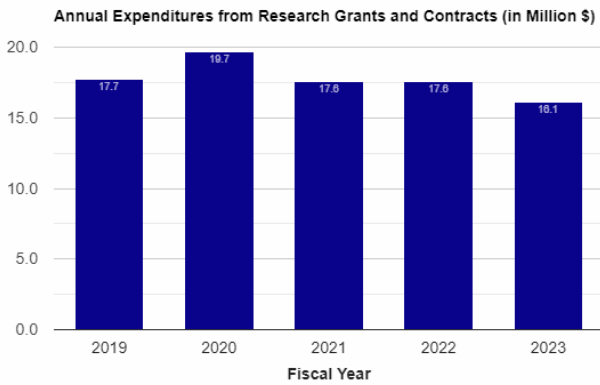


3. Support Alaska's economic development through awards in high demand workforce

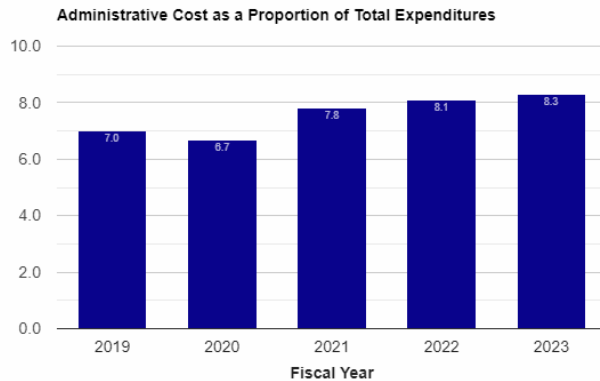
development fields.



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



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



Major RDU Accomplishments in 2023

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 our diversity; 3) We embrace our role as a trusted and respected community partner; 4) We positively impact 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 THAT EVOLVE TO MEET THE WORKFORCE NEEDS OF THE STATE.

INTENTIONAL PROGRAM DESIGN: UAA's academic programs are designed to meet specific workforce needs in Anchorage and across Alaska. On-time, focused credentials aimed at entry-level opportunities and working professionals wanting to retool for new economic and industry realities have been one key to meeting the specific needs of UAA's communities and the State of Alaska. These shorter-term credentials then lead into other credentials, allowing a student to earn certificates, associate, bachelor's and master's degrees over time without losing credits.

CONNECTIONS TO INDUSTRY AND COMMUNITY NEEDS: 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.

MULTIPLE CAMPUSES AND ENTRY POINTS WITH FLEXIBLE, CONVENIENT OPTIONS: UAA's community campuses in Soldotna, Homer, Valdez, Kodiak, and the Mat-Su Valley, as well as its online program offerings, together with the Anchorage campus provide multiple entry points that meet learners where they are, offering flexible and convenient options for earning a degree or certificate.

EXTERNAL RECOGNITION: UAA programs meet the highest standards, with some 61 programs holding external recognition through specialized accreditors. Highlights of the Academic Year (AY) 2023 reaffirmation processes: the American Culinary Federation Education Foundation Accrediting Commission (ACFEFAC) granted accreditation to the Associate of Applied Science (AAS) Culinary Arts with "Exemplary;" the Council on Education for Public Health (CEPH) accredited the Master's of Public Health Practice for the maximum period of seven years; the Accreditation Council for Education in Nutrition and Dietetics (ACEND) granted continued full accreditation to the BS Dietetics through 2030; the Applied and Natural Sciences Accreditation Commission of ABET has reaccredited the BS Geomatics, the Computing Accreditation Commission of ABET has reaccredited the BS Computer Science; and the Engineering Accreditation Commission of ABET has reaccredited the BS Civil Engineering, BS Computer Systems Engineering, BS Electrical Engineering, and BS Mechanical Engineering.

NEW INNOVATIVE PROGRAMMING: To meet community needs as industries adapt to changes in Alaska's economy and workforce demands, this past year UAA developed nine new programs: Five Occupational Endorsement Certificates (Event Production; Indian Child Welfare Act; Marine Natural Resources Technician; Community, Conflict, Communication; Gerontology), one Undergraduate Certificate (Outdoor Leadership), two Associate of Applied Science degrees (Speech-Language Pathology Assistant; Veterinary Technology), and a Graduate Certificate in Public Health that provides a pathway into the Master of Public Health Practice.

UAA faculty developed the above programs in direct response to industry and community partners. For example, faculty at Prince William Sound College developed the Occupational Endorsement Certificate (OEC) Marine Natural Resources Technician in response to the growing mariculture industry needs. Faculty in Human Services developed the OEC Indian Child Welfare Act in response to requests from tribal organizations for a certificate that would provide an in-depth understanding of the history of the Indian Child Welfare Act and its importance in today's foster care system. Faculty in Theatre and Dance developed the OEC Event Production to meet the urgent and growing need for trained and certified workers in the event production and technical theater fields, in partnership with the Alaska Center for the Performing Arts (ACPA), Local 918 IATSE (International Alliance of Theatrical Stage Employees), and numerous smaller theater and dance companies in the Anchorage area.

BUILDING A PIPELINE TO GRADUATE STUDY: The UAA Graduate School is a McNair Scholars Program grant recipient serving first-generation, low-income, and under-represented students seeking a graduate degree. The United States Department of Education grant provides stipends, professional development, conference travel, faculty mentors, and research opportunities for McNair scholars in support of their efforts to earn a master's degree and continue on for a PhD.

UAA TRANSFORMS LIVES BY PREPARING STUDENTS FOR HIGH-DEMAND FIELDS AND CONNECTING COLLEGE TO CAREERS

GRADUATES IN HIGH DEMAND FIELDS: UAA delivers 132 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; Information Technology; Mining; Oil and Gas; and Teacher Education. In FY2023 UAA granted 1,444 degrees and certificates in these high demand fields.

GRADUATES IN HEALTH FIELDS: In FY2023 UAA graduated students in the following high-demand health areas: 230 nursing, 27 sonography and radiologic technology, 12 physical therapist assisting, 21 medical laboratory and phlebotomy, eight surgical technology, 14 medical assisting and medical office coding, five pharmacy technology, 14 dental assisting and hygiene, 12 dietetics and nutrition, seven paramedics and emergency medical technology, 37 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 13 public health, among other health-related graduates. Students also completed the HCA (Health Care Assisting) A105 course which makes them eligible to sit for the certified nurse aid exam.

GRADUATES IN MENTAL AND BEHAVIORAL HEALTH: In FY2023 UAA graduated 15 students in human services, 68 students in social work, and 72 students in psychology (50 in Psychology, 17 in Clinical Psychology, and five new PhD's in Clinical-Community Psychology).

EARLY CHILDHOOD: An example of meeting state needs is the growth in Early Childhood education programs at UAA. In 2023, there were 119 students enrolled as majors in programs across Early Childhood Education. This is an 85.9 percent (64 students) increase from the 55 students enrolled as majors in 2022. These programs address the critical need for both childcare workers and early grades teachers. Students can begin with a certificate, and then move on to earn an associate degree, followed later by the bachelor's degree with emphasis options, depending on the student's personal and professional goals.

APPRENTICESHIPS: UAA's Center for Strategic Partnerships and Research serves as the US Department of Labor authorized sponsor for Registered Apprenticeships for the UA system offering Apprenticeships for Peer Support Specialists, Automotive Service Technicians, Diesel and Heavy Equipment Mechanics, Line Cooks, and Environmental Research Technicians. UA is currently establishing an additional Apprenticeship for Teachers and

Teacher Assistants being led by the UAA School of Education to help serve statewide needs for educators at all levels. 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 with a pathway toward a baccalaureate degree in Applied Leadership Technology.

COLLEGE TO CAREER: The College of Arts and Sciences was selected through a competitive process to participate in the American Association of Colleges and Universities (AAC&U) inaugural Curriculum-to-Career Innovations Institute (C2C). For its initial project, UAA created the C2C Faculty Fellows program, which focused on integrating career readiness into the curriculum. The second year C2C project aims at strengthening and advancing intentionally-designed high-impact internships. In recognition of UAA's innovative work, AAC&U selected the UAA C2C team as one of twelve campus teams to participate in the AAC&U's AY2024 Curriculum-to-Career Grant Project for Implementation and Inclusive Models.

PRACTICAL TRAINING COURSES: UAA offers many opportunities for hands-on learning. One important example is hands-on learning through the many credit-bearing internships, practicums, and clinicals offered across all UAA campuses. In AY2023 UAA offered 168 practical training courses, serving 729 students. In addition, many other courses integrate experiential learning, such as undergraduate research and service learning projects, and many students participate in non-credit internships.

BRINGING STUDENTS AND THE COMMUNITY TO CAMPUS: UAA provides many opportunities for the community and K-12 students to be exposed to educational and career opportunities. A recent example is the annual UAA STEM Day, which this year welcomed over 1,500 community members to learn about exciting careers in Science, Technology, Engineering, and Mathematics. Also of note, the Alaska Airlines Center saw over 250,000 visits across UAA athletic events (52 events); other UAA events (29); major concerns (5); and, community activities/partner events (59), such as Anchorage School District graduations, state sporting tournaments through the Alaska School Activities Association, and the Native Youth Olympics. These events are often the first time an Alaskan student or their parents visits UAA and are key first steps in future enrollment.

UAA TRANSFORMS LIVES BY PROVIDING PATHWAYS TO OPPORTUNITIES IN POST-SECONDARY EDUCATION

2023 ARTS AND SCIENCES SUMMER CAMPS: The inaugural 2023 UAA College of Arts and Sciences (CAS) Summer Camps took place in June and served 95 campers, some of them participating in more than one camp. Camps included H2O Species Spies: Biology camp on Stream Ecology; Journalism and Public Communication summer media camp; *Games, Puzzles, and Math Camp*; *Navigators: Think Fast, Think Fun, Think Orienteering*: Orienteering summer camp; and Bone Detectives: Forensic Anthropology camp. The UA Foundation awarded CAS \$7000, which allowed need-based financial assistance to families attending the summer camps.

2023 BUSINESS AND PUBLIC POLICY SUMMER ACADEMIES FOR PRE-COLLEGE STUDENTS: The College of Business and Public Policy hosted five 2023 summer academies for middle and high school students. There were academies in Leadership, Hospitality, Accounting and Personal Finance, Data Analytics, and Entrepreneurship.

2023 CYBERSECURITY SUMMER ACADEMY: The College of Engineering hosted 25 Alaska high school students at the UAA GenCyber Academy, a free, two-week summer camp that provides a broad educational background for students interested in pursuing cybersecurity as a career. The goal is to inspire the next generation of cybersecurity professionals who will help to protect Alaska's citizens and infrastructure, particularly given that Alaska is home to large military, government, and resource extraction sectors that require additional cybersecurity expertise. This program is fully funded by a federal grant through the National Security Agency.

2023 ENGINEERING SUMMER ACADEMIES: The College of Engineering hosted week-long Summer Engineering Academies in Anchorage and the Mat-Su Valley for students entering grades three through 12. Each academy was designed to encourage interest in and provide exposure to science, technology, engineering, and mathematics (STEM), with a special focus on low-income students and other groups historically underserved and underrepresented in STEM fields. Thanks to generous support from ConocoPhillips Alaska and the MTA Foundation, this program offered 27 camps and served approximately 700 students, including nearly 200 who attended at no cost to the families.

2023 DUAL ENROLLMENT: Partnerships with Alaska’s school districts reduce the time and cost of educating each student all the way from K-16. UAA partners with districts across the southcentral region and the state, and all UAA campuses provide multiple pathways for high school students to earn college credit, ranging from early and middle college schools, Jump Start programs, the Alaska Native Science & Engineering Program (ANSEP) Acceleration Academies, and articulated Career and Technical Education courses.

- In AY2023, a total of 1,643 high school students took a college course through a UAA dual enrollment opportunity.
- In AY2023, 417 students participated in one of the early or middle college schools offered with UAA district partners.
- In AY2023, 598 students took a dual enrollment course delivered solely to high school students, including articulated high school Career and Technical Education (CTE) courses.

REACHING RURAL EARLY CHILDHOOD STUDENTS WITH DUAL ENROLLMENT: In cooperation with the principal at King Tech High School, the dual credit early childhood education teacher education program has designed a pilot program to deploy “distance learning-classrooms-in-a-box” to remote districts. Rural Alaskan high school students will receive instruction from an ASD dual-enrollment teacher with the help of a Meeting Owl and other necessary technologies provided in the box.

UAA TRANSFORMS LIVES BY SUPPORTING STUDENTS TO CHART THEIR JOURNEY AND HAVE AN IMPACT

FULBRIGHT RESEARCH AWARD: A Bachelor of Social Work graduate was awarded a Fulbright Study/Research Award to pursue an MA in Indigenous Studies at the University of Auckland in New Zealand.

TEACHING IN AUSTRIA AWARD: A Bachelor of Arts in Languages graduate was awarded a Foreign Language Teaching Assistantship to Austria from US Teaching Assistantship (USTA).

UNDERGRADUATE ENGINEERING PROJECTS IN THE COMMUNITY: Engineering students continue to solve problems in Alaska through capstone projects. Examples from 2023 include: “Kelp Drying Feasibility Study,” “Community Energy Awareness Application for the Kotzebue Electric Association,” “Glenn Highway-Fort Richardson Interchange Redesign,” “Alaskan Car Crash Analysis,” and “AMATS: Campbell Creek Trail Crossing at Lake Otis Parkway.”

STUDENT RESEARCH & CREATIVE SCHOLARSHIP SHOWCASE: 50 UAA undergraduate and graduate students delivered presentations at the competitive 2023 Student Research and Creative Scholarship Showcase; 14 Showcase winners received more than \$4,500 in prizes for their work.

UAA STUDENT ENTREPRENEURS AWARDED FOR BUSINESS PLANS: The College of Business and Public Policy (CBPP) awarded \$18,000 in prizes during its Perfect Pitch event, April 7, culminating 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: Apex Ladderbox, Elysian Word Editing, Kartorium, and PuffyCheeks.

COMMUNITY ENGAGED STUDENT ASSISTANTS: In AY2023, Community Engaged Student Assistants supported multiple community-engaged projects, which included, among other projects: Brain Injury Prevention Awareness; Community-Led Egress and Wildfire Planning; Strategic Advisory Group of Experience (SAGE) for the Statewide Fetal Alcohol Spectrum Disorders (FASD) Program; UAA Seawolf Food Pantry; Investigating the Relationship Between Race, Ethnic Identity, and Mental Health; and the Hunger and Homelessness Support Network.

HOMER 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.

UAA TRANSFORMS LIVES BY ACTIVELY PARTNERING WITH INDUSTRY AND COMMUNITY ORGANIZATIONS

TEACHER RETENTION PARTNERSHIPS: Continuing to build on the success of partnerships with four school districts (Bristol Bay, Lake and Peninsula, Dillingham City, and Southwest Region), the School of Education has added Galena City and Chugach School Districts to the Experiential Education Project (EEP), effectively expanding and replicating the teacher retention model. Effective spring 2023, Alaska teachers participating in the EEP complete five graduate level courses in Teaching and Learning and build a portfolio in cooperation with district-based leaders to demonstrate culturally responsive teaching methods and community engagement to earn an additional 15 credits. The portfolio-based credits are awarded to the teachers at a flat rate of \$150, making the Master's in Education affordable and providing an opportunity to earn higher pay, supporting the retention of a much-needed rural teaching workforce in Alaska.

PARTNERSHIPS IN MARINE INDUSTRIES: Prince William Sound College (PWSC) has multiple programs partnering with maritime industries, such as the Marine Services Technician Open Educational Resources (OER) with Yamaha Outboard Motors and the Marine Natural Resources Technician OER with the Valdez Fisheries Development Association. Students and program faculty collaborate with experts in marine industries from transportation to mariculture to tourism to fishing.

PARTNERSHIPS IN EXTRACTION INDUSTRIES: Prince William Sound College (PWSC) has multiple partnerships for the Millwright OEC program with mining and extraction industries in Alaska, such as scholarships, internships, training equipment, and guest lectures from industry partners such as Hecla Greens Creek Mine and Hilcorp energy exploration and production company. PWSC also partners with Alyeska Pipeline Service Company to provide Ship Escort Response Vessel System (SERVS) training to enable the petroleum transportation industry from the Trans-Alaska Pipeline Terminal and out through Prince William Sound.

FINANCE INVESTMENT LAB: The UAA College of Business and Public Policy created a finance investment lab for all business students. The new lab makes available 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 is also being used to manage the new Student Investment Fund, a \$1 million portfolio being managed by the students. The \$1 million portfolio was established by a generous gift in support of students in the college.

PARTNERSHIP WITH ALUTIIQ MUSEUM QIK COMMITTEE: Kodiak College offers Alutiiq Language courses that provide language acquisition and cultural understanding leading to an Occupational Endorsement Certificate (OEC). In collaboration with the Alutiiq Museum's Qik Committee, who plans and guides the Alutiiq language restoration and revitalization projects, this OEC plays an important role in providing access to students across Alaska to cultural language bearers for language training.

MARITIME PROFESSIONAL DEVELOPMENT: The Maritime Workforce Development program at the Kachemak Bay Campus (KBC) of Kenai Peninsula College offered five maritime courses from spring 2022 through spring 2023 to meet the workforce needs identified by local marine industry partners. Forty-eight adult and high school students trained on the use of navigational charts and technology and US Coast Guard Certification courses.

CONOCOPHILLIPS ARCTIC SCIENCE AND ENGINEERING: Through the ConocoPhillips Arctic Science and Engineering Endowment Awards, the university awarded support to five exploratory research projects for 2023 totaling more than \$500,000. One example project is Understanding the Effects of Surface Temperatures on the Atmospheric Corrosion of Carbon Steel Alloy in Cold Arctic/Sub-Arctic Climate (Raghu Srinivasan, principal investigator; Matthew Cullin, co-principal investigator) for \$125,000 over 24 months. The project will measure the surface temperature of carbon steel alloys and correlate the surface temperature and their atmospheric corrosion rates when exposed to everchanging arctic and sub-arctic climates.

UAA TRANSFORMS LIVES BY FINDING WAYS TO MAKE EDUCATION MORE AFFORDABLE

Focused programming combined with convenient, affordable options are key to serving UAA's diverse students, who range from dual-enrolled high school students, to recent high school graduates, to military service members and dependents, to working adults and returning students and professionals. UAA is taking steps across the institution to improve the affordability for students.

AFFORDABLE TUITION: UAA leadership advocated keeping tuition rates flat for students for the third year in a row (2024-25 academic year) given UAA's mission and the hardships faced by students.

COURSE FEE DELETIONS AND REDUCTIONS: In 2023 UAA eliminated 289 course fees and reduced the amount charged on an additional 25 course fees. This equates to the complete elimination of \$15,828 in potential course fees and an additional reduction in ongoing fees of \$2,861, which would be multiplied by the actual enrollment. The impact was on 281 distinct courses.

TEXTBOOK AND COURSE MATERIAL AFFORDABILITY: UAA faculty continued their work to reduce the cost of course materials to make learning more affordable. In fall 2023, 953 course sections, or 53 percent of all course sections active in the bookstore, were Zero Cost. Of those, 702 course sections used free Open Educational Resources, which is 39 percent of all course sections active in the bookstore.

STUDENT SAVINGS THROUGH GREATER RECOGNITION OF PRIOR WORK: The 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, saving them time and money. Since the Seawolf Transfer Trail went live in August 2020, 2,474 distinct users entered 24,045 transfer courses. Of those distinct users, 1,331 created an account to save their work and be able to return to the system for future reference. 176 of those account creators applied for admissions at UAA. Of the 176 admits, 133 registered for 3,049 credits (multiple semesters).

UAA TRANSFORMS LIVES BY BEING AN EXCELLENT STEWARD OF PUBLIC FUNDS AND FOCUSING ON EFFECTIVENESS AND EFFICIENCY

UAA is simplifying and streamlining processes that are outdated and can create barriers to student success.

AUTOMATING ADMISSIONS: UAA fully automated first-time freshmen (FTF) applications so that 95 percent of FTF at UAA's Anchorage campus are admitted within three hours of submitting their application.

REDUCING FINANCIAL BARRIERS: Beginning fall 2023, UAA increased the dollar amount that kicks in account holds and late fee charges. This change allows students more time to resolve their educational finances without a break in enrollment.

PROVIDING USER-ORIENTED BILLING INFORMATION: In fall 2023, the Bursar's Office launched a new downloadable and printable On Demand Schedule Bill. The bill clearly categorizes the types of charges, shows the student's class schedule and payment plan information, if so enrolled, and includes Office of the Bursar contact information should students have any questions about their bill. Students can use this document for personal use, or share it with their employers or scholarship donors for purposes of scholarships, etc.

AUTOMATING REFUND PROCESSES: Currently, UAA is hand-keying and reviewing an average of 19,000 refunds per year. This takes a great amount of time and delays getting the funds into students' hands. With automation, the financial aid students receive in excess of their account charges will be more quickly refunded to students so that they can use those funds to pay their rent, purchase their books/supplies, or whatever else they need to support their educational needs. The Bursar's Office hopes to implement the automation in spring 2024.

ACKNOWLEDGING EARNED CREDENTIALS WHILE STILL IN HIGH SCHOOL: UAA created a pathway for secondary students to earn UAA credentials while still in high school. Although secondary students have always been able to apply coursework completed in high school toward credentials in the future, they were required to wait until they were formally admitted to UAA. To respond to a growing desire to recognize students' accomplishments at the time of completion, UAA revisited processes and found an approach to meeting this community need.

SMOOTHING THE PATHWAY TO MULTIPLE CREDENTIALS: Students at UAA now are able to earn shorter-term credentials on the way to their longer-term degree goal without additional applications or fees.

SERVING UAA'S MILITARY POPULATION: UAA added a testing center at Joint Base Elmendorf-Richardson (JBER), making it more convenient for military students and reducing time away from their other duties.

Key RDU Challenges

ENROLLMENT

UAA has seen an overall increase in enrollment, with fall enrollment as of October 30 up by 5.9% over the same time last year. However, some areas that were historically strong, such as Business and Engineering, are lagging. Targeted efforts, including the development of new degrees addressing advancing technologies and aligning program modality to student needs, should improve enrollment in the programs.

Significant Changes in Results to be Delivered in FY2025

UAA 2027 STRATEGIC PLAN

The next 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: Put students first; Create a culture of equity and inclusion by embracing diversity; Embrace the role as a trusted and respected community partner; Positively impact communities and the world through innovation; and Accelerate excellence through continuous improvement. These aspirations will continue to guide evaluation, planning, decision making, and resource allocation.

STRATEGIC ENROLLMENT MANAGEMENT

Through the implementation of the new Strategic Enrollment Management (SEM) plan, updates to admissions, advising, and enrollment processes will afford many additional opportunities for online and distance-delivered programs at UAA's community campuses and across Alaska.

The SEM plan aims to improve 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. It will help UAA achieve specific enrollment targets in such areas as on-campus versus online enrollment, enrollment of underrepresented students including Alaska Native students, and full-time versus part-time enrollment across all colleges and campuses.

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.

RESEARCH, CREATIVE ACTIVITY, AND PUBLIC SERVICE

A new plan for Research, Creative Activity, and Public Service seeks to elevate the impact of this important aspect of UAA's mission. Through a combination of strategies including improved communications and coordination, increased incentives, and expanded partnerships, UAA will continue to expand the impact of the research, creative activity, and public service activities of its students, faculty, and staff in service to Alaska and the world.

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

All dollars shown in thousands

	FY2023 Actuals				FY2024 Management Plan				FY2025 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												
Anchorage Campus	186,511.0	34,142.3	31,039.0	251,692.3	206,822.5	17,202.2	29,895.2	253,919.9	203,565.9	17,272.2	29,895.2	250,733.3
Small Business Dev Center	1,465.5	652.3	843.6	2,961.4	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	12,631.3	246.9	16.7	12,894.9	15,410.2	557.5	1,000.8	16,968.5	15,030.6	557.5	1,000.8	16,588.9
Kodiak College	2,825.2	206.1	3.0	3,034.3	5,214.5	331.8	367.7	5,914.0	4,987.6	331.8	367.7	5,687.1
Matanuska-Susitna College	8,832.0	0.4	0.0	8,832.4	13,334.5	172.3	245.0	13,751.8	13,159.8	172.3	245.0	13,577.1
Prince Wm Sound College	5,122.0	333.7	92.1	5,547.8	5,503.8	188.6	800.0	6,492.4	5,420.6	188.6	800.0	6,409.2
Totals	217,387.0	35,581.7	31,994.4	284,963.1	247,795.1	19,427.4	33,508.7	300,731.2	243,674.1	19,497.4	33,508.7	296,680.2

University of Alaska Anchorage
Summary of RDU Budget Changes by Component
From FY2024 Management Plan to FY2025 Governor

All dollars shown in thousands

	<u>Unrestricted</u> <u>Gen (UGF)</u>	<u>Designated</u> <u>Gen (DGF)</u>	<u>Other Funds</u>	<u>Federal</u> <u>Funds</u>	<u>Total Funds</u>
FY2024 Management Plan	116,948.3	130,846.8	19,427.4	33,508.7	300,731.2
One-time items:					
-Anchorage Campus	-1,728.6	-1,728.0	-2,092.5	0.0	-5,549.1
-Kenai Peninsula College	0.0	-379.6	0.0	0.0	-379.6
-Kodiak College	0.0	-226.9	0.0	0.0	-226.9
-Matanuska-Susitna College	0.0	-174.7	0.0	0.0	-174.7
-Prince Wm Sound College	0.0	-83.2	0.0	0.0	-83.2
Adjustments which continue current level of service:					
-Anchorage Campus	200.0	0.0	2,162.5	0.0	2,362.5
FY2025 Governor	115,419.7	128,254.4	19,497.4	33,508.7	296,680.2