MANAGEMENT AND BUDGET
University of Alaska Fairbanks

UAF Employee Change Snapshot, Headcount and FTE, Spring 2019-2023
May 2023

Overview

- Spring 2023 reflects continued overall growth in employee headcount and FTE since Spring 2021. This increase is indicative of UAF's FY23 state general fund budget increase, the first budget increase since prior to FY20, as well as increased restricted funding from sponsored projects that support the research enterprise. It is expected that employee counts will continue to modestly trend upward in some areas as UAF begins to rebound from several consecutive years of reductions.
- Over several years of budget reductions, employee reductions and cost savings were realized through unfilled vacancies, eliminated positions, layoffs, reduced employee contracts, furloughs, departmental soft closures, and non-renewals of contracts. Some of these changes may be better reflected in FTE tables, rather than headcount tables.
- This report does not include vacant positions.
- FTE numbers do not include temporary positions, but include extended temporary.

Spring Headcount

Table 1. UAF Employee Headcounts, Spring 2019-2023

Employee Type	Spring 2019	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Change 19-23	% Change 19-23	Change 22-23	% Change 22-23
REGULAR									
Faculty	525	528	516	516	517	-8	-1.5%	1	0.2%
Officers/Sr. Admin	64	58	60	67	69	5	7.8%	2	3.0%
Staff	1,223	1,191	1,199	1,229	1,333	110	9.0%	104	8.5%
REGULAR Total	**1,812**	**1,777**	**1,775**	**1,812**	**1,919**	**107**	**5.9%**	**107**	**5.9%**
TEMPORARY									
Adjunct Faculty	346	314	259	299	286	-60	-17.3%	-13	-4.3%
Staff	384	359	374	341	418	34	8.9%	77	22.6%
Student	922	826	711	775	815	-107	-11.6%	40	5.2%
TEMPORARY Total	**1,652**	**1,499**	**1,344**	**1,415**	**1,519**	**-133**	**-8.1%**	**104**	**7.3%**
Grand Total	**3,464**	**3,276**	**3,119**	**3,227**	**3,438**	**-26**	**-0.8%**	**211**	**6.5%**

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 decreased by 0.8 percent from Spring 2019-2023 (-26 employees).
    - Regular employee headcount increased by 5.9 percent from Spring 2019-2023 (107 employees).
    - Temporary staff, adjuncts, and student employee headcounts decreased by 8.1 percent from Spring 2019-2023 (-133 employees). This category of employee typically results in less significant savings since these are not benefited employees. However, decreases in this group may result in savings that can be realized more quickly, since ceasing contract renewals is relatively prompt/immediate action.

Table 2. UAF Employee Headcounts by Employee Class, Spring 2019-2023

Exmployee Type	ECLS	Spring 2019	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Change 19-23	% Change 19-23	Change 22-23	% Change 22-23
REGULAR										
Faculty	F9-Faculty Regular <12mo	492	483	463	459	470	-22	-4.5%	11	2.4%
	FN-Faculty - Non-Represented	33	45	53	57	47	14	42.4%	-10	-17.5%
Faculty Total		*525*	*528*	*516*	*516*	*517*	*-8*	*-1.5%*	*1*	*0.2%*
Officers/Sr. Admn	EX-Executive Management	42	39	38	41	43	1	2.4%	2	4.9%
	FR-Academic Leadership	22	19	22	26	26	4	18.2%	0	0.0%
Officers/Sr. Total		*64*	*58*	*60*	*67*	*69*	*5*	*7.8%*	*2*	*3.0%*
Staff	CR-L6070 Union - Regular	115	124	120	127	131	16	13.9%	4	3.1%
	NR-NonExempt Staff - Regular	533	483	466	457	494	-39	-7.3%	37	8.1%
	XR-Exempt Staff - Regular	575	584	613	645	708	133	23.1%	63	9.8%
Staff Total		*1,223*	*1,191*	*1,199*	*1,229*	*1,333*	*110*	*9.0%*	*104*	*8.5%*
REGULAR Total		**1,812**	**1,777**	**1,775**	**1,812**	**1,919**	**107**	**5.9%**	**107**	**5.9%**
TEMPORARY										
Adjunct Faculty	FT-Faculty -Temporary	306	262	217	238	220	-86	-28.1%	-18	-7.6%
	FW-Faculty Non-rep Temp	40	52	42	61	66	26	65.0%	5	8.2%
Adjunct Total		*346*	*314*	*259*	*299*	*286*	*-60*	*-17.3%*	*-13*	*-4.3%*
Staff	CT-L6070 Union - Temporary	7	11	9	10	14	7	100.0%	4	40.0%
	NT-Non-Exempt Staff- Temp	325	291	302	290	353	28	8.6%	63	21.7%
	NX-NonExempt Staff - Extnd	49	47	54	39	47	-2	-4.1%	8	20.5%
	XT-Exempt Staff - Temporary	3	6	5		2	-1	-33.3%	2	
	XX-Exempt Staff - Extended		4	4	2	2	2		0	0.0%
Staff Total		*384*	*359*	*374*	*341*	*418*	*34*	*8.9%*	*77*	*22.6%*
Student	GN-Grad Student FICA non-tax	271	274	279	302	281	10	3.7%	-21	-7.0%
	GT-Grad Student FICA tax	7	2		4	4	-3	-42.9%	0	0.0%
	SN-Student -NonFica taxable	555	481	362	410	464	-91	-16.4%	54	13.2%
	ST-Student - FICA Taxable	89	69	70	59	66	-23	-25.8%	7	11.9%
Student Total		*922*	*826*	*711*	*775*	*815*	*-107*	*-11.6%*	*40*	*5.2%*
TEMPORARY Total		**1,652**	**1,499**	**1,344**	**1,415**	**1,519**	**-133**	**-8.1%**	**104**	**7.3%**
Grand Total		**3,464**	**3,276**	**3,119**	**3,227**	**3,438**	**-26**	**-0.8%**	**211**	**6.5%**

- Changes in regular staff from Spring 2019-2023 demonstrate a decrease in non-exempt staff (NR) of 7.3 percent (-39 employees) and an increase in exempt staff (XR) of 23.1 percent (133 employees). This transition primarily represents a shift in existing employees where non-exempt positions are reclassified to exempt as reduced numbers of staff are assuming greater work responsibilities.
  - From Spring to 2019-2023, 83 employees shifted from NR to XR, with only 11 employees shifting from XR to NR.
  - From Spring 2022-2023, 39 employees shifted from an NR to XR, with only 4 employees shifting from XR to NR.

Spring Regular Full Time Equivalency (FTE)

Table 3. UAF Employee FTE, Spring 2019-2023

Cabinet	Spring 2019	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Change 19-23	% Change 19-23	Change 22-23	% Change 22-23
UAF Chancellor	68.8	64.8	73.3	76.6	88.8	20.0	29.1%	12.2	16.0%
UAF Office Information Technology	30.7	28.7	29.8	28.3	22.1	-8.6	-28.1%	-6.3	-22.1%
UAF Provost	738.9	688.0	701.0	676.2	707.7	-31.2	-4.2%	31.4	4.6%
UAF VC Rural, Community & Native Ed	195.2	187.4	186.7	186.4	191.7	-3.6	-1.8%	5.3	2.8%
UAF Vice Chanc for Admin. Services	270.3	223.5	260.0	264.3	282.9	12.6	4.7%	18.6	7.1%
UAF Vice Chancellor for Research	383.4	393.6	424.9	456.9	504.5	121.0	31.6%	47.6	10.4%
UAF VC Student Affairs & Enroll Mgmt	104.2	90.6	95.0	102.3	110.9	6.7	6.5%	8.7	8.5%
Grand Total	**1,791.4**	**1,676.6**	**1,770.7**	**1,790.9**	**1,908.4**	**117.0**	**6.5%**	**117.6**	**6.6%**

Note 1: One FTE is equivalent to one regular full-time employee's effort in a biweekly pay period. This does not take into account 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 by 117.0 FTE (or 6.5 percent) from Spring 2019-2023.
- The largest FTE increases from Spring 2019-2023 occurred under the Vice Chancellor for Research (121.0 FTE, 31.6 percent). Of this increase, 111.7 FTE are funded by restricted sources which demonstrate UAF's strategic decision to invest in research areas.

Table 4. UAF Employee FTE by Fund Type, Spring 2019-2023

FTE by Fund Type	Spring 2019	Spring 2020	Spring 2021	Spring 2022	Spring 2023	Change 19-23	% Change 19-23	Change 22-23	% Change 22-23
UNRESTRICTED	1,125.2	1,016.5	1,037.5	1,040.3	1,084.3	-40.9	-3.6%	44.0	4.2%
RESTRICTED	399.7	402.8	454.3	470.6	529.4	129.7	32.5%	58.8	12.5%
RECHARGE	194.7	190.0	209.9	216.4	226.2	31.5	16.2%	9.8	4.5%
MATCH	36.7	33.9	40.2	32.3	38.1	1.5	4.0%	5.8	18.0%
AUXILIARY	35.2	33.6	28.9	31.3	30.4	-4.8	-13.7%	-0.9	-2.9%
Grand Total	**1,791.4**	**1,676.6**	**1,770.7**	**1,790.9**	**1,908.4**	**117.0**	**6.5%**	**117.6**	**6.6%**

- Employees funded from unrestricted sources decreased from Spring 2019-2023 (-40.9 FTE or -3.6 percent). This decline primarily highlights the impact of state general fund budget reductions over the years. However, as UAF and the UA System slowly rebounds from budget reductions, employees funded from unrestricted sources demonstrate gradual increases since Spring 2020.
- Employees funded from restricted funds increased from Spring 2019-2023 (129.7 FTE or 32.5 percent). This increase demonstrates UAF's dedication to seeking external funding sources and building a world-class research institution.
- Employees funded from recharge funds increased by 31.5 FTE from Spring 2019-2023 (16.2 percent) primarily due to increased activity in the Alaska Satellite Facility and Facilities Maintenance.

UAF Employee Change Snapshot, Headcount and FTE, Fall 2019-2023
November 2023

Overview

- Fall 2023 reflects continued overall growth in employee headcount and FTE since fall 2021. Increases are indicative of UAF's FY23 state general fund budget increase, the first budget increase since prior to FY20, as well as increased restricted funding from sponsored projects that support the research enterprise. It is expected that employee counts will continue to trend upward in several areas.

- As a part of the new collective bargaining agreement between the University of Alaska and United Academics, starting in fall 2023, the FN ECLS (faculty non-represented) has been reclassified to F9 (regular faculty 12 months). This change will be reflected in employee data showing a decrease in FN and an increase in F9 as employees were reclassified between fall 2022 and fall 2023.

- This report does not include vacant positions.

Fall Headcount

Table 1. UAF Employee Headcounts, Fall 2019-2023

Employee Type	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Change 19-23	% Change 19-23	Change 22-23	% Change 22-23
REGULAR									
Staff	1,188	1,188	1,176	1,248	1,373	185	15.6%	125	10.0%
Faculty	524	508	496	518	523	-1	-0.2%	5	1.0%
Officers/Sr. Admin	58	58	64	69	69	11	19.0%	0	0.0%
REGULAR Total	**1,770**	**1,754**	**1,736**	**1,835**	**1,965**	**195**	**11.0%**	**130**	**7.1%**
TEMPORARY									
Student	787	648	675	687	767	-20	-2.5%	80	11.6%
Staff	345	407	365	412	411	66	19.1%	-1	-0.2%
Adjunct Faculty	307	261	276	254	249	-58	-18.9%	-5	-2.0%
TEMPORARY Total	**1,439**	**1,316**	**1,316**	**1,353**	**1,427**	**-12**	**-0.8%**	**74**	**5.5%**
Grand Total	**3,209**	**3,070**	**3,052**	**3,188**	**3,392**	**183**	**5.7%**	**204**	**6.4%**

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 6.4 percent from fall 2022-2023 (204 employees).
  - Regular employee headcount increased by 7.1 percent from fall 2022-2023 (130 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 5.5 percent from fall 2022-2023 (74 employees). This increase is primarily in the student employee category.

Table 2. UAF Employee Headcounts by Employee Class (ECLS), Fall 2019-2023

Exmployee Type	ECLS	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Change 19-23	% Change 19-23	Change 22-23	% Change 22-23
REGULAR										
Faculty	F9-Faculty Regular <12mo	487	460	448	469	521	34	7.0%	52	11.1%
	FN-Faculty - Non-Represented	37	48	48	49	2	-35	-94.6%	-47	-95.9%
Faculty Total		*524*	*508*	*496*	*518*	*523*	*-1*	*-0.2%*	*5*	*1.0%*
Officers/Sr. Admin	EX-Executive Management	37	40	38	43	41	4	10.8%	-2	-4.7%
	FR-Academic Leadership	21	18	26	26	28	7	33.3%	2	7.7%
Officers/Sr. Total		*58*	*58*	*64*	*69*	*69*	*11*	*19.0%*	*0*	*0.0%*
Staff	CR-L6070 Union - Regular	118	119	118	131	133	15	12.7%	2	1.5%
	NR-NonExempt Staff - Regular	496	470	443	449	482	-14	-2.8%	33	7.3%
	XR-Exempt Staff - Regular	574	599	615	668	758	184	32.1%	90	13.5%
Staff Total		*1,188*	*1,188*	*1,176*	*1,248*	*1,373*	*185*	*15.6%*	*125*	*10.0%*
REGULAR Total		**1,770**	**1,754**	**1,736**	**1,835**	**1,965**	**195**	**11.0%**	**130**	**7.1%**
TEMPORARY										
Adjunct Faculty	FT-Faculty -Temporary	254	220	228	202	193	-61	-24.0%	-9	-4.5%
	FW-Faculty Non-rep Temp	53	41	48	52	56	3	5.7%	4	7.7%
Adjunct Total		*307*	*261*	*276*	*254*	*249*	*-58*	*-18.9%*	*-5*	*-2.0%*
Staff	CT-L6070 Union - Temporary	4	5	8	11	12	8	200.0%	1	9.1%
	NT-Non-Exempt Staff- Temp	294	321	287	354	383	89	30.3%	29	8.2%
	NX-NonExempt Staff - Extnd	38	69	67	44	11	-27	-71.1%	-33	-75.0%
	XT-Exempt Staff - Temporary	4	7	1	2	5	1	25.0%	3	150.0%
	XX-Exempt Staff - Extended	5	5	2	1	0	-5	-100.0%	-1	-100.0%
Staff Total		*345*	*407*	*365*	*412*	*411*	*66*	*19.1%*	*-1*	*-0.2%*
Student	GN-Grad Student FICA non-tax	146	240	286	295	296	150	102.7%	1	0.3%
	GT-Grad Student FICA tax	114	28	2	1	1	-113	-99.1%	0	0.0%
	SN-Student -NonFica taxable	409	310	334	345	401	-8	-2.0%	56	16.2%
	ST-Student - FICA Taxable	118	70	53	46	69	-49	-41.5%	23	50.0%
Student Total		*787*	*648*	*675*	*687*	*767*	*-20*	*-2.5%*	*80*	*11.6%*
TEMPORARY Total		**1,439**	**1,316**	**1,316**	**1,353**	**1,427**	**-12**	**-0.8%**	**74**	**5.5%**
Grand Total		**3,209**	**3,070**	**3,052**	**3,188**	**3,392**	**183**	**5.7%**	**204**	**6.4%**

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 FN decrease (-47) and the F9 increase (+52) from fall 2022 to 2023.
- Changes in regular staff from fall 2019 to 2023 is primarily due to the increase of XR staff (+184). During this time period, 94 individuals who were NR in 2019 moved into XR positions by 2023. In addition, UAF is hiring to refill vacant positions.

Fall Regular Full Time Equivalency (FTE)

Table 3. UAF Employee FTE, Fall 2019-2023

Cabinet	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Change 19-23	% Change 19-23	Change 22-23	% Change 22-23
UAF Vice Chancellor for Research	394.0	417.9	437.6	487.8	517.6	123.6	31.4%	29.8	6.1%
UAF Provost	721.6	708.2	678.6	669.6	698.3	-23.4	-3.2%	28.6	4.3%
UAF VC for Student Affairs & Enroll Mgmt	105.2	110.5	104.9	112.4	128.4	23.2	22.0%	16.1	14.3%
UAF Vice Chanc for Admin. Services	232.8	243.5	255.3	270.4	280.8	48.0	20.6%	10.3	3.8%
UAF Chancellor	66.7	66.6	71.4	75.1	82.9	16.2	24.3%	7.8	10.4%
UAF VC Rural, Community & Native Ed	189.1	179.7	177.3	184.8	186.1	-3.1	-1.6%	1.3	0.7%
UAF Office Information Technology	30.7	28.8	24.8	24.6	16.0	-14.7	-47.9%	-8.6	-34.9%
Grand Total	**1,740.1**	**1,755.2**	**1,749.9**	**1,824.6**	**1,909.9**	**169.9**	**9.8%**	**85.3**	**4.7%**

<u>Note 1:</u> 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.
<u>Note 2:</u> Any organizational restructuring is mapped to previous periods in order to present apples to apples comparisons.

- Overall, FTE increased 85.3 FTE (4.7 percent) from fall 2022 to 2023. This is driven by an increase in restricted funded personnel under VCR and Provost.
  - VCR increase of 29.8 FTE in this period consist of an increase of 24.8 from restricted funds.
  - The Provost increase of 28.6 FTE consists of an increase of 30.8 FTE funded by restricted funds. Notably, 11.9 under the Institute of Agriculture, Natural Resources and Extension (IANRE) and 8.4 at the College of Fisheries and Ocean Sciences (CFOS).
- VCR continues to grow between each fall period (123.6 FTE or 31.4 percent from fall 2019 to 2023). This demonstrates UAF's continued focus on growing the research enterprise. Of this 123.6 FTE increase, 103.8 were funded by restricted funds.
- The Vice Chancellor for Student Affairs & Enrollment Management (VCSAEM) increase of 16.1 FTE is indicative of filling vacant positions in Residence Life, Admissions and Financial Aid.
- The decrease at the Office of Information Technology (OIT) is a result of the restructuring efforts between the UA System Office OIT and UAF's OIT. In the future, it is expected that OIT positions at UAF will increase and stabilize as the restructure is finalized.

Table 4. UAF Employee FTE by Fund Type, Fall 2019-2023

Fund Type	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Change 19-23	% Change 19-23	Change 22-23	% Change 22-23
RESTRICTED	401.6	444.4	462.3	485.4	542.8	141.2	35.2%	57.3	11.8%
UNRESTRICTED	1,077.4	1,034.1	1,004.8	1,055.1	1,087.0	9.6	0.9%	31.9	3.0%
AUXILIARY	34.3	32.0	27.5	27.5	33.1	-1.2	-3.5%	5.6	20.4%
MATCH	32.8	38.9	45.5	35.3	34.9	2.1	6.5%	-0.4	-1.1%
RECHARGE	194.1	205.8	209.9	221.3	212.2	18.2	9.4%	-9.1	-4.1%
Grand Total	**1,740.1**	**1,755.2**	**1,749.9**	**1,824.6**	**1,909.9**	**169.8**	**9.8%**	**85.3**	**4.7%**

- Roughly 28 percent of all UAF employees are primarily funded from restricted funds. This category increased by 57.3 FTE from fall 2022-2023 (or 11.8 percent). This increase demonstrates UAF's dedication to seeking external funding sources and building a world class research institution.
- Employees funded from unrestricted sources increased from fall 2022-2023 (31.9 FTE or 3.0 percent). This increase is indicative of UAF's FY24 state general fund budget increase, the second increase since prior to FY20.

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Alesia Kruckenberg <amkruckenberg@alaska.edu>

UA State authorized PCN change
1 message

Alesia Kruckenberg <amkruckenberg@alaska.edu> Wed, Aug 23, 2023 at 2:09 PM To: Budget workteam <UA-Budget-Workteam@alaska.edu>
Cc: Michelle Rizk <marizk@alaska.edu>, Luke Fulp <lfulp@alaska.edu>, Memry Dahl <madahl@alaska.edu>
Bcc: Alesia Kruckenberg <amkruckenberg@alaska.edu>

BWT,
I have some good news from OMB regarding authorized PCNs. UA will no longer need to stay within a fixed number of state-authorized PCNs. Below is some important information related to this change:

State PCN Assumptions
- · PCNs are informative only and not appropriated by the legislature
- · Nothing is binding UA to the number of PCNs in ABS
- · Unlike other state agencies OMB does not approve changes to UA positions
- · OMB doesn't have the means to independently calculate UA compensation requests, so defers to UA for the calculations

UA Management Plan PCN Reporting
- · UA will no longer report positions that are vacant and not expected to be filled in the coming year, this will make UA's management plan reporting more reflective of UA's actual filled/expected-to-be-filled positions
- · UA will continue reporting PCN details and summaries used in the Governor's Annual Budget Book
- · UA's compensation budget request calculations will continue to reflect UA's budgeted positions
- · Any State directive to not increase PCNs for all agencies may require UA and OMB to revisit PCN reporting assumptions

Next steps:
Although we no longer have a fixed number of PCNs from the state, we still need to have processes in place to demonstrate good position management. Over the next year (prior to FY25 Mgmt Plan) the BWT or a small group needs to review and revise our position management/budgeting procedures (see google drive).
1. Update the reference documents to reflect this change
2. Review/revise how the authorized pcn field in Banner will be used going forward
3. Review budget request & OMB pcn reporting assumptions

We can review this at our next BWT meeting and decide how best to proceed.
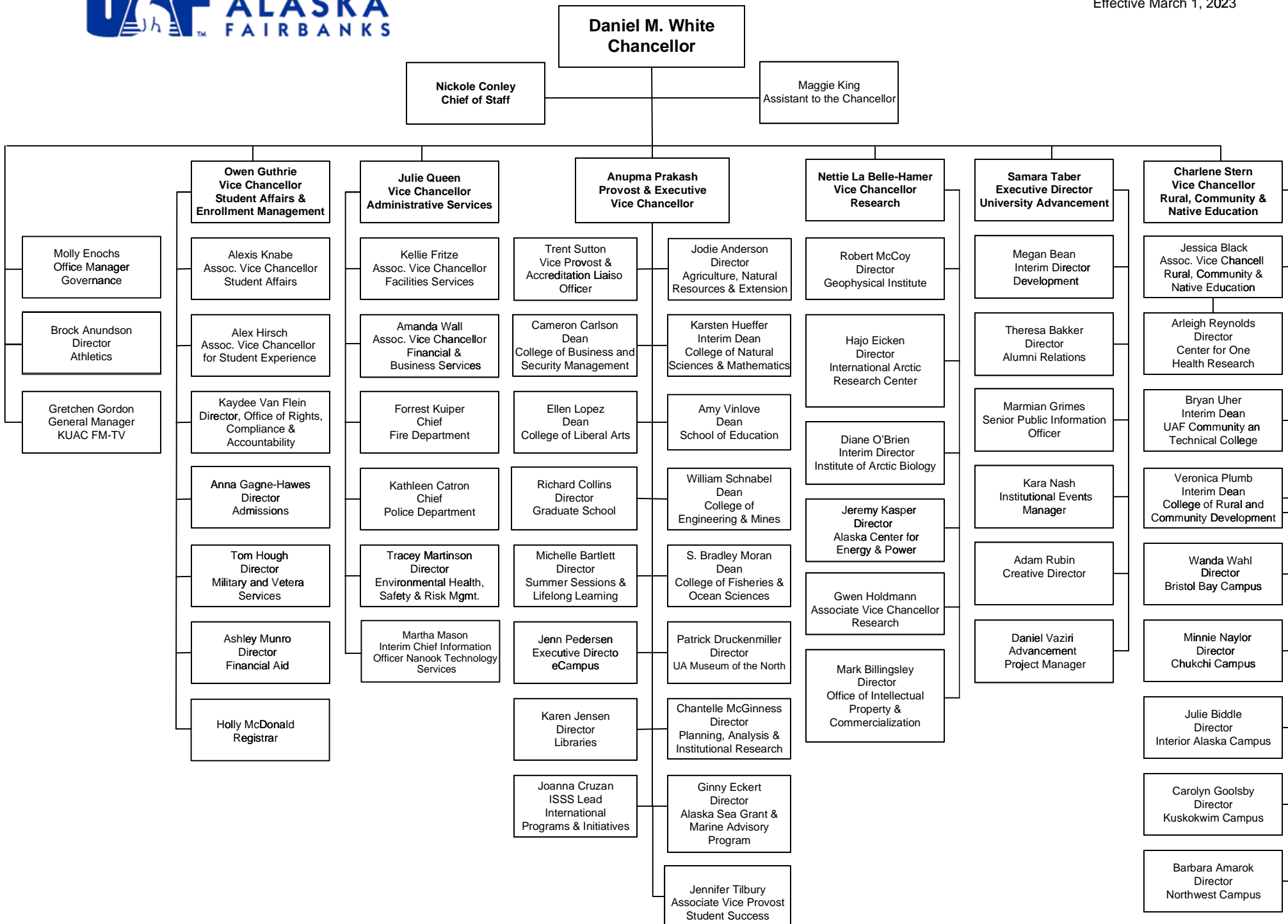
Please let me know if you have any questions or concerns.
Thanks,
Alesia

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Alesia M. Kruckenberg
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Appendix 6.A.3

Daniel M. White
Chancellor

Nickole Conley
Chief of Staff

Maggie King
Assistant to the Chancellor

Owen Guthrie
Vice Chancellor
Student Affairs &
Enrollment Management

Molly Enochs
Office Manager
Governance

Brock Anundson
Director
Athletics

Gretchen Gordon
General Manager
KUAC FM-TV

Alexis Knabe
Assoc. Vice Chancellor
Student Affairs

Alex Hirsch
Assoc. Vice Chancellor
for Student Experience

Kaydee Van Flein
Director, Office of Rights,
Compliance &
Accountability

Anna Gagne-Hawes
Director
Admissions

Tom Hough
Director
Military and Vetera
Services

Ashley Munro
Director
Financial Aid

Holly McDonald
Registrar

Julie Queen
Vice Chancellor
Administrative Services

Kellie Fritze
Assoc. Vice Chancellor
Facilities Services

Amanda Wall
Assoc. Vice Chancellor
Financial &
Business Services

Forrest Kuiper
Chief
Fire Department

Kathleen Catron
Chief
Police Department

Tracey Martinson
Director
Environmental Health,
Safety & Risk Mgmt.

Martha Mason
Interim Chief Information
Officer Nanook Technology
Services

Anupma Prakash
Provost & Executive
Vice Chancellor

Trent Sutton
Vice Provost &
Accreditation Liaiso
Officer

Cameron Carlson
Dean
College of Business and
Security Management

Ellen Lopez
Dean
College of Liberal Arts

Richard Collins
Director
Graduate School

Michelle Bartlett
Director
Summer Sessions &
Lifelong Learning

Jenn Pedersen
Executive Directo
eCampus

Karen Jensen
Director
Libraries

Joanna Cruzan
ISSS Lead
International
Programs & Initiatives

Jodie Anderson
Director
Agriculture, Natural
Resources & Extension

Karsten Hueffer
Interim Dean
College of Natural
Sciences & Mathematics

Amy Vinlove
Dean
School of Education

William Schnabel
Dean
College of
Engineering & Mines

S. Bradley Moran
Dean
College of Fisheries &
Ocean Sciences

Patrick Druckenmiller
Director
UA Museum of the North

Chantelle McGinness
Director
Planning, Analysis &
Institutional Research

Ginny Eckert
Director
Alaska Sea Grant &
Marine Advisory
Program

Jennifer Tilbury
Associate Vice Provost
Student Success

Nettie La Belle-Hamer
Vice Chancellor
Research

Robert McCoy
Director
Geophysical Institute

Hajo Eicken
Director
International Arctic
Research Center

Diane O'Brien
Interim Director
Institute of Arctic Biology

Jeremy Kasper
Director
Alaska Center for
Energy & Power

Gwen Holdmann
Associate Vice Chancellor
Research

Mark Billingsley
Director
Office of Intellectual
Property &
Commercialization

Samara Taber
Executive Director
University Advancement

Megan Bean
Interim Director
Development

Theresa Bakker
Director
Alumni Relations

Marmian Grimes
Senior Public Information
Officer

Kara Nash
Institutional Events
Manager

Adam Rubin
Creative Director

Daniel Vaziri
Advancement
Project Manager

Charlene Stern
Vice Chancellor
Rural, Community &
Native Education

Jessica Black
Assoc. Vice Chancell
Rural, Community &
Native Education

Arleigh Reynolds
Director
Center for One
Health Research

Bryan Uher
Interim Dean
UAF Community an
Technical College

Veronica Plumb
Interim Dean
College of Rural and
Community Development

Wanda Wahl
Director
Bristol Bay Campus

Minnie Naylor
Director
Chukchi Campus

Julie Biddle
Director
Interior Alaska Campus

Carolyn Goolsby
Director
Kuskokwim Campus

Barbara Amarok
Director
Northwest Campus

COLLEGE OF FISHERIES AND OCEAN SCIENCES

University of Alaska Fairbanks

P.o. Box 757200, Fairbanks, Alaska 99775-7220

S. Bradley Moran, **Dean**
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DATE: July 19, 2022

TO: Daniel M. White, Chancellor   August 26, 2022

THROUGH: Anupma Prakash, Provost and Executive Vice Chancellor   August 25, 2022

THOUGH: Nettie La Belle-Hamer, Vice Chancellor for Research   August 19, 2022

FROM: S. Bradley Moran, Dean   2022

SUBJECT: Change in organizational structure for ABEC

Per BOR R10.02.040., your approval is required for UAF's Alaska Blue Economy Center (ABEC) to transition from the College of Fisheries and Ocean Sciences to the Office of the Vice Chancellor for Research, reporting to the Associate Vice Chancellor of Research for Innovation and Industry Partnerships.

The move underscores UAF's recognition of the importance of Alaska's blue economy as a driver for the state's economic diversification through innovation and growth, and the university's strategic efforts to develop the workforce of the future. The alignment of ABEC in the VCR office helps UAF serve as an advocate for industry engagement and applied science, and its engagement with rural coastal communities throughout Alaska.

Although the administrative alignment is changing, ABEC will continue working with the College of Fisheries and Ocean Sciences, the Alaska Center for Energy and Power, the College of Business and Security Management, and the Center for Innovation, Commercialization, and Entrepreneurship.

The move allows UAF to facilitate a cooperative and interdisciplinary approach and to position ABEC for broader impact, while building capacity for ABEC to meet the state's needs.

CC: Brandi Berg, Executive Officer, UA Board of Regents
       Gwen Holdmann, Associate Vice Chancellor of Research, UAF
       Alex Fitts, Vice Provost and Accreditation Liaison Officer, Provost's Office

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Appendix 6.B.2

Daniel M. White, Chancellor
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Fairbanks, Alaska 99775-7500
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www.uaf.edu/chancellor/

UAF

CHANCELLOR'S OFFICE

University of Alaska Fairbanks

DATE: October 21, 2022

TO: Pat Pitney, President, University of Alaska

THROUGH: Paul Layer, Vice President for Academics, Students & Research, UA

FROM: Dan White, Chancellor, UAF

SUBJECT: Change in Center for One Health Research (COHR) at UAF

UAF's COHR is currently housed in the Office of the Vice Chancellor for Research (VCR), reporting directly to the VCR. It is a small center consisting of a part time director (Dr. Arleigh Reynolds) and two full-time staff. While the center does not offer academic programs and has no faculty or students, it does help facilitate the offering of an interdisciplinary One Health masters degree and serves to promote research at UAF in the broad field of one health. As conditions have changed at UAF since the Center was formed several years ago, it has become clear that it would serve UAF better if it were housed within the Office of the Vice Chancellor for Rural, Community and Native Education (VCRCNE). There it can be a focal point for a nascent but growing research enterprise in College of Rural and Community Development.

It is my understanding that the Center's move only requires approval at your level as it is not in BOR policy. Aside from organizational location, I am not planning changes to the current Center at this time.

CC: Nettie La Belle-Hamer, Vice Chancellor for Research
        Charlene Stern, Vice Chancellor for Rural, Community & Native Education
        Julie Queen, Vice Chancellor for Administrative Services
        Arleigh Reynolds, Director, Center for One Health Research

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Appendix 6.B.3

May 2023

UAF and OIT Realign Duties to Better Serve Users

The News: OIT and UAF have begun a realignment of IT resources. These changes have been years in the making, and have the support of President Pitney, Chancellor White, CITO Shier, UAF VCAS Queen, and their respective teams. The transition period should be complete by July 1, 2023.

Fortunately, the changes should have minimal initial impact on OIT employees and users across the system. End users will notice few changes at first, and will experience little change in terms of support. All IT organizations systemwide will continue collaborating to enhance IT capacity.

The Details: The reorganization will create a new UAF IT Department headed by VCAS Julie Queen, which will oversee mission-enabling resources for students, staff, and faculty at both UAF and the System Office. They include:

- IT Helpdesk - Operators will still route your call or email inquiry to the proper spot, regardless of whether you're calling from any of the three Universities, or the System Office.
- Desktop Support Service
- Academic Technology Support
- Video Conferencing Services

OIT under CITO Shier will shift its focus to enhancing IT efforts for the entire UA System, and will continue to support Cybersecurity and LAN for UAF.

In practice, OIT employees primarily working in the Bunnell Building will join the new UAF IT Division, while OIT employees currently working in the Butrovich Building will remain part of OIT.

Reporting lines will not change, except for new vacant positions that UAF IT will control to augment the division's capacity. Martha Mason will serve as interim UAF CIO, then stay on as a strategic advisor to the permanent CIO when they are hired this fall.

The Bottom Line: This transition will better align IT resources to core mission and better support end users. As some services and support need time to transition effectively, IT teams will partner and hire to add capacity in key technology areas.

UAF

CHANCELLOR'S OFFICE

University of Alaska Fairbanks

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July 21, 2023

TO: Owen Guthrie, Vice Chancellor for Student Affairs and Enrollment Management

FROM: Daniel M. White, Chancellor

RE: Establishment of the Office of Dual Enrollment

I approve the creation of the Office of Dual Enrollment (ODE) to be housed under the Vice Chancellor for Student Affairs and Enrollment Management.

The ODE will be responsible for leading and implementing the university's dual enrollment strategies by coordinating with various groups, including but not limited to internal UAF stakeholders and external stakeholders such as K-12 school districts, government entities and administration, UAA, UAS, and state education departments to promote and expand UAF's dual enrollment programs. The ODE will also be responsible for guiding the policy and administration of recruitment, admissions, registration, and support services for dual-enrolled students.

To staff this new office, I approve the creation of one new position, the Director of Dual Enrollment, and a change in reporting for the advisor and program coordinator positions. The dual enrollment advisor and program coordinator will report to the newly established director.

Thank you.

DMW:mkk

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Appendix 6.B.5

UAF eCAMPUS
University of Alaska Fairbanks
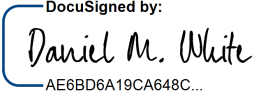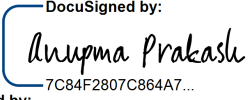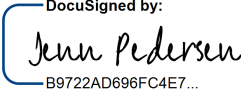
131 Bunnell Building
PO BOX 756700 • Fairbanks Alaska 99775-6700
907.455.2060 • 800.227.8060
uaf-eCampus@alaska.edu

To: Daniel M. White, Chancellor

DocuSigned by:
Daniel M. White
AE6BD6A19CA648C...

Through: Anupma Prakash, Provost and Executive Vice Chancellor

DocuSigned by:
Anupma Prakash
7C84F2807C864A7...

From: Jenn Pedersen, Executive Director, eCampus

DocuSigned by:
Jenn Pedersen
B9722AD696FC4E7...

Re: Request for establishing a Center for Teaching and Learning

Establishing a Center for Teaching and Learning (CTL) that houses eCampus is a strategic move that would allow us to maintain the valued eCampus brand while effectively capitalizing on existing resources, expanding the scope of services to better support faculty development, instructional innovation, and evidence-based teaching practices that reflect the rich diversity of the UAF community. All of the *R1 universities recognized as our peers in the Goal 3 report have established Centers for Teaching and Learning, which play a critical role in enhancing educational standards and faculty excellence. Having a CTL will align UAF with industry best practices, strengthen our reputation, and allow us to reach more faculty than ever, thus helping UAF achieve the 2027 Strategic Plan and prepare for the next big thing. This proposal requires no additional funding or resources.

Best regards,

Jenn Pedersen
Executive Director, eCampus

*Brandies University, Brown University, CUNY Graduate School, Dartmouth College, New Jersey Institute of Technology, Princeton, Rensselaer Polytechnic Institute, Rice University, California Institute of Technology (over half of the CTLs have embedded online course and program support)

Appendix 6.B.6

Proposal: Establishing a Center for Teaching and Learning

Summary: The proposed establishment of a Center for Teaching and Learning that houses eCampus utilizes existing resources, preserves the firmly established eCampus brand, and reflects the diverse range of services we provide to the UAF community.

- All nine R1 universities recognized as peer institutions in the UAF Strategic Goal #3 report boast a Center for Teaching and Learning. These centers empower educators with cutting-edge pedagogical strategies and innovative instructional practices while also honing in on evidence-based techniques to enhance student learning; an industry standard.
- Having a Center for Teaching and Learning (CTL) signals a commitment to supporting faculty development and innovation in all modalities, strengthening UAF's reputation and expertise in quality education.
- Aligning with established CTL models enhances credibility, visibility, and recognition within the higher education community, facilitating partnerships and collaborations with peer institutions.
- This proposal maximizes talent within the unit, leveraging staff expertise to provide resources for mentorship and leadership development while expanding hands-on learning opportunities for student employees and engagement assistants.
- CTL plays a vital role in UAF's Strategic and Academic Plans by creating a modern and digitally enriched learning environment by providing assistance in curriculum design, promoting the integration of Indigenous approaches to education and inclusive teaching practices that celebrate diverse learning styles, and fostering pedagogical innovation through professional development opportunities for faculty.
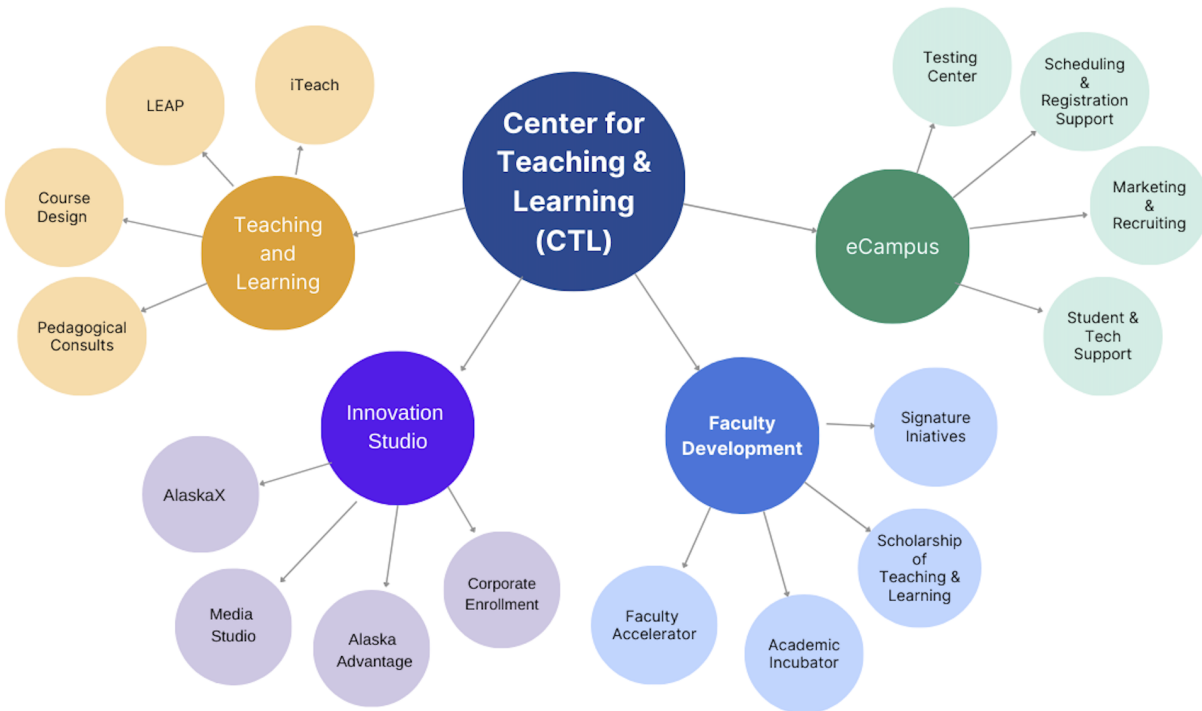
July 25, 2023

TO: Kaydee Van Flein, Director & Chief Student Conduct Officer - Center for Student Rights and Responsibilities and Interim Director & Title IX Coordinator - Department of Equity and Compliance

FROM: Daniel M. White, Chancellor

RE: Establishment of the Office of Rights, Compliance and Accountability (ORCA)

_____

I approve the creation of the Office of Rights, Compliance and Accountability (ORCA) to be housed under the Vice Chancellor for Student Affairs and Enrollment Management.

ORCA will combine the Center for Student Rights and Responsibilities and the Department of Equity and Compliance to create a single, collaborative unit. This reorganization continue will continue our efforts to make UAF a place of respect, diversity, inclusion and caring, increase the accessibility of resources, and improve collaboration and connections between units.

The new unit will be led by the executive director. The executive director will oversee compliance, student accountability and support needs, and misconduct investigations outlined under Board of Regents' Policy (01.02, 01.04. and 09.02). The ORCA office will be located on the third floor of Constitution Hall.

Thank you.

DMW:mkk

CC: Core Cabinet
       UA Counsel

March 22, 2023

R1 Message from the Chancellor

Dear UAF staff, faculty and students,

In 2019, six strategic planning teams began the process of laying out a set of strategic goals for UAF. The teams set about defining not just what the goals meant, but also how we would get there by 2025. Due to the budget crisis, that timeline slipped to 2027, but the goals and the steps to achieve them remained. Since the good work of these teams of faculty, staff and students, our six strategic goals have helped guide decision-making at UAF through some difficult times.

At the recent February Board of Regents meeting in Anchorage I was proud to share that UAF is in a good place and we are heading in the right direction on all of our strategic goals. In this period of budget stability and strong enrollment numbers, the time is now to move more deliberately on our strategic goal of achieving tier 1 (or more aptly, R1) research status. This proposed direction received a great deal of support from members of the Board of Regents.

As of 2021, there were only 146 R1 research universities in the U.S. UAF is already producing top tier research, and I am confident that with the right strategic steps, we will join this prestigious class of universities. Universities recently achieving R1 status include the University of Maine, Michigan State University and the University of Nevada-Las Vegas. It is our hope and expectation that by 2027, UAF will reach R1 status by continuing to support high-quality and high-impact research that benefits Alaska, the nation and the world. It is clear that this move will take investment and strategic action.

Achieving R1 will advance many of our strategic goals, including strengthening our position as global leaders in Alaska Native and Indigenous programs and modernizing the student experience. A key part of our roadmap to R1 is significantly increasing the number of students graduating from UAF with a Ph.D., specifically in the humanities. But achieving R1 will not be just on the humanities, the sciences, or any one individual unit. It will take all of us; students, faculty and critical support staff, to take UAF to the next level of research excellence. It will be an effort that includes not just our research arm, but academics, outreach, marketing, communications and facilities. Achieving R1 will indeed require rehabilitating some facilities and remodeling others.

Securing R1 status will also transform Alaska's economy. We have the opportunity to not only increase research revenues, but also to advance intellectual property and support Alaskan businesses. In 2019, University of Colorado Boulder estimated that their R1 research activities alone produced [$1.2 billion in economic activity](#) for the state.

By achieving R1, UAF will continue to serve our mission to enrich the lives of Alaskans by attracting new talent to the state, supporting emerging industries such as drones and mariculture, and increasing the value of a degree from UAF. This is about more than the University, it is about all of us at UAF, about Fairbanks, and about Alaska.

In the coming weeks we will begin by assembling an R1 external advisory committee, an internal steering committee, and a small number of working groups. At the same time, we will be working with President Pitney on an FY25 budget strategy to secure funding for the effort. Please look out for more communications on how you can be involved in this process.

Thank you for choosing UAF.

Dan White, chancellor

Friday Focus: Thinking big – our path to R1

Taryn Lopez, UAF Geophysical Institute research associate professor

May 26, 2023

— By Taryn Lopez, UAF Geophysical Institute research associate professor

In 2018, I was invited by Chancellor White to lead UAF's strategic planning goal to "Achieve R1 research status." At the time I was relatively new faculty and knew little about the Carnegie Classification's Very High Research status university ranking (R1). I was also used to working within my own discipline and focused on my own research. Achieving R1 status was a big idea that, like many other faculty on campus, I had difficulty wrapping my brain around! Together, with a team of faculty, staff, and students from across UAF, we learned what it means to be an R1 university, how R1 would benefit UAF, and how UAF could achieve that goal.

R1 is the highest ranking of research activity for U.S. Ph.D. granting universities. R1 research status provides numerous benefits at the university, local and state-wide level, some of which include global recognition of research strength, increasing student enrollment, providing added value to degrees, and increasing contracts for local businesses. From 2018-2020 our strategic planning team worked diligently to figure out how UAF could achieve R1 research status. We found that UAF excels in STEM research expenditures and is on already on par with R1 universities. UAF also ranks very high in per-capita metrics, suggesting that our faculty are exceptionally productive. However, compared to R1 universities we have relatively low numbers of non-STEM research expenditures and doctoral degrees awarded in the four disciplinary categories. Details on our findings and recommendations from our 2020 report can be [found here](https://www.uaf.edu/strategic/goal-3.php): https://www.uaf.edu/strategic/goal-3.php

So how do we get to R1? The most straightforward path for UAF to achieve R1 status requires doubling non-STEM research expenditures, research staff, and Ph.D. degrees awarded in the four disciplinary categories (humanities, social sciences, STEM and professional fields), while maintaining our strong STEM research expenditures. In reality, reaching those metrics will require a substantial university-wide effort, support and infrastructure. Some proposed mechanisms to achieve these metrics include strengthening existing and growing new Ph.D. programs, increasing funding opportunities for Ph.D. students, incentivizing the mentorship of Ph.D. students, recruiting excellent faculty (especially research faculty) and developing cross-campus research themes to foster research creativity and collaboration.

In 2018, when Chancellor White proposed the goal of achieving R1 research status, it sounded ambitious. In 2019, when the university was told to expect three years of state funding cuts, it sounded impossible. We stand here today having survived the state-wide budget cuts and over two years of the COVID pandemic. During this time UAF has become more resilient, and humans as a species have been reminded of an important lesson: big things are possible when people work together toward a common goal. Today, UAF is closer to R1 research status than

ever before. With a university-wide effort toward attaining this goal, I am confident we can make this goal a reality.

At the February UA Board of Regents meeting, several regents expressed support for UAF striving for R1 research status. Chancellor White responded accordingly by revitalizing this goal. We are currently forming a steering committee to oversee UAF's goal to achieve R1 status and working groups to implement specific mechanisms. Stay tuned for how you can help UAF achieve R1 research status – and start thinking big!

Friday Focus is a column written by a different member of UAF's leadership team every week. On occasion, a guest writer is invited to contribute a column.

R1 Research Survey

Sept. 27, 2023

Dear faculty, staff, students and administrators,

The UAF R1 Steering Committee invites you to fill out the following survey to share your ideas and submit nominations for working groups.

Survey link: https://docs.google.com/forms/d/e/1FAIpQLSdRA8-KskH5CBhsH1cNE_suLKwTj_houZlylx-Q8OAdzAFI4A/viewform

One of UAF's strategic goals is to achieve R1 research status by 2027. R1 is the highest classification of research activity defined by the Carnegie Classification system. Being an R1 university would place UAF within the top 4% of U.S. universities with respect to research.

UAF has consistently ranked as an R2 (high research activity) university and as of 2021 was only nine (out of 280 R1 and R2 universities) positions away from being R1. In 2020, as part of UAF's Strategic Plan, a committee of UAF faculty, staff and students identified mechanisms to help UAF achieve R1 status while maintaining UAF's core values. This report can be found on the UAF Strategic Goals website.
This past spring, with University of Alaska Board of Regents encouragement, Chancellor White revitalized this goal and formed UAF's R1 Steering Committee. This committee is now recruiting members for working groups that will work toward refining, prioritizing, and implementing the proposed mechanisms to help UAF achieve R1 research status.

If you are interested in volunteering your time or ideas to help UAF achieve our goal of R1 research, or if you know someone who would be an asset to one of our teams, we encourage you to please complete the above survey prior to **Oct. 6**.

We are hoping to accept between 5-7 people per working group for a total of approximately 65 unique UAF faculty, staff, student and administrator perspectives from across all campuses on the various R1 committees. Thank you in advance for your time and service to UAF!

Sincerely,

UAF R1 Steering Committee