

State of Alaska FY2026 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.

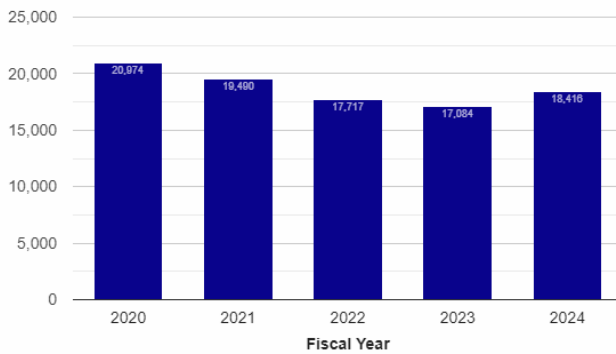
Serving students, the state, and the communities of Southcentral Alaska, UAA is a comprehensive, open access, public university established on the ancestral lands of the Dena'ina, Ahtna Dene, Alutiiq/Sugpiaq, Chugachmiut, and Eyak peoples.

University of Alaska Anchorage Mission Statement
 Board of Regents' Policy 01.01.020
 Adopted 02-23-24

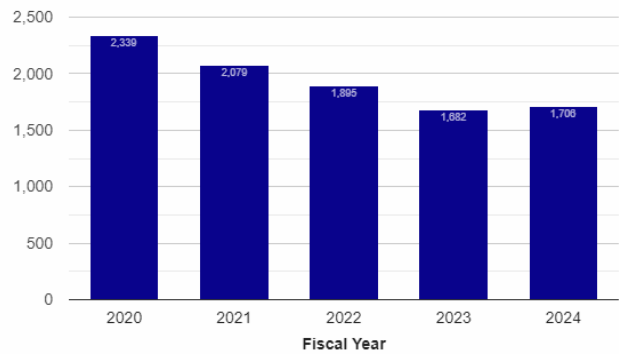
Results

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

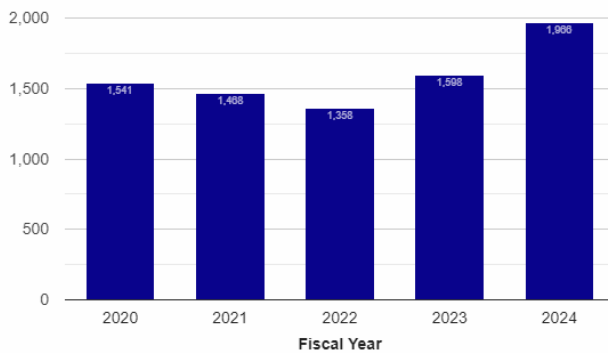
Annual Unduplicated Student Enrollment for Credit Headcount

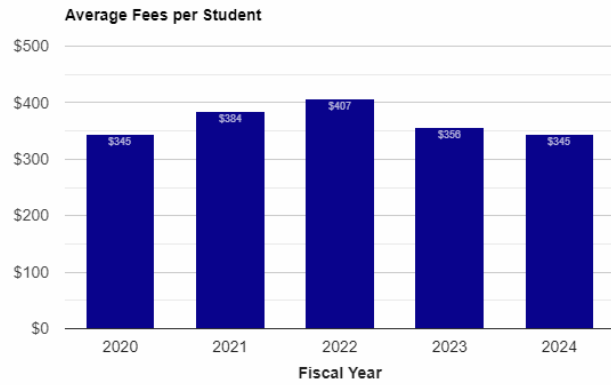
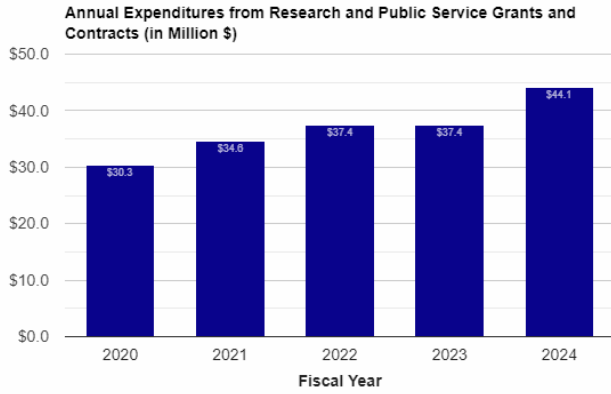


Total Number of Certificates and Degrees Awarded



Dual Enrollment (Annual Unduplicated Headcount)





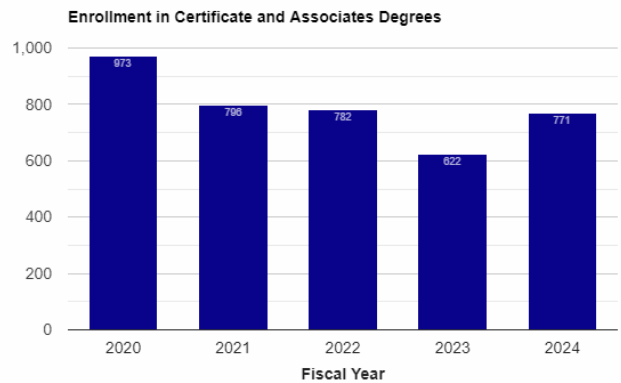
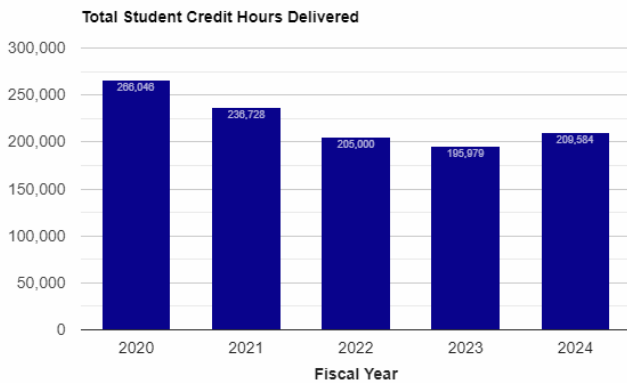
Core Services

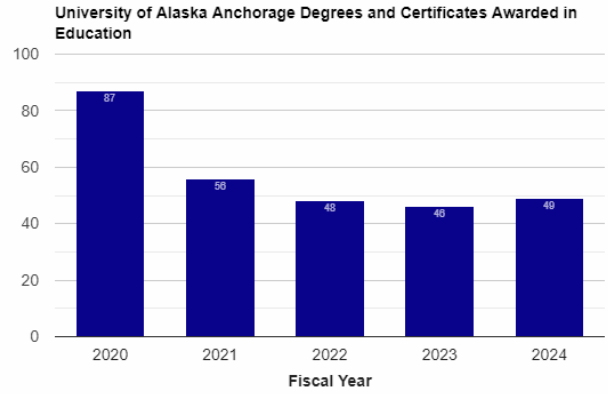
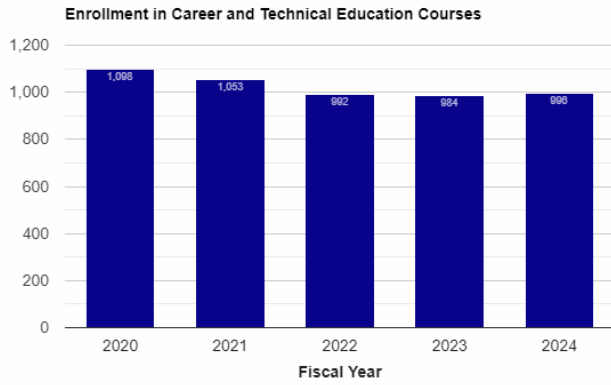
- Provide opportunities to Alaskans in their pursuit of academic and workforce preparation.
- Further student success and completion by improving retention rates for associate and baccalaureate seeking students.
- Engage students in accelerated pathways from secondary to post-secondary education. Transform the lives of our students, communities, and the State through the advancement of knowledge.
- Transform the lives of students, communities, and the state through the advancement of knowledge and evidence-based practice.
- Maintain affordable education for the students and the State of Alaska.

Measures by Core Service

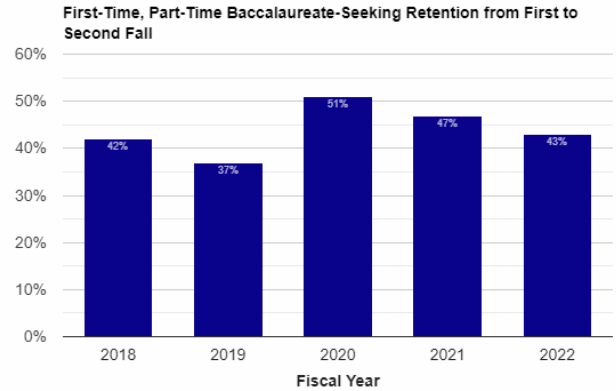
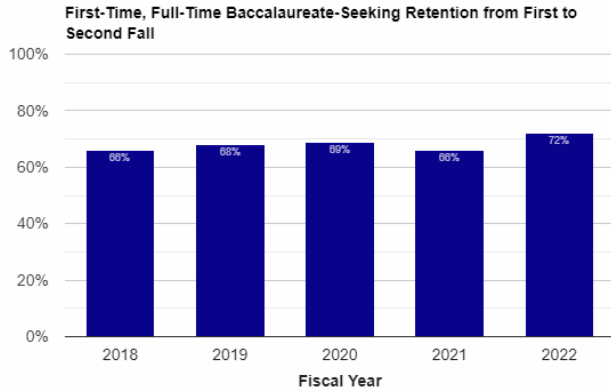
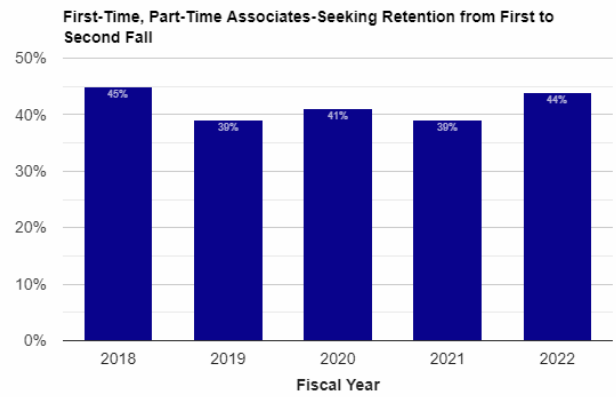
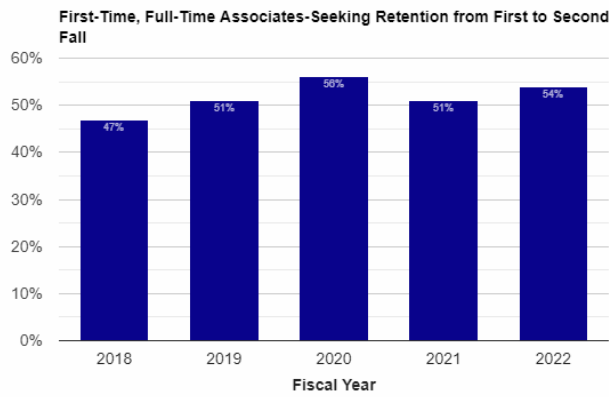
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1. Provide opportunities to Alaskans in their pursuit of academic and workforce preparation.



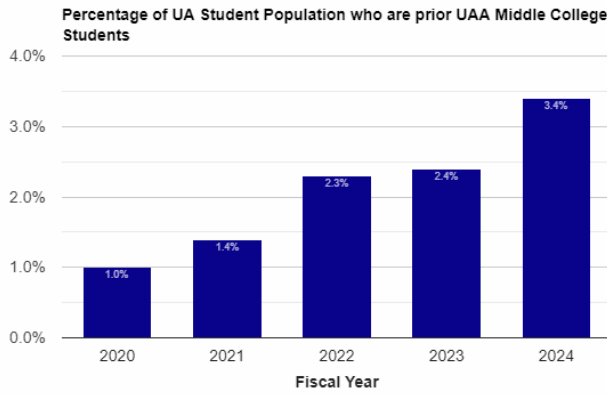
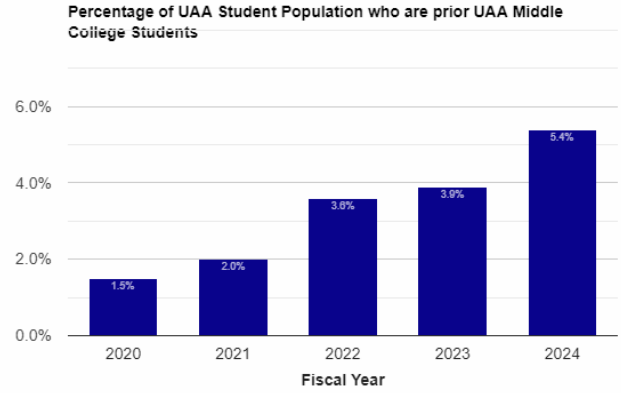
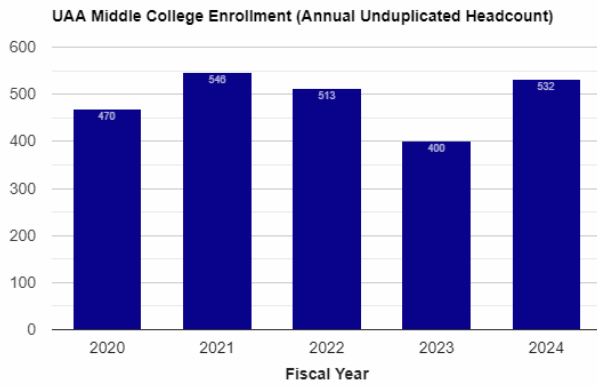


2. Further student success and completion by improving retention rates for associate and baccalaureate seeking students.

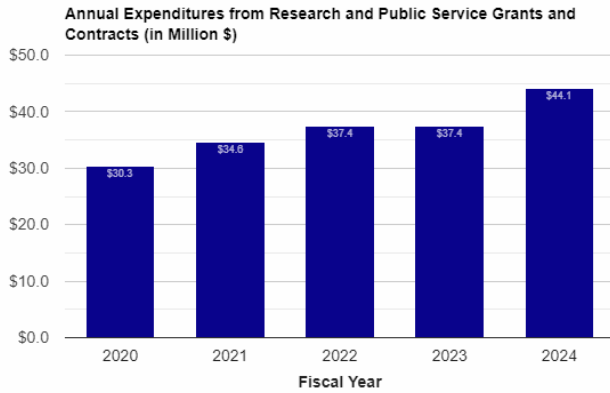


3. Engage students in accelerated pathways from secondary to post-secondary education. Transform the lives of our students, communities, and the State through the advancement of

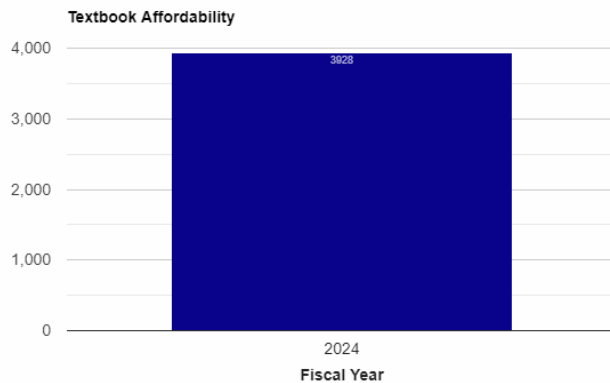
knowledge.



4. Transform the lives of students, communities, and the state through the advancement of knowledge and evidence-based practice.



5. Maintain affordable education for the students and the State of Alaska.



Major RDU Accomplishments in 2024

The University of Alaska Anchorage (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. The UAA strives to be a place where every person who wants an education belongs and can be successful.

UAA's Academic Programs Transform Lives and Evolve to Meet the Workforce Needs of the State.

Degrees and certificates awarded. During fiscal year 2024, the UAA conferred 1,706 degrees, including 285 certificates or licensures, 529 associate degrees, 719 baccalaureate degrees, 170 master's degrees, and three doctorates.

Enrollment. As of September 2024, overall fall 2024 enrollment, compared to this time in fall 2023, was up at the UAA by 6.6 percent. This includes strong gains in Education (up 39.3 percent), Community and Technical College (up 12.6 percent), and overall gross estimated credit hour delivery (up nearly 4,000 student credit hours (SCH) or 4.3 percent). This is after accounting for an internal UAA process change which moved some courses into a non-credit system. Institutionally, the UAA continues to make significant contributions to overall enrollment with 56 percent of the overall UA enrollment being in courses at the UAA. Nationally, the UAA is outperforming the national undergraduate enrollment growth of roughly three percent (according to the National Student Clearinghouse Research Center).

UAA Programs Prepare Alaska's Workforce. The 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. 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.

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

UAA's Multiple Campuses and Entry Points Offer Flexible, Convenient Options. The 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.

UAA's Programs Hold External Recognitions. The UAA programs meet the highest standards, with some 62 programs holding external recognition through specialized accreditors. Highlights of the academic year 2024 reaffirmation processes: the Commission on Accreditation of Allied Health Education Programs (CAAHEP) upon the

recommendation of the Joint Review Committee on Education in Diagnostic Medical Sonography granted initial accreditation to the Associate of Applied Science (AAS) in Diagnostic Medical Sonography with no citations; the National Association of Schools of Music (NASM) granted accreditation renewal to the Bachelor of Arts and Bachelor of Music with no areas needing attention; the Accreditation Council for Education in Nutrition and Dietetics (ACEND) granted accreditation to the Master of Science (MS) in Dietetics and Nutrition with no areas to address; the Council for Standards in Human Service Education (CSHSE) granted accreditation to the Associate of Applied Science Human Services and the Bachelors of Human Services with no conditions.

New UAA Programs Are Designed to Meet the Needs of the State. To meet community needs, as industries adapt to changes in Alaska's economy and workforce demands, this past year the UAA developed, among other programs, the Occupational Endorsement Certificate (OEC) in Medical Assisting, the Occupational Endorsement Certificate (OEC) in Guardianship, the Post-baccalaureate Certificate in Early Childhood Pre-K-Third Grade, and the Master of Science (MS) in School Psychology Specialist. The UAA faculty developed the above programs in direct response to industry and community partners.

Medical Assisting. The Occupational Endorsement Certificate (OEC) in Medical Assisting was developed in response to direct and informal conversations with employers, clinical placement sites, and the program's community industry committee. The OEC was requested as a shorter path to a credential to meet high workforce demands and the need for community partners to have entry-level medical assistants as soon as possible. Students in the certificate program will acquire skills to work in settings such as physician offices, clinics, and outpatient care centers.

Guardianship. In response to a request from the State of Alaska's Office of Public Advocacy, the faculty in Human Services developed the Occupational Endorsement Certificate (OEC) in Guardianship. Alaska is experiencing a public guardianship crisis, and the new program provides the training necessary to educate and prepare students for careers in public guardianship.

Early Childhood Pre-K-Third Grade. The Post-Baccalaureate Certificate (PBCT) in Early Childhood Pre-K-Third Grade is designed to provide professionals already holding a bachelor's degree with the opportunity to change careers and complete an Alaska Department of Education and Early Development (DEED)-approved educator preparation program in early childhood education to earn a Type A Initial Teacher Certificate in PK-3. The post-baccalaureate certificate addresses a notable gap in teacher licensure options for early childhood education. Ongoing feedback from school districts around Alaska expresses favor for the licensing option.

School Psychology. The UAA faculty developed the program for a School Psychology Specialist with input from the program's community advisory board, the Alaska School Psychology Association, and results from three statewide needs assessments, in addition to national standards for the field.

Veterinary Technology. This past year the UAA implemented the newly approved Associate of Applied Science (AAS) in Veterinary Technology. The program is supported by key organizations, including the Alaska State Veterinary Medical Association (AKVMA) and the Alaska Veterinary Technicians Association (AKVTA). The Veterinary Technology program has also established a robust program advisory committee, composed of local veterinary professionals, who have played an integral role in shaping the curriculum and ensuring that it meets the needs of the community.

UAA's Graduate School is 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/or a PhD. The UAA is funded to support 25 McNair Scholars and is near capacity. The UAA McNair Scholars meet with great success after receiving McNair services. While in the program, students have been selected for highly competitive opportunities, and routinely selected to present student research at international conferences. The program is successful, with McNair Scholars having already been accepted into graduate programs of their choice.

UAA Prepares Students for High-Demand Fields and Connects College to Careers

Graduates in High Demand Fields. The UAA delivers 132 programs in ten high demand industries defined by the UA system including: Administration and Finance; Aviation; Construction; Fisheries and Marine Science; Health; Hospitality and Tourism; IT; Mining; Oil and Gas; and Teacher Education. In FY2024 the UAA granted 1,904 degrees and certificates in these high demand fields.

Graduates in Health Fields. In FY2024 the UAA graduated students in the following high-demand health areas: 222 nursing; 13 sonography and radiologic technology; 11 physical therapist assisting; 22 medical laboratory and phlebotomy; six surgical technology; 23 medical assisting and medical office coding; seven pharmacy technology; 18 dental assisting and hygiene; 20 dietetics and nutrition; three paramedics and emergency medical technology; 38 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 11 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 aid exam.

Graduates in Mental and Behavioral Health. In FY2024 the UAA graduated 16 students in human services, 55 students in social work, and 70 students in psychology (59 in Psychology, eight in Clinical Psychology, and three new PhDs in Clinical-Community Psychology).

Programs in Early Childhood. The following is an example of meeting State needs is the growth in Early Childhood Education programs at the UAA. In 2024, there were 156 students enrolled as majors in programs across Early Childhood Education. This is a 31.1 percent (37 students) increase from the 119 students in 2023. These programs address the critical need for both childcare workers and early grade schoolteachers. Students can begin with a certificate, move on to earn an associate degree, followed later by a bachelor's degree, with emphasis options, depending on the student's personal and professional goals.

Interdisciplinary Degree in Arctic Security. The UAA's graduate school is partnering with the Ted Stevens Center for Arctic Security Studies in delivering a program for military and civilians interested in careers in Arctic security. With four tracks addressing various aspects of Arctic policy, defense, environment, and security the program provides workforce-ready skills to select Ted Stevens Fellows, who are highly qualified Air Force and Coast Guard personnel.

Apprenticeships. The UAA's Center for Strategic Partnerships and Research serves as the United States Department of Labor authorized sponsor for registered apprenticeships for the UA system, offering Apprenticeships for Peer Support Specialists, Automotive Service Technicians, and Diesel and Heavy Equipment Mechanics. The UAA has established four additional Apprenticeships for Educators, led by the UAA School of Education and Kodiak College, to help serve statewide needs for early childhood educators at all levels of career preparation including Early Childcare Specialists, Early Childhood Educators, Teaching Assistants, and PK-3 Teachers. Five registered sponsors support 48 apprentice educators with 12 Alaskan employers, including nine school districts and three local childcare agencies. The 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 (including a pathway to a Bachelor of Science in Applied Technologies Leadership).

Practical Training Courses. The UAA offers many opportunities for hands-on learning including the many credit-bearing internships, practicums, and clinicals offered across all the UAA campuses. In academic year 2024 UAA offered 156 practical training courses, serving 538 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.

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, the UAA created the C2C Faculty Fellows program, which focused on integrating career readiness into the curriculum. In recognition of the UAA's innovative work, the AAC&U selected the UAA C2C team as one of twelve campus teams to participate in the AAC&U's academic year 2024 Curriculum-to-Career Grant Project for Implementation and Inclusive Models. During academic year 2024, the C2C project focused on strengthening and advancing intentionally designed high impact internships.

UAA Provides Accelerated Pathways to Opportunities in Post-Secondary Education

Dual Enrollment. In academic year 2024, a total of 1,966 high school students took a college course through a UAA dual enrollment opportunity. The UAA partners with school districts across the southcentral region, and the State, with the goal of reducing the time and cost of educating each student all the way from K-16 and beyond to graduate education. 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 and Engineering Program (ANSEP) Acceleration Academies, and articulated Career and Technical Education courses.

Alaska Native Science and Engineering Program. The ANSEP Acceleration Academy is designed for rising 9th through 12th graders, with programs in Anchorage, Mat-Su, Bethel, and Kotzebue. In academic year 2024, 115 students participated in the Anchorage and Mat-Su ANSEP academies. Over the summer ANSEP also hosts an acceleration academy for students from across Alaska. Students live on the UAA campus and take one or two college courses in math, science, engineering, Alaska Native studies, or writing. In the summer of 2024, 63 students came to Anchorage for the Acceleration Academy (Statewide Summer) experience.

Middle College Programs. In academic year 2024, 532 students participated in one of the early or middle college schools offered with UAA district partners. The UAA partners on middle or early college programs at Kenai Peninsula College, Kodiak College, Mat-Su College, and in Anchorage.

Courses Taught in the High Schools. In academic year 2024, 853 students took a dual enrollment course delivered solely to high school students. These included both articulated high school career and technical education (CTE) courses, as well as the UAA general education courses taught by UAA-approved high school instructors using the institution's syllabus.

Early Childhood Dual Enrollment. Building on the dual enrollment program with King Tech High School in Anchorage, the School of Education is partnering with high schools in Sitka to develop early childhood education dual credit experiences that will support nearly 30 students at Sitka High School, Pacific High School, and Mt. Edgecumbe High School. In addition, following the pilot program with King Tech High School to deploy "distance learning-classrooms-in-a-box" to rural students, district partners in Bristol Bay and southeast Alaska are investigating this opportunity. This program involves Alaskan high school students receiving instruction from a dual-enrollment teacher with the help of a Meeting Owl and other technologies provided in the box.

Prince William Sound Offers Opportunities That Reach Across the State. As with the other UAA campuses, the Prince William Sound College (PWSC) has multiple kinds of dual enrollment partnerships, offering courses on campus, at the high schools, and remotely. An innovation is that the PWSC has used grant funding to bring dual enrollment students from distant, rural Alaska high schools to the Valdez campus to live in the residence halls to complete one-semester Occupational Endorsement Certificates in hands-on technical fields such as Marine Tech Services and Construction. Funding from the City of Valdez enables the PWSC to offer Valdez students dual enrollment opportunities at no cost to the student, broadening access to post-secondary education and reducing the cost to those families.

Summer Engineering Academies. Embarking on its 19th year of offering STEM (science, technology, engineering, mathematics) outreach, the College of Engineering taught 28 sessions to 693 students for eight weeks. Twenty-four sessions were hosted at the UAA and four at the Mat-Su College. Highlights from this year's academies include partnerships with Alaska Resource Education (ARE) and Special Education Service Agency (SESA). Instructors from ARE shared their knowledge of Alaska's natural resources and how engineering industries relate to responsible resource management during the Engineering Exploration Junior Academy. The SESA returned for a second year to support the inclusion of participants with unique educational needs in the Corrosion Chemistry academy.

UAA Students Chart Their Journey and Have an Impact on Their Communities

UAA Student Selected for Prestigious Truman Scholarship. A UAA Bachelor of Political Science major and Justice and Women's Studies minor graduate was selected as a 2024 Truman Scholar. Truman Scholars demonstrate outstanding leadership potential, a commitment to a career in government or the nonprofit sector, and academic excellence. Each Truman Scholar receives funding for graduate studies, leadership training, career counseling, and special internship and fellowship opportunities within the federal government. Sixty new Truman

Scholars were selected from 709 candidates based on the finalists' academic success and leadership accomplishments, as well as their likelihood of becoming public service leaders.

UAA Student Selected to Teach in Austria. A Bachelor of Arts in Languages graduate was awarded a foreign language teaching assistantship to Austria from the United States Teaching Assistantship (USTA). Teaching Assistants work in one or two Austrian secondary schools. The program exposes young Austrians to native speakers and is designed to inspire an interest in other cultures based on cross-cultural dialogue and personal contacts.

Mat-Su College Supports Student Research in Physics. Two students had the remarkable opportunity to travel to the National Aeronautics and Space Administration (NASA), where they built and launched an experiment on a suborbital rocket, gaining insights into aerospace research and technology. This opportunity was made possible by a NASA grant won by two faculty at the Mat-Su College. The grant proposed designing and building a space weather station, which is now operational in the woods behind campus.

Undergraduate Engineering Projects in the Community. Engineering students continue to solve problems in Alaska through capstone projects. Examples from 2024 include: "In-Processing Kiosk for JBER (Joint Base Elmendorf/Richardson) Professional Military Education Center"; "Interactive Campus Experience: UAA HoloLens 2 Guided Tour"; "Rabbit Valley Trailhead Improvements"; "Double Disc Anemometer Development and Testing"; and "Snow River Bridge Raise".

Student Research and Creative Scholarship Showcase. Thirty-five UAA undergraduate students delivered presentations or performances at the competitive 2024 Student Research and Creative Scholarship Showcase. Prize-winning projects included one focused on understanding high school students' and educators' views on Alaska-related curriculum in the Anchorage School District (ASD) and evaluation of data around student exposure to Alaska Native Studies, Alaska History, and Indigenous science, and another one focused on marine viral community differences in the Northern Gulf of Alaska.

Community Engaged Student Assistants. In academic year 2024, community engaged student assistants worked with faculty to support multiple community-engaged projects with partners across the State, including, but not limited to: the Alaska American Association of Retired Persons (AARP); Alaska American Civil Liberties Union (ACLU); Alaska Association of School Social Workers; Alaska Eating Disorder Alliance; Alaska Housing Finance Corporation; Alaska Public Health Association; Alaska State Opioid Treatment Authority Division of Behavioral Health; Anchorage Park Foundation; Anchorage School District; Denakkanaaga; and the McLaughlin Youth Center. They also supported community-facing campus centers such as the Hunger and Homelessness Support Network, Psychological Services Center, and the Seawolf Food Pantry.

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, the Center for Alaskan Coastal Studies, the National Oceanic and Atmospheric Administration (NOAA), and the Kachemak Bay National Estuarine Research Reserve among other agencies and organizations.

UAA Actively Partners with Community and Industry, Including Bringing the Community to Campus

Lifetime Achievement. The UAA faculty member, Professor Ron Spatz, received the Lifetime Achievement Award in the Arts at the 2024 Governor's Arts and Humanities Awards ceremony. This prestigious award underscores career-long contributions to the literary arts through a multitude of creative projects, including co-founding and serving as editor-in-chief of the Alaska Quarterly Review (AQR). Through many innovative and creative projects, Professor Spatz continues to connect the UAA to the community.

Library Connections Across Alaska. The UAA's Steve Rollins, long-serving dean of the UAA/APU Consortium Library, was recognized with a legislative citation for years of contributions to connecting communities with library resources across the State.

Alaska Leaders Archive. In March 2024, the UAA was honored to receive the papers of Senator Ted Stevens at the UAA/APU Consortium Library. The Ted Stevens Collection is one of the largest congressional collections ever assembled. The university sees these records as a catalyst to inspire and teach future generations of students and

Alaska leaders, along with the archives of 130 other Alaskan leaders. As part of the Alaska Leaders Archive, the UAA is offering students, scholars, and citizens a glimpse into the leadership and decisions that have shaped Alaska – a place where future leaders learn from the rich legacy of Alaska’s past leaders.

Sustainable Agriculture Community Program. The Kenai Peninsula College Kachemak Bay Sustainable Agriculture program worked with the Homer Soil and Water Conservation District and other community partners to offer 35 agriculture courses, presentations, and events in academic year 2024. This UAA program is designed to encourage and educate local growers, meet community agricultural workforce development, build a community seed bank, and educate the public on food safety and security.

Alaska Native Values in Modern Governance: A Gathering. The two-day conference attracted 220 participants from around the State for an innovative approach to Alaska Native training. The 2024 gathering offered 28 sessions ranging from fiduciary duties and reading financial statements to nonprofit board service and grant writing. Sessions addressed issues unique to Alaska Native Tribes and corporations, including the Alaska Native Claims Settlement Act (ANCSA), open enrollment policies, and tribal financials. General sessions covered topics vital to all attendees. These included panel discussions on “Hiring Our People” and “Working Together for Housing in Our Homelands.”

Maritime Workforce Development on Kodiak Island. Kodiak College produced 10 graduates from the Marine Services Technology Occupational Endorsement Certificate, who are now contributing vital skills to Alaska’s marine industry. This initiative provides essential vessel maintenance and repair skills training to support local economies and fishing operations. In addition to graduate success, the program expanded its outreach by delivering marine services technology training to three remote Alaskan villages within Kodiak Archipelago, ensuring accessibility for underserved communities. Kodiak College has added to its offerings a six-pack captain’s class, allowing participants to earn their United States Coast Guard Captain’s license for operating small vessels. Overall, the program strengthens Kodiak’s workforce in marine services, emphasizing safety, skill development, and economic resilience.

Teacher Retention Across Alaska. Initially launched with school district partnerships in Bristol Bay, Lake and Peninsula Borough, Dillingham, and the southwest region, the School of Education’s Experiential Education Project (EEP) now includes the Lower Kuskokwim School District and has expanded to the Galena City and Chugach School Districts in 2023-2024. Through collaboration between the UAA faculty and these school districts, portfolio-based credits are awarded to teachers at a flat rate, making the Masters in Education (M.Ed.) more affordable and providing an opportunity to earn higher pay, supporting the retention of a much-needed rural teaching workforce in Alaska. Recent research conducted by Education Northwest revealed that retention rates are significantly higher for rural Alaskan teachers enrolled in the M.Ed. compared to non-participating teachers.

Homeland Security Center of Excellence. In April 2024, the UAA was proud to officially launch its new Homeland Security Center of Excellence. The Arctic Domain Awareness Center (ADAC-ARCTIC) will receive millions in federal funding through a ten-year cooperative agreement for groundbreaking research in national security topics and will create new opportunities for faculty and students.

Creative Arts Hub. Over the past year, the College of Arts and Sciences (CAS) had over 1,500 events with 10,000 people attending and over 100 classes offered in the Fine Arts Building. Partnerships included the Perseverance Theater and the Sitka Music Festival as well as the Midnight Sun Theater and the Alaska Theatre of Youth. The recently launched Friends of the Arts at the UAA program further supports community connections, giving community members an insider view of what’s going on in the arts at the UAA.

Partnerships in Extraction Industries at Prince William Sound. The Prince William Sound College (PWSC) has multiple partnerships for the Millwright Occupational Endorsement Certificate (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. The PWSC also partners with the 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.

Community Engaged Research Projects. The UAA faculty conducted numerous community-engaged projects with partners across the State, such as developing culturally responsive, trauma-informed person-centered participatory practices with Alaska Native Elders of the Eklutna Community Clinic; facilitating coordination between statewide

entities in the effort to help Alaska Native caregivers and people with dementia have voices in program and service development; preventing and addressing sexual violence in Anchorage nightlife establishments with the Alaska Cabarets, Hotels, Restaurants, and Retailers (CHARR); and conducting food security research with the Ketchikan Wellness Coalition.

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 serves an important role in providing access to students across Alaska to cultural language bearers for language training.

Maritime Professional Development at Kachemak Bay. The Maritime Workforce Development program at the Kachemak Bay Campus (KBC) of the Kenai Peninsula College offered five maritime courses during academic year 2024 to meet the workforce needs identified by local marine industry partners. Fifty-three adult and high school students trained on maritime safety, the use of navigational charts and technology, computer assisted design, and United States Coast Guard Certification courses.

Arctic Science and Engineering Research. Through the ConocoPhillips Arctic Science and Engineering Endowment Awards, the university awarded support to three exploratory research projects and one education development project in 2024, totaling about \$500,000. One exploratory research 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. The educational project seeks to create new opportunities for exploring Arctic science by engaging students in a bi-directional research exchange program with a French university. Another exploratory research project seeks to explore the unstable permafrost using microgravimetry with Ukpeagvik Inupiat Corporation science. It is through these partnerships that these funded projects magnify their impact.

Community Education on Kodiak Island. Community Education at Kodiak College offers residents from across Kodiak Island the chance to participate in personal enrichment courses that cater to diverse interests and goals. These courses bring together individuals from remote villages, the United States Coast Guard Base, and the main town alike, fostering a shared learning experience that enriches the entire community. By hosting these classes on campus, Kodiak College strengthens local connections to the university, making higher education resources more accessible and relevant. The program not only adds value to participants' lives through skill-building and personal growth but also reinforces the college's role as the island's learning living room. This engagement deepens residents' connection to lifelong learning.

Next Generation Heat Pumps Collaboration. The College of Engineering partnered with LG Electronics to create the Consortium for Advanced Heat Pump Research which brings together local industry, researchers, students, and government agencies to develop next-generation heat pumps, that operate efficiently and with high performance, to offer heating and cooling solutions in cold climates such as Alaska.

Marine Industries and Prince William Sound. The Prince William Sound College (PWSC) has multiple programs partnering with maritime industries, such as the Marine Services Technician Occupational Endorsement Certification (OEC) with Yamaha Outboard Motors. The PWSC's Yamaha train-the-trainer events have spread marine motor maintenance training know-how to school districts and community campuses all over Alaska. The Marine Natural Resources Technician OEC (occupational endorsement certificate) partners with organizations like the Valdez Fisheries Development Association, the Alaska Blue Economy Center, and the Alaska Mariculture Alliance. Students and program faculty collaborate with experts in marine industries from transportation to mariculture to tourism to fishing.

Business and Public Policy Showcase. The UAA College of Business and Public Policy (CBPP) hosted its annual Showcase in Rasmuson Hall on October 4, 2024. The vibrant event highlighted the CBPP's leadership in the field of artificial intelligence (AI), with the theme "Innovate Together: Unleashing Potential with Artificial Intelligence." Featured speakers from within and outside Alaska gave participants specific examples of how AI has impacted their businesses. Over 450 community members attended the event. The CBPP Showcase is becoming known, across campus and in the larger community, as an engaging evening where guests can learn something new about the CBPP or the theme of the evening.

Sports, Concerts, Festivals, and Ceremonies. The Alaska Airlines Center saw over 250,000 visits across UAA athletic events (52); other UAA events (29); major concerts (six); 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. The Wendy Williamson Auditorium hosted tens of thousands of community guests last year. Signature events included several pageants, a summer youth theater academy, the Anchorage Folk Festival, and the Banff Mountain Film Festival. The Wendy Williamson Auditorium also hosted three Citizenship Naturalization ceremonies, welcoming more than a thousand new citizens to the community. These events are often the first time an Alaskan student or their parents visit the UAA and are key first steps in future enrollment.

TVEP Funding Contributes to Rich Community Experiences. Mat-Su College's annual Halloween Trick or Treat event was a resounding success, further solidified by the Technical Vocational Education Project (TVEP) funded robotics project, where students created animatronics for the occasion. This project not only provided a fun experience, for children and families, but also showcased the creativity and technical skills of UAA students. Additionally, the Mat-Su College held a Veterans Day service to honor those who have served, a Health Fair promoting wellness in the community, and a solar eclipse viewing event, which allowed participants to engage with science and use and learn about telescopes in an exciting and educational way.

UAA Maintains Affordable Education

Focused programming combined with convenient, affordable options are key to serving the 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. The UAA is taking steps across the institution to improve the affordability for students.

Textbook and Course Material Affordability. The UAA faculty continued their work to reduce the cost of course materials to make learning more affordable. In fall 2024, 1,086 course sections, or 48 percent of all course sections active in the bookstore, were at zero cost, using either open educational resources or not requiring a textbook. An additional 170 sections were low-textbook cost courses, or courses with less than \$40.00 total of course materials. Together the zero cost and low-textbook cost sections made up 55 percent of the total course sections.

Course Fee Deletions and Reductions. The UAA is in the middle of a comprehensive review of all course fees, which fund individual course expenses that go beyond the standard cost of delivering a course. An example of a course fee would be a lab fee that pays for the chemicals and laboratory equipment for a chemistry class. Through this comprehensive review, in calendar year 2024 the UAA eliminated 163 course fees and reduced an additional 90. This equates to the complete elimination of \$15,528.50 in potential course fees and an additional reduction in ongoing fees of \$3,452, all of which would be multiplied by the actual enrollment in the courses. In addition, the once-per semester college-wide fees for the College of Business and Public Policy and the College of Engineering were deleted, removing potential fees from another 502 courses. All of this builds on the work in calendar year 2023, which realized similar savings for students.

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 the UAA. With the UAA's highly mobile populations, including active military students, the ability to provide upfront 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 prevent students from taking redundant credits, saving them time and money. Since the Seawolf Transfer Trail went live in August 2020, 3,674 distinct users entered 29,044 transfer courses. Of those distinct users, 1,818 created an account to save their work and be able to return to the system for future reference. 253 of those account creators applied for admission to the UAA. Of the 237 admits, 178 registered for 3,603 credits (multiple semesters).

Key RDU Challenges

A. ENROLLMENT (Recruitment, Retention, Graduation)

The UAA continues to see enrollment increases, with diminishing percentage increases at the campus and strong

percentage increases at the community campuses. The UA Board of Regents has set a goal for the UAA to recruit 3,000 new students in the next three years. In order to achieve this goal and put the UAA on a more sustainable financial path, the UAA requires greater resources for strategic marketing and outreach efforts leading to greater enrollment.

According to the UA Board of Regents' independent expert, the UAA's level of market advertising (\$250,000 annually) is substantially lower than other comparable universities.

B. REBUILDING THE FINANCIAL FOUNDATION OF UAA ATHLETICS

During the decade of declining enrollment at the UAA (until 2022), which became more pronounced between 2018-2021, virtually all the UAA Athletics' general funds' allocation was eliminated at the university level.

The UAA Athletics is an approximately \$9 million enterprise. A little over \$4 million of that is sustained annually by philanthropy, sponsorships, advertising, and ticket sales. The UAA has reallocated almost \$5 million annually from other sources for several years to cover the remaining costs of athletics, but that level of reallocation is not sustainable long-term.

Significant Changes in Results to be Delivered in FY2026

- A. **Increased Retention Rates:** As reported to the UA Board of Regents, the UAA's first-year student retention rate has increased to its highest point in almost a decade. Increasing retention rates produces increasing graduation rates two years later and beyond.

Over the past five years the UAA has improved its retention rate by three percentage points. This is significant, as even a small gain in retention makes a difference, for students and the institution. The UAA expects that with continued work and investment in academic advising, among other areas, it will create an even better environment for student success.

- B. **Increasing Number of Applications and Higher Enrollment:** With additional investment in motivatic marketing and outreach, the UAA expects to see applications for enrollment increase by 16 percent. With a current yield rate of 2,283 applicants and increased efforts to bring back stop-out students, an estimated total increase of 480 new students registering for classes in fall 2026 and an additional 515 new students registering for fall 2027, for an estimated increased total of 2,763 applicants.

STRATEGIC ENROLLMENT MANAGEMENT

The UAA's funding decisions related to growing enrollment are data driven and implemented through the framework of the UAA's Strategic Enrollment Management (SEM) plan. In executing the plan, the UAA has been updating admissions, advising, and enrollment processes affording many additional opportunities for online and distance-delivered programs at the 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 the 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

The UAA's research is solutions-oriented and primarily centered around improving the lives and opportunities of Alaskans and other people living in northern, cold climate regions. The UAA faculty conduct research in such areas

as protecting critical infrastructure from corrosion, wildland fire mitigation and management, new technologies for cold climate construction, State and federal energy policy in the Arctic, economic policy, and national security policy and leadership in the Arctic. The UAA is guided by the university's plan for Research, Creative Activity, and Public Service which seeks to elevate the impact of this important aspect of the UAA's mission. Through a combination of strategies including improved communications and coordination, increased incentives, and expanded partnerships, the UAA will continue to expand the impact of 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

	FY2024 Actuals				FY2025 Management Plan				FY2026 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	206,509.3	31,577.0	29,797.3	267,883.6	216,006.8	17,222.2	30,494.6	263,723.6	216,310.8	34,289.7	33,361.2	283,961.7
Small Business Dev Center	1,169.0	561.2	1,992.9	3,723.1	1,509.6	975.0	1,216.8	3,701.4	1,509.6	975.0	1,216.8	3,701.4
Kenai Peninsula College	12,444.2	406.0	3.6	12,853.8	16,116.2	557.5	1,000.8	17,674.5	15,985.2	557.5	1,002.2	17,544.9
Kodiak College	4,204.6	282.2	0.0	4,486.8	5,725.1	331.8	367.7	6,424.6	5,282.2	331.8	367.7	5,981.7
Matanuska-Susitna College	8,998.5	0.0	0.0	8,998.5	13,860.5	172.3	245.0	14,277.8	14,011.5	172.3	245.0	14,428.8
Prince Wm Sound College	5,080.2	385.5	249.3	5,715.0	5,669.2	188.6	800.0	6,657.8	5,783.7	188.6	807.1	6,779.4
Totals	238,405.8	33,211.9	32,043.1	303,660.8	258,887.4	19,447.4	34,124.9	312,459.7	258,883.0	36,514.9	37,000.0	332,397.9

University of Alaska Anchorage
Summary of RDU Budget Changes by Component
From FY2025 Management Plan to FY2026 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>
FY2025 Management Plan	124,407.1	134,480.3	19,447.4	34,124.9	312,459.7
One-time items:					
-Anchorage Campus	-1,250.3	0.0	-2,112.5	0.0	-3,362.8
Adjustments which continue current level of service:					
-Anchorage Campus	6,090.5	-13,776.9	17,570.0	66.6	9,950.2
-Kenai Peninsula College	303.6	213.8	0.0	1.4	518.8
-Kodiak College	91.2	41.1	0.0	0.0	132.3
-Matanuska-Susitna College	236.3	94.8	0.0	0.0	331.1
-Prince Wm Sound College	140.4	51.5	0.0	7.1	199.0
Proposed budget increases:					
-Anchorage Campus	1,089.6	9,655.3	1,610.0	2,800.0	15,154.9
Proposed budget decreases:					
-Anchorage Campus	0.0	-1,504.2	0.0	0.0	-1,504.2
-Kenai Peninsula College	0.0	-648.4	0.0	0.0	-648.4
-Kodiak College	0.0	-575.2	0.0	0.0	-575.2
-Matanuska-Susitna College	0.0	-180.1	0.0	0.0	-180.1
-Prince Wm Sound College	0.0	-77.4	0.0	0.0	-77.4
FY2026 Governor	131,108.4	127,774.6	36,514.9	37,000.0	332,397.9