

UAF Employee Change Snapshot, Headcount and FTE, Spring 2021-2025 May 2025

Overview

- Spring 2025 reflects continued overall growth in employee headcount and FTE since spring 2021. Major contributing factors include: tuition revenue due to enrollment increases; increased restricted funding and indirect cost recovery (ICR) from sponsored projects that support the research enterprise; and state general fund support is stabilizing. Looking ahead, predicting future employee trends is challenging. Although the state budget has remained relatively stable in recent years, it continues to face overall deficits due to lower-than-expected oil prices; it is difficult to predict how UA and UAF's budget will be impacted in future years. At the same time, uncertainty in the federal landscape adds to the unpredictability.
- Starting fall 2023, the collective bargaining agreement between the University of Alaska and United Academics resulted in a faculty classification change. The FN ECLS (faculty non-represented) has been reclassified to F9 (regular faculty 12 months). This change is reflected in employee data showing a decrease in FN and an increase in F9.
- This report does not include vacant positions.

Spring Headcount

Table 1. UAF Employee Headcounts, Spring 2021-2025

	Spring	Spring	Spring	Spring	Spring	Change	% Change	Change	% Change
Employee Type	2021	2022	2023	2024	2025	21-25	21-25	24-25	24-25
REGULAR									
Staff	1,199	1,229	1,333	1,425	1,509	310	25.9%	84	5.9%
Faculty	516	516	517	531	533	17	3.3%	2	0.4%
Officers/Sr. Admin	60	67	69	74	74	14	23.3%	0	0.0%
REGULAR Total	1,775	1,812	1,919	2,030	2,116	341	19.2%	86	4.2%
TEMPORARY									
Student	711	775	815	890	945	234	32.9%	55	6.2%
Staff	374	341	418	406	395	21	5.6%	-11	-2.7%
Adjunct Faculty	259	299	286	294	313	54	20.8%	19	6.5%
TEMPORARY Total	1,344	1,415	1,519	1,590	1,653	309	23.0%	63	4.0%
Grand Total	3,119	3,227	3,438	3,620	3,769	650	20.8%	149	4.1%

Note: Headcount includes an unduplicated count of temporary staff, adjuncts, and student employees, therefore represents a meaningful way to understand changes in temporary job types. Temporary employees include extended temporary positions.

- Total UAF employee headcount increased by 4.1% from spring 2024 to 2025 (149 employees).
 - Regular employee headcount increased by 4.2% from spring 2024 to 2025 (86 employees).
 This increase is primarily in the staff category as UAF fills vacant positions and invests in targeted areas.
 - Temporary staff, adjuncts, and student employee headcounts increased by 4.0% from spring 2024 to 2025 (63 employees). This increase is primarily in the student employee category.

Table 2. UAF Employee Headcounts by Employee Class (ECLS), Spring 2021-2025

Exemployee Type ECLS 2021 2021 2023 2024 2025 21-25 24-25 24-25 REGULAR Feaculty F9-Faculty Regular <12mo 463 459 470 530 570 1518 3 0.0% Faculty - Non-Represented 516 516 517 531 533 170 3.3% 0.0 0.4% Officers/Sr. Admin FR-Academic Leadership 22 26 30 29 7 31.8% 0.1 3.3% Officers/Sr. Admin FR-Academic Leadership 22 26 60 70 70 14 45 0 3.3% 0 0.0% SEC-Executive Management 38 41 43 44 45 7 14 45 0 0.0% SEC-Executive Management 60 67 709 74 44 32 0 0 0.0% SEC-Executive Management 38 <td< th=""><th></th><th>noyee rieddeodries by Employ</th><th></th><th>Spring</th><th></th><th></th><th>Spring</th><th>Change</th><th>Change</th><th>Change</th><th>Change</th></td<>		noyee rieddeodries by Employ		Spring			Spring	Change	Change	Change	Change
Faculty F9-Faculty Regular <12mo	Exmployee Type	ECLS	2021	2022	2023	2024	2025	21-25	21-25	24-25	24-25
FN-Faculty - Non-Represented 53 57 47 1	REGULAR										
Faculty Total S16 S16 S17 S31 S33 17 3.3% 2 0.4%	Faculty	F9-Faculty Regular <12mo	463	459	470	530	533	70	15.1%	3	0.6%
Officers/Sr. Admin FR-Academic Leadership 22 26 26 30 29 7 31.8% -1 -3.3% EX-Executive Management 38 41 43 44 45 7 18.4% 1 2.3% Officers/Sr. Total 60 67 69 74 74 14 23.3% 0 0.0% Staff XR-Exempt Staff - Regular 613 645 708 795 853 240 39.2% 58 7.3% NR-NonExempt Staff - Regular 466 457 749 498 507 41 8.8% 9 1.8% CR-6070 Union - Regular 120 1229 1,333 1,425 1,509 310 25.9% 84 5.9% REGULAR Total 1,799 1,229 1,333 1,425 1,509 310 25.9% 84 4.29 TEMPORARY 4 1,799 1,229 1,334 84 42 100.0% 1 1.28 <		FN-Faculty - Non-Represented	53	57	47	1		-53	-100.0%	-1	-100.0%
EX-Executive Management 38 41 43 44 45 7 18.4% 1 2.3% Officers/Sr. Total 60 67 69 74 74 14 23.3% 0 0.0% Staff XR-Exempt Staff - Regular NR-NonExempt Staff - Regular (CR-L6070 Union - Regular Park) 66 457 494 498 507 41 8.8% 9 1.8% CR-L6070 Union - Regular (CR-L6070 Union - Regular) 120 127 131 132 149 29 24.2% 17 12.9% Staff Total 1,199 1,229 1,333 1,425 1,509 310 25.9% 84 5.9% REGULAR Total 1,775 1,812 1,919 2,030 2,116 341 19.2% 866 4.2% TEMPORARY W FW-Faculty Non-rep Temp 42 66 83 84 42 100.0% 1 1.2% Adjunct Faculty FW-Faculty Non-rep Temp 42 61 66 83 84<	Faculty Total		516	516	517	531	533	17	3.3%	2	0.4%
Officers/Sr. Total 60 67 69 74 74 14 23.3% 0 0.0% Staff XR-Exempt Staff - Regular NR-NonExempt Staff - Regular CR-L6070 Union - Temporary CR-L6070 Union -	Officers/Sr. Admin	FR-Academic Leadership	22	26	26	30	29	7	31.8%	-1	-3.3%
Staff XR-Exempt Staff - Regular 613 645 708 795 853 240 39.2% 58 7.3% NR-NonExempt Staff - Regular 466 457 494 498 507 41 8.8% 9 1.8% CR-L6070 Union - Regular 120 127 131 132 149 29 24.2% 17 12.9% 1		EX-Executive Management	38	41	43	44	45	7	18.4%	1	2.3%
NR-NonExempt Staff - Regular	Officers/Sr. Total		60	67	69	74	74	14	23.3%	0	0.0%
CR-L6070 Union - Regular 120 127 131 132 149 29 24.2% 17 12.9% Staff Total 1,199 1,229 1,333 1,425 1,509 310 25.9% 84 5.9% REGULAR Total 1,775 1,812 1,919 2,030 2,116 341 19.2% 86 4.2% TEMPORARY EMPORARY Adjunct Faculty FW-Faculty Non-rep Temp 42 61 66 83 84 42 100.0% 1 1.2% FT-Faculty - Temporary 217 238 220 211 229 12 5.5% 18 8.5% Adjunct Total 259 299 286 294 313 54 20.8% 19 6.5% Staff NT-Non-Exempt Staff- Temp 302 290 353 381 367 65 21.5% -14 -3.7% CT-L6070 Union - Temporary XX-Exempt Staff - Extended NX-NonExempt Staff - Extnd 54 39 <t< th=""><td>Staff</td><td>XR-Exempt Staff - Regular</td><td>613</td><td>645</td><td>708</td><td>795</td><td>853</td><td>240</td><td>39.2%</td><td>58</td><td>7.3%</td></t<>	Staff	XR-Exempt Staff - Regular	613	645	708	795	853	240	39.2%	58	7.3%
Staff Total 1,199 1,229 1,333 1,425 1,509 310 25.9% 84 5.9% REGULAR Total 1,775 1,812 1,919 2,030 2,116 341 19.2% 86 4.2% TEMPORARY Adjunct Faculty FW-Faculty Non-rep Temp 42 61 66 83 84 42 100.0% 1 1.2% FT-Faculty -Temporary 217 238 220 211 229 12 5.5% 18 8.5% Adjunct Total 259 299 286 294 313 54 20.8% 19 6.5% NT-Non-Exempt Staff- Temp 302 290 353 381 367 65 21.5% -14 -3.7% CT-L6070 Union - Temporary 9 10 14 21 23 14 155.6% 2 9.5% XT-Exempt Staff - Temporary 5 2 3 5 0		NR-NonExempt Staff - Regular	466	457	494	498	507	41	8.8%	9	1.8%
REGULAR Total 1,775 1,812 1,919 2,030 2,116 341 19.2% 86 4.2% TEMPORARY Adjunct Faculty FW-Faculty Non-rep Temp 42 61 66 83 84 42 100.0% 1 1.2% FT-Faculty -Temporary 217 238 220 211 229 12 5.5% 18 8.5% Adjunct Total 259 299 286 294 313 54 20.8% 19 6.5% Staff NT-Non-Exempt Staff- Temp 302 290 353 381 367 65 21.5% -14 -3.7% CT-L6070 Union - Temporary 9 10 14 21 23 14 155.6% 2 9.5% XT-Exempt Staff - Temporary 5 2 3 5 0 0.0% 2 66.7% XX-Exempt Staff - Extended 4 2 2 2 -4 -100.0% 0 NX-NonExempt Staff - Extended 4 2 2 2 -4 -100.0% 0 NX-NonExempt Staff - Extended 34 39 47 1 -54 -100.0% 1-1 -100.0% Staff Total 5N-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 4 2 2 2 2 0 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%		CR-L6070 Union - Regular	120	127	131	132	149	29	24.2%	17	12.9%
TEMPORARY	Staff Total		1,199	1,229	1,333	1,425	1,509	310	25.9%	84	5.9%
Adjunct Faculty FW-Faculty Non-rep Temp 42 61 66 83 84 42 100.0% 1 1.2% FT-Faculty -Temporary 217 238 220 211 229 12 5.5% 18 8.5% Adjunct Total 259 299 286 294 313 54 20.8% 19 6.5% Staff NT-Non-Exempt Staff - Temp 302 290 353 381 367 65 21.5% -14 -3.7% CT-L6070 Union - Temporary 9 10 14 21 23 14 155.6% 2 9.5% XT-Exempt Staff - Temporary 5 2 3 5 0 0.0% 2 66.7% XX-Exempt Staff - Extended 4 2 2 -4 -100.0% 0 -1 -100.0% Staff Total 374 341 418 406 395 21 5.6% -11 -2.7% Student SN-Student - NonF	REGULAR Total		1,775	1,812	1,919	2,030	2,116	341	19.2%	86	4.2%
FT-Faculty -Temporary 217 238 220 211 229 12 5.5% 18 8.5% Adjunct Total 259 299 286 294 313 54 20.8% 19 6.5% Staff NT-Non-Exempt Staff - Temp 302 290 353 381 367 65 21.5% -14 -3.7% CT-L6070 Union - Temporary 9 10 14 21 23 14 155.6% 2 9.5% XT-Exempt Staff - Temporary 5 2 3 5 0 0.0% 2 66.7% XX-Exempt Staff - Extended 4 2 2 4 -100.0% 0 NX-NonExempt Staff - Extended 54 39 47 1 -54 -100.0% -1 -100.0% Staff Total 374 341 418 406 395 21 5.6% -11 -2.7% Student SN-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 2 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%	TEMPORARY										
Adjunct Total 259 299 286 294 313 54 20.8% 19 6.5% Staff NT-Non-Exempt Staff- Temp 302 290 353 381 367 65 21.5% -14 -3.7% CT-L6070 Union - Temporary 9 10 14 21 23 14 155.6% 2 9.5% XT-Exempt Staff - Temporary 5 2 3 5 0 0.0% 2 66.7% XX-Exempt Staff - Extended 4 2 2 -4 -100.0% 0 NX-NonExempt Staff - Extnd 54 39 47 1 -54 -100.0% -1 -100.0% Staff Total 374 341 418 406 395 21 5.6% -11 -2.7% Student SN-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281	Adjunct Faculty	FW-Faculty Non-rep Temp	42	61	66	83	84	42	100.0%	1	1.2%
Staff NT-Non-Exempt Staff- Temp 302 290 353 381 367 65 21.5% -14 -3.7% CT-L6070 Union - Temporary 9 10 14 21 23 14 155.6% 2 9.5% XT-Exempt Staff - Temporary 5 2 3 5 0 0.0% 2 66.7% XX-Exempt Staff - Extended 4 2 2 -4 -100.0% 0 NX-NonExempt Staff - Extend 54 39 47 1 -54 -100.0% -1 -100.0% Staff Total 374 341 418 406 395 21 5.6% -11 -2.7% Student SN-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 6		FT-Faculty -Temporary	217	238	220	211	229	12	5.5%	18	8.5%
CT-L6070 Union - Temporary 9 10 14 21 23 14 155.6% 2 9.5% XT-Exempt Staff - Temporary 5 2 3 5 0 0.0% 2 66.7% XX-Exempt Staff - Extended 4 2 2 2 -4 -100.0% 0 NX-NonExempt Staff - Extnd 54 39 47 1 -54 -100.0% 1 -100.0% Staff Total 374 341 418 406 395 21 5.6% -11 -2.7% Student SN-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 2 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%	Adjunct Total		259	299	286	294	313	54	20.8%	19	6.5%
XT-Exempt Staff - Temporary 5 2 3 5 0 0.0% 2 66.7% XX-Exempt Staff - Extended 4 2 2 1 -4 -100.0% 0 NX-NonExempt Staff - Extnd 54 39 47 1 -54 -100.0% -1 -100.0% Staff Total SN-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 2 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%	Staff	NT-Non-Exempt Staff- Temp	302	290	353	381	367	65	21.5%	-14	-3.7%
XX-Exempt Staff - Extended 4 2 2 2 -4 -100.0% 0 NX-NonExempt Staff - Extnd 54 39 47 1 -54 -100.0% -1 -100.0% Staff Total 374 341 418 406 395 21 5.6% -11 -2.7% Student SN-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 2 0 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%		CT-L6070 Union - Temporary	9	10	14	21	23	14	155.6%	2	9.5%
NX-NonExempt Staff - Extnd 54 39 47 1 -54 -100.0% -1 -100.0% Staff Total 374 341 418 406 395 21 5.6% -11 -2.7% Student SN-Student - NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%		XT-Exempt Staff - Temporary	5		2	3	5	0	0.0%	2	66.7%
Staff Total 374 341 418 406 395 21 5.6% -11 -2.7% Student SN-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%		XX-Exempt Staff - Extended	4	2	2			-4	-100.0%	0	
Student SN-Student -NonFica taxable 362 410 464 521 549 187 51.7% 28 5.4% GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%		NX-NonExempt Staff - Extnd	54	39	47	1		-54	-100.0%	-1	-100.0%
GN-Grad Student FICA non-tax 279 302 281 292 319 40 14.3% 27 9.2% ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 2 0 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%	Staff Total		374	341	418	406	395	21	5.6%	-11	-2.7%
ST-Student - FICA Taxable 70 59 66 75 75 5 7.1% 0 0.0% GT-Grad Student FICA tax 4 4 2 2 2 2 2 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%	Student	SN-Student -NonFica taxable	362	410	464	521	549	187	51.7%	28	5.4%
GT-Grad Student FICA tax 4 4 2 2 2 0 0.0% Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%		GN-Grad Student FICA non-tax	279	302	281	292	319	40	14.3%	27	9.2%
Student Total 711 775 815 890 945 234 32.9% 55 6.2% TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%		ST-Student - FICA Taxable	70	59	66	75	75	5	7.1%	0	0.0%
TEMPORARY Total 1,344 1,415 1,519 1,590 1,653 309 23.0% 63 4.0%		GT-Grad Student FICA tax		4	4	2	2	2		0	0.0%
	Student Total		711	775	815	890	945	234	32.9%	55	6.2%
Grand Total 3,119 3,227 3,438 3,620 3,769 650 20.8% 149 4.1%	TEMPORARY Total		1,344	1,415	1,519	1,590	1,653	309	23.0%	63	4.0%
	Grand Total		3,119	3,227	3,438	3,620	3,769	650	20.8%	149	4.1%

Note: Headcount includes an unduplicated count of temporary staff, adjuncts, and student employees, therefore represents a meaningful way to understand changes in temporary job types. Temporary employees include extended temporary positions.

- Regular faculty: beginning in fall 2023, regular faculty formerly classified as FN were reclassified to F9. This is reflected in the table above by the complete reduction of FN employees by spring 2025.
- Net changes in regular staff from spring 2024 to 2025 are primarily due to the increase of XR staff (+58). During this time period, 47 individuals who were NR in 2024 moved into XR positions by 2025. In addition, UAF is hiring to refill vacant positions.
- Local 6070 union positions experienced a net increase of 17 FTE (12.9%) from spring 2024 to 2025. These are primarily recharge funded individuals at Facilities Services filling critically needed positions at maintenance, operations, and utilities departments.

Spring Regular Full Time Equivalency (FTE)

Table 3. UAF Employee FTE by Cabinet, Spring 2021-2025

	Spring	Spring	Spring	Spring	Spring	Change	% Change	Change	% Change
Cabinet	2021	2022	2023	2024	2025	21-25	21-25	24-25	24-25
UAF Provost	692.3	660.8	690.6	708.9	720.6	28.3	4.1%	11.7	1.7%
UAF Vice Chancellor for Research	424.9	456.9	504.5	531.6	554.0	129.1	30.4%	22.4	4.2%
UAF Vice Chanc for Admin. Services	289.8	292.6	305.0	312.1	331.6	41.7	14.4%	19.5	6.2%
UAF VC Rural, Community & Native Ed	181.4	186.4	191.7	199.3	214.7	33.3	18.4%	15.4	7.8%
UAF VC for Student Affairs & Enroll Mgmt	115.0	123.6	133.3	136.3	132.3	17.3	15.1%	-4.0	-2.9%
UAF Chancellor	67.3	70.6	83.5	84.0	91.8	24.4	36.3%	7.8	9.3%
Grand Total	1,770.7	1,790.9	1,908.4	1,972.1	2,045.0	274.3	15.5%	72.9	3.7%

Note 1: One FTE is equivalent to one regular full-time employee's effort in a biweekly pay period. This does not consider the number of pay periods for which an assignment is established and cannot be used to meaningfully measure temporary employee assignments. Temporary employees are therefore excluded from the table above, but extended temporary are included. Note 2: Any organizational restructuring is mapped to previous periods in order to present apples to apples comparisons.

Overall, FTE increased 72.9 FTE (3.7%) in all Cabinet areas from spring 2024 to 2025.

Table 4. UAF Employee FTE by Cabinet and Fund Type, Spring 2024-2025

	<u>ype, spinig 2</u>	Spring	Spring	Change	% Change
Cabinet	Fund Type	2024	2025	24-25	24-25
UAF Provost	UNRESTRICTED	490.1	490.1	0.0	0.0%
	RESTRICTED	163.5	167.0	3.5	2.1%
	RECHARGE	34.6	36.9	2.3	6.8%
	MATCH	20.7	26.5	5.8	27.9%
	AUXILIARY		0.1	0.1	
UAF Provost Total		708.9	720.6	11.7	1.7%
UAF Vice Chancellor for Research	RESTRICTED	331.0	339.7	8.6	2.6%
	UNRESTRICTED	169.6	184.9	15.3	9.0%
	RECHARGE	23.3	22.0	-1.3	-5.5%
	MATCH	7.7	7.5	-0.2	-2.9%
UAF Vice Chancellor for Research	Total	531.6	554.0	22.4	4.2%
VC for Admin. Services	RECHARGE	151.2	167.0	15.9	10.5%
	UNRESTRICTED	137.3	139.2	1.9	1.4%
	RESTRICTED	14.3	16.2	1.8	12.8%
	AUXILIARY	9.3	9.2	-0.1	-1.6%
VC for Admin. Services Total		312.1	331.6	19.5	6.2%
VC Rural, Comm & Native Ed	UNRESTRICTED	160.8	160.9	0.1	0.0%
	RESTRICTED	31.7	45.8	14.1	44.7%
	AUXILIARY	5.6	5.8	0.3	5.0%
	MATCH	1.3	2.2	1.0	74.8%
VC Rural, Comm & Native Ed Total		199.3	214.7	15.5	7.8%
VC Student Affairs & Enroll Mgmt	UNRESTRICTED	111.5	106.4	-5.1	-4.6%
	AUXILIARY	18.1	19.0	0.9	4.8%
	RESTRICTED	6.2	7.0	0.8	12.1%
	RECHARGE	0.5		-0.5	-100.0%
VC Student Affairs & Enroll Mgmt T	otal	136.3	132.3	-4.0	-2.9%
UAF Chancellor	UNRESTRICTED	66.2	72.3	6.1	9.2%
	RESTRICTED	17.8	19.5	1.8	9.9%
UAF Chancellor Total		84.0	91.8	7.8	9.3%
Grand Total		1,972.1	2,045.0	72.9	3.7%

- Provost 5.8 FTE net growth under match funding was primarily at the Agriculture & Forestry Experimentation Station (AFES) Land Grant Programs. The 0.1 FTE is for the Alaska Sea Grant Program Publications Auxiliary.
- VCR FTE net increase of 22.4 was primarily in positions funded from unrestricted and restricted funds.
 - Notable net increases of unrestricted-funded positions occurred at the Alaska Center for Energy & Power (+4.5), International Arctic Research Center (+4.5), and Geophysical Institute (+3.3).
 - A net increase in restricted-funded positions occurred at the Geophysical Institute of 7.7
 FTE, primarily for positions in the Research Professional job family.
- Administrative Services net growth in recharge funds was filling critical positions needed across the Facilities Services departments. This includes Maintenance (+6.1), Design & Construction (+3.5), Operations (+3.2), and Utilities (+3.0).
- Vice Chancellor for Rural, Community, and Native Education had a net increase of 14.1 FTE in restricted funded positions with growth across all units and of this, 5.0 FTE were on funds from the Pathways Top Student Success grant.
- Student Affairs & Enrollment Management's net decrease in unrestricted FTE primarily occurred at Enrollment Management (-2.0), Academic Advising, (-3.4) and Health & Counseling (-4.4). These net decreases were partially offset by net increases in other departments such as Residence Life, the Office of Dual Enrollment, and the Office of Right, Compliance, and Accountability (ORCA).
- The net increase in unrestricted FTE under the Chancellor includes filling positions at University Advancement (+2.2), the Chancellor Office Operations (+2.9) and Athletics (1.0).

Table 5. UAF Employee FTE by Fund Type, Spring 2021-2025

	Spring	Spring	Spring	Spring	Spring	Change	Change	Change	Change
Fund Type	2021	2022	2023	2024	2025	21-25	21-25	24-25	24-25
UNRESTRICTED	1,037.5	1,040.3	1,084.3	1,135.5	1,153.8	116.3	11.2%	18.3	1.6%
RESTRICTED	454.3	470.6	529.4	564.4	595.1	140.8	31.0%	30.6	5.4%
RECHARGE	209.9	216.4	226.2	209.5	225.9	16.0	7.6%	16.4	7.8%
матсн	40.2	32.3	38.1	29.7	36.2	-4.0	-9.9%	6.5	21.9%
AUXILIARY	28.9	31.3	30.4	33.0	34.0	5.2	18.0%	1.1	3.2%
Grand Total	1,770.7	1,790.9	1,908.4	1,972.1	2,045.0	274.3	15.5%	72.9	3.7%

- Employees funded from unrestricted sources increased from spring 2024 to 2025 (1.6% or 18.3 FTE).
- Roughly 29% of all UAF employees are primarily funded from restricted funds. This category increased by 30.6 FTE from spring 2024 to 2025 (or 5.4%). This increase demonstrates UAF's dedication to seeking external funding sources and building a world class research institution.



UAF Employee Change Snapshot, Headcount and FTE, Fall 2021-2025 November 2025

Overview

After several periods of employee growth, Fall 2025 reflects a decline in regular and temporary staff primarily driven by a UAF-wide hiring delay for unrestricted-funded positions implemented in January 2025. Alternatively, regular and adjunct faculty, and student employees increased from fall 2024.

• This report does not include vacant positions.

Fall Headcount

Table 1. UAF Employee Headcounts, Fall 2021-2025

	Fall	Fall	Fall	Fall	Fall	Change	% Change	Change	% Change
Employee Type	2021	2022	2023	2024	2025	21-25	21-25	24-25	24-25
REGULAR									
Staff	1,176	1,248	1,373	1,465	1,433	257	21.9%	-32	-2.2%
Faculty	496	518	523	522	527	31	6.3%	5	1.0%
Officers/Sr. Admin	64	69	69	72	69	5	7.8%	-3	-4.2%
REGULAR Total	1,736	1,835	1,965	2,059	2,029	293	16.9%	-30	-1.5%
TEMPORARY									
Student	675	687	767	830	922	247	36.6%	92	11.1%
Staff	365	412	411	423	347	-18	-4.9%	-76	-18.0%
Adjunct Faculty	276	254	249	276	310	34	12.3%	34	12.3%
TEMPORARY Total	1,316	1,353	1,427	1,529	1,579	263	20.0%	50	3.3%
Grand Total	3,052	3,188	3,392	3,588	3,608	556	18.2%	20	0.6%

Note: Headcount includes an unduplicated count of temporary staff, adjuncts, and student employees, therefore represents a meaningful way to understand changes in temporary job types. Temporary employees include extended temporary positions.

- Total UAF employee headcount increased by 0.6% from fall 2024 to 2025 (20 employees).
 - Regular employee headcount decreased by 1.5% from fall 2024 to 2025 (30 employees).
 This decrease is primarily in the staff category as UAF has implemented a hiring delay to control costs in a time of uncertainty around the budget.
 - Temporary staff, adjuncts, and student employee headcounts increased by 3.3% from fall 2024 to 2025 (50 employees). This increase is primarily in the student employee category. The temporary staff category also decreased aligning with the current hiring freeze.

Table 2. UAF Employee Headcounts by Employee Class (ECLS), Fall 2021-2025

Table 2. UAL	Employee meadcounts by L				•		125			
		Fall	Fall	Fall	Fall	Fall	_	% Change	_	
Employee Type	ECLS	2021	2022	2023	2024	2025	21-25	21-25	24-25	24-25
REGULAR										
Staff	XR-Exempt Staff - Regular	615	668	758	838	830	215	35.0%	-8	-1.0%
	NR-NonExempt Staff - Regular	443	449	482	490	460	17	3.8%	-30	-6.1%
	CR-L6070 Union - Regular	118	131	133	137	143	25	21.2%	6	4.4%
Staff Total		1,176	1,248	1,373	1,465	1,433	25 <i>7</i>	21.9%	-32	-2.2%
Faculty	F9-Faculty Regular <12mo	448	469	521	522	527	79	17.6%	5	1.0%
	FN-Faculty - Non-Represented	48	49	2			-48	-100.0%	0	
Faculty Total		496	518	523	522	527	31	6.3%	5	1.0%
Officers/Sr.	FR-Academic Leadership	26	26	28	30	29	3	11.5%	-1	-3.3%
Admin	EX-Executive Management	38	43	41	42	40	2	5.3%	-2	-4.8%
Officers/Sr. Tota	al	64	69	69	72	69	5	7.8%	-3	-4.2%
REGULAR Total		1,736	1,835	1,965	2,059	2,029	293	16.9%	-30	-1.5%
TEMPORARY										
Student	GN-Grad Student FICA non-tax	286	295	296	303	337	51	17.8%	34	11.2%
	GT-Grad Student FICA tax	2	1	1	8	3	1	50.0%	-5	-62.5%
	SN-Student -NonFica taxable	334	345	401	458	514	180	53.9%	56	12.2%
	ST-Student - FICA Taxable	53	46	69	61	68	15		7	11.5%
Student Total		711	775	815	890	945	234	32.9%	55	6.2%
Staff	NT-Non-Exempt Staff- Temp	287	354	383	399	335	48	16.7%	-64	-16.0%
	CT-L6070 Union - Temporary	8	11	12	20	9	1	12.5%	-11	-55.0%
	XT-Exempt Staff - Temporary	1	2	5	4	3	2	200.0%	-1	-25.0%
	NX-NonExempt Staff - Extnd	67	44	11			-67	-100.0%	0	
	XX-Exempt Staff - Extended	2	1				-2	-100.0%	0	
Staff Total		365	412	411	423	347	-18	-4.9%	-76	-18.0%
Adjunct Faculty	FT-Faculty -Temporary	228	202	193	198	220	-8	-3.5%	22	11.1%
	FW-Faculty Non-rep Temp	48	52	56	78	90	42	87.5%	12	15.4%
Adjunct Total		276	254	249	276	310	34	12.3%	34	12.3%
TEMPORARY Tot	al	1,316	1,353	1,427	1,529	1,579	263	20.0%	50	3.3%
Grand Total		3,052	3,188	3,392	3,588	3,608	556	18.2%	20	0.6%
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Note: Headcount includes an unduplicated count of temporary staff, adjuncts, and student employees, therefore represents a meaningful way to understand changes in temporary job types. Temporary employees include extended temporary positions.

- Net changes in regular staff from fall 2024 to 2025 are primarily due to the decreases in exempt (XR) and non-exempt (NR) staff positions (-38).
- Local 6070 union positions experienced a net increase of 6 headcount (4.4%) from fall 2024 to 2025. These are primarily recharge funded positions at Facilities Services filling critical needs in maintenance, operations, and utilities departments.
- Regular faculty: beginning in fall 2023, the collective bargaining agreement between the
 University of Alaska and United Academics resulted in a faculty classification change. The FN
 ECLS (faculty non-represented) was reclassified to F9 (regular faculty 12 months). This change is
 reflected in the table above showing a decrease in FN and an increase in F9. FN is now fully
 phased out.

Fall Regular Full Time Equivalency (FTE)

Table 3. UAF Employee FTE by Cabinet, Fall 2021-2025

	Fall	Fall	Fall	Fall	Fall	Change	% Change	Change	% Change
Cabinet	2021	2022	2023	2024	2025	21-25	21-25	24-25	24-25
UAF Provost	667.9	661.7	686.4	710.1	697.6	29.7	4.4%	-12.5	-1.8%
UAF VC for Research	437.6	487.8	517.6	531.8	518.1	80.5	18.4%	-13.7	-2.6%
UAF VC for Admin. Services	280.1	295.0	296.8	324.8	328.6	48.5	17.3%	3.8	1.2%
UAF VC Rural, Community & Native Ed	177.3	184.8	186.1	208.0	191.5	14.2	8.0%	-16.4	-7.9%
UAF VC for Student Affairs & Enroll Mgmt	115.6	120.3	140.3	130.4	135.1	19.4	16.8%	4.7	3.6%
UAF Chancellor	71.4	75.1	82.9	91.7	92.6	21.2	29.7%	0.9	1.0%
Grand Total	1,749.9	1,824.6	1,909.9	1,996.6	1,963.4	213.6	12.2%	-33.2	-1.7%

Note 1: One FTE is equivalent to one regular full-time employee's effort in a biweekly pay period. This does not consider the number of pay periods for which an assignment is established and cannot be used to meaningfully measure temporary employee assignments. Temporary employees are therefore excluded from the table above, but extended temporary are included.

Note 2: Any organizational restructuring is mapped to previous periods in order to present apples to apples comparisons.

Overall, FTE decreased 33.2 FTE (1.7 percent) from fall 2024 to 2025.

Table 4. UAF Employee FTE by Cabinet and Fund Type, Fall 2024-2025

		Fall	Fall	Change	% Change
Cabinet	Fund Type	2024	2025	24-25	24-25
UAF Provost	UNRESTRICTED	485.0	474.4	-10.6	-2.2%
	RESTRICTED	161.2	159.5	-1.8	-1.1%
	RECHARGE	34.3	36.7	2.4	7.1%
	MATCH	29.6	27.0	-2.6	-8.7%
	AUXILIARY	0.1	0.1	0.0	0.0%
UAF Provost Total		710.1	697.6	-12.5	-1.8%
UAF VC for Research	RESTRICTED	321.9	311.2	-10.7	-3.3%
	UNRESTRICTED	180.7	173.3	-7.3	-4.0%
	RECHARGE	23.2	26.3	3.2	13.6%
	MATCH	6.1	7.3	1.2	19.1%
UAF VC for Research Total		531.8	518.1	-13.7	-2.6%
UAF VC for Admin. Services	RECHARGE	159.6	173.8	14.2	8.9%
	UNRESTRICTED	142.2	134.5	-7.7	-5.4%
	RESTRICTED	13.8	18.7	4.9	35.3%
	AUXILIARY	9.2	1.6	-7.6	-83.1%
UAF VC for Admin. Services To	otal	324.8	328.6	3.8	1.2%
UAF VC Rural, Comm & Native	UNRESTRICTED	166.6	146.9	-19.7	-11.8%
Ed	RESTRICTED	33.2	38.8	5.6	16.8%
	AUXILIARY	5.5	4.6	-0.9	-15.5%
	MATCH	2.6	1.2	-1.4	-55.0%
UAF VC Rural, Comm & Native	Ed Total	208.0	191.5	-16.4	-7.9%
UAF VC Student Affairs &	UNRESTRICTED	106.0	112.6	6.7	6.3%
Enroll Mgmt	AUXILIARY	20.0	17.0	-3.0	-15.0%
	RESTRICTED	4.0	5.5	1.5	38.2%
	RECHARGE	0.5		-0.5	-100.0%
UAF VC Student Affairs & Enro	ll Mgmt Total	130.4	135.1	4.7	3.6%
UAF Chancellor	UNRESTRICTED	72.4	73.6	1.1	1.6%
	RESTRICTED	19.3	19.0	-0.2	-1.3%
UAF Chancellor Total		91.7	92.6	0.9	1.0%
Grand Total		1,996.6	1,963.4	-33.2	-1.7%

- Net decreases for Provost, Vice Chancellor for Research and Vice Chancellor for Rural,
 Community, and Native Education are primarily for unrestricted staff and aligns with the hiring delay implemented in early 2025.
- The Vice Chancellor for Administrative Services net increase 3.8 FTE (1.2%) consists of unrestricted and auxiliary staffing reductions and net increases in recharge-funded positions in Parking Services and Facilities Services. Recharge-funded positions make up more than half of employees in the VCAS division.
 - o Growth in restricted positions (+4.9) is from an Intergovernmental Support Agreement and is supporting positions under Facilities Services.
- Student Affairs and Enrollment Management net increase of 6.7 is primarily unrestricted staff for the Academic Advising department.

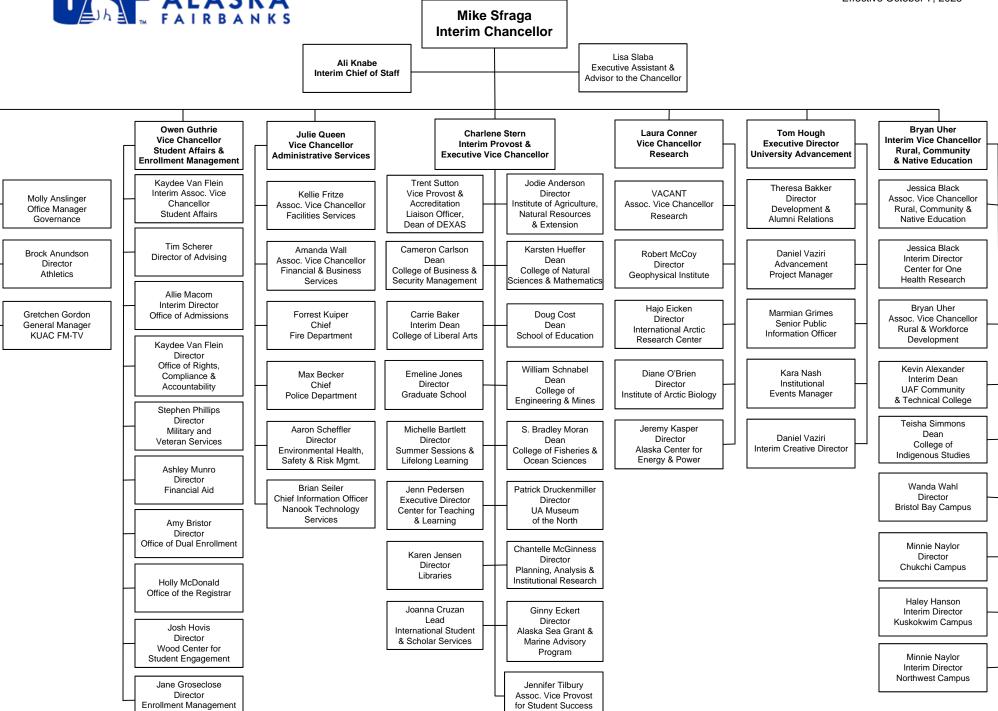
Table 5. UAF Employee FTE by Fund Type, Fall 2021-2025

			71 /						
	Fall	Fall	Fall	Fall	Fall	Change	% Change	Change	% Change
Fund Type	2021	2022	2023	2024	2025	21-25	21-25	24-25	24-25
UNRESTRICTED	1,004.8	1,055.1	1,087.0	1,152.7	1,115.3	110.5	11.0%	-37.5	-3.3%
RESTRICTED	462.3	485.4	542.8	553.3	552.6	90.4	19.5%	-0.7	-0.1%
RECHARGE	209.9	221.3	212.2	217.5	236.8	27.0	12.9%	19.3	8.9%
матсн	45.5	35.3	34.9	38.3	35.5	-10.0	-21 .9 %	-2.8	-7.4%
AUXILIARY	27.5	27.5	33.1	34.7	23.2	-4.3	-15.6%	-11.5	-33.0%
Grand Total	1,749.9	1,824.6	1,909.9	1,996.6	1,963.4	213.6	12.2%	-33.2	-1.7%

- Employees funded from unrestricted sources decreased from fall 2024 to 2025 (-3.3% or -37.5 FTE) and this pattern aligns with the hiring delay implemented in January 2025.
- Roughly 28% of all UAF employees are primarily funded from restricted funds. This category remained relatively flat from fall 2024 to fall 2025. This increase demonstrates UAF's dedication to seeking external funding sources and building a world class research institution.
- Decreases in auxiliary funded positions and increases in recharge funded positions reflect a change in funding allocations for employees in Parking Services.



Communications





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March 5, 2024

TO: Anupma Prakash, Provost and Executive Vice Chancellor

FROM: Daniel M. White, Chancellor

RE: Approval of Unit Restructure to house MAPTS under CTC

I approve your recommendation to move the Mining and Petroleum Training Services (MAPTS) program from the Institute of Agriculture, Natural Resources and Extension (IANRE) to the Community and Technical College (CTC). It is my understanding from your memo that this move will create structural efficiencies and align the MAPTS program with the community college mission at UAF.

As part of this transition, I encourage the Community and Technical College to pursue for-credit options through the MAPTS program. For-credit training courses would better align MAPTS with existing programs offered at CTC.

Thank you.

DMW:mkk

CC: Bryan Uher, Interim Dean, Community and Technical College Jodie Anderson, Director, Institute of Agriculture, Natural Resources and Extension Bill Bieber, Executive Director, Mining and Petroleum Training Services

Attachment





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April 23, 2024

TO: Anupma Prakash, Provost and Executive Vice Chancellor

Owen Guthrie, Vice Chancellor for Student Affairs and Enrollment Management Charlene Stern, Vice Chancellor for Rural, Community and Native Education

FROM: Daniel M. White, Chancellor

RE: UAF Admissions, Early Advising and Student Support Transition

In order to attract and retain new students, we seek to minimize barriers from initial recruiting to advising in the academic departments. For some years, the separate structures of admissions (in Student Affairs) and first year advising (in Academics) has presented the opportunity for physical and procedural barriers to persist. In an effort to improve the student experience, I asked members of the core cabinet to consider structural efficiencies/organizational changes that might reduce these barriers for students. I also charged a PIT CREW to look at *processes* that could improve the student experience.

As follow-up from the discussion in the Chancellor's Core Cabinet, we determined that there were opportunities for structural realignment that might improve process flow and student experience. With this context, and to improve student recruitment/retention, I am asking that the units/positions listed in the attachment be moved from the Office of the Provost to the Office of the Vice Chancellor for Student Affairs and Enrollment Management effective July 1, 2024. In essence, this is a move of first year advising, student support services and several individual positions in the Center for Teaching and Learning.

The Core Cabinet also discussed Career Services, Study Away, International Student Services, and overall management of the Student Success Center and Academic Coaching. These units will remain with the Office of the Provost.

The discussion also included Rural Student Services. This unit will remain with the Office of the Vice Chancellor for Rural, Community and Native Education.

We will reassess the realignment in one year. Based on the outcomes of the transition and recommendations from the Enrollment and Recruitment Process Improvement Team, additional changes will be considered for July 1, 2025.

Thank you.

DMW

CC: Core Cabinet





Daniel M. White, Chancellor P.O. Box 757500 Fairbanks, Alaska 99775-7500 907-474-7112 uaf.chancellor@alaska.edu

www.uaf.edu/chancellor/

Aug. 19, 2024

TO: Anupma Prakash, Provost and Executive Vice Chancellor

Owen Guthrie, Vice Chancellor for Student Affairs and Enrollment Management

Daniel M. White, Chancellor FROM:

Transfer of Honors College from Office of the Vice Chancellor for Student RE:

Affairs and Enrollment Management to the Office of the Provost

The reporting line for the UAF Honors College will transfer from the Office of the Vice Chancellor for Student Affairs and Enrollment Management to the Office of the Provost effective immediately. This transition will restore its previous alignment with related programs under the Office of the Provost.

The interim Honors College director will report to the Provost. The Provost may decide on an alternative reporting line within the office once a permanent director is assigned. The Associate Vice Chancellor for Student Experience position will not be refilled at this time.

Thank you.

DMW:mkk

Core Cabinet CC:



PAIR and OMB to merge

The Office of Planning, Analysis and Institutional Research and the Office of Management and Budget have merged into a single department under the vice chancellor for administrative services. The change was effective Oct. 20, 2025.

The combined department will operate under the leadership of Briana Walters, the director of OMB. OMB is part of the financial and business services division, reporting to Associate Vice Chancellor Amanda Wall.

The realignment will allow PAIR to remain engaged in supporting academic planning and accreditation while also expanding its impact across campus operations, strategic budgeting and enrollment efforts. Given the similar scope of responsibilities and complementary skills between the two departments, this change provides an opportunity to better support institutional priorities, enhance reporting, identify efficiencies and strengthen coordination between the PAIR and OMB teams.

PAIR is currently located in the Eielson Building, and OMB is located in the Butrovich Building. At this time, all team members will remain in their current office locations. Future adjustments to department structure, name and locations will be shared with the campus community as they are developed and finalized.

For more information, contact Briana Walters at 907-474-6239 or Chantelle McGinness at 907-474-5371.

Center for Teaching and Learning to be reorganized

The UAF Center for Teaching and Learning will become part of the Office of Faculty Affairs and Services under a plan announced by Interim Provost and Executive Vice Chancellor Charlene Stern this week.

The newly reorganized CTL will continue to provide course development and design support for faculty, as well as orientation, professional development and resources. AlaskaX will also continue to develop and design EdX courses for UAF. The change will create a central hub for faculty development, course design, mentorship and teaching resources.

Under the plan, exam services will become part of the UAF Community and Technical College Testing Center to provide increased access for both students and community users. Testing will continue to be available both at CTC's downtown location and on the Troth Yeddha' Campus in the Bunnell Building.

Instructional technology, which has been part of CTL, will become part of Nanook Technology Services. The merger will provide additional depth and breadth of technical expertise to support faculty members.

The reorganization will result in 17 positions transitioning to other units and the loss of 14 positions. UAF is working with those affected employees to identify other available job opportunities at the university. Brad Lobland, former UAF HR director and current Signers' Business Office director, will provide administrative oversight of the reorganization process.

"The reorganization is unrelated to any recent changes in the federal landscape," Stern said. "Rather, it is an internal decision to better embed the important functions of CTL within complimentary units and to find efficiencies that free up resources to support UAF's priorities."



Paniel M. White, Chancellor P.O. Box 757500 Fairbanks, Alaska 99775-7500 907-474-7112 uaf.chancellor@alaska.edu www.uaf.edu/chancellor/

DATE: June 19, 2025

TO: Taryn Lopez, Chair, R1 Research Steering Committee

Emeline Jones, Director, Graduate School

Jessica Black, Associate Vice Chancellor, Rural, Community and Native

Education

Todd Brinkman, Associate Professor, Institute of Arctic Biology Nicole Misarti, Director, Institute of Northern Engineering

Darren Tan, Graduate Student, Geophysical Institute

Carl Tape, Associate Professor, Geophysics

Briana Walters, Director, Office of Management and Budget

Lori Gildehaus, BLaST Program Administrator & Associate Director

FROM: Daniel M. White, Chancellor

(AH)

CC: R1 Working Group Members

Nickole Conley, UAF Chief of Staff

Laura Conner, Vice Chancellor for Research

Owen Guthrie, Vice Chancellor for Student Affairs and Enrollment Management

Charlene Stern, Interim Provost and Executive Vice Chancellor

Julie Queen, Vice Chancellor for Administrative Services

Bryan Uher, Interim Vice Chancellor for Rural, Community and Native Education

Tom Hough, Executive Director for University Advancement

RE: R1 Transition from planning to implementation

On May 23, 2023, we formed an R1 steering committee to guide UAF to our strategic goal of achieving Carnegie Classification's Very High Research status university ranking (R1). This was pursuant to the UAF strategic plan launched in 2019.

The initial steering committee memo identified three key questions we needed answering to begin a path to R1 status. These questions included:

- 1. What are the key strategic advances required for achieving R1 by 2027?
- 2. What key investments need to be made to meet the Carnegie Classification R1 metrics?
- 3. How will achieving R1 research status impact UAF, the community of Fairbanks, and the state of Alaska?

Pursuant to this discussion, on November 21, 2023, I sent invitations across campus to more than 75 faculty and staff inviting their participation in nine working groups. The goals of these



working groups were to collect relevant supporting data or information, identify actionable items, propose mechanisms, and implement prioritized strategies to help UAF advance to an R1 university by 2027. The R1 Steering Committee has since published nine white papers outlining the information gathered. We are now at the point where we need to transition from planning to implementation.

My sincere thanks to each person who served as a steering committee member or on one of the working groups. This work was significant and laid the foundation for, and significantly advanced, our R1 initiative. The steering committee was also able to take many steps in the implementation of the plans. As we move to operationalize the implementation, this is work that cannot rely on steering committees or working groups.

As such, I am assigning the responsibility of operationalizing the implementation of the R1 initiative to the Graduate School, under the direction of Director Emeline Jones. Director Jones will have direct oversight and responsibility for deciding how and when R1 funding is spent.

I have asked that an R1 Implementation Advisory Board work with Director Jones on the R1 implementation. I ask that the advisory board consist of the following members:

- William Schnabel, Dean, College of Engineering and Mines
- Taryn Lopez, Research Associate Professor, Geophysical Institute
- Hajo Eicken, Director, International Arctic Research Center
- Elaine Drew, Department Chair of Anthropology, Associate Professor of Anthropology
- Christina Sutton, Academic Manager, College of Fisheries and Ocean Sciences
- Todd Brinkman, Associate Professor, Institute of Arctic Biology

I ask that the advisory board select a chair
--

Thank	you.

DMW:1s

UAF R1 Celebrations University of Alaska Fairbanks R1 Achievements Summary (October 2025)

While the University of Alaska Fairbanks has not yet reached R1 status, we have accomplished a substantial amount of groundwork toward our goal. Below is a summary of what UAF has accomplished so far. Achieving Carnegie R1 status will position UAF as the nation's leading Arctic research university- attracting top faculty, graduate students, and research funding to advance Alaska's future in climate, energy, and innovation.

- 1. Formal R1 Implementation Effort Established
 - a. UAF has created an internal R1 Implementation Team leading data analysis, planning, and projections
 - b. The University has built structured data supplements analyzing items such as PhD production, enrollment, mentorship capacity, and financial sustainability- this is a major systems-level planning achievement
- 2. Significant Increase in PhD Enrollment
 - a. The total PHD headcount rose from 320 (FY24) to 359 (FY25)- a 12.2% increase in just a single year
- 3. Increased PhD Admissions and Offers
 - a. PhD admit numbers increased from 63 in FY20 to 104 admits in FY25, a 65% rise in 5 years
 - b. New PhD student enrollments in FY25 hit 73, up from 41 in FY20
 - c. FY25 marked the highest number of admitted PhD students in at least the last 6 years
 - d. 73 new PhD students enrolled in FY25, the largest cohort in UAF's recent historythis is up from 49-51 new students per year in FY21-FY2024, showing that nearly 50% more new doctoral students entered UAF programs in a single year
 - e. Systemic improvements driving this growth include:
 - i. Increased PhD recruitment and visibility through R1 initiative
 - ii. Administrative streamlining of graduate admissions processes
 - f. Between FY24 and FY25, UAF achieved:
 - i. A 58% increase in PhD admissions
 - ii. A 46% increase in new PhD enrollments
 - iii. A 12% increase in total PhD student headcount
 - g. The above single year surge represents the strongest doctoral enrollment expansion UAF has seen in over a decade
- 4. Faculty Mentorship & Support Initiatives:

- a. Conducted a 2024 R1 Faculty Survey (416 respondents) to assess mentorship barriers and capacity: this survey directly informed the launch of the R1 faculty Mentorship Awards
- b. Developed R1 Faculty Mentorship Awards to incentivize supervision of PhD students
- c. R1 Implementation Committee is identifying new faculty mentorship support models
- 5. Data Driven System Improvements/Institutional Infrastructure for R1 Success
 - a. Developed centralized PhD tracking (applications, admissions, retention, completions)
 - b. Compiled multi-year historical data to model completion rates and program-level performance
 - Streamlining admissions and application processes by identifying inconsistencies in application deadlines and criteria across programs and recommended standardizing admissions procedures to improve recruitment efficiency and student experience
 - d. The Graduate School and the R1 Committee built the first unified, data-driven PhD tracking system and developed predictive models to estimate doctoral production by program and year
- 6. Strengthened Graduate Student Funding and Equity
 - a. 223 PhD Research Assistantships (RAs) were funded in FY25- the highest number in UAF history
 - b. 59 additional research support awards (conference travel, fieldwork, or equipment) were provided
 - c. 4 faculty workload buyouts created dedicated mentorship capacity
 - d. 217 individuals received R1 related support in FY25
- 7. Graduation Numbers (PhD)
 - a. Goal- grow PhD graduates per year to 70
 - b. Current data:
 - i. Recent PhD Graduations:
 - ii. FY2020: 49
 - iii. FY2021: 39
 - iv. FY2022: 32
 - v. FY2023: 31
 - vi. FY2024: 31
 - vii. FY2025: 31
 - viii. Average: (FY20-FY25): 36 PhD Graduates per year
 - c. Data analysis/modeling shows that to reach our goal, we need to increase total PhD headcount

- i. UAF is increasing admissions offers and enrollments
- ii. Efforts have included improving mentoring structures and more predictable funding to reduce time spent in unfunded/part time status
- iii. One of the largest barriers is limited guaranteed financial support for students- UAF is exploring the 5 year commitment model similar to other R1 institutions
- iv. UAF is working to increase faculty capacity for PhD mentorship
- v. Identify and establish measurable targets for admissions, enrollments, and completions as data-driven strategic targets

R1 Milestones at a Glance:

R1 Milestone	FY2024	FY2025	Change
Total PhD headcount	320	359	+12%
New PhD Enrollments	50	73	+46%
PhD Admissions	66	104	+58%
Research Expenditures	\$203M	\$226M	+11%
PhD RA Fellowships	Circa 180	223	+25%

In Summary: What has been achieved:

In short, UAF has:

- Built a data-driven R1 roadmap
- Increased PhD enrollment and admissions significantly
- Conducted the first ever faculty mentorship and capacity survey
- Linked research spending to graduate student investment
- Established strategic baselines for 2027-2030 Carnegie Review cycles

Strategic Foundations:

- Established a dedicated R1 Implementation Team leading data analysis, financial modeling, and planning
- Built a comprehensive data infrastructure to track PhD applications, admissions, enrollment, retention, and completions
- Developed multi-year doctoral projection models to guide policy and investment

Metric	FY2024	FY2025	Change
PhD Applications	198	253	+28%
PhD Admissions	66	104	+58%
New PhD Enrollments	50	73	+46%
Total PhD Headcount	320	359	+12%

Highlights:

- FY25 marked the largest incoming PhD class in UAF's history
- This single-year surge represents the strongest doctoral expansion in over a decade
- UAF conducted the first UAF wide faculty mentorship survey
- Created R1 faculty mentorship awards and workload buyout models to incentivize PhD advising
- Identified actionable strategies to remove barriers to PhD chair eligibility and increase faculty capacity

UAF's R1 Progress at a Glance:

Category	Achievement	
Research Expenditures	\$226M (4X the R1 minimum)	
PhD Headcount Growth	+12% in one year	
PhD Admissions Growth	+58%	
Faculty Engagement	416 survey responses	
Student Support	223 RA awards, 59 research grants	

With record research expenditures, historic PhD enrollment growth, and a unified plan for doctoral success, UAF is well on its way to joining the ranks of the nation's top research universities

Continuous Improvement Program



PROCESS IMPROVEMENT

- <u>Cooperative Extension Services (CES) publication</u>: Leading improvements in communications and outreach to streamline internal processes and better support Alaskan communities.
- <u>Facilities Services' billable work order communication</u>: Enhancing service delivery by increasing clarity and reducing work order management errors.
- <u>Property inventory</u>: Improving tracking accuracy and management of university assets.
- Office of Grants and Contracts Administration:
 Optimizing grant management processes to support research initiatives.
- <u>Inquiry to matriculation</u>: Standardizing critical enrollment workflows and enhancing technology, ensuring students receive clear, consistent, and accessible information from application through advising.
- Admissions processing: Streamlining workflows to improve operational efficiency and clearer reporting capabilities.
- Admissions to first-year advising: Integrated admissions and advising services to provide seamless support for new students.
- <u>Graduate admissions</u>: Improving efficiency and enhance the applicant experience.
- <u>Advising assignments</u>: Ensuring accurate and timely student advising records.

STRATEGIC PLANNING

- Rural Alaska Honors Institute (Year 1)
- College of Engineering and Mines (Year 1)
- Registrar's Office (Year 1)
- Financial Aid Office (Year 2)
- Facilities Services (Year 2)
- Toolik Field Station (Year 2)
- International Arctic Research Center (Year 4)

SPECIAL PROJECTS

- PIT Crew facilitator training and replication project:
 Trained 3 new UAF PIT Crew facilitators in the
 Process Advantage© approach to process improvement and 12 facilitators at the UA System
 Office, UAA and UAS. Training provides the foundation for replicating the PIT Crew model at these organizations.
- SAEM Student assistant performance expectations: Outlined and shared performance expectations for student workers.
- <u>Financial Aid overaward special project</u>: Created a process map and streamlined the existing overaward procedure.
- <u>Facilities Services focus group facilitation</u>:
 Assisted an outside consultant in facilitating 13 focus groups across the Facilities Services division.

PROCESS IMPROVEMENT

- Scholarship check: Optimizing the 3rd Party
 Scholarship process to streamlines operations,
 saving time improving the accuracy of fund
 application, and enhancing service delivery for
 students receiving external financial.
- <u>Drop for nonpayment</u>: Ensuring financial accuracy and better alignment with student success goals by shifting UAF's process from dropping students for non-payment to dropping for verifiable nonparticipation.
- Affiliate Identity Provisioning: Ensuring faster, more accurate identity management across departments, increasing operational efficiency.
- <u>UA Foundation scholarship</u>: Ensuring fair and timely distribution of awards and improving use of scholarships as a recruitment and retention tool.

UAF PIT CREW IN FY25

In FY25, the UAF PIT Crew's efforts have been instrumental in driving UAF's mission forward, navigating change and fostering innovation across the university.

Visit https://www.uaf.edu/pitcrew/ for more information.

WHY PROCESS IMPROVEMENT MATTERS

- Process improvement is a systematic approach to enhancing the efficiency and effectiveness of an organization's operations.
- It holds the potential to increase productivity, reduce costs, speed up operations, improve quality and customer satisfaction.
- Process improvement boosts employee morale, creates a culture of continuous improvement and ensures UAF is adaptable to changing market conditions, new technology, and customer demands.
- Process improvement is not just about fixing problems; it's a strategic advantage that ensures UAF is operating at its best, delivering maximum value to customers, and positioned for sustainable success and growth.

WHY STRATEGIC PLANNING MATTERS

- Strategic planning provides a roadmap for an organization's future, ensuring that all decisions and efforts are aligned toward achieving long-term success.
- Strategic planning is more than just setting goals; it transforms how an organization operates by providing clear direction and focus, improving organizational alignment, promoting a proactive approach, optimizing resource allocation, and increasing accountability.
- Strategic planning is the difference between a ship sailing randomly and one with a clear destination, a calculated route, and all crew members working together toward the same port.