

Section 6. Employee Trends, Reviews & Organizational Structures

A. Employee and Position Trends

Appendix 6.A.1 - UAF Employee Change Snapshot, Headcount and FTE, Spring 2019-2023

Appendix 6.A.2 - UAF Employee Change Snapshot, Headcount and FTE, Fall 2019-2023

EMPLOYEE HEADCOUNT TRENDS

Employee headcounts are typically reported twice per year in April (spring) and October (fall) and are used to track employee changes over time. This is commonly referred to as the “freeze data.” Headcount means that each individual person counts as one employee whether his or her appointment is full-time or part-time.

Spring headcounts are typically higher than fall headcounts as spring includes an increase in seasonal and research field employees. Spring headcounts are generally not compared to fall as comparison between these periods have greater variance. Additionally, there is a change in fiscal year (annually) between these time periods.

Table 6.1 UAF Employee Headcount Change, 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%

Table 6.2 UAF Employee Headcount Change, 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									
Faculty	524	508	496	518	523	-1	-0.2%	5	1.0%
Officers/Sr. Adminis	58	58	64	69	69	11	19.0%	0	0.0%
Staff	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	307	261	276	254	249	-58	-18.9%	-5	-2.0%
Staff	345	407	365	412	411	66	19.1%	-1	-0.2%
Student	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%

Spring 2023 and fall 2023 headcounts increased from the prior period (spring 2022 and fall 2022, respectively). It is expected that employee counts will continue to trend upward as UAF invests in targeted areas, including research, as sponsored activity has increased.

Authorized Position History

Appendix 6.A.3 - UA State Authorized PCN Change, announcement to Budget Workteam, October 9, 2023

The Office of Finance and Accounting (OFA) tracks position status in the following categories: filled, in recruitment status, vacant/hold unfilled for a period of time (as defined), or in reserve. This process allows for consistent standards in the budgeting, expenditure, recruitment, and reservation of positions across the system.

Historically, OFA also tracks the overall UAF Position Control Number (PCN) count that is managed in conjunction with the UA System Office and State of Alaska. These are known as “authorized positions” and were tracked closely by the state of Alaska. However, effective FY24, the state will no longer require the UA System to manage within a fixed number of state-authorized PCNs. This is an improvement to the PCN reporting process. UA will continue to have processes in place to demonstrate good position management as it relates to budget.

Table 6.3 reflects UAF’s authorized position changes over time, with little change since FY21. In the future, UA/UAF will no longer report authorized positions to the state of Alaska.

Table 6.3 UAF Authorized Position Changes, FY19-24

	FY19	FY20	FY21	FY22	FY23	FY24	Change FY19-24	% Change FY19-24
Total UAF Authorized Positions	2,033	2,016	1,965	1,964	1,964	1,963	(70)	-3.4%
Change from Prior Year		(17)	(51)	(1)	0	(1)		
Percent Change from Prior Year		-0.8%	-2.5%	-0.1%	0.0%	-0.1%		

B. UAF Organizational Structures and Reviews

UAF FY23-FY24 ORGANIZATIONAL CHANGES

Appendix 6.B.1 - FY23 UAF Chancellor Level Org Chart

Appendix 6.B.2 - FY23 Alaska Blue Economy Center (ABEC) organizational structure change memo, July 19, 2022

Appendix 6.B.3 - FY23 Center for One Health organizational structure change memo, October 21, 2022

Appendix 6.B.4 - FY24 UAF and OIT realignment announcement, May 2023

Appendix 6.B.5 - FY24 Establish Office of Dual Enrollment (ODE) memo, July 21, 2023

Appendix 6.B.6 - FY24 Establish Center for Teaching & Learning (CTL) memo, July 25, 2023

Appendix 6.B.7 - FY24 Establish Office of Rights, Compliance and Accountability (ORCA) memo, July 25, 2023

Effective FY23:

- The Alaska Blue Economy Center (ABEC) transitioned 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 Center for One Health transitioned from the Vice Chancellor for Research to the Vice Chancellor for Rural, Community and Native Education.

Effective FY24:

- The UA System Office of Information Technology (OIT) and UAF will realign IT services. The reorganization will create a new UAF IT department headed by the Vice Chancellor of Administrative Services, which will oversee mission-enabling resources for students, staff, and faculty at both UAF and the System Office.
- The Office of Dual Enrollment (ODE) will be created and housed under the Vice Chancellor for Student Affairs & Enrollment Management. The office will be responsible for guiding the policy and administration of recruitment, admissions, registration, and support services for dual-enrolled students (i.e. students earning college credits from UAF while still in high school).
- eCampus will become a part of the newly developed Center for Teaching and Learning (CTL). This strategic move allows UAF 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. CTL is housed under the Provost.
- The Office of Rights, Compliance and Accountability (ORCA) will be housed under the Vice Chancellor for Student Affairs & Enrollment Management. ORCA will combine the Center for Student Rights and Responsibilities and the Department of Equity and Compliance (previously housed under the Chancellor) to create a single, collaborative unit.

C. Achieving R1 Research Status

Appendix 6.C.1 - R1 Message from the Chancellor, March 22, 2023

Appendix 6.C.2 - R1 Friday Focus, by UAF R1 Chair Taryn Lopez, May 26, 2023

Appendix 6.C.3 - R1 Research Survey to UAF community, September 27, 2023

One of UAF's strategic goals is to achieve R1 research status by 2027. UAF currently ranks as an R2 "high research activity" university. R1 is the highest ranking of research activity for U.S. Ph.D. granting universities as defined by the Carnegie Classification system. Becoming an R1 university would place UAF within the top 4 percent of U.S. universities with respect to research.

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. A steering committee has been created and working groups will make recommendations on implementation actions. This work will occur during FY24 and beyond.

D. Foundation Fund Expense Account (FFEA)

UA Foundation and the University of Alaska developed Foundation Fund Expense Accounts (FFEA) in collaboration with fiscal managers from across the UA System with the goal to create a simplified and standardized process of accessing and spending foundation funds, making it easier and faster for the university to put these donor dollars to work. With this new process, UA Foundation will transfer funds directly to the benefiting university using permanent expense accounts. This is a significant change and improvement for financial processing and management for foundation funds. It results in more efficient communication, oversight, and expenditure process under the stewardship of university departments. More information can be found at: <https://www.uaf.edu/finserv/finance-accounting/resources/FFEA.php>

E. Process Improvement Project Highlights

In FY23, the Process Improvement & Training (PIT) Crew provided facilitation support to the following projects:

Current Process Flowcharting Projects

- Chukchi Campus Student Support and Course Development Process: documented the process for supporting students enrolled in dual credit/technical preparation courses, regular university courses, and culture and community interest courses offered through the UAF Chukchi Campus as well as the Campus's course development process.
- Veterans Affairs Student Support and Regulatory Compliance Process: documented the processes, noting important external deadlines and assigning responsible offices for several Department of Military and Veterans Services tasks including securing approval for the course catalog, student VA benefit certification procedures, completing semester closeout, completing change reports, reconciling accounts, responding to audit findings and annual student communication.

Process Improvement Projects

A major goal of any process improvement project is to improve customer and stakeholder satisfaction with each process. Project-specific goals include:

- Academic Program Review Process: aims to improve the focus on equity and the use of disaggregated student data within UAF's regular academic program review process.
- Faculty Appointment and Activity Data Management Process: aims to decrease the time required to prepare data sets and eliminate process rework.
- UA Staff Hiring Process: aims to decrease the time needed to hire a new staff member.
- Athletic Scholarship and Aid Renewal Process: Aims to decrease the number of student athletes experiencing award adjustments, the number of adjustments made to award and the number of appeals prompted by award miscalculations.

Strategic Planning Projects

The PIT Crew facilitated strategic plan development and implementation accountability for the International Arctic Research Center, Toolik Field Station, Administrative Services, Facilities Services and the Strategic Plan for Inclusive Excellence (university-wide plan). The PIT Crew also facilitated foundation creation for the future UAF Welcome Center in the Lola Tilly Commons and assessment of the University of Alaska's Museum of the North's community engagement practices.

Skills Training

The PIT Crew provided process flowcharting training as part of Staff Recognition and Development Day. This training introduced process flowcharting basics as a tool to make complex processes easier to understand.