Date: March 4, 2020

To: Cathy Sandeen, UAA Chancellor

From: Bruce Schultz, UAA Vice Chancellor, Student Affairs

RE: Program Review Recommendations Ȃ Student Development

I have completed my review of the report submitted by Dean of Students Ben Morton,
which include the following departments:
 Career Services
 Dean of Students Office
 Disability Support Services
 Student Health & Counseling Center
 Multicultural Center
 Native Student Services
 Residence Life
 Student Life and Leadership

The eight student development departments comprising this review have broad
responsibilities for supporting students at nearly every point in their UAA experience, from
pre-enrollment and onboarding through to graduation and job placement. These programs
expand educational opportunity, support student learning, strengthen the UAA community,
keep students safe, develop campus life and the total college experience, increase student
success in- and outside the classroom, help students determine their career preferences
and strengths, and expose graduating students to future employers and assist in gaining
meaningful employment.

The Student Affairs general fund budget cuts from FY15 to FY20 total $3.9M, which is 34%
of ǯ FY14 general fund allocation. Furthermore, between FY14 and FY19,
Student Affairs has reduced its personnel spend by $2.2M. These reductions impact every
UAA Student Affairs function, each of which are basic student services provided by almost
any comparable U.S. metropolitan public university.

Program Review Recommendations Ȃ Student Development
March 4, 2020

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I commend Dean Morton and his leadership team for identifying potential cost saving
opportunities. I support and expect that each department director will fully explore each of
these recommendations to arrive at a series of savings which makes sense for their
respective areas and minimizes negative impacts on the student experience. These
experiences prepare our students, and ultimately our graduates, to be global citizens
through community engagement, leadership development, experiential learning, and
career exploration. I am confident that each of these eight units will continue
demonstrating their resilience and determination to provide student centered services
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completion.

I find that the student development departments reviewed are nearly as lean as can be
while still maintaining the core services and programs students expect and the
administration have determined are important for an adequate and safe student
experience. If deeper cuts are required, then one or more student development
departments that do not fulfill federal mandates or directly manage student safety must be
closed.