

UAA's Budget and Resource Allocation Processes

Provost

Of all the questions I am asked, those around how we budget and spend are among the most frequent. This month, I'm pleased to share some thoughts and information about our approach to the fiscal side of higher education. To begin with, you may want to review the high-level description of our budget process, found here in the recent report for our accreditor NWCCU (see 2.E.2, Financial Planning, beginning on page 39 of the document).

For Academic units (which includes all of the Provost's Office, the six Colleges/Schools, the Consortium Library, and ANSEP) the largest category of expense (about 80%) is personnel. Of our revenues, about half is appropriation from State General Funds, another third is from tuition, and the remainder comes from a variety of fees, noncredit activities, etc. *Note that externally-funded grant and contract activities are not included in this table.* For tuition, the amount shown represents 80% of collected tuition revenue; the remaining 20% is held centrally in Administrative Services to support a variety of needs, including a small portion that flows back to Colleges to distribute in the form of Administrative Scholarships.

Fiscal Year	YTD Budget
2023	
Expense	\$107,519,844.00
1000 Personnel	\$85,028,348.00
2000 Travel	\$1,150,569.00
3000 Contractual	\$7,954,998.00
4000 Commodities	\$5,497,714.00
5000 Equipment	\$5,919,161.00
6000 Student Aid	\$1,623,048.00
7000 Facilities	
8000 Miscellaneous	\$346,006.00
Revenue	\$107,604,621.00
9000 Appropriation	\$58,211,428.00
9000 Endowments	(\$0.00)
9000 Fees	\$7,020,232.00
9000 Interdepartment	\$654,536.00
9000 Other Revenue	\$5,684,380.00
9000 Private Sources	\$71,709.00
9000 Sale Auxiliary	
9000 Sale Education	\$334,289.00
9000 Tuition	\$35,628,047.00

Each spring, I meet with the Dean or Vice Provost of each academic unit, along with their Senior Budget Officer. They first review the position list to ensure that all current and planned future faculty and staff lines are accounted for. Typically, this has been developed through ongoing conversations with and input from stakeholders within the College or unit. We talk through mission alignment, looking at data including comparisons with peers when available. Using data from the fee processes, we estimate fee revenue and the expenses associated with it. We talk through other known major revenue sources, such as endowments, TVEP or Mental Health Trust funds, indirect cost recovery, non-credit revenues and the like. We estimate tuition based on a trend line with adjustments for known influences such as student success efforts, or discontinuing or beginning new programs. Finally, based on the previous 3-5 years' worth of State General Fund allocations to the unit, I provide a general funds allocation amount. This rarely varies by more than a couple of percentage points from the amount in the prior year. At times, this means shifting some funding between units. Within the overall budget allocated to each unit, the Dean or Vice Provost has substantial latitude in allocating amounts for various activities, and the internal processes and data used varies according to the mission, goals, and structure of each unit.

Throughout the year, as faculty or staff vacancies arise—or as requests to search for new positions come forward, the Dean or VP and I return to a budget process to estimate the impact of the requested hire on the unit's budget, but also the impact on its mission and goals. Will a hire realistically grow revenue by more than it costs? Will filling the vacancy created by a retirement result in savings that can help offset a deficit elsewhere in the unit? Did a recent program review illustrate the need for additional faculty lines? Again, typically, these processes involve input prior to my review, from associate/assistant deans, department chairs, faculty, and staff in the units.

As you can see, our budget and resource allocation processes include opportunities for participation by stakeholders, realistic development of financial resources, and Integration with the other planning and assessment processes of the University.

Please direct questions or comments to the Provost (uaa_provost@alaska.edu)

Academic Affairs and Institutional Effectiveness

Budget Process: For the areas I work with, the budget focuses mostly on personnel, as the provost describes above, and ongoing “must have” expenses, such as paying for UAA's dues to our institutional accreditor. There are mission critical software packages that IR requires to do their work, and we are mindful to keep these focused on essentials and to ensure these do not duplicate something already available at UAA or through the system. In some years, there is an ability to fund things like faculty summer contracts of 1-3 credits, for work on things like

assessment or accreditation, and we forego this in years where other areas under the provost, such as the colleges, need budget assistance. Finally, we prioritize spending that allows broader participation in things like attendance at NWCCU annual meetings, such as funding the faculty senate president to attend. Moving forward, we would like to include staff and student governance as possible.

Planning, Evaluation, and Resource Allocation: From an accreditation perspective, what we hope to see from the colleges/schools and other units is that they are using the results of UAA's regular evaluation processes ([Program Student Learning Outcomes Assessment](#), [Program Review](#), [Services Review](#)) and the [Progress on Mission Fulfillment](#) data to inform their budget allocation and reallocation processes.

NWCCU Evaluation of Institutional Effectiveness DRAFT: We will be posting drafts of the different sections of the accreditation report for your review and input on UAA's [NWCCU Reports and Responses](#) webpage. The first section to be posted will include 1.A Institutional Mission and 1.B Improving Institutional Effectiveness. Please look at 1.B.3 Inclusive Planning, under the the subheading **Resource allocation is guided by strategic plans and their implementation and is informed by evaluation** for the description of how planning, evaluation, and resource allocation integrate at UAA.

Please direct any questions to Senior Vice Provost, Academic Affairs and Institutional Effectiveness Susan Kalina (smkalina@alaska.edu)

Student Success Report

In the Office of Student Success, the budget focuses almost entirely on personnel, as Provost Runge has outlined above. This includes the valuable members of the Academic Advising unit, the Learning Commons staff, and our Student Success staff. Due to budgetary constraints, we have made some recent shifts based on close attention to data and analyses of strengths and weaknesses. For example, the departure of the Executive Director of Student Advising gave us an opportunity to closely evaluate the impact of that position after the standardization of advising. Advising Leadership ran a SWOT analysis with input from various stakeholders. Ultimately, we decided to eliminate that executive position in order to free up enough budget to provide an additional advisor to the team that serves CBPP, CTC, and COE. While in a perfect world, we would have both and more, this allows us to better maintain caseloads that are in line with best practices for student success and mission fulfillment.

We also use some of our budget for ongoing expenses related to important student success initiatives. For example, we maintain membership in NACADA as part of Advising assessment,

and we have contracted with Percontor to run the RISC survey again this year. While much of the Title III grant funds we have had through the Learning Commons also goes towards personnel, including paying the student workers who serve as LAs in high DFW courses, we also allocate a small portion for training and professional development related to national best practices. For example, in the fall we sent several faculty to the [ILAC](#) conference in Boulder.

Please direct any questions to Interim Vice Provost, Student Success Ray Ball (rball11@alaska.edu).

Faculty Success Report

In the Office of Faculty Success, the budget is primarily dedicated to personnel, in alignment with Academic Affairs & Institutional Effectiveness and Student Success. This year 93% of the budget supports personnel, with 7% allocated to travel, contractual services, and commodities. Prioritizing personnel is critical for supporting faculty in implementing instructional technologies and course design with Instructional Design, providing professional development resources through the Center for Advancing Faculty Excellence (CAFE), supporting UAA's role as a community engaged institution through the Center for Community Engagement and Learning (CCEL), and faculty hiring, review, promotion and tenure through Faculty Services. Notably, a majority of non-personnel funding is prioritized to support faculty mini grants, faculty development, professional development for personnel, and critical services.

Our offices can be reached [here](#). Please direct questions to Interim Vice Provost Colin McGill (cmmcgill@alaska.edu)