



CHANCELLOR'S COMMENTS: From UAS Chancellor Rick Caulfield

February 27, 2020

Dear UAS faculty and staff:

We are well into Spring Semester 2020 and I've been excited to be part of events celebrating what is special about the education we provide to students at our three campuses. Notable events include visits with our newly-elected student government leaders here on the Juneau Campus, a meet-and-greet with UA interns in the Senator Ted Stevens Legislative Internship program in the state's capitol, receiving word about successful IACBE professional accreditation for our UAS business programs, and a workshop led by Provost Carey focusing on updating our UAS mission in the aftermath of our very successful NWCCU re-accreditation last year. We can rightly be proud of the quality education we provide to UAS students—both on campus and online—through the dedication and hard work of faculty and staff alike.

As you know, the UA system continues to deal with significant budget challenges. The last year has been a particular challenge given Governor Dunleavy's initial proposal for a drastic cut of \$136M in UGF in FY20, later modified to a \$70M cut over three years. Given the severity of the Governor's proposal, UA began consideration of creating a single accredited university, but regents took that off the table for now given the budget 'compact' agreed to by the Governor and the Board of Regents (BOR). In FY20, UAS had to make a \$2.5M cut, and we're living with that reality now. A majority of those cuts were in administrative areas, with the goal of minimizing impacts on students' academic programs. In FY21, we're needing to make additional cuts—likely on the order of \$2.0M. Further cuts will be needed in FY22, assuming the compact with the Governor remains.

To address our FY21 budget challenge, the BOR asked each university last fall to undertake a review of both academic and administrative programs and costs. Here at UAS we asked our Strategic Planning and Budget Advisory Committee (SPBAC)—with representation from governance groups and university leaders—to consider which programs and services are most closely linked to our mission. We've looked closely at Institutional Effectiveness data about program enrollments and completions. We've asked deans and directors to put forward initial ideas about program and cost reductions that would help us achieve our budget reduction targets. In fall 2019, Provost Carey asked faculty in selected programs to undertake expedited academic program reviews, responding to specific questions. A list of those can be found at http://www.uas.alaska.edu/provost/program_review.html.

Our UAS Executive Cabinet is now reviewing all of this information and is preparing to bring initial recommendations back to the SPBAC in the near future. Meetings of the SPBAC are scheduled for March 5, March 17, and March 31. Committee members will be asked to review and provide input about proposed FY21 budget reductions. Again, our focus is on minimizing impacts on students to the greatest degree possible. While some academic program eliminations may be necessary, program streamlining and realignments are more likely. This UAS process parallels similar efforts at UAA and UAF. In late March, UA provosts will meet to look at proposed reductions across all of UA, with a goal of minimizing impacts on students statewide. Proposed changes affecting academic programs across UA will be presented to the Board of Regents' Academic and Student Affairs Committee on April 13-14. The full BOR will consider the outcome of these reviews at its June meeting.

Here at UAS we will continue to use the SPBAC, with its broad representation, as a primary venue for considering budget reduction options. Going forward, we will do our best to keep you informed about proposed strategies for meeting our budget challenges and planning for our collective future. Thank you for all that you do each and every day in support of our UAS mission.