

CAMPUS PLANNING AND ADVISORY BOARD FY25 SERVICES ASSESSMENT REPORT TO EXECUTIVE COUNCIL

Date: June 2, 2025

To: Executive Council

From: Ryan Buchholdt, Vice Chancellor for Administrative Services, and
Denise Runge, Provost

Subject: Report on FY25 Services Assessment Review Process and Proposed Improvements

EXECUTIVE SUMMARY

ASSESSMENT PROCESS

The Campus Planning and Advisory Board (CPAB) conducts annual assessments to evaluate the effectiveness and alignment of various non-degree programs and services at the University of Alaska Anchorage (UAA). This process parallels the Academic Program Review and incorporates data-driven analysis, input from program staff, and a focus on continuous improvement. Recommendations resulting from these reviews include one of four actions: Enhance, Continue, Continue with ongoing monitoring or revisions, or Reduce/Discontinue. The framework ensures the alignment of resources to mission and goals while engaging governance and impacted constituencies, adhering to NWCCU Standards 1.B.1., 2.A.4., and 2.E.2., as well as the Board of Regents' Policy P10.06.010.

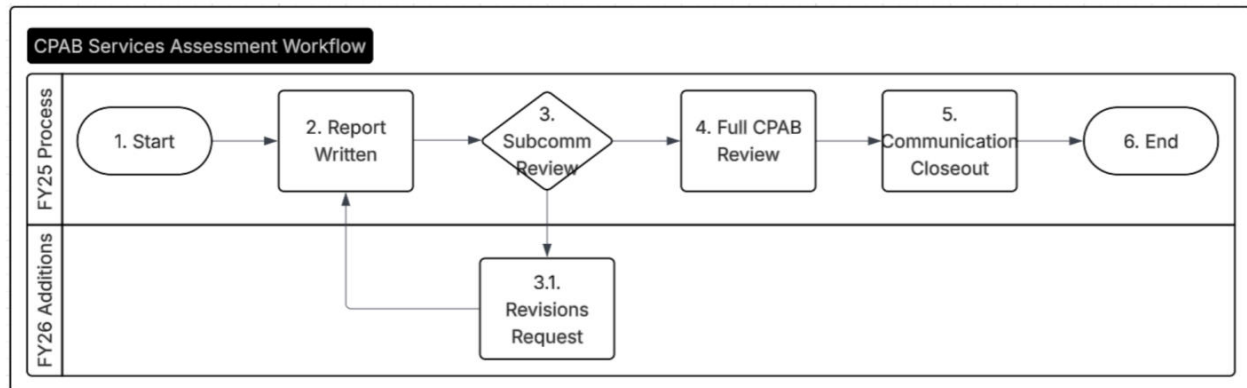
CPAB's assessment process involves clear stages, including initiation by leadership, report submission by departments, sub-committee evaluations, full board reviews, and documentation of final recommendations. This structured approach ensures accountability, continuous improvement, and alignment with institutional goals.

POTENTIAL IMPACT

By maintaining a structured yet adaptable approach, CPAB's assessments foster a culture of continuous improvement across UAA's non-degree programs and services. This ensures strategic resource allocation, operational efficiency, and enhanced contributions to institutional goals, ultimately reinforcing UAA's commitment to excellence and accountability.

PROCESS

OVERVIEW



1. Initiation: Provost and VCAS direct CPAB admin to notify departments for Services Assessment Review, including follow-ups from prior years.
2. Report Submission: Departments complete and submit reports, which are then distributed to a review sub-committee.
3. Sub-Committee Review: The sub-committee evaluates reports, drafts initial feedback, and either forwards recommendations to CPAB or requests revisions with a specific deadline.
4. Full CPAB Review: The full CPAB reviews sub-committee findings, consolidates recommendations, and submits a final report to the Executive Council.
5. Communication and Documentation: Final reports are returned to departments, uploaded to CMS, and the service tracker is updated. Future schedules are adjusted if needed.
6. Completion: Departments receive final status and feedback.

IMPROVEMENTS

While some reports were highly detailed and data-driven, others did not provide sufficient detail for the subcommittee to make informed decisions. Reports lacking in detail will undergo re-evaluation during the FY26 review period, and the overall report schedule will be adjusted to allow time for revisions within the same fiscal year. Moving forward, this process will incorporate step 3.1 (when necessary).

RECOMMENDATIONS FOR IMPROVEMENT

A comprehensive assessment process is critical to ensuring effective decision-making and strategic resource allocation. The recent review conducted by CPAB highlighted the importance of detailed and data-driven reporting. While some reports provided extensive insights, others lacked the specificity required for informed evaluations by the subcommittee. To address these discrepancies and improve the quality of assessments, several recommendations have been proposed to enhance the process for the FY26 review period.

To foster consistency and comparability, it has been suggested that similar units, such as IT departments or middle colleges, be reviewed concurrently. This approach will allow for a more cohesive analysis across related areas.

Additionally, the assessment form will be revised over the summer to clearly define expectations, particularly regarding the provision of data and matrices. This refinement aims to guide departments in delivering clearer and more actionable insights. Reports should include essential details such as budget breakdowns, funding sources, organizational charts, and the impact of their services on students. Furthermore, departments are encouraged to explicitly identify areas requiring enhancements and provide robust justifications for such requests. Incorporating these elements will strengthen the clarity and utility of the submissions.

To ensure timely feedback and continuous improvement, units identified as needing revisions will undergo another review within the following year. To assist departments in aligning with expectations, the review process will include sharing examples of exemplary reports and offering additional guidance to unit leaders. Moreover, creating an opportunity for reviewers to provide preliminary feedback to departments will allow for revisions and updates before reports are submitted to the Vice Chancellors.

The timeline for the assessment process will also be re-evaluated to provide departments with adequate time to prepare their submissions. Emphasizing detailed and accurate reporting will not only enhance the effectiveness of individual units but also support CPAB's broader mission of fostering accountability, operational efficiency, and alignment with institutional goals.

By implementing these improvements, the FY26 review process will further strengthen UAA's commitment to excellence and ensure that all departments contribute meaningfully to the university's strategic objectives.

SUMMARY OF UNIT ASSESSMENT RESPONSES

RECOMMENDATIONS

The table below provides a summary of CPAB's recommendations. More detail is provided by service following the table.

Service	Recommendation
Academic Advising Services	Enhance
Academic Concierge	Continue
Career Services	Enhance
Environmental Health and Safety	Continue with Monitoring
Information Technology Services	Enhance
Kodiak IT	Continue with Monitoring
PWSC IT	Continue with Monitoring
KPC Library	Enhance

Service	Recommendation
Kodiak Facilities	Continue
Testing Center	Continue with Revisions

ACADEMIC ADVISING SERVICES

Unit Mission and Purpose

The mission of the UAA Academic Advising unit is to create a student-centered environment that positions students for academic and personal success while honoring their unique backgrounds. Its purpose is to provide equitable, comprehensive advising to all degree-seeking students at UAA, ensuring a consistent, high-quality experience aligned with UAA's goals for student persistence, retention, and completion. The unit also supports continuous improvement in advising practices through leadership, coordination, and alignment with national best practices and student outcome measures.

Demand for Services

The demand for the UAA Academic Advising unit's services is equal to the number of degree-seeking students at the Anchorage campus, which is currently about 6,800 students. This includes all declared and exploratory/undeclared students, as every degree-seeking student is assigned an advisor.

Efficiency and Quality

The unit's budget is entirely allocated to personnel, with funding sourced from General Funds (\$2,531,491) and the Student Consolidated Fee (\$300,000). While the unit is recognized as meeting the Board of Regents' goals of efficiency and quality, areas such as resource diversification could be improved as the current budget lacks allocations for travel, contractual needs, or commodities.

Areas for Improvement

Areas for improvement for this unit include refining its structure and operations to align more closely with national best practices around advisor caseloads and advising approaches, enhancing student outcome measures like persistence, retention, and completion, and focusing on supporting key institutional indicators such as Tier 1 GER completion within the first 30 credits and improved course pass rates. Additionally, the unit aims to continuously assess its efficiency and quality, ensuring that its structure effectively eliminates duplication and clearly distinguishes professional advising from other student support services.

Support for Institutional Goals

The unit actively supports UAA 2027 by providing comprehensive, student-centered advising that promotes academic success and personal growth, aligning directly with UAA's mission to transform lives. It ensures all degree-seeking students have equitable access to academic guidance, fostering improved persistence, retention, and completion rates, which are key institutional objectives. Additionally, the unit coordinates professional development for advisors

across all campuses, aligning advising practices with UAA 2027 aspirations to enhance student engagement, achievement, and timely progress to degree completion.

Recommendation and Feedback

The CPAB recommends enhancement of this service area to increase staffing support, as well as explore tools that can better integrate with our existing systems to reduce manual processing.

Overall, case load is high for each advisor. The demand data provided did not clearly demonstrate whether it is detailed enough to identify where the load is higher in for some academic programs in relation to other programs. It would be helpful to know the caseload per advisor by college.

ACADEMIC CONCIERGE

Unit Mission and Purpose

The Academic Concierge supports all UAA students who face an academic problem, concern, or roadblock that is complex, crosses multiple offices, and/or represents opportunities for the institution to review and possibly improve its policies and processes. A key role of the office is to track issues and look for opportunities for future improvement.

Demand for Services

The demand for Academic Concierge Services comes from various sources, including individual student outreach, specific projects assigned by the senior vice provost, complex student issues assigned by the provost or chancellor, academic leaders and advisors reaching out with specific questions, participation in the care team, and regular review and research for petitions. For example, the academic concierge has responded to 14 direct student inquiries as well as five complex student issues that originated with the provost or chancellor. This unit also assisted with seven student issues referred by a dean or campus director, another 37 students referred by an academic advisor, and eleven specific issues referred by the care team.

Efficiency and Quality

This unit has a current budget of \$151,538 which is entirely sourced from General Funds and covers salary and benefits, as well as a small amount for operational expenses such as phone lines and basic supplies.

The Academic Concierge Services unit has individually reached out to 105 inactive students whose programs were eliminated, resulting in 29 students receiving a degree. Additionally, the unit has assisted 39 bachelor's seeking students whose catalog had expired, with 10 of these students graduating and 13 having a plan in place to graduate. The unit has also worked with the Alaska Native Studies program to develop several Interdisciplinary Degree plans for students, the majority of whom have graduated.

Over the past 18 months, the unit has helped five students referred by the chancellor or provost, seven referred by a dean or campus director, 37 referred by an academic advisor, and 11 referred by the care team. The unit has also run six trainings for the Academic Dispute Resolution process,

assisted with 362 academic and policy petitions, and provided financial assistance through Administrative Tuition Waivers to 12 different students, seven of whom have since graduated.

Areas for Improvement

The Registrar's Office identifies students who have been moved to inactive status due to non-enrollment or expired catalogs. During AY2024, the Academic Concierge unit worked to re-engage them a small subset of these students which resulted in 19 students returning to graduate. The unit plans to establish a consistent process for future outreach and support.

Additionally, the unit could benefit from more systematic approaches to addressing recurring issues and enhancing its support for the senior vice provost's area. This involves researching student issues elevated to the provost or chancellor's areas, facilitating the review and approval of academic and academic policy petitions, and contributing to student-focused improvements to the Academic Catalog.

Support for Institutional Goals

This unit is dedicated to assisting students who face complex academic problems, concerns, or roadblocks that span multiple offices. By addressing these issues, the unit contributes to the university's mission of transforming lives and aligns with the UAA 2027 goals of "putting students first" and "excellence through continuous improvement."

Recommendation

The CPAB recommends continuation, and notes that this is a relatively new service that has been diligent in tracking its efforts. Reviewers are concerned that this is a function with one employee and were unclear where this person/function fits into the overall UAA organizational structure. Overall excitement about the positive impact this service is having on student success.

CAREER SERVICES

Unit Mission and Purpose

The unit's primary mission is to prepare and empower students and alumni at every stage of their career journey. They do this through career exploration opportunities and engagement with industry partners. The services address the need to prepare students to transition successfully beyond graduation.

Demand for Services

Utilization of the unit's services has been growing over the past several years. Employer participation and student attendance at the unit's career fairs has grown substantially since the return of in-person events following the COVID-19 pandemic. Additionally, career advising appointments are up, student participation in workshops is increasing, and activity in Handshake is growing. The unit works to avoid duplication of services. A key example of this is their efforts to better collaborate with the academic advising team.

Efficiency and Quality

The unit's budget is \$443,22, of which \$188,550 (44%) is general fund and \$68,500 (16%) is TVEP. The remainder is self-generated. It is noted that this model creates sustainability challenges for the unit as few new opportunities for new revenue exist, while costs have been rising. The Career Services team collaborates closely with their peers at UAF and UAS, which has resulted in shared efforts to update templates and materials provided to students, as well as leveraging their combined expertise operating the Handshake platform.

Areas for Improvement

The unit demonstrates a strong culture of continuous improvement and optimization of resources. The main area of improvement identified is through the mix of revenues for the unit.

Another key area for improvement is the need for improved data collection and more proactive partnerships with academic units. This includes collecting additional data on student and employer satisfaction, promoting the creation of LinkedIn profiles for students, and enhancing collaboration with academic units to align internship opportunities and employer engagement efforts.

Support for Institutional Goals

The unit actively supports UAA 2027, incorporates the Core Competencies into their work, and actively explores ways to close achievement gaps. A specific call out is for the Seawolf Career Closet, which provides professional clothing and hygiene items to students for free.

Recommendation

The CPAB recommends enhancement of this service, with a focus on improved data collection and more proactive partnerships with academic units. Additional general fund or philanthropic support should be considered to provide more stable funding for the unit. The data provided indicates strong employer and student satisfaction for the career fairs.

The CPAB recommends additional data collection, such as satisfaction with the Handshake platform and knowledge of the services offered by Career Services. Further suggestions include greater promotion and support for students to create LinkedIn profiles and how this can benefit University Advancement in its data collection for alumni and development outreach. The CPAB also suggests improving the collaboration with academic units to help align internship opportunities and employer engagement efforts.

ENVIRONMENTAL HEALTH AND SAFETY**Unit Mission and Purpose**

The unit's primary mission is to provide compliance oversight for health, safety, risk management, and emergency management activities for all of UAA's campuses. The unit is UAA's primary point of contact for several safety and environmental regulatory agencies.

Demand for Services

The unit describes demand through routine regulatory requirements for safety inspections and training, some of which is scheduled and while others are requested by other departments on an as-needed basis.

Efficiency and Quality

The unit's budget is \$892,000, with roughly 90% of this coming from general fund. The unit employs 6 staff, each of whom has a specific area of focus. The unit uses response times to requests, feedback on trainings, and tracking the number of safety incidents to measure its effectiveness.

Areas for Improvement

The assessment identifies a more streamlined and transparent process for reviewing university agreements and providing certificates of insurance as opportunities for improvement.

Support for Institutional Goals

The unit supports UAA 2027 and the Core Competencies by fostering a safe and compliant learning environment, from common spaces, to classrooms, to laboratories, to field activities.

Recommendation

The CPAB recommends continuation with monitoring for this service area. The primary reason for this is no data was provided stating several metrics used to quantify their service. This is a central compliance unit, and it was unclear how much of the function's work is directly handled by EHS staff or by other units. The CPAB recommends this unit be required to report again next year with data about their services and a clearer articulation of the department's role vs staff in other units.

INFORMATION TECHNOLOGY SERVICES**Unit Mission and Purpose**

The unit's primary mission is to provide telecommunications, network infrastructure, and academic technology support for all UAA campuses. ITS supports the meaningful use of technology in teaching, learning, research, and service activities.

Demand for Services

The unit has a specific set of definitions for demand of its various services, and they track this demand through a ticketing system and a project tracking system. The number of tickets, types of issues, and timing to resolution are used to gauge how the unit's services need to adjust to meet evolving needs.

Efficiency and Quality

The unit's budget is \$9.1 million, \$4 million (44%) of which is general funds with the remainder coming from a mix of fees, F&A, earned revenues, and inter-departmental charges. The unit works closely with the UA Office of Information Technology and the IT leads at UAA's community

campuses to minimize duplication. ITS uses its extensive ticketing data to gauge its effectiveness and compares itself to Educause Core Data Benchmarks to understand how it compares to peers.

Areas for Improvement

Improvements identified focus on greater collaboration with academic units regarding the technology solutions they require. ITS supports a wide range of platforms, most of which were purchased by individual departments. By increasing collaboration, the institution can better size our technological needs and the associated resources.

Support for Institutional Goals

The unit actively supports UAA 2027 and the Core Competencies both through their approach in supporting faculty, students, and staff, and also by modeling the competencies with their student workers. The unit sees its work maintaining network infrastructure, data systems, and security protocols as supporting student access to technology resources in an easy manner and thus supporting student achievement. To help close equity gaps, ITS launched a laptop loan program where students can borrow a laptop for up to a semester, bridging the digital divide for students who don't have the financial resources to purchase their own device. This ensures their equal access to online course systems and software packages.

Recommendation

The CPAB recommends enhancement of this service in order to grow its support capacity. ITS clearly articulates its efforts to reduce costs, improve the student experience, and improve collaboration across the university. The data provided clearly demonstrated the demands upon ITS in relation to its funding. With increasing demands on technology support, cybersecurity threats, and the growing use of AI, enhanced resources for IT are needed.

KODIAK IT

Unit Mission and Purpose

The unit's primary mission is to provide reliable technology support and services to the campus community. The unit has a wide range of responsibilities, including serving as a call center, technology support response, local network administration, and local LMS support.

Demand for Services

The unit measures demand based on the volume of requests, the types of issues reported, and feedback from users.

Efficiency and Quality

The unit's budget is \$303,140, with the bulk of this in personnel. A full breakdown of revenues was not provided. The unit employs 1.60 FTE. The unit has several definitions of quality and measurement of its services. The unit provides specific, local support to the Kodiak campus. The assessment admits there is some duplication with the UAA central ITS department; however, this

duplication is necessary based on the remote location of the campus and the need for rapid response for support issues.

Areas for Improvement

The assessment calls out a desire to improve communication and collaboration with the central ITS unit to avoid redundancies and improve overall support for IT infrastructure at UAA.

Support for Institutional Goals

The unit supports the institutions goals by providing the necessary technological infrastructure and services that enhance teaching, learning, and student success. The unit does this by facilitating access to advanced software and systems that help students, faculty, and staff engage in problem solving and analytical tasks, enable effective communication, and maintain digital resources, databases, and online tools that promote research and the ethical use of information.

Recommendation

The CPAB recommends continuation with monitoring for this service area. The primary reason for this recommendation is the lack of data provided to demonstrate the demand and impact for the service, and how it aligns with UAA's central ITS unit. The CPAB understands the need for local IT professionals at the community campus level. The CPAB recommends this service be required to report again next year with data about their services and a clearer articulation of the department's role vs the central ITS department.

PWSC IT

Unit Mission and Purpose

The unit's primary mission is to provide reliable and quality technology support and services to the campus community. The unit has a wide range of responsibilities, including serving as a call center, technology support response, local network administration, and local LMS support.

Demand for Services

The unit has experienced an increase in demand as the reliance on technology grew following the COVID-19 pandemic. A description of how demand is measured was not provided.

Efficiency and Quality

The unit's budget is \$282,000, of which \$252,000 (92%) is general fund and the balance from student fees. The unit has two employees. The unit works to pre-empt issues through standardization of technology across the campus classroom portfolio. As they conduct repairs, they do so through the lens of "will we need to fix this again?" with a goal of the answer being "no." They consider their speed to resolve issues and how to be more cost effective in their work. They have leveraged grant opportunities to assist with equipment replacement. The assessment admits there is some duplication with the UAA central ITS department; however, this duplication is necessary based on the remote location of the campus and the need for rapid response for support issues.

Areas for Improvement

The unit did not identify any specific areas of improvement.

Support for Institutional Goals

The unit articulates strong alignment to UAA 2027 and the Core Competencies. They cite competency alignment with their support for specific programs, such as enabling Personal, Professional, and Community Responsibility in their support for online training programs within the SERV program on oil spill response. They articulate pride in their maintenance of the campus' computer lab and the ability to offer access to state-of-the-art applications for all their students. The unit also maintains a laptop loaner program to alleviate the digital divide for students who cannot afford their own device.

Recommendation

The CPAB recommends continuation with monitoring for this service area. The primary reason for this recommendation is the lack of data provided to demonstrate the demand and impact for the service, and how it aligns with UAA's central ITS unit. The CPAB understands the need for local IT professionals at the community campus level. The CPAB recommends this service be required to report again next year with data about their services and a clearer articulation of the department's role vs the central ITS department.

KPC LIBRARY**Unit Mission and Purpose**

The primary mission of the KPC Library is to provide information resources and services in support of KPC's mission and goals. Key functions include managing library collections, circulation statistics, interlibrary loan services, and conducting assessments that inform strategic alignment and improvement. Through these activities, the unit contributes to student achievement, supports UAA's core competencies, and addresses gaps in student learning and success.

Demand for Services

Demand for library services and resources is driven by academic curriculum and community need. Students rely on academic libraries for information resources, but the recent escalation in technology and technological changes have made students more dependent on librarians and library instruction to access digital resources.

Efficiency and Quality

The unit's budget is \$170,400. The unit has 4 employees: 1 faculty librarian on a 9-month contract, 1 part-time staff member working 26 hours per week on a 9-month contract, and 2 student workers working 20 hours per week on a 9-month contract.

Library service efficiency is measured by optimal use of staff, resources, and space to meet the library's mission. Staffing is organized by expertise and cost, with student workers handling routine tasks at the Circulation desk, while professional staff focus on tasks requiring specialized

knowledge. Resource and space efficiency is gauged by balancing the library's physical collection and study areas to maintain high circulation and accommodate student needs. This balance is assessed through usage density and observations of students leaving for better study environments.

Areas for Improvement

The unit did not identify any specific areas of improvement.

Support for Institutional Goals

This unit supports institutional goals by providing essential academic resources and services tailored to the unique needs of the KPC community, including non-traditional and place-bound students. It ensures equitable access to print materials, online databases, and technology while offering research support through reference assistance, one-on-one instruction, and a dedicated academic research course. By maintaining a small but highly utilized collection supplemented by interlibrary loans, the library leverages resources efficiently, while staffing is strategically organized to maximize student worker involvement and reserve professional tasks for expert staff. The library fills critical local gaps in technology access and instructional support that other UAA libraries cannot meet remotely, directly contributing to student success and retention. Plans to test extended hours demonstrate a proactive approach to addressing student needs and enhancing engagement, reinforcing the library's alignment with UAA's mission of accessible, high-quality education and community impact.

Recommendation

The CPAB recommends enhancement of this service and notes the clear articulation of the student demands for their services and how they balance the best uses of space for collections vs student studying. Data regarding physical resources was strong; however, data regarding electronic resource utilization would provide a more complete picture of how students interact with the library. Given the efficient staffing of the Library, additional IT support could enhance service delivery, such as supporting students utilizing proctoring software from the library.

KODIAK FACILITIES

Unit Mission and Purpose

The unit's primary mission is to ensure a safe, functional, and well-maintained campus environment. Their portfolio of services includes maintenance of buildings, grounds, campus infrastructure, utilities, snow removal, and overall campus safety. The unit supports the campus learning environment through clean and well-functioning spaces.

Demand for Services

The unit measures demand through the number and types of work requests they receive for maintenance, event set up, and related activities. The broad range of services provided by this unit parallel similar operations at each campus.

Efficiency and Quality

The unit defines quality of its services based on factors like safety, cleanliness, and functionality of campus building systems. The unit described five key performance indicators they observe; however, data was not provided. They cited the difficulty maintaining a work tracking system for a small team – maintaining such a system would take away from their ability to respond to work needs.

Areas for Improvement

The unit described three areas of improvement for their operation. The first is an increased focus on sustainability and energy efficiency for the campus. They do acknowledge the value a work management system can have, but how small the team is and how maintaining such a system may be more cumbersome than it's worth. The unit also identifies ways it can improve its communication with the campus community regarding ongoing maintenance issues and upcoming projects.

Support for Institutional Goals

The unit provides strong articulation of how it supports UAA 2027 and the Core Competencies. They also cite the importance of a well-maintained and accessible learning environment as critical for student achievement. "Well-maintained spaces can encourage student attendance, participation, and overall academic performance."

Recommendation

The CPAB recommends continuation of this service area. The unit provided a detailed overview addressing their ability to efficiently maintain campus buildings and grounds. The data provided demonstrated their ability to meet key goals and support initiatives. Due to its size, this unit does not monitor demand through a traditional ticketing system. The CPAB suggests the campus explore a simple system for tracking maintenance activities to further support the level of work performed.

TESTING CENTER**Unit Mission and Purpose**

The unit's primary mission is to provide professional testing to support student success and achievement. In addition to serving UAA's students, the testing center also serves the broader Anchorage community.

Demand for Services

Demand is measured by the number of individuals seeking to take exams. Demand is met through being flexible in scheduling, feedback from customers, and utilization of available seats. Utilization has grown since the COVID-19 pandemic. In the data provided, it is unclear how much of the testing is conducted for UAA students vs members of the public.

Efficiency and Quality

Limited budgetary information was provided with the assessment. Approximately 32% of the budget is met with general funds, 21% with student fees, and 20% with earned revenues. The remaining 27% of expenses are stated to have no revenues and are covered with one-time funds from their Vice Chancellor's level.

Quality is maintained with standards for unit operations and measured through customer surveys, although data was not provided.

Areas for Improvement

Improvements identified by the unit focus on the resource gap for operational activities. The unit reports it has "always fallen short of the required budget to operate."

Support for Institutional Goals

The unit articulates ways it supports UAA's Core Competencies. They further articulate that they are supporting student achievement metrics by providing a conducive testing environment with accommodations for students with minor disabilities.

Recommendation

The CPAB recommends continuation with revisions for this service. While demand has increased over the past several years, it is unclear how much effort is directed toward servicing non-UA students. The unit's budget is funded with a significant earned revenue requirement that it is unable to meet. The unit only provided partial budget information, so it is difficult to fully assess the effectiveness of the resources. The unit operates at an additional location on JBER that has experienced significant growth in utilization. Unclear if the service just administers tests or if there are other supports provided.

The CPAB recommends that the business plan for this service area be evaluated and adjusted to better meet the needs and revenue requirements of the institution.