

SPBAC Survey: Investing to make UAS more efficient

1. How might UAS invest one-time money to reduce ongoing costs?

This survey is **anonymous**. If you would like us to be able to follow up, please provide your name along with your suggestion.

Valid	Missing	Mean
15	10	NA

Comments:

Mass Marketing/Recruitment Efforts in WUE states such as Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington and Wyoming.

Further, out of state fees could be eliminated entirely, drawing recruitment from every state in the union, massively increasing our student body. Make UAS the cheapest school in the nation, and the characteristics of our unique destination will bring students from the world over.

1. The driveway from Mendenhall Loop Rd. up to upper housing (first half of the road) has out of date and falling apart road lights. Replace these lights with more efficient lighting will improve aesthetics, lower electric use due to replacement with led technology, and improve safety.

2. Assist in partnering with the city and church to fix Auke Lake Way by adding street lights and fixing the pavement. The road is falling apart and damaging vehicles that drive on it and it is so dark it is hard to see anyone walking on the road. This is a potential risk liability issue.

3. Install extra security cameras in areas without coverage, like the Auke Lake Way parking lot and around exteriors of campus buildings without cameras. Additionally at locations such as the Tec Center, Anderson, and the Ketchikan and Sitka campuses. This will allow UAS to be able to mitigate risk claims if we can view when they happen and assist police department's in any criminal incident that happens on campus property.

4. Put in place equipment inventory accountability. There is currently ways departments can order items out of their budget and there is no accountability to where that item may end up. For example, ordering computers direct to the department and someone using it for a personal computer, etc.

5. Create a list of the most inefficient items constantly needing repair or replaced and utilize funds to replace those items, for example the bollards that break all of the time.

6. Depending on what is contained at the NSRL building, there might be a need to do a chemical cleanup or waste evaluation of items in that building before the new building is built and we go to sell the building and have to do it at that time.

+ demolish HEN-Annex and HEN-Annex-Annex

+ invest in large-scale composting to reduce food waste and possibly have filler dirt for the campus gardens

+ switch Anderson and new science building to tide-powered electricity (similar to what Lena Point NOAA facility is doing) *bonus if we generate enough energy to sell back to the grid*

It's unclear (in this survey) where one-time money would come from.

I'd love to see the Anderson windows (which don't shut well or open wide enough for exit) replaced but I realize that is a HUGE cost.

This one is difficult. How much money?

1. Not sure how much maintenance costs, but the bollards seem to serve little purpose.
2. Place all classroom lights on motion sensors to save on energy (this could also work in bathrooms, breakrooms, etc)
3. Invest in food service. I know internally more employees would eat here if the options were better prepared and better tasting. The staff there just really don't have a lot to work with. Community members might also be more likely to stop in if we offered unique options.
4. Community marketing. UAS is the only game in town, yet you wouldn't know it at all. UAS (not UA) flags (one can easily be created) should be flying all over town. We should be giving them out to business partners, schools, anyone who will take one. Cultivate partnerships.
5. Invest in programs that are critical to Juneau-Political Science, marine sciences.
6. Partner with the state (or specific state unions) to offer courses to state employees at reduced costs.
7. Invest in digital forms-we waste so much paper
8. More diverse marketing-much of our marketing features people on mountains or on the water. Where is the culture? Where is the art? Where is the STUDENT EXPERIENCE? It's more than just the degree, it's how we make our university a home for students.
9. Invest in out of state marketing and recruitment.
10. Invest in PR-We need an all-day, every day, nothing but PR person
11. Summer camps! Instead of just allowing other people to use our space for camps, we should be HOSTING camps for high schoolers with our own faculty.
12. Browsing events. Day time recruitment events where all local high schools bring over their juniors and seniors. Departments would gather in the REC with tables and poster presentations promoting their programs. We could ask student leaders to attend to talk about clubs and student life. Students would go on group tours, check out housing, etc. This could be done right after our spring semester ends and before the public school year ends. Get kids on campus!!

Smallish stuff:

Move staff from FPC annex to Stover; this will eliminate one printer and staff time required to go back and forth between the annex and Stover. Finish scanning FPC archives, throw out unneeded hard copies. If unmanned, we can reduce the heat in the former FPC annex from 68 to 50 degrees.

Fix leaky gasket in 3rd floor curtain wall at Pugh.

Continue to transition lawn/landscaping requiring maintenance to native vegetation requiring less/no maintenance.

Bigger stuff:

Demolish Fitzgerald and Mattocks house. Move stuff stored in both to Knode or FPC annex.

Move people out of Hendrickson Annex and Annex-Annex and demolish them. Move people out of the log cabin and demolish it when it needs work.

Replace roof and insulate walls of the Ketchikan Maritime Center.

Insulate walls, provide vestibules, and replace curtain wall of Ziegler and Paul buildings.

Replace overhead doors and insulated metal wall panels on TEC.

Ke Mell

Absolutely look at buy outs for those faculty near retirement, especially those with higher salaries. I would use 100K-250K to target 5 + faculty making over 100K. Make a plan. Send out feelers. Send them out like kings and queens.

Use the money to set up a peer/colleague evaluation system for employees, programs, and services at UAS. Use results of the evaluation to let go of poor employees, programs, and services. (Everybody knows should be fired and who should be kept or promoted - just ask.) This evaluation would make it clear who can be eliminated to reduce costs without decreasing efficiency. This would also transform UAS by making it a workplace where performance is valued.

Convert buildings to more efficient and sustainable energy usage. Invest in paths that improve pedestrian traffic.

I find it interesting that we have so few library faculty, yet we have a director to manage the library.

Upgrade the building envelope and insulation of our least energy efficient large building.

) Interim CEO/Chancellor Ciri--doing both his job and chancellor role (he can do it) to keep Chancellor line/pay open.

) End sabbaticals for 3 years.

) 86 chancellor's car and allowance

) Study SCH by faculty over last 3-5 years. See if any are not covering even a fraction of their salary. Act accordingly.

) Encourage faculty to go lower FTE where possible.

) Renegotiate with SW on contractual costs (we could probably hire a local lawyer hourly and do our own HR cheaper with 1-2 people)

) Start non-personnel cost committee to find 10-20% specific cost cuts year over year.

) Plan furloughs for summer. It is a ghost town. Folks might be happy/mad on a sunny day.. glad to be off.. sad to not be paid. Keep in mind faculty take a 3 month furlough per year every year and survive (mostly).

) Honor grant warriors who bring in 2x, 3x, even 10x their salaries. Make them revered. More will follow.

) Buy out your 10 highest cost (salary) lowest producing (by credit hour taught) faculty.

) Sell space for a coffee/food vendor (i.e. privatized Spikes)...

) Sell land. Really.

) Halt the NOAA facility fools errand (more space we cannot fill which only feeds faculty egos).

Early retirement options for both staff and faculty
Buyouts for staff

Replace ugly, inefficient lights in the Writing Center with nicer (lower to operate) LED lights. The Writing Center is heavily used by students and doesn't have any windows for receiving natural

light.

One Time Money Investment Ideas

Fund one of the maintenance projects on the Facility Services list. Most of the projects are to repair something that is worn out. However, many of the projects will replace the worn out item with something that is better using less energy, requiring less maintenance and lasting longer, all of which will reduce the operating expenses of UAS facilities. Some of these projects include:

- Installing LED lights to reduce power consumption costs.
- Install heated sidewalks and eliminate show shoveling
- Replace movable bollards with something more reliable
- Upgrade HVAC controls from pneumatic to digital
- Install more security cameras
- Replace boiler at TEC
- Replace lighting in Cafeteria
- Install heating and power monitors in housing units to show students the real benefits of conserving energy.
- Install canopy over several entrances at Sitka campus to improve safety and reduce maintenance of snow shoveling and cleaning building entrances.
-

Fund one of the capital improvement projects on the Facility Services list. Most of these projects will increase the size of campus. However, there are a few projects that will increase the efficiency of how we use campus and lower the overall operating expenses of UAS facilities. Some of these projects include:

- Prepare the NSRL building to be sold after the new Auke Bay Integrated Science building is constructed. Preparations include moving lab over to the Anderson building and improvements to parking lot.
 - Install Heat pump for Mourant & Novatney buildings to increase heating efficiency.
 - Install cover roof over stairways at housing parking lots to increase safety and reduce snow shoveling maintenance.
 - Replace roofing and siding on TEC and increase insulation thickness to improve energy efficiency.
 - Replace roofing on Ketchikan Maritime Center and increase insulation thickness to improve energy efficiency.
 - Remodel or replace welding lab building with one more efficient in space, access and energy.
 - Remodel one more class room into a smart/e-learning classroom.
- Replace large white Facility Service vans with smaller electric service vehicles. After the initial purchase, electric vehicles are more economical to run and maintain.

Nathan Leigh – Facilities Director

2. Do you have any other specific ideas for how UAS can address the budget cut by becoming more efficient?

Valid	Missing	Mean
23	2	NA

Comments:

Sell some of the facility vehicles and invest in electric ones. Install 3 quick-charge stations for them at facilities lot, one at campus center and one up at housing. Make some of them small, too! Seeing all the big gas guzzling facilities trucks driving around every day with just one or two people in them, often without any "load" in the back is crazy-making to me. Even the

shuttle - sell it and get an electric van. Even if it means revising the schedule a bit so that it has 1/2 hour recharge breaks once (again, at the smart-investment fast charging places on its route). Short of doing these, just reducing the frequency some on the shuttle would be a savings - I realize it was purchased by alumni and is a safety option/convenience for students, but it could still be that without being a CONSTANT fossil fuel burner. Again, drives me crazy seeing it go by empty or with only one student so frequently.

replace every possible light fixture with LED's - I know we've done a lot of that, but they're still around. Also, motion-activated controls. So many times I walk down the hall, like in Egan classroom wing, and 3/4 of the rooms are fully lit with noone in them.

more zoom meetings, less travel for face to face meetings

1. Continue exploring cost saving measures already in place and look at renewing any contracts if applicable.

2. Continue looking to see if switching to heat pump systems in other buildings would save money in the long run.

3. Possibly apply window tinting to windows with large amounts of summer sunlight to reduce interior heating of buildings without air conditioning.

4. We have excellent venues (lecture hall, classrooms, etc.) for events that could be marketed better in the communities we are located. This could be a small, but helpful revenue stream for each location. No one really announces the availability of the spaces we have available.

5. As we continue to have less students, reevaluate on-campus housing. Does it make sense to keep on-campus housing? If we have multiple apartments in upper housing vacant, is there a possibility we could rent these units to outside individuals not connected to the university?

6. Explore opportunities to combine memberships with other universities, campuses, or departments. It does not make sense that people pay for multiple memberships in organizations if there is a way to get institutional membership in the organization that would cover those needing membership.

7. Open up the Rec Center to outside membership. This could create a greater revenue stream.

8. Could someone make seeking for and applying for grants a part of their job? This would be someone who could handle all types of grants and search for them for all campus programs or activities instead of having a person in each individual area. Are we actively seeking grant opportunities?

Great job on the buildings already transitioned to heat pumps - keep going!! Any and all buildings we can get off fossil fuels = not only more heat efficiency and better for the planet too. A side benefit, too, I've found with my home heat pump, is that it very efficiently cools when needed, too, and is the cheapest air conditioner ever - something we unfortunately are needed more and more often even in Juneau's summers.

- + reduce activities that are not critical to our mission (SAB?)
- + switch to a quarter semester instead of the long semesters and offer more classes year round so that campus space is utilized more often
- + allow all courses (except labs like CHEM/BIOLOGICAL) to be offered as blended/distance courses
- + trim unnecessary labor by not using wetware for processes that should be automated
- + offer three year bachelor's degrees

+ promote dual enrollment with home school community

If there's better quality ways of doing tele-meetings, buy the equipment and HUGELY REDUCE our employees' travel expenses by making the tele-version of participation high enough quality that they don't feel they need to fly back and forth to Anchorage and Fairbanks all the time - it's insane how much air travel we pay for !!

Yes. 1) Administrators need to publicly advocate for a massive reorganization and reduction of Statewide administration and 2) We need to a strategic reevaluation of the UAS organization chart. There is too much task duplication, and too many positions do work that isn't directly tied to our mission. Given the number of students we serve and faculty we employ this is too great of a cost. Those individuals currently serving in those positions are great people, and they do good work, but we must strategize and plan around our mission. Our mission is teaching and learning. It may be that, in order to preserve our mission, we also need to consolidate campuses to reduce administrative and building costs. We have to think about long term sustainability right now, and this requires excellent leadership. An additional way to cut costs is to do a substantial wage reduction for all (not unionized, as this would violate CBAs) who makes over 6 figures. This would be an equitable and strategic way to reduce costs.

I'm certain more electricity can be conserved. Does the Anderson Generator need to be test run every Tuesday? Maybe every other week?

1. At the last university I worked at, we faced similar budget issues. As a cost savings measure, the university switched all non-represented employees to salaried/exempt status and shortened the workweek (without changing pay). Operating hours were (7:30-5 pm M-R and 7:30-11:30 a.m. F). (No classes, only essential services remained open). This was originally done as a cost savings for utilities. While it worked, it had a bigger impact on morale and it became a selling point for employee recruitment and retention. I don't miss much about that job, but that is definitely one of things I miss.

2. Start offering accelerated 8-week online courses (create a TRUE online school).

3. Promote, promote, promote! When someone donates money, those press events should be on campus, during operating hours, and open to campus to attend. Remodeling a building?-grand opening event with press. Breaking ground on a building?-Ground breaking with press. We have to show people that we are viable. We are a sleeping giant.

This is a great idea! Thank you for allowing us the opportunity to contribute.
Kiwana Affatato

Small stuff:

Remind everyone to turn off lights when leaving rooms and to turn off printers, etc. at end of the day. Teach interested people to change their own paper towel and toilet paper rolls so small ends of rolls don't accumulate.

Remind everyone to close and latch all windows when not needed for ventilation.

Plow snow less often. Only maintain some pedestrian routes in winter.

Bigger stuff:

Reduce frequency of janitorial as required that we do not need to contract out to serve some buildings.

Turn down all thermostats 3 degrees (= 10% reduction in energy); turn up thermostats that regulate cooling, or turn off cooling in summer

Ke Mell

Not that I'm recommending all this; some is miserable.

I think we are over dean-ed and over vice chancellor-ed right now for our size.

It worked with \$100+ oil. Now, not so much. Enrollments have plummeted.

So.... to be SPECIFIC--look for efficiencies among these:

) Three vice chancellors might be top heavy with so few students and not that many more faculty or programs (which may soon be reduced).

) We may be close to the student population at UAS when we had a single dean of faculty (John Pugh)...But now we have 4 deans (Ed, Career Ed, Library, A&S) and 1 associate dean (Business). Seems all external reviewers note this oddity of our administration. All great people--but maybe time to retreat to faculty for most.

Replace the Outdoor Studies program with staff who can run weekend outdoor experiences for students through the Rec Center.

Transition library faculty positions to library director and staff. A much leaner library would serve 95% of everyone's needs and save a great deal of salary. I have used Rasmuson online for years for all of my needs.

Consider buying out faculty and staff close to retirement and replace them with cheaper new hires.

Eliminate all online classes from Sitka and Ketchikan and do them from Juneau where they can be integrated academically with in-person programs. Let Sitka and Ketchikan do some vo-tech and dual enrollment to prepare students for post-secondary ed.

Transfer services that are underperforming to Statewide or UAF. Ask people who work here which services underperform if you don't know.

One continual cost to UAS is the amount of admin/faculty/staff turnover that leads to expensive search committees and interviews. Why not figure out why people are leaving. If its low salary...increase salaries...if its poor supervision...evaluate and remove supervisors. I have known staff who have left for other places due to poor supervision.

Looking at the 3 campuses we should evaluate the roll that each campus plays in delivering programs. Juneau could offer select courses asynchronously and reduce the number of faculty delivering distance courses.

Some staff positions could move to a 11 month appointment. Perhaps this could be on a temporary basis to 1) see how that works and 2) not lose the FT position.

If faculty are considered tri-partite, then they should be actively engaged in their field of creativity. This can be evaluated.

Does UAS need full time title IX, full time safety? Full time emergency management?

Reduce the Development staff from 4 positions to one.

We just need to get through the next few years. With that as a backdrop, here are some ideas to consider.

For facilities: clean, snow and mow only.

For benefits, suspend savings match for one year (or more).

For recruiting, focus on increasing enrollment across all departments (not just filling the dorms which is a confirmed focus for recruiting).

For structure, UAS is too small to have the executive cabinet that currently exists. Consider returning to one dean model.

For staff, how can we possibly need double the faculty? What is a good benchmark for that. Some staff are overworked and some are underworked.

For revenue, rent dorms out for the summer to seasonal tour companies for employee housing.

For those close to retirement, offer an early retirement buy out. This allows those to leave on their own volition and has the potential to reduce salary (either through attrition or new hires at lower pay).

For leadership, replace Johnsen stat. This is a 911 leadership emergency. I will not belabor the obvious. Lack of funding, faculty turnover, BOR manipulation, etc.

For travel, ban all travel immediately.

We just need to get through the next few years. With that as a backdrop, here are some ideas to consider.

For facilities: clean, snow and mow only.

For benefits, suspend savings match for one year (or more).

For recruiting, focus on increasing enrollment across all departments (not just filling the dorms which is a confirmed focus for recruiting).

For structure, UAS is too small to have the executive cabinet that currently exists. Consider returning to one dean model.

For staff, how can we possibly need double the faculty? What is a good benchmark for that. Some staff are overworked and some are underworked.

For revenue, rent dorms out for the summer to seasonal tour companies for employee housing.

For those close to retirement, offer an early retirement buy out. This allows those to leave on their own volition and has the potential to reduce salary (either through attrition or new hires at lower pay).

For leadership, replace Johnsen stat. This is a 911 leadership emergency. I will not belabor the obvious. Lack of funding, faculty turnover, BOR manipulation, etc.

For travel, ban all travel immediately.

Add more lighting and heating automation (occupancy sensors)

I'm sure it's happening, but I'd be interested in a formal review of facilities. I'm thinking here of both equipment (motor pool in particular) but also personnel. According to the website, there are 27 employees; I'm not sure what the FTE might be, but it seems like there might be some efficiencies? Seems like some of these positions could be contracted on an as-needed basis, as there is local expertise?

Hiring Slushy (near freeze): end recruitment for ALL positions but CEO/Chancellor asap.

Consolidate Open Staff and Executive positions, merging duties of vacant positions into existing filled positions (with re-classification where required). Fewer staff but slightly higher pay/grades.

Travel Ban: All travel banned except externally funded (Wilson, e.g.,) or for CEO to BOR. Period.

10% Reduction in Commodities. It might be BYO paper towels or chalk. Number looks high.

Facilities 25% cut. End the white van madness always clogging the courtyard. Outsource duties if required. Shovel snow and mow only. That is it.

Mothball Banfield. Just turn the heat to low and close it. Fill Pugh Hall and apartments.

Target 10 Over 100K: Offer ten faculty of retirement age a one-time cash incentive to retire. Faculty teaching 100 or less SCH per semester but making over 100K ideal candidates. Fill their courses with adjuncts short term; possible future hires at 60% of the rate. Could be a million bucks here.

Sorry, New Part Timer: All future part timers get no benefits. The gravy train has ended. Revisit policy when oil rises or a new administration emerges. Grandfather in existing folks but end practice.

Faculty Teach 5 Plan: Allow bipartite, tenured faculty allowed/encouraged to teach five classes with no service or meeting. Cuts adjunct costs.

Let Term Faculty Go in Any Low Enrollment Programs. Simple non-renew. It follows CBA priority.

Cut up to 50% of faculty in low enrollment programs pending accelerated program review, contingent on findings; existing workload for remaining faculty will be in GERs and teach out. Follow CBA process for notice and cuts.

Reduce Middle Management: Take the 4.5 deans down to 2 deans—max. Really.

Re-assign Qualified Library Faculty to Teach Composition/Creative Writing for .5 of Workload. Meet demand.

Cut Social Media Marketing Position. Folks can post their own stuff.

UAS IT budget cut 25% as we are paying statewide for this anyway.

Don't insist that community campuses cut faculty, adjuncts, or staff if courses are still paying for themselves. Don't penalize the community campuses for doing a good job or being ahead of the curve on online learning

Make UAS really regional by making regional positions available to be done from any of the three campuses

Reconsider the pipe dream that Juneau Campus can take the place of a private liberal arts college for Alaska

Allow Ketchikan and Sitka to look into student housing options

Robust co-ed programs tied to local and AK Native knowledge

Better leverage of grant opportunities - dedicated grant research and writing position to cover all campuses and schools

Expand CTE opportunities that match with Alaskan needs - especially consider programs that would cause people to want/need to attend in person

Schedule classes for times that match with student needs, not between 10 and 2 Tuesday and Thursday only

Research/create more opportunities along the lines of WWAMI

Try more adjunct special topic classes

Better onboarding and regular staff and supervisor development

Performance bonuses for effective staff

More equal governance

Don't miss the boat on dual enrollment because of internal arguments

There was a comment regarding a reduction in Faculty is a reduction in revenue. That is not necessarily true. A reduction to Faculty may lead to higher class sizes, and a higher student to faculty ratio. Ultimately that would lead to UAS becoming more efficient.

Per the UAS Budget Forum Handout, staff have been reduced by 20%. That does not mean those duties and tasks are no longer being done. It means another staff member picked up the duty and task and his/her workload increased. Similar situation is likely to happen with a reduction in Faculty unless full programs were eliminated.

Focus on enrollment and retention. Tell our story. What do we want to be known for? Teacher Education? Marine Biology? Legislative Internship? BPA? Etc. How can we meet the Southeast Community needs?

Not sure if it would work in a Higher Education environment or the amount of savings that would be incurred, reducing the hours worked on site during the work week. Would having offices/buildings mostly unoccupied Friday through Sunday reduce facility costs to any extent?

Remove the employee tuition waiver SCH limitation to employees (currently 8 SCH's per term and 16 total per academic year). It would reduce the administrative time of tracking employee tuition waiver SCH's and may lead to an increase to employees attending classes. As long as the employee is not prohibiting a "paying student" from attending the course, the fees charged would increase revenue. SCH's and headcount would also increase.

This is outside of UAS's control. How is SW allocating costs to MAU's? Are we getting the best bang for our buck? I.E. HR restructure.

With the implementation of Zoom, are the costs of the legacy web conferencing tools going away? My understanding is the old solution took a department full of folks with a budget over a couple of million. What was UAS's share of that cost?

Sticking to the topic of Zoom, let's use the technology to reduce travel costs.

Increase the use of ProCards and UA Travel Cards in order to increase the JP Morgan Incentive Rebate.

Would removing Personal Holiday Leave across the system save \$\$? Not sure if it is accrued as

leave or treated as a normal Holiday.

Ideas to address budget cut:

- Close campus Fridays, Saturdays, Sundays
- Institute hot-desking / hotel-offices for those who spend less than 1000 hours per year physically in the office.
- Hire a full-time computer programmer and drop subscriptions to many of our database programs including banner, blackboard, MP2, pageuppeople. Then computer programs can be customized to meet UAS needs saving everyone time and money.
- Institute year-round school and 3-year Bachelor's degrees. I have several other universities advertising this to prospective students. Much of the rest of the lower 48 has already adopted this in the K-12 schools as a way to save on facilities costs.
- Get the sustainability club & committee to take on campus recycling program.
- Charge for parking like all other universities

Nathan Leigh, UAS Facilities Director