UAF Budget Options Task Force (BOTF) *Note: ID numbers 13, 20, 38 and 39 do not exist in this sheet due to the team's discussion and adjustments. ID numbers must be retained for ranking and tracking purposes.*

FY21

Ideas Brainstorm - Master List

ID #	BOTF Team Voting Results	Theme	Category	Sub category (elimination, reduction, expansion, consolidation)	Description	Timeline	Pros	Cons	Notes/Assumptions	Estimated Annual Range of Savings $	Estimated Annual Range of Revenue Potential $	Estimated Investment Required $
1	Not highlighted in final report.	Awareness & Recruitment	Enrollment	Expansion	Expand recruiting online through mechanisms such as YouTube, Tiktok, etc. Attract more students through fostering student influencers who can promote the UAF experience. Create partnerships with commercial partners, local businesses and Chamber of Commerce for Nanook Boosters.	Short-term	Decreases travel to communities/organizations/programs to present or recruit. Can reach more diverse audiences. Does not cost anything. Make more potential students aware of UAF and its unique qualities, especially students outside Alaska who maybe hadn't entertained the notion of coming to AK for a degree. May increase enrollment and tuition revenue.	Some may struggle with knowing how to do this well and/or have not used this technology. It takes away in-person connection. Program may need oversight. May need initial investment in media/marketing.	Linked to tourism, Univ of Utah. Would these influencers need reimbursement? http://www.akleg.gov/basis/Bill/Detail/32?Root=SB%20%2010	$0	TBD	TBD
2	Not highlighted in final report.	Awareness & Recruitment	Programs & Services	Expansion	Increase awareness of what programs are doing with the goal of increasing student interest and sharing UAF programs with other programs and the world. Increase community engagement, boosters and connection with vendors, community members and alumni.	Short-term	May build collaborative efforts on grants and research. Sharing our successes could help with recruitment. Could help break down the silo's and competition at UAF.	Will require a shift in culture around collaboration; good mentoring. May require initial investment in marketing materials and campaigns.		$0	TBD	TBD
3	Not highlighted in final report.	Build & Enhance	Partnerships	Expansion	Advocate for improved and enhanced internet bandwidth and infrastructure throughout Alaska to create access for more students to enroll.	Long-term	If there was enough demand and advocacy, the university may have an impact in increased bandwidth/better Internet in rural and remote communities.	Complex process with consideration of partnering with industry. Explore advocacy at a state legislative level which takes time. May require significant investment.		$0	TBD	TBD - high?
4	This idea made both lists (via rubric ranking and enthusiasm ranking.)	Build & Enhance	Revenue Generation	Expansion	Evaluate campus power production. Examples: increase the use of solar power on Fairbanks farm land (reduce utility expense, or sell power) and/or create biomass farm for solid fuel power production.	Long-term	Increase the use of renewable energy sources on the Troth Yeddha' Campus.	May require significant initial investment and infrastructure buildout.	1% of campus operates on solar power. The 2013 evaluation proposed PPA rate of $.198/kWh, w. a 5% escalation (which is very high). For reference the RIPP array in Willow, Alaska sells power to MEA at the avoided cost (between $.06- $.09/kWh). The 2013 proposal repeatedly states that the high price was driven by high interest rates. 2021 markets are very different w. historically low interest rates. The price of solar has plummeted and there are other solar developers in the state. Since that time a 1 MW sized array has been built with more expected to be built in the next two years. The Willow array is selling power to the utility at the MEA avoided cost which is less than half of what this proposal offers.	TBD	TBD	TBD
5	Top 10 in Table 2 of report.	Competitions & Incentives	Facilities & Land	Reduction	Incentive remote work in a post-Covid world. Reduce facilities footprint/utilities expense. Example: voluntary faculty shared spaces (2 weeks on, 2 weeks off in an office). Saving might be the decreased cleaning bill for the spacer not being used as often. If the cost of cleaning an office is x$/square foot … perhaps return a fraction of the saving annually back to any folks that give up a university office for a home office.	Short-term	Approx $500k annual savings for water/sewer based on FY21 expenses to date. Offering flexible work options is appealing to employees. May save on custodial costs and utilities in UAF buildings.	Is there a risk of losing space on campus? Very little impact on steam heat or electric use.		$500,000	$0	$0
6	Not highlighted in final report.	Competitions & Incentives	Revenue Generation	Expansion	Allow schools, colleges, institutes, and departments to fundraise (e.g. Go Fund Me).	Short-term	This could help individual departments directly fundraise for scholarships. May help increase enrollment.	Fees associatated with donations may need to run through the UA Foundation. May be legal or financial issues to be examined. Would cost staff time. Would ROI be worth it?	Many schools, colleges and institutes have implemented "donation" buttons on their pages already. Should align with UAF Development and UA Foundation messaging, philosophy and strategy.	$0	TBD	TBD
7	Not highlighted in final report.	Competitions & Incentives	Revenue Generation	Expansion	Implement a campus wide initiative/challenge to encourage every member of the UAF community (staff, faculty and students) to find ways to either generate revenue or save money.	Short-term	Consider offering a 'door prize' for participating, perhaps a monetary prize (calculated as a fraction of the savings or revenue generated) to the top three revenue/saving ideas that yield or could yield the highest dollars. Examples: a unit manager might identify five telephone that are no longer used; or a unit leader might identify areas that do not need custodial cleaning as often. This idea is virtually free to initiate and advertize using existing UAF media, eCampus and Center ICE etc. Enables a team-based culture. Make it a friendly competition with recognition for the winner.	Savings may be small.		$10,000	TBD	$0
8	Not highlighted in final report.	Consolidate or Reduce Positions	Administration	Reduction	Reduce administrative management positions by 2 FTE as a result of the Expedited Administrative Management Review.	Short-term	Examination of high level administrative positions fosters creative thinking in management of operations.	Reduction of talent and compensation for employees serving in this capacity.	This work is being done by Faculty Alliance and UAF faculty, staff and students.	$200,000	$0	$0
9	Top 10 in Table 2 of report.	Consolidate or Reduce Positions	Facilities & Land	Consolidation	Combine campus leasing manager position with the space planner position.	Short-term	Integrate knowledge of available spaces (space planner) with the leasing office. Proactively seek commercial leases on campus.	Space planner needs authority to clean up/out spaces. Department 'ownership' culture needs to be addressed. Lease management and oversight needs to convert to electronic; some web design costs are necessary.		$110,000	TBD	TBD
10	Top 10 in Table 1 of report.	Consolidate or Reduce Positions	Personnel & Payroll	Reduction	Reduce faculty salary costs by offering voluntary faculty furloughs (leave without pay) up to a certain amount of time annually and/or offer flex employment options. Offer early retirement incentives for TRS Tier 2.	Mid-term	Voluntary option for faculty who can take leave without impacting their finances or teaching/research duties. Immediate savings, once approved. The furlough would be a choice made by faculty, not imposed. Precedent set at other universities in US. Cost savings in salary time.	Savings depends on how many faculty take this option and how many days they can take off without impacting teaching. Approval process could take a while or be denied. Could this send a poor message to junior faculty? Risk of losing experienced, long-term faculty and brain drain. UAF less attractive if well-known faculty leave. Academic programs could suffer. Faculty are currently prohibited from furloughs by union rules; would likely need union and collective bargaining agreement (CBA) renegotiation and revision. How many faculty would choose to do this? Furlough during academic year would potentially hurt programs. Sabbatical may serve a similar purpose.	Faculty with at least 20 years service given option for low cost health care on state retirement system. Health care is currently provided at 25 years of service or age 60. If low cost health care available after 20 years, more faculty may opt to retire early. Would likely need new CBA, union buy in. Consider how to cover classes; should be short periods of time. Consider philosophy about adjuncts covering classes for faculty. There is proposed language to support voluntary leave for the new CBA, as one option for budget reduction. Furlough: estimate 20-30 people take a 10-day furlough.	$75,000 to $100,000	$0	$0
11	Not highlighted in final report.	Consolidate or Reduce Positions	Personnel & Payroll	Reduction	Reduce salary costs by offering voluntary staff flex employment (e.g. unpaid leave of absence or sabbatical for some staff)	Short-term	May improve staff morale by allowing staff to pursue other interests. The university realizes salary savings.	Loss of continuity in some offices. Some staff may not want to be in a leave without pay status. Retirement and health benefits may be impacted for 10 or more days of leave without pay status. Consider salary funding sources (e.g. the university realizes savings for those funded on unrestricted funds.)	Assume 600 staff members (funded from unrestricted sources) average $75K salaries & benefits; assume they use 10 days of leave without pay: estimated savings is roughly $1.7M annually.	$850,000 to $1,700,000	$0	$0
12	Top 10 in Table 1 of report.	Consolidate or Reduce Positions	Personnel & Payroll	Consolidation	Consolidate some PIO positions across campus.	Short-term	There are roughly 15 PIOs across campus. Find ways to promote UAF more efficiently and/or share this work among similar/peer areas.	Public information is critical for community relations and attracting students, funding, and advertising. Reducing PIO's could hurt UAF's image. A good PIO can really do amazing things for programs.		$100,000 to $150,000	$0	$0
14	Not highlighted in final report.	Degree Offerings	Academics	Expansion	Allow students to pursue relevant degrees by rotating through related departments on campus such as groundskeeping, food service, building maintenance etc to assist in performing those functions.	Short-term	Increases work study options for students; provides real world experience for students while performing tasks necessary for campus and university operations.	Potentially more oversight is needed to train and manage student employees.	A Workforce Minor could be offered.	$0	$0	$0
15	Not highlighted in final report.	Degree Offerings	Academics	Reduction	Collaborate with UAA and general education requirements (GERs), giving students more course options and reducing academic redundancies.	Short-term	Reduce course offerings and increase per class head counts.	A coordinated effort with UAA and planning will need to occur.	Tuition sharing models are being discussed. Collaborate, not to reduce redundancy, but to increase student credit hours.	TBD	TBD	TBD
16	Top 10 in Table 2 of report.	Degree Offerings	Academics	Expansion	Create Alaska Native language massive open online courses (MOOC).	Mid-term	Low investment using existing resources. High reward and distinguishes UAF and its Arctic leadership. MOOCs generally attract interest at UAF. This could be attractive for faculty and students to receive basic introduction to some Alaska Native terms and language. The idea aligns with UAF Strategic Goal #2.	Not likely a major revenue driver. Potential initial investment may be required. Optimal revenue potential exists at a greater level for students seeking a certificate or a degree, rather than simply taking the course by itself. MOOCs are not always revenue positive. Consider mission-driven MOOCs.		$0	$5,000 to $15,000	TBD
17	Top 10 in Table 1 of report.	Facilities, Grounds & Custodial	Facilities & Land	Reduction	Utilize campus greenhouses for seasonal flowers and plants.	Short-term	Reduce Facilities Services Grounds budget by growing seasonal plants, rather than purchasing from external vendors.	In the past, researchers utilized greenhouses to a higher degree than they do today. Sharing space was not feasible. The current budget crisis has opened possibilities for greater space sharing.		$25,000	$0	$0
18	Top 10 in Table 1 of report.	Facilities, Grounds & Custodial	Facilities & Land	Reduction	Reduce on-campus faculty housing via repurposing or demolishing.	Mid-term	Housing is expensive to operate; it may be more cost effective to go off-campus. This reduces the facility footprint and save facility operating costs.	UAF loses attractiveness to new faculty seeking jobs, who have families and are unfamiliar with Alaska. Off campus housing in Fairbanks is highly variable, not always up to building codes and can be expensive for what you get.	Alternative: perhaps UAF helps new faculty find housing off campus.	TBD	$0	TBD
19	Top 10 in Table 1 of report.	Facilities, Grounds & Custodial	Facilities & Land	Consolidation	Consolidate all existing (and future) research analytical facilities into one centralized facility at UAF (Central Analytical Services - CAS). With some exceptions e.g. DNA core lab and Rember facility.	Long-term	Consolidation of technical staffing to run lab research instrumentation in a core facility allows for long-term care and running of instruments as a whole at UAF. A centralized and managed instrument facility would also make instrument proposals to National Science Foundation (NSF) and other agencies more competitive if a principal investigator (PI) could point to a core facility where the instrument would be housed, maintained, run and made available to all UAF researchers (and further afield) on a fee for service recharge model.	Could run into science, social politics and silo issues. Would require dedication of some space and some basic resources. Potentially high initial investment, depending on the space used.		$0	TBD	TBD
21	Top 10 in Table 2 of report.	Partnerships, Connections & Support	Academics	Expansion	Increase micro-credential opportunities with tribal and professional organizations. Partner with organizations for 1, 2 or 3-credit micro-credentials.	Mid-term	Increase in tuition revenue. Assume an average of 6 credits x $234 tuition x 12 students = $16,848 per micro-credential program. This idea aligns with UAF Strategic Goal #2.	Initial investment of resources is required to start a new micro-credential program.	Micro-credentials verify, validate, and attest that specific skills and/or competencies have been achieved. They differ from traditional degrees and certificates in that they are generally offered in shorter or more flexible timespans and tend to be more narrowly focused. Micro-credentials can be offered online, in the classroom, or via a hybrid of both. 0-9 credits	TBD	$17,000 per 6-credit program (12 students)	TBD

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22	Top 10 in Table 2 of report.	Partnerships, Connections & Support	Enrollment	Expansion	Explore partnerships with corporations, tribal organizations and tribal colleges for employee training programs. Example: corporations send their employees to UAF for certificates and degree programs.	Long-term	A few large corporate partners could boost UAF programs and enrollment. It could put UAF on a bigger map and make it attractive for out of state and online students. May result in increased tuition revenue. Enhanced UAF reputation with tribal organizations across the state. This aligns with UAF Strategic Goal #2. Tribal colleges receive extensive federal funding.	Initial investment of resources is required. UAF would have to pay staff to seek out these partnerships and develop them. Cost savings is negative in the beginning; return on investment (ROI) would come later in 3 to 5 years. This type of partnership is easier to do with online programs. See https://corporate.asu.edu for examples.	Chief Andrew Isaac and Tanana Chiefs Conference (TCC) sends employees out of state for training or hires consultants outside Alaska. Same with all tribal organizations within UAF service area.	$0	TBD	TBD
23	Top 10 in Table 1 of report.	Revenue Generation	Facilities & Land		Convert some on-campus housing into "guest house" space for short-to-medium term visitors. Example uses include: students taking distance lecture + in-person intensive lab structure classes; summer field courses (and REU programs) could use this space for visitors.	Long-term	Generates rental revenue. Results in increased research connection and collaboration. Enhances relationships with guests.	Requires updating space and infrastructure to administer / clean / maintain. Consider additional costs to maintain.	Example revenue calculation: estimate 200 visitors at $75/night = $15,000	$0	$15,000	TBD - minimal is ideal
24	Not highlighted in final report.	Partnerships, Connections & Support	Facilities & Land	Expansion	Publish a comprehensive list of facility space available for events or collaborations for outside entities/partners. Needs to include maps/visual aids of spaces.	Mid-term	May generate rental revenue.	Requires staff time and effort to devote to compiling and creating lists and maps.		$0	TBD	TBD
25	Not highlighted in final report.	Partnerships, Connections & Support	Partnerships	Expansion	Utilize community partnerships to help support health and counseling center. Create opportunities, connection, trauma informed care, sense of belonging.	Short-term	Support from community organizations that have a prevention/wellness component could help support work of health and counseling center. Increases retention and graduation rates.	Requires a coordinated effort.		TBD	$0	TBD
26	Top 10 in Table 2 of report.	Partnerships, Connections & Support	Personnel & Payroll		Pursue more privately endowed faculty chair positions.	Mid-term	This is a method to seek private funding sources. This could do two things: 1) shore up teaching with external funding; bring more teaching faculty to UAF. 2) Increase prestige and visibility of UAF to have highly regarded endowed faculty added to our already excellent faculty cohort.	This will not reduce costs and it will take staff and faculty time to develop winning proposals and seek donors. Will take time to realize successful endowments so return on investment of time is uncertain.	UAF would need to help existing faculty apply for private donations, help from development office needed (cost personnel time). Difficult to rehire faculty; try to obtain external funding. Seek support from administration to collectively seek private funding.	TBD	$0	TBD
27	Top 10 in Table 1 of report.	Partnerships, Connections & Support	Programs & Services	Reduction	Transition a portion of state general funded public service activities (i.e. community service programs) to private or externally funded support.	Mid-term	Evaluating public service activities that UAF provides to the community is good business practice. Transitioning some services to private or externally funded support will save state GF.	Must consider UAF reputation, public perception and stakeholder input. Some UAF services have historically been provided at little to no cost to the public; consider how funding changes will impact internal and external groups.	Assumes roughly $4M in public service budget funded by state GF (does not include state match). Example: a 5% transition of state GF support to another source of funding is roughly $200,000. Alternatively, 10% is roughly $400,000. Funding would need transition to private or other external sources to keep the program whole.	$200,000 to $500,000		$0
28	Not highlighted in final report.	Partnerships, Connections & Support	Programs & Services	Expansion	Implement a well-being program at UAF. Well-being is a boom industry, especially post-Covid. Mimic University of Wisconsin Madison's healthy minds center - interdisciplinary NIH focused and physhological research devoted to wellbeing - using existing faculty and offerings (social science, CANHR, phsychology) - a repackaging and branding issue. Expand the psychology/counciling program - anticipating post covid boom in psychology needs	Long-term	Low investment using existing faculty and resources to pull together a coherent UAF wellbeing program that could stimulate research activities as well as curricular development. This may align with One Health. The returns could be substantial. The recent (Spring 2021) National Academy of Sciences report on mental health Wellbeing in higher education flagged wellbeing as a way to promote many metrics of student success in higher education - including completion and retention. NAS has run the numbers and compiled the report. Institutional investment in wellbeing has big paybacks.	Partnerships and agreements may take a significant amount of time to finalize.		$0	$0	TBD
29	Top 10 in Table 2 of report.	Partnerships, Connections & Support	Revenue Generation	Expansion	Expand Department of Defense (DOD) research connections: help fuel and support research proposals devoted to suicide prevention, military support, etc.	Short-term	Department of Defense is a total growth area (e.g. CANHR, James Morton, Rasmus). Follow the model of facilitating the lift off of One Health to promote and lead in this area. It is of national imporantace and a national issue (not specific to Alaska). UAF could lead this.	Infrastructure needs to be closely evaluated to ensure it can support a significant surge in research activity (e.g. facilities, research equipment, etc.)	Significant revenue potential may require additional budget authority from the state legislature which requires planning and lead time.	$0	$2,000,000 to $50,000,000	TBD
30	Top 10 in Table 2 of report.	Partnerships, Connections & Support	Research	Expansion	Enhance mentorship and support for research. Create a way to help promote research collaboration primarily from within UAF. Shop for collaborators from within UAF as a way of ramping up F&A to UAF. Research/Grant Collaborations across campus, disciplines, universities to bring in funds.	Short-term	Requires no real investment aside from creating something like an advertizing campaign or similar to stimulate a research geared towards 'home grown' and lead Alaska Arctic research. Needs to be lead by VCR et al. along with a core faculty wishing to change the culture along these lines. Aligns with UAF Strategic Goal #3.	May require initial investment for advertising campaign.	VCR created a tiger team to investigate research development, proposal supprt and faculty mentorship.	$0	$300,000	$75,000
31	Not highlighted in final report.	Partnerships, Connections & Support	Revenue Generation	Expansion	Increase community engagement via events such as Winter Homecoming (e.g. facility rentals for bazaars, Student Recreation Center (SRC), revenue generation)	Short-term	Revenue generator for participating groups (SRC, Athletics, The Pub, Bookstore, Museum, etc.) drives people to campus/community engagement. Generally low cost, assists with student experience, partner with local organizations/businesses.	Initial investment required (e.g. facilities, set-up, tents, advertising/marketing)		$0	TBD	TBD
32	Top 10 in Table 1 of report.	Partnerships, Connections & Support	Revenue Generation	Expansion	Establish UAF as a venue and destination for tourism, wedding and events space, conferences, hosting groups.	Short-term	Alaska will likely be a boom destination post-Covid and UAF can tap into this concept. Center ICE can help. Would make use of seemingly under utilized facilities near a facility that attracts many people (e.g. the Botanical Garden). Would help UAF folks host conferences at UAF and could provide venue facilities for other organizations in Fairbanks. Examples: capitalize tourism by way of short classes, training programs, culinary arts (seafood), campus tours, science tourism, outdoor recreation. Create a campground during the summer in Potato Field, T Field, UAF farm area for general public use; near hiking trails and boating at Smith Lake. Convert barns or other buildings on UAF campus to support weddings and events (e.g. Botanical Gardens.) Create cohesive events spaces.	Planning needs to begin right away in order to be ready to capitalize on the upcoming influx of visitors. Requires initial investment. Requires coordination among many departments (event planning, facilities security, insurance and risk services, protection of minors, parking, dining etc.)		$0	TBD	TBD
33	Not highlighted in final report.	Reduce	Academics	Reduction	Reduce paperwork and streamline processes to save faculty time.	Short-term	Reduce time to complete administrative paperwork to allow more time for other activities. Examples for consideration: 1) For post-tenure faculty, eliminate a narrative during annual reviews unless at major (promotion or post-tenure) review. 2) Simplify faculty workload forms process (e.g., double years between reviews) 4) Consider improvements to faculty annual review process. Examine other required paperwork. Paperwork reductions may improve employee morale. Additionally, evaluate paperwork processes specific to staff to achieve more savings.	Some of this paperwork is useful to update annually (e.g. updating curriculum vitae (CV), publications, etc.) Pre-tenure faculty need feedback so narrative is useful and they should write a narrative. Less frequent program review process could hurt introspection by programs.	Estimates: UAF has over 500 faculty; estimate 450 tenured * 4 hours/faculty = 1800 hours, potentially $100K for just annual reporting. Should evaluate staff paperwork processes to produce additional savings. Example: moving journal vouchers from paper to electronic methods is currently underway.	$100,000 to $200,000	$0	TBD
34	Top 10 in Table 1 of report.	Reduce	Administration	Reduction	Evaluate office equipment needs on an annual basis to determine maximum utilization and secure cost savings. Every department could do an annual review of office supplies including phones, fax machines, copy machines and other office equipment (copy pool or other).	Short-term	This is an easy way to identify small cost savings if extra office equipment is not needed. Equipment can be turned into surplus, OIT, etc. for repurposing, sale, or use elsewhere.	Savings may not be significant at first but can add up over time.	Konica Minolta will conduct a free study to examine copiers per building, usage, location, etc. UAF could consider utilizing this free service. IT note: Copy pool usage was down 65% during 2020 (mainly due to COVID and remote work.) Consider taking an inventory of private desktop printers across campus; these are expensive to operate. Costs per sheet can be 2-3x more expensive than copy pool printers and they use significantly more electricity.	$100,000 to $200,000	$0	TBD
35	Top 10 in Table 2 of report.	Reduce	Administration	Reduction	Review list of vendor contracts. Ensure each is meeting the needs of the University and does not require any amendments. Strive to achieve savings. Example: Renegotiate custodial contracts and evaluate cleaning schedules	Short-term	Cost savings to reduce contractual obligations based on performance. Examples: examine bookstore contract, office equipment leases and custodial contracts. Focused custodial effort on high-use, high visibility areas is ideal.	Agreements may have clauses which don't allow changes. Decreased or substandard custodial care can result in increased maintenance costs for facilities over time.	Custodial: annual cleaning budget is roughly $3M and $2/SF is a rule of thumb. Reducing the custodial contract by 5% results in roughly $150K savings annually.	$150,000 to $500,000	$0	$0
36	Not highlighted in final report.	Reduce	Facilities & Land	Reduction	Reduce or eliminate shuttles. Provide incentives to walk between classes rather than rely on shuttles.	Short-term	Eliminate expenses related to shuttle. Increase wellness/walking. Improve student/staff health and showcase the beauty of campus.	Shuttle is funded from an auxiliary via parking fees; may need to re-evaluate parking fee structure. Savings may not materialize if fee revenue is directed to another service. May impact employee and student morale: perception that people don't want to walk in the cold.	Shuttles will still be needed by some. Consider providing incentives to staff/faculty/students through reduction of a fee.	$200,000 to $500,000	$0	TBD
37	Not highlighted in final report.	Reduce	Programs & Services	Reduction	Reduce in-person sporting events and replace with virtual sports meets where possible (e.g. virtual swim meets).	Short-term	Reduce travel costs and student time away from classes.	May not be as appealing to students. Lack of opportunity to mingle with other athletes. Would need to find teams with exact pool measurements to keep playing field fair.	Swimming and rifle would be teams able to do this. Rifle would be easier since they shoot at electronic targets that update in real time and have the same range distances, measurements, etc. For swimming, they would have to be indoor pools with the same meter distance as the Patty Pool to keep it fair.	TBD	TBD	TBD
40	Top 10 in Table 2 of report.	Renegotation or Reallocation	Administration	Reallocation	Reevaluate the current indirect cost distribution to the UA System Office. It is currently 12%.	Short-term	Reallocate indirect cost recovery to the campus/unit.	This is a reallocation of resources; the UA System Office is faced with the same budget challenges as the campuses and is using the ICR revenue stream to fund systemwide support services.		$0	$100,000 to $300,000	$0
41	Not highlighted in final report.	Renegotation or Reallocation	Administration	Reallocation	Evaluate Pro-card rebate allocation. A portion of the rebate is returned to the UA System Office (Procurement & Contract Services) and instead, could be re-allocated to super-user departments at the campuses.	Mid-term	Rebate could fund the departmental labor expense supporting the purchasing function, decreasing UAF's cost. For example, Facilities Services Procard purchases generate significant rebates.	If the UA System Office loses this funding, do they re-allocate a different portion of UAF budget to support UA Procurement & Contract Services?	Procard rebates are distributed to the campuses each year based on % of spend. UAF's portion goes to Financial Services Central. Rebate for UAF was $300K for FY20.	$0	$0	$0

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42	Not highlighted in final report.	Renegotiation or Reallocation	Personnel & Payroll	Reallocation	Renegotiate the fringe benefit rate for employees who opt out of health care.	Mid-term	Reduce the fringe benefit rate for employees who do not elect UA health care.	Administrative time/effort to renegotiate the rate with our cognizant agency. Level of complexity to make this change may be significant.	This is a moot point. Since the fringe benefit rates are fixed with carryfoward rates that are negotiated each year, the university is already doing that. For instance, rates are set based on projected costs (including projected employee healthcare enrollment). After the close of the fiscal year, the "actual" rates are calculated to determine the costs based on what actually happened. The actual rate calculations results in a carryforward which is an over or under-recovery of fringe benefit costs. This is rolled into future rate calculations, therefore increasing or decreasing the rates that are charged to various funding sources, as appropriate. From the employee perspective, employees are not charged for health care if they do not enroll in health care.	None	None	None