

University of Alaska Fairbanks



FY14 Financial Review January 2015



UAF photos by Todd Paris. 01/2015

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Residence Life
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FY14 Financial Review incl. FY15-FY16 Outlook
January 2015

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FY14 Financial Review incl. FY15-FY16 Outlook - Executive Summary

January 2015

FY14 Overview

Major UAF revenue sources are state general funds (41 percent), Federal receipts for sponsored research and student aid (19 percent), tuition and fees (9 percent) and indirect cost recovery from research activities (5 percent) of total UAF revenues in FY14. State general funds, UAF's most critical funding stream, are expected to be reduced beginning in FY15 through FY18-FY20, depending on state and global pressures. The Federal research funding climate is also more competitive which compresses UAF's primary external revenue streams. This has significant impact to the UAF fiscal picture.

External pressures are compounded by other internal pressures. Limited tuition rate increases, in addition to declining enrollment figures, minimizes the amount of revenue UAF can capture to cover basic core academic and instructional costs for high-quality course delivery. Rising fixed costs such as utilities, facilities maintenance, debt service and compensation also add to the projected budget gap.

UAF's budget is consumed most heavily by salary and benefit expenses, making up 57 percent of UAF total expenses in FY14, followed next by contractual expenses at 19 percent, commodities at 8 percent, and student aid and travel at 3 percent, respectively. Although all UAF program and service areas are under review in FY15-FY16, as reductions are made, UAF will expect to see an impact in personal services and contractual areas most heavily in order to meet new lower budget targets.

Understanding this fiscal climate, UAF must effectively manage its resources and demonstrate excellent stewardship of state and Federal resources (external) as well as internally generated funds. Examples of this prudent fiscal management include, but are not limited to:

- 1) Streamlining existing processes in an effort to hold down costs,
- 2) Finding ways to generate additional revenue from non-general fund resources,
- 3) Implementing sustainability efforts for resource conservation,
- 4) Pursuing new models for resource management including public-private partnerships (P3) to address housing, dining, and other shared student facility and service functions, and
- 5) Strategically reinvesting internal resources to high priority programs that align with UAF's strategic plan, accreditation core themes, and UA Shaping Alaska's Future initiatives.

UAF addressed each of these areas in FY14, which are continuing in FY15-FY16 through:

- 1) The process improvement initiatives led by the Administrative Services division, Process Improvement and Training (PIT) Crew and work teams,
- 2) Exploration of new funding mechanisms and models, such as use of debt service to address facility needs, as well as new initiatives to expand commercialization of research efforts and intellectual property (OIPC),
- 3) Productive partnerships that will continue to bring new opportunities to UAF such as the Public/Private Partnership (P3) Wood Center Dining addition, Student Life Revitalization and new partnerships with the State for Alaska in support of focused Arctic research endeavors and economic development in Alaska,

- 4) Incorporation of the UAF accreditation core themes, strategic plan (SP) and Shaping Alaska's Future into UAF's internal strategic reinvestment process to ensure alignment of plans and missions,
- 5) Regular ongoing academic planning and program review led by the Office of the Provost, with special program reviews occurring FY15-FY16; and
- 6) Reviews of Administrative Services, University and Student Advancement and Research for the identification of efficiencies, optimization of student service provision and support, and to understand and evaluate research productivity, respectively.

UAF will focus on increasing non-state revenue and decreasing spending. Based on state and national economic conditions, tuition and research funding will likely not increase enough to offset rising costs.

FY14 Budget Shortfall & Actions

In FY14, UAF projected a budget gap at \$8.5 million. UAF created a plan to strategically and prudently reduce expenses to manage this gap beginning in early 2013. Generating new revenue and leveraging every state invested general fund dollar were key components to this management, and there are some areas where revenue potential is increasing.

Instead of imposing a university-wide department pullback, UAF employed vacancy holds, reduced off-campus lease obligations, reduced expenses through energy management, implemented specific reductions to programs and services, utilized staff benefit savings, and managed reserves to pay debt.

FY14 Cost Savings, Efficiency & Service Reduction Estimates: \$12,749.3 (in thousands)

- Reorganize/eliminate services and activities through vertical reductions (FY14): \$1,660.0
- Reduced off-campus leases (FY14-ongoing): \$300.0
- Energy management/sustainability efforts (FY14-ongoing): \$500.0
- School/college/institute/service unit savings (FY14): \$4,589.3
 - Salary & benefits through position management/shared services: \$4,015.9
 - Operating efficiencies by reducing service contracts/commodities/travel: \$573.4
- Vacancy holds (90-Day) and benefit savings (FY14 one-time): \$5,700.0

Actions taken in FY14 are yielding one-time and continuing savings that address the gap and provide a small amount for reinvestment into UAF's highest priority programs. Reallocation and reinvestment are critical and ongoing functions as part of annual budget management activities at UAF. As many of these changes take time to implement, some of these savings will only be fully realized in future years.

Similar actions are already in motion for FY15 and FY16, as there was a substantial decrease in the operating budget appropriation for FY15 and further reductions in FY16 are likely at even higher levels.

Strategic Reinvestment

The challenging federal and state fiscal climates will make management of UAF's internal resources all the more important. UAF regularly reallocates internal resources to support priority areas. It is critical UAF maintains a focus on strategic planning and investment, even in tight budget times.

For FY14, UAF invested in economic development through the Office of Intellectual Property and Commercialization (OIPC), development and branding efforts, marketing and alumni support, STEM success in general chemistry to alleviate course bottlenecks as an entry program to Engineering and

Life Sciences, alleviated West Ridge Research Building (WRRB) rental obligations impacting several on-campus units, and supported Arctic research initiatives and student centered sustainability and resource conservation efforts.

Factors that contribute to funding are the requests' alignment with the UAF mission, strategic plan, and accreditation core themes. Additionally, funded efforts typically have alignment with performance outcomes such as increasing the number of UAF graduates, graduating students in high demand job areas that meet the needs of the Alaskan economy (Engineering, Fisheries, Mining, Teacher Education, Health/Biomedical, Workforce Development, and Research), contributions to competitive research and other student attainment and achievement areas.

Federal Climate

The Federal government continues to reduce the budget to address financial pressures driven by national deficit levels. A reduction in expenditures is expected, which may impact agency funds that are a key component of the UAF fiscal makeup. While there is general support to invest in higher education at a Federal level, UAF understands the expectation that the institution must maintain a strategic and relevant research agenda in order to remain competitive in this environment. Federal funding for higher education is expected to be more targeted and UAF will prepare for this shift as applicable.

State Climate

Alaska's primary source of general fund revenue is the natural resource wealth attributed to oil production on the North Slope. However, oil production is declining. In 2000, according to Alyeska Pipeline operational reports, the Trans Alaska Pipeline System (TAPS) oil throughput averaged just below 1 million barrels per day. In 2013, TAPS throughput averaged 535 thousand barrels per day as compared to 547 thousand in 2012. Although throughput was relatively consistent through the 1990's, this steady decline (since 2002) is expected to continue in the near future.

The state's reliance on oil revenue to support current state spending levels is equally important. In mid-October 2014, the price per barrel drooped to around \$82 per barrel, while the revenue forecast from the spring predicted that oil prices would average \$105 this fiscal year. The state budget's breakeven price of oil to support current spending is roughly \$117/barrel. The increase in the breakeven price of oil for the state budget to balance is cause for concern without additional diversity in state revenues. With the average price of a barrel of crude oil at a remarkable low (less than \$50/barrel in mid-January 2015), this will have significant impact on state spending plans for FY16+.

FY15 Operational Budget Reductions & Funded Initiatives

The final legislative FY15 UA operating budget includes two percent less in State appropriation than the FY14 UA operating budget. UA received \$8.34 million in partial funding for fixed costs, including part of new building operating costs and 50 percent of the compensation (salary and benefit obligations) increases for university employees. The compensation increases for nearly all faculty and some staff are specified by collective bargaining agreements.

Reductions to the UA operating budget include:

- 1) Unallocated UA General Fund Reduction: \$15,900,000
- 2) Reduction to UA Travel: \$1,066,200

UAF's proportional reductions are:

- 1) UAF General Fund Reduction: \$7,500,000
- 2) Reduction to UAF Administrative Travel: \$517,200

UAF did receive one-time only funding for some high priority program initiatives, including:

- 1) Mandatory Comprehensive Student Advising: \$197,000
- 2) Hydrocarbon Optimization Research: \$500,000

In the capital budget, UAF was able to secure a funding package for two critical major projects:

- 1) UAF Engineering Building: \$5,000,000 (with \$5,000,000 receipt authority)
- 2) Combined Heat & Power Plant (CHP): \$162,000,000 (with \$70,000,000 receipt authority + tuition increase/utility surcharge and financing package)

FY15 Budget Actions in Progress

The operating budget reductions combined with increasing fixed costs leave an operating funding gap in the range of \$12-14 million in FY15. UAF budget and planning committees have been engaged since December 2013 to recommend expenditure reduction options and revenue generating ideas to close this gap. Further, the Governor has indicated that further UA operating budget reductions are likely in FY16 and FY17+, and the impact of such reductions is being assessed.

Recognizing that not all options will produce substantial savings in FY15, UAF implemented a combination of an across-the-board (ATB) reduction (applicable at the Vice Chancellor level) in addition to vertical or targeted reductions. This allows UAF leadership to achieve the necessary targets in FY15 while working on the longer-term items that may take more time to produce savings.

All FY15 reports produced as a result of the extensive budget committee processes used are posted online: <http://www.uaf.edu/finserv/omb/budget-planning/>.

In addition to the \$7.1 million in ATB unit service reductions, UAF leadership approved recommendations to reduce in the following targeted areas- many of these recommendations are in progress.

- Personnel & payroll actions: \$2.9M
- Program & service reductions: \$1.9M
- Sustainability measures: \$200K
- Travel reductions: \$500K

Every effort is being made to preserve the quality of academic programs, the research enterprise and critical support services. However, a reduction of this magnitude will inevitably require a reduction in the UAF workforce. To the extent possible this will be accomplished through attrition and vacancy management, although organizational changes or layoffs are occurring in some areas. Shared service models are also being explored to maintain core administrative service levels where it is feasible to do so.

Special Program Reviews

As it is unlikely that UAF will be able to sustain all of its programs and services in the coming years, special program reviews are underway for a number of non-academic and academic programs. Special committees are reviewing the operational and/or financial models for the following programs:

- Athletics
- eLearning
- Farms and large animal care
- KUAC
- Public information, marketing and communications

- Summer Sessions and Lifelong Learning
- K-12 outreach/bridging programs
- Revenue enhancement options

The criteria developed for academic special program review is as follows; approximately 47 programs will be reviewed under these criteria:

- The lowest enrollment programs, by type - certificate, associate, baccalaureate, graduate
- Enrollment declines of more than 30 percent in the past five years
- Graduating the lowest number of students in the past three years, for programs by type

A few low-enrollment graduate programs are excluded based on levels of external research funding, and a few grant-funded certificate and low-cost programs are also excluded.

The Provost is also currently reviewing academic programs, which aims to identify \$3 million in reductions. All academic programs are reviewed every five years; therefore not all programs will be reviewed this year. Broad reviews have also been completed by the Administrative Services division, University & Student Advancement division and Research areas.

Information and/or reports specific to the special reviews can be found on the OMB website:
<http://www.uaf.edu/finserv/omb/uaf-program-reviews/>

FY16 Shortfall Planning Actions

During the first part of fiscal year FY15, UAF worked to prepare for reductions at a \$14 million level assuming flat funding from the state. Governor Parnell's original budget distributed in December 2014 noted a reduction for the UA System at 1.7 percent of the unallocated general fund budget, approximately \$6 million. The UAF share of this reduction was estimated at just over \$3 million. This budget however was amended in January 2015 by (recently elected) Governor Walker.

Due to the drop in the price of oil, Governor Walker proposed reductions for most state agencies in the range of 5-8 percent. At that level, UAF expected a shortfall in the \$20-30 million range as a worst-case scenario. The amended budget is an improvement and serves as a starting point in the legislative process. Walker's plan proposes a net 2.4 percent reduction for the UA system and will add another \$6 million in reductions to the utility/fuel trigger funds, including \$4 million at UAF. Walker proposed an increase for half of UA's compensation costs; partial funding for UA deferred maintenance and partial funding for completion of the UAF Engineering Building.

The current projected UAF budget gap is in the \$14-\$17 million range, assuming there are no additional reductions from the legislature. The legislative session runs through April 2015.

UAF is working to develop a plan earlier this year than in past years, to allow sufficient time to act prior to the beginning of the new fiscal year in July. UAF strives to remain Alaska's best university despite the difficult times ahead, and although choices will be difficult, UAF will be thoughtful and strategic in those choices.

Fiscal Outlook: FY16-FY18+

If this declining budget climate persists, UAF may be projecting a decrease in state general funding at a 20-25 percent level over the next three to five year term. This may result in additional and significant reductions in programs and service areas. UAF will likely be a smaller institution in the coming years, but must continue to offer quality programs and services to the benefit of Alaskans.

Proactive management of this fiscal gap is necessary in order to meet the reduced future budget targets. All efforts will be made to preserve the quality of academic programs central to UAF's teaching, research and service mission; however, reductions of this level will require UAF to strategically consider how it will best meet Alaska's needs in the future with a smaller base budget and consolidated workforce. Initial employee impact estimates could be as high as 200 positions. Although many may be reduced through attrition and vacancy management, furloughs and/or layoffs are also an option as services or programs are reduced.

FY16 Budget Requests: Planning for the Future

UAF's budget request for FY16 adheres to this message with a focus on Shaping Alaska's Future themes, as well as a strategic focus on Arctic research and policy-making. The major themes include: strengthening Alaska's position in setting the Arctic agenda, promoting economic diversity in Alaska and supporting Alaska's students and sustaining communities.

UAF's program request represents less than a 2 percent increase over the FY15 total authorized budget. Many of the request items were either partially funded in years past or have resubmitted because of significance to the institution. UAF is however, prepared to be aggressive in order to garner new funding in areas of strategic importance or where investments will have a large impact to the UAF community.

Strengthening UAF's Position in the Arctic

Funding for the university is likely to be constrained for the foreseeable future. UAF's approach to this is to continue making strategic investments in areas that are most likely to generate revenue. While it is important that UAF not only seek cost savings, it also needs to strategically position itself and invest in areas where UAF is strong, particularly in areas of Arctic studies.

UAF is a member of UArctic, a cooperative network of universities, research centers and other organizations that are committed to higher education and research in the North. UArctic institutions share resources, facilities and expertise with students, scientists and northern communities. UAF's Chancellor is the Chair of the UArctic Board of Governors.

UAF supports the U.S. Chairmanship of the Arctic Council by broad representation of UAF leaders, providing technical advice on themes, working with the State Department advanced team on locations for Arctic Council meetings in Alaska, and will host the Arctic Science Summit Week in March 2016.

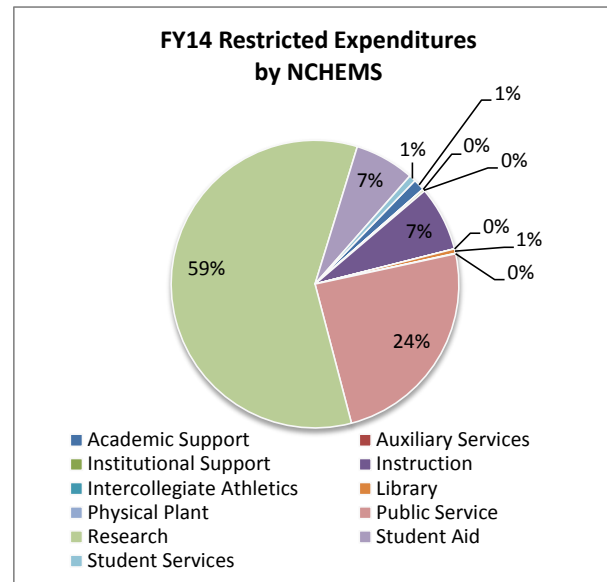
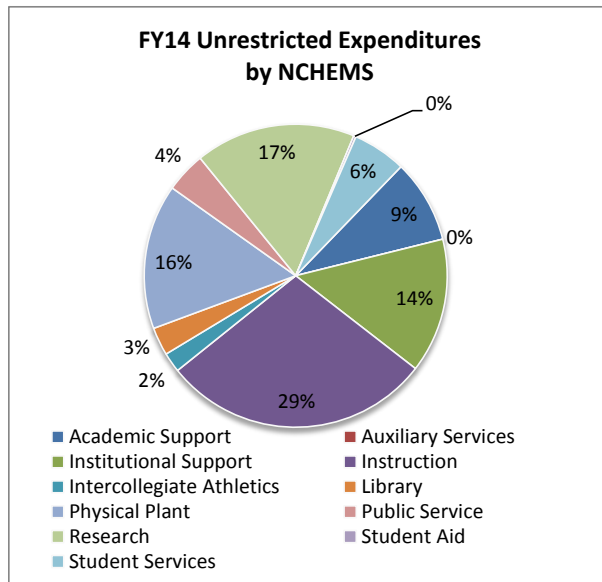
Report Content, Appendices & Financial Schedules

This annual production is a look back at financial trends (FY09-FY14) but also provides analysis for FY16-FY17 planning. It provides a campus-wide overview of FY14 financial activities including revenue and expenditure trends, current and future conditions that may impact the campus operations, auxiliary and recharge center activities and plans, a facilities snapshot focused on construction, leasing and debt, a discussion on resource allocation and investment, as well as a summary of employee trends, administrative efficiencies and process improvement efforts. The report was compiled by UAF's Office of Management and Budget (OMB) with input and assistance from various departments and units, including the Office of Finance & Accounting (OFA), Facilities Services, Auxiliary Services including Housing/Dining operations and Planning, Analysis & Institutional Research (PAIR).

A note on the financial figures, these are management report oriented and will differ from those presented formally in the UA financial statement due to reporting definitions and adjustments. Financial figures included in the Appendix may have slight differences from prior year versions due to minor accounting adjustments. Any changes of significance have been discussed.

Table 1: Total UAF Expenditures

FUND TYPE	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	%Change 10-14	%Change 13-14
Unrestricted												
Salaries & Benefits	105,262.5	112,873.5	128,620.3	135,635.0	145,406.3	149,409.3	157,851.8	164,654.8	167,777.7	170,781.6	14%	2%
Travel	3,673.5	4,240.3	4,694.0	5,206.3	5,938.4	5,709.6	5,403.7	5,842.4	5,802.2	5,591.6	-2%	-4%
Contractual Services	23,429.1	25,827.7	29,731.8	30,519.9	33,858.6	33,087.5	35,850.2	34,254.4	34,736.0	35,865.8	8%	3%
Commodities	11,189.4	10,730.1	12,203.2	12,124.4	14,584.9	11,871.8	13,476.1	13,478.0	13,114.7	12,185.3	3%	-7%
Equipment	2,315.4	2,931.3	2,624.9	1,655.5	2,854.8	1,773.5	2,456.2	2,201.4	6,002.3	3,306.7	86%	-45%
Student Aid	3,138.2	3,195.1	3,704.9	3,396.4	4,206.1	4,355.4	4,563.7	5,059.3	5,658.3	4,845.3	11%	-14%
Land/Buildings	756.1	318.1	1,272.3	749.4	762.9	396.9	1,382.0	889.0	2,106.5	6,238.3	1472%	196%
Miscellaneous	10,537.3	12,724.0	16,266.6	12,706.4	20,065.2	16,366.5	25,239.1	21,085.1	24,236.3	27,460.2	68%	13%
Unrestricted Total	160,301.4	172,840.2	199,118.0	201,993.2	227,677.3	222,970.6	246,222.8	247,464.5	259,434.0	266,274.7	19%	3%
Restricted	117,096.3	121,856.1	126,024.4	122,833.1	124,589.5	133,936.3	167,501.4	198,462.7	166,212.5	143,789.7	7%	-13%
Auxiliary	17,137.4	18,869.4	19,319.4	20,536.8	17,400.7	17,011.5	12,203.6	17,503.1	15,067.1	13,106.9	-23%	-13%
Other	28,973.4	29,114.3	32,158.1	33,837.6	34,027.9	32,542.4	33,691.6	34,430.5	33,391.5	35,444.5	9%	6%
Expenditure Total	323,508.5	342,680.1	376,619.9	379,200.8	403,695.4	406,460.7	459,619.4	497,860.7	474,105.0	458,615.9	13%	-3%



Notes:

1) "Other" fund type includes recharge and designated. "Unrestricted-Other" revenue (next page) includes CIP, federal, inter-agency, interest income, mental health trust, UA, and intra-agency receipts.

2) ICR is shown as net.

3) FTE reflects primary positions only and does not include secondary and/or overload assignments. Actual FTE per job type, with exception of Temp Faculty, who were taken as a headcount.

Sikuliaq construction activity is included in the expenditure/revenue figures.

Fund Type	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	%Change 10-14	%Change 13-14
Unrestricted												
General Fund	109,931.7	119,186.0	137,001.7	141,414.6	149,725.3	155,215.6	160,592.5	166,994.5	174,653.3	183,338.7	18%	5%
Indirect Cost Recovery	23,004.2	23,316.1	22,873.6	23,288.4	22,646.3	24,823.4	25,292.3	24,204.2	23,389.3	22,648.5	-9%	-3%
Tuition and Fees	23,579.9	26,242.6	27,423.3	29,588.2	31,888.5	34,625.8	38,328.5	40,672.5	41,641.8	40,691.6	18%	-2%
Other	6,488.3	8,565.0	10,591.6	11,896.1	10,714.6	13,695.6	19,617.9	16,665.2	19,587.2	17,611.5	29%	-10%
Unrestricted Total	163,004.1	177,309.8	197,890.2	206,187.4	214,974.7	228,360.5	243,831.2	248,536.4	259,271.6	264,290.4	16%	2%
Restricted	117,124.4	121,463.4	125,848.5	122,436.0	124,508.7	133,978.4	167,716.8	198,608.8	166,387.1	143,814.7	7%	-14%
Auxiliary	17,655.0	18,613.3	18,856.5	18,515.4	17,584.6	16,073.5	15,703.9	15,866.0	15,777.4	15,637.7	-3%	-1%
Other	29,508.1	32,222.7	31,835.3	33,992.9	36,236.5	35,078.8	38,388.7	37,830.1	33,371.4	34,984.8	0%	5%
Revenue Total	327,291.6	349,609.2	374,430.6	381,131.6	393,304.4	413,491.2	465,640.6	500,841.2	474,807.5	458,727.6	11%	-3%

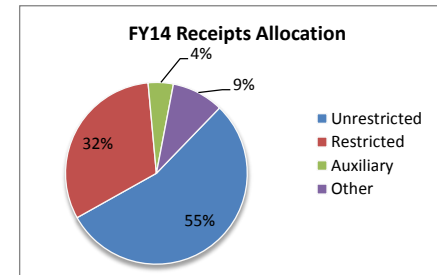
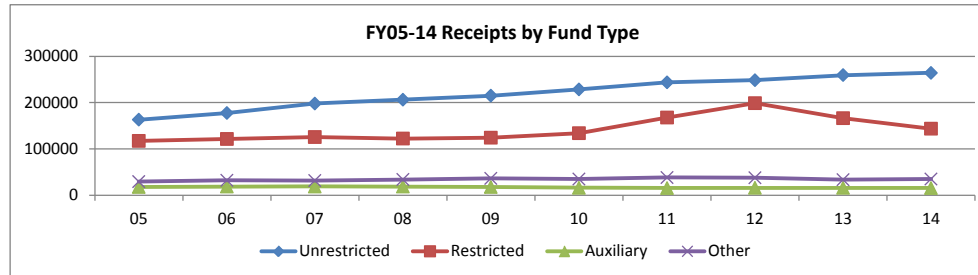
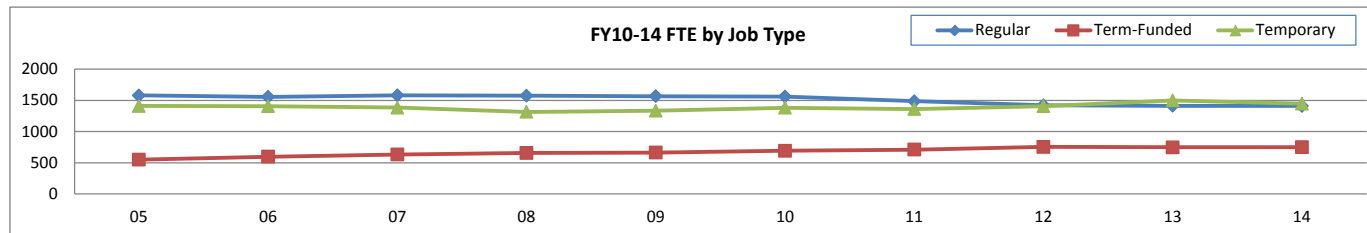


Table 4: Total UAF FTE and Temp Headcount

Job Type	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	%Change 10-14	%Change 13-14
Regular												
Executive	46.5	49.4	49.5	52.1	51.1	49.0	48.0	42.0	45.0	44.0	-10%	-2%
Faculty	443.2	431.7	441.1	438.1	432.9	440.2	447.7	429.9	425.8	434.7	-1%	2%
Staff	1,089.3	1,074.8	1,091.4	1,083.9	1,082.1	1,070.7	990.2	948.6	940.7	932.1	-13%	-1%
Regular Total	1,579.1	1,555.9	1,582.0	1,574.1	1,566.2	1,559.8	1,485.9	1,420.5	1,411.5	1,410.8	-10%	0%
Term-Funded												
Executive	5.8	6.0	6.0	6.0	7.0	6.5	6.3	5.5	5.0	7.0	8%	40%
Faculty	179.3	199.7	218.3	220.5	227.2	235.1	231.6	257.0	267.8	247.8	5%	-7%
Staff	365.3	392.7	409.8	429.5	429.1	449.7	472.9	491.8	474.9	494.3	10%	4%
Term-Funded Total	550.4	598.5	634.1	656.0	663.3	691.3	710.8	754.3	747.7	749.1	8%	0%
Reg/Term Subtotal	2,129.5	2,154.3	2,216.1	2,230.1	2,229.5	2,251.1	2,196.7	2,174.8	2,159.3	2,160.0	-4%	0%
Temporary												
Faculty Headcount	340.0	375.0	360.5	371.0	351.1	371.9	341.6	343.5	377.2	351.5	-5%	-7%
Staff	185.9	175.0	187.6	190.6	212.2	208.3	208.8	240.1	260.4	272.0	31%	4%
Student	883.9	855.0	835.1	754.0	771.5	802.3	810.6	820.9	862.2	824.2	3%	-4%
TEMP Headcount Total	1,409.8	1,404.9	1,383.3	1,315.6	1,334.8	1,382.4	1,360.9	1,404.6	1,499.7	1,447.7	5%	-3%
FTE Total	3,539.3	3,559.3	3,599.4	3,545.7	3,564.3	3,633.5	3,557.6	3,579.4	3,659.0	3,607.6	-1%	-1%



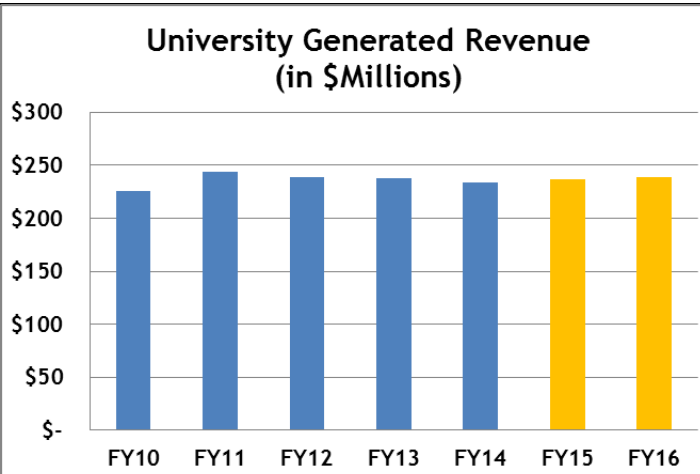
UAF FY14 Performance Target Recap and Strategies to Achieve Results in FY15-FY16

Performance Compact Summary provided by UAF Planning, Analysis & Institutional Research (PAIR)

This overview is an excerpt from the more comprehensive UAF Performance Report Compact Summary, which is submitted to the UA System Offices and the State of Alaska annually. Within the UAF campuses, unit compact plans are shared with the Office of the Provost. Academic performance results in these areas and regular feedback from the unit level administrators (Deans and Directors) drives projections related to the following outcomes:

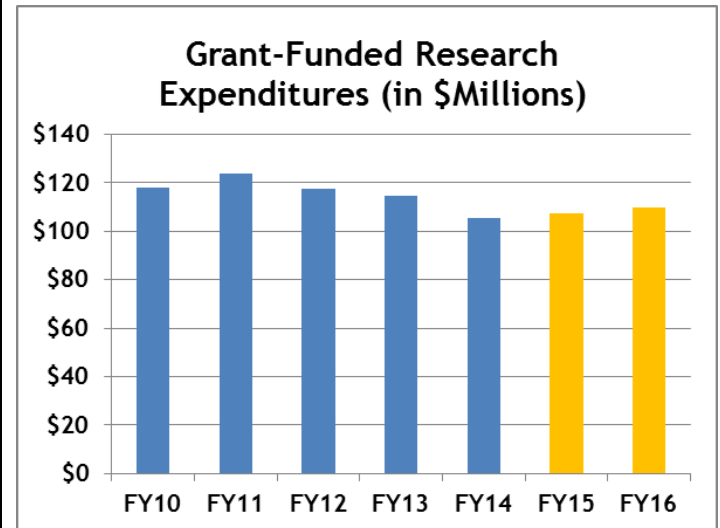
- University Generated Revenue
- High-Demand Job Area (HDJA) Awards
- Grant-Funded Research Expenditures
- Undergraduate Retention Rates
- Student Credit Hours (SCH)
- Citations of Research Publications
- Knowledge Transfer via Public Service

The following snapshots display actual campus achievement in FY10 through FY14. Targets are noted for FY15 and FY16 performance.

END RESULT METRIC A	STATUS	TARGETS	DATA CHART ◆ historical performance ◆ targets																								
University-Generated Revenue	FY14 revenue was \$234.1M, falling below the FY14 target of \$239.9M, and 1.4% below FY13 revenue of \$237.5M.	- The FY15 target is \$236.5M. - The FY16 target is \$238.8M.	University Generated Revenue (in \$Millions)  <table><caption>University Generated Revenue (in \$Millions)</caption><thead><tr><th>Fiscal Year</th><th>Revenue (\$Millions)</th><th>Type</th></tr></thead><tbody><tr><td>FY10</td><td>225</td><td>Historical</td></tr><tr><td>FY11</td><td>240</td><td>Historical</td></tr><tr><td>FY12</td><td>235</td><td>Historical</td></tr><tr><td>FY13</td><td>237.5</td><td>Historical</td></tr><tr><td>FY14</td><td>234.1</td><td>Historical</td></tr><tr><td>FY15</td><td>236.5</td><td>Target</td></tr><tr><td>FY16</td><td>238.8</td><td>Target</td></tr></tbody></table>	Fiscal Year	Revenue (\$Millions)	Type	FY10	225	Historical	FY11	240	Historical	FY12	235	Historical	FY13	237.5	Historical	FY14	234.1	Historical	FY15	236.5	Target	FY16	238.8	Target
Fiscal Year	Revenue (\$Millions)	Type																									
FY10	225	Historical																									
FY11	240	Historical																									
FY12	235	Historical																									
FY13	237.5	Historical																									
FY14	234.1	Historical																									
FY15	236.5	Target																									
FY16	238.8	Target																									
ANALYSIS																											
University generated revenue was down slightly for FY14, mainly due to a decrease in federal receipts, indirect cost recovery, and tuition and fee revenue, and was about 2% below the target for FY14. Decreases in federal research funding since the peak in 2011 are largely due to the end of American Recovery and Reinvestment Act (ARRA) grants, plus loss of several congressionally directed funding sources. Interagency receipts and Capital Improvement Project (CIP) receipts increased from FY13 to FY14, and CIP revenue was at an all-time high.																											

END RESULT METRIC B	STATUS	TARGETS	DATA CHART																											
High-Demand Job Area (HDJA) Awards	• UAF conferred 953 qualifying awards in FY14, well above the FY14 target of 791 awards, and 23% above the FY13 award level.	• The FY14 target is 881 awards. • The FY15 target is 889 awards.	◆ historical performance ◆ targets Academic Awards in High-Demand Job Area Programs <table><thead><tr><th>Fiscal Year</th><th>Awards</th><th>Type</th></tr></thead><tbody><tr><td>FY10</td><td>780</td><td>historical performance</td></tr><tr><td>FY11</td><td>720</td><td>historical performance</td></tr><tr><td>FY12</td><td>830</td><td>historical performance</td></tr><tr><td>FY13</td><td>780</td><td>historical performance</td></tr><tr><td>FY14</td><td>953</td><td>historical performance</td></tr><tr><td>FY14</td><td>881</td><td>target</td></tr><tr><td>FY15</td><td>889</td><td>target</td></tr><tr><td>FY16</td><td></td><td></td></tr></tbody></table>	Fiscal Year	Awards	Type	FY10	780	historical performance	FY11	720	historical performance	FY12	830	historical performance	FY13	780	historical performance	FY14	953	historical performance	FY14	881	target	FY15	889	target	FY16		
Fiscal Year	Awards	Type																												
FY10	780	historical performance																												
FY11	720	historical performance																												
FY12	830	historical performance																												
FY13	780	historical performance																												
FY14	953	historical performance																												
FY14	881	target																												
FY15	889	target																												
FY16																														
ANALYSIS																														
Enrollment in HDJA programs increased steadily from FY08 until FY12 before plateauing in FY13. The positive enrollment trend should continue to translate into further increases in HDJAA. However, there is a time lag between enrollment and graduation; for example, baccalaureate-seeking freshmen enrolling in FY10 (when HDJA enrollments were 9% less than in FY13) began graduating in FY13. HDJA awards at the degree levels have increased fairly steadily since FY09. High Demand Job Area awards totaled 953, 23% more than in FY13 and 46% more than in FY09. The HDJA total also exceeded the FY14 target by 21%. HDJA awards tend to vary substantially from year to year due to the fact that many of the programs take only a semester or a year to complete, and others enroll cohorts of students who nearly all complete the program at the same time. However, there is a strong upward trend within the variability, reflecting high student interest in these programs. UAF projects a continuing upward trend of 2% average annual growth in HDJA, based on enrollments, but in any year awards can vary by more than 50 around the general trend line. TVEP funding has enabled the creation and growth of many of the HDJA programs, but some now require base operating funds to sustain them.																														

END RESULT METRIC C	STATUS	TARGETS	DATA CHART ◆ historical performance ◆ targets
Grant-Funded Research Expenditures	In FY13 there were \$105.4M in research expenditures, below the FY14 target of \$116.8M, and an 8% decrease from FY13 expenditures.	- The FY15 target is \$107.5M. - The FY16 target is \$109.6M.	
ANALYSIS			
FY14 grant-funded research expenditures were 8% less than those in FY13 and 10% below the FY14 target set last year. The 15% decline in FY14 research expenditures relative to the peak of \$124M in in FY11 is due to three major factors. Nearly all Department of Defense funding for the Arctic Region Supercomputing Center ended in May 2011. American Recovery and Reinvestment Act (ARRA) grants were still active in FY11, but diminishing in FY12-FY14. The federal deficit reduction efforts beginning in FY13 are decreasing the availability of both competitive and non-competitive research funding. In order to remain competitive UAF needs to more firmly establish itself as the national and world leader in Arctic research. UAF is the world's leading institution in the number of annual research publications about the Arctic, but that is not widely recognized. The FY16 requested funding for Alaska's Arctic Agenda will expand upon the leading role UAF is already playing in unmanned aircraft systems for Arctic research; help to enable Arctic oil production by addressing environmental concerns through the Center for Arctic Sustainable Development; by developing new fossil fuel technologies and processes; protect Alaska's people and infrastructure through improved knowledge of earthquake and tsunami risks; and support Arctic policy development. The ocean acidification faculty member will help UAF to monitor and assess the impact of this looming threat to Alaska's fisheries. UAF is a world leader in community-scale electrical grids (microgrids), and funding is requested to help UAF address the need for this expertise across Alaska and beyond. A future challenge is the aging research facilities on UAF's West Ridge, including the Elvey, O'Neill, and Irving I and Irving II buildings and parts of the Arctic Health Research Building, all of which need major refurbishment. This will be a substantial draw on deferred maintenance funding after the renewal of critical campus infrastructure is complete.			



END RESULT METRIC D	STATUS	TARGETS	DATA CHART																																																
Undergraduate Graduation Rates	• The FY14 baccalaureate-level graduation rate was 42.5%, above both the FY14 target and the FY13 rate of 38.2%. • The FY14 associate-level graduation rate was 21.3%, several points above the FY14 target of 17% and 9 points above FY13.	• The FY15 target is 43.4% for baccalaureate-level and 17.3% for associate-level. • The FY16 target is 44.2% for baccalaureate-level and 17.5% for associate-level.	◆ historical performance ◆ targets Six-Year Baccalaureate-Level Graduation Rate <table><thead><tr><th>Fiscal Year</th><th>Rate (%)</th><th>Type</th></tr></thead><tbody><tr><td>FY10</td><td>33.0</td><td>Historical Performance</td></tr><tr><td>FY11</td><td>33.0</td><td>Historical Performance</td></tr><tr><td>FY12</td><td>35.0</td><td>Historical Performance</td></tr><tr><td>FY13</td><td>38.2</td><td>Historical Performance</td></tr><tr><td>FY14</td><td>42.5</td><td>Historical Performance</td></tr><tr><td>FY15</td><td>43.4</td><td>Target</td></tr><tr><td>FY16</td><td>44.2</td><td>Target</td></tr></tbody></table> Three-Year Associate-Level Graduation Rate <table><thead><tr><th>Fiscal Year</th><th>Rate (%)</th><th>Type</th></tr></thead><tbody><tr><td>FY10</td><td>20.0</td><td>Historical Performance</td></tr><tr><td>FY11</td><td>22.0</td><td>Historical Performance</td></tr><tr><td>FY12</td><td>13.5</td><td>Historical Performance</td></tr><tr><td>FY13</td><td>12.0</td><td>Historical Performance</td></tr><tr><td>FY14</td><td>21.3</td><td>Historical Performance</td></tr><tr><td>FY15</td><td>17.3</td><td>Target</td></tr><tr><td>FY16</td><td>17.5</td><td>Target</td></tr></tbody></table>	Fiscal Year	Rate (%)	Type	FY10	33.0	Historical Performance	FY11	33.0	Historical Performance	FY12	35.0	Historical Performance	FY13	38.2	Historical Performance	FY14	42.5	Historical Performance	FY15	43.4	Target	FY16	44.2	Target	Fiscal Year	Rate (%)	Type	FY10	20.0	Historical Performance	FY11	22.0	Historical Performance	FY12	13.5	Historical Performance	FY13	12.0	Historical Performance	FY14	21.3	Historical Performance	FY15	17.3	Target	FY16	17.5	Target
Fiscal Year	Rate (%)	Type																																																	
FY10	33.0	Historical Performance																																																	
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FY14	42.5	Historical Performance																																																	
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FY13	12.0	Historical Performance																																																	
FY14	21.3	Historical Performance																																																	
FY15	17.3	Target																																																	
FY16	17.5	Target																																																	
ANALYSIS																																																			
For the first time UAF’s 6-year baccalaureate graduation rate is above 40%, reaching 42.5% in FY14 and exceeding UAF’s target of 39%. This is an eight percentage point increase over FY09 and a four percentage point increase over FY13. UAF began a concerted effort to increase baccalaureate student graduation rates in FY08 by increasing the baccalaureate admission standard and instituting mandatory course placement for many 100-level courses. The latter process was not completed until FY09. UAF has also instituted supplemental instruction (FY08), DegreeWorks as an advising aid (FY10), and elective first-year seminars (FY11). The APS and AlaskaAdvantage Scholarships begun in FY12 should also have a positive effect on graduation rates, but will mainly impact FY16 and beyond. The intensive advising initiative funded by the legislature for FY13 will have some effect on each subsequent year, but because the greatest loss of potential graduates is to non-retention in the first two years, the maximum effect will not be achieved until FY19. UAF’s Associate-level 3-year graduation rate was 21.3% in FY14, more than nine percentage points more than that in FY13 and well above the FY14 target of 12%. Performance on this measure has been highly variable over the past five years, with a low of 12% in FY12 and a high of 23% in FY09. One of the main reasons that associate-level students fail to complete in three years is that they are working or begin working as soon as they gain enough skills to secure a job. First year retention of associate-level students is low, and in fact that difference alone accounts for much of the difference in graduation rate between associate-level and baccalaureate students. Also, the community campus student population includes many students who have limited financial means and who depend on financial aid, or drop to part-time or stop out to work. Since FY09 UAF has taken some steps via internal reallocations of funds to assist these groups of students, including a dedicated financial aid advisor at the UAF Community and Technical College, and a combined financial aid and academic advisor for each rural campus. However, it’s clear that more effort is needed. UAF’s goal to improve graduation of associate degree and certificate students motivated a FY16 request for funds to complete a comprehensive advising initiative for community campus students that was partly funded in FY14 and for which additional one-time funding was received in FY15.																																																			

END RESULT METRIC E	STATUS	TARGETS	DATA CHART																								
Student Credit Hours	UAF generated 182,300 SCH in FY14, below the FY14 target of 189,500 SCH, and 2.8% below the FY13 SCH production level.	- The FY15 target is 182,300 SCH. - The FY16 target is 182,300 SCH.	◆ historical performance◆ targets Student Credit Hours (in thousands) <table><thead><tr><th>Fiscal Year</th><th>Student Credit Hours (in thousands)</th><th>Type</th></tr></thead><tbody><tr><td>FY10</td><td>180</td><td>historical performance</td></tr><tr><td>FY11</td><td>185</td><td>historical performance</td></tr><tr><td>FY12</td><td>190</td><td>historical performance</td></tr><tr><td>FY13</td><td>185</td><td>historical performance</td></tr><tr><td>FY14</td><td>182.3</td><td>historical performance</td></tr><tr><td>FY15</td><td>182.3</td><td>targets</td></tr><tr><td>FY16</td><td>182.3</td><td>targets</td></tr></tbody></table>	Fiscal Year	Student Credit Hours (in thousands)	Type	FY10	180	historical performance	FY11	185	historical performance	FY12	190	historical performance	FY13	185	historical performance	FY14	182.3	historical performance	FY15	182.3	targets	FY16	182.3	targets
Fiscal Year	Student Credit Hours (in thousands)	Type																									
FY10	180	historical performance																									
FY11	185	historical performance																									
FY12	190	historical performance																									
FY13	185	historical performance																									
FY14	182.3	historical performance																									
FY15	182.3	targets																									
FY16	182.3	targets																									
ANALYSIS																											
FY14 Student Credit Hours (SCH) were 2.8% below the number in FY13 and 4% below the FY14 target. However, SCH are still 8% above those in FY09. An important factor in the enrollment declines over the past two years is the decreased number of high school graduates in Alaska, which reached a peak of 8,245 in 2010 and was only 7,861 in 2013 (Alaska Department of Education and Early Development), a 5% decrease. An additional reason for decreased enrollments traces to economic conditions. Both nationally and at UAF CTC, postsecondary enrollment tends to decrease with decreasing unemployment. Fairbanks September 2013 unemployment (5.0%) was the lowest rate since November of 2007 and was significantly less than that in September 2011 (5.9%) (U.S. Bureau of Labor Statistics). There is continued strong effort to recruit Alaskans to UAF, through contacts with high school juniors and seniors and through dual credit and Tech Prep partnerships with high schools. eLearning has been an area of more rapid growth in SCH. UAF has increased efforts to recruit transfer students from western states.																											

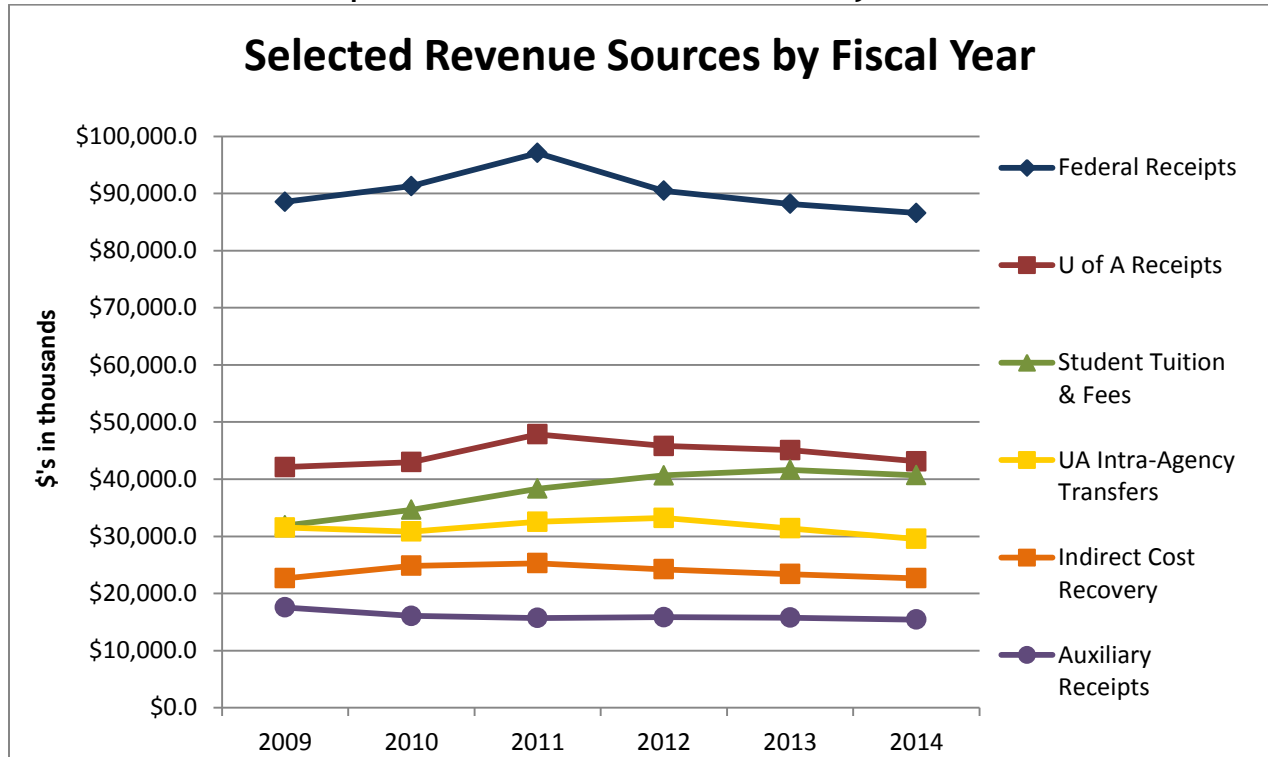
END RESULT METRIC F	STATUS	TARGETS	DATA CHART																								
Citations of Research Publications	In FY14, 21,950 citations were reported by the Web of Science. This is above the FY14 target of 21,000 and a 10.7% increase since FY13.	- FY15 target is 23,267 citations. - FY16 target is 24,663 citations.	◆ historical performance◆ targets Number of Citations <table><thead><tr><th>Fiscal Year</th><th>Number of Citations</th><th>Type</th></tr></thead><tbody><tr><td>FY10</td><td>15,500</td><td>historical performance</td></tr><tr><td>FY11</td><td>16,500</td><td>historical performance</td></tr><tr><td>FY12</td><td>18,000</td><td>historical performance</td></tr><tr><td>FY13</td><td>19,500</td><td>historical performance</td></tr><tr><td>FY14</td><td>21,950</td><td>historical performance</td></tr><tr><td>FY15</td><td>23,267</td><td>targets</td></tr><tr><td>FY16</td><td>24,663</td><td>targets</td></tr></tbody></table>	Fiscal Year	Number of Citations	Type	FY10	15,500	historical performance	FY11	16,500	historical performance	FY12	18,000	historical performance	FY13	19,500	historical performance	FY14	21,950	historical performance	FY15	23,267	targets	FY16	24,663	targets
Fiscal Year	Number of Citations	Type																									
FY10	15,500	historical performance																									
FY11	16,500	historical performance																									
FY12	18,000	historical performance																									
FY13	19,500	historical performance																									
FY14	21,950	historical performance																									
FY15	23,267	targets																									
FY16	24,663	targets																									
ANALYSIS																											
Citations to publications authored by UAF faculty, staff, and students continued the upward trend seen for the past five years, with citations increasing 11% from FY13 to FY14 and more than 60% since FY09. The citation information is taken from the Web of Science, a proprietary database that includes information on a vast number of research journal publications in the sciences (including social sciences) and engineering. The specific measure reported is the number of citations of papers published during the last complete 5-year period, as reported in July of the following year. The citation increase for UAF publications is due to both an increase in the number of publications per year and the number of citations per publication.																											

END RESULT METRIC G	STATUS	TARGETS	DATA CHART																								
Knowledge Transfer via Public Service	FY14 performance was 506 units, below the FY14 target of 513 and a 2.8% decrease from FY13.	• The FY15 target is 516 units. • The FY16 target is 526 units.	◆ historical performance◆ targets Public Service Outreach Units <table><thead><tr><th>Fiscal Year</th><th>Units</th><th>Type</th></tr></thead><tbody><tr><td>FY10</td><td>0</td><td>Historical</td></tr><tr><td>FY11</td><td>0</td><td>Historical</td></tr><tr><td>FY12</td><td>500</td><td>Historical</td></tr><tr><td>FY13</td><td>513</td><td>Historical</td></tr><tr><td>FY14</td><td>506</td><td>Historical</td></tr><tr><td>FY15</td><td>516</td><td>Target</td></tr><tr><td>FY16</td><td>526</td><td>Target</td></tr></tbody></table>	Fiscal Year	Units	Type	FY10	0	Historical	FY11	0	Historical	FY12	500	Historical	FY13	513	Historical	FY14	506	Historical	FY15	516	Target	FY16	526	Target
Fiscal Year	Units	Type																									
FY10	0	Historical																									
FY11	0	Historical																									
FY12	500	Historical																									
FY13	513	Historical																									
FY14	506	Historical																									
FY15	516	Target																									
FY16	526	Target																									
ANALYSIS																											
UAF has recently developed systematic indicators of public outreach and engagement as part of its self-assessment for accreditation. UAF will adopt the following “outreach unit”: (% of FY12 4-H participants) + (% of FY12 CES publications distributed or accessed) + (% of FY12 number of public workshops offered by CES, MAP, and others) + (% of FY12 UA Press books sold) + (% of FY12 noncredit instruction units). A substantial amount of year-to-year variability is expected, because some of the activities are grant funded, and others depend on opportunities that arise due to partnerships with organizations outside the university. The goal is to expand outreach sufficiently, on average, to at least keep pace with Alaska population growth, 1.1%/year for the decade 2000-2010 (U.S. census figures).																											

Section 1. Revenue & Expenditure Trends

A. Six-year trend and one-year changes in revenue by source, fund and campus including significant trends, one-year changes, and projections.

Graph 1.1 - Selected Revenue Sources by Fiscal Year



Refer to Appendix 1.A.1 - Revenue by Source MAU 09-14

Refer to Appendix 1.A.2 - General Fund Revenue by Source Appropriation 09-14

Refer to Appendix 1.A.3 - Revenue by Fund Type and Source 09-14

Refer to Appendix 1.A.4 - NGF Revenue by Fund Type and Source MAU 09-14

FEDERAL RECEIPTS (EXCL. ARRA STIMULUS FUNDS)

Federal receipts revenue decreased by \$1,582.4, or 2 percent overall from FY13 to FY14. The decline in federal revenue is the result of the continuing downward trend due to nationwide pressures and challenges in securing external funding. Units reporting significant reductions in federal receipts from FY13 include the Geophysical Institute (GI), including ARSC which merged under GI (-\$1,295.6), College of Rural & Community Development (-\$1,210.0), Institute of Arctic Biology (-\$1,173.1), College of Natural Sciences & Mathematics (-\$845.4), VCR Developmental Programs & Project Services, which includes INBRE and EPScOR (-\$603.0) and the College of Engineering & Mines and Institute of Northern Engineering (-506.4).

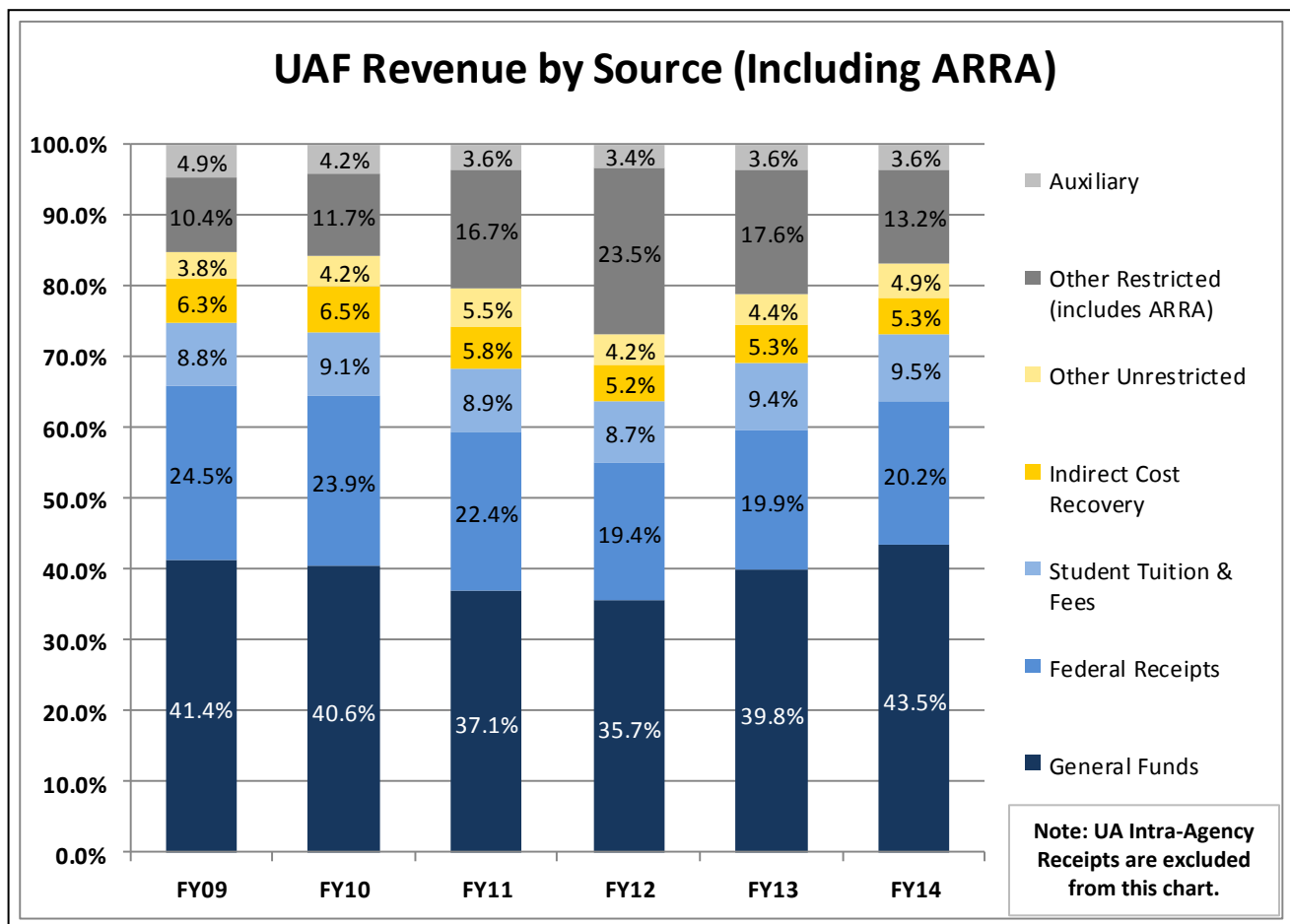
CEM/INE demonstrated a significant increase in Federal receipts from FY09 thru FY11, prior to FY12's reduction. In FY14, total CEM/INE Federal receipts return to pre-FY10 normalized levels. School of Fisheries and Ocean Sciences federal receipts increased by 11.4 percent from FY13 mainly due to R/V Sikuliaq activity (discussed in more detail in the ARRA Stimulus Funds section).

Six-Year Trend (FY09-FY14)

Since FY09, Federal revenue has experienced a downward trend (-2.2 percent). Federal funding accounted for approximately 19 percent (\$86,600.1) of total UAF operating revenue in FY14. This revenue is driven heavily by competitive research and, outside of general funds, is UAF's largest university generated revenue source. Since FY09, this proportion has fluctuated between 18 and 23 percent of total UAF operating revenue and is expected to increase slightly in FY15-FY16 due to Sikuliaq activity.

This is cause for concern as the Federal government grapples with annual spending deficits and pressures to restrain and even cut spending continues to mount - both from policy makers and the general public. UAF is positioned well to continue its world-class research in areas such as Arctic studies, climate change, energy technology, oil spill prevention and response, and unmanned aerial systems. However, growth in this areas is expected to be flat or moderate for the near to mid-term. UAF is striving to stay competitive in an ultra-competitive environment. It will be important for UAF to focus on market-driven research opportunities and other specific research niches in order to curb likely flat to declining Federal funding.

Graph 1.2 - UAF Revenue by Source (Including ARRA)



ARRA STIMULUS FUNDS

Since inception of the American Recovery and Reinvestment Act of 2009 (ARRA), UA has received a total of \$193.5 million in stimulus funds, the largest of which was \$148.1 million from the National Science Foundation (NSF) awarded to the UAF School of Fisheries and Ocean Sciences for the construction of the Research Vessel, the Sikuliaq. The 261-foot arctic research vessel was christened and launched on October 13, 2012 and is expected to arrive in its homeport of Seward, Alaska in early 2015.

All ARRA projects expired as of September 30, 2014, with the exception of the Sikuliaq award which is extended through June 30, 2015 in order to fully utilize and launch the vessel. ARRA stimulus funds are one-time Federal funds and will not be an available source in the future.

UNIVERSITY RECEIPTS

University receipts include both restricted and unrestricted revenues received from corporate sources, private donations, and local governments, as well as revenues received from publication sales, non-credit self-support programs, recreational facility use fees, and other miscellaneous sources.

Restricted University receipts make up the majority of University receipts with \$28,423.9. The primary restricted revenues include UA Foundation Grants and Contracts (\$5,614.1), Non-profit grants and contracts (\$4,681.6), Corporate Grants and Contracts (\$4,475.1), and Other University Grants and Contracts (\$3,478.6).

UAF's centennial celebration is fast approaching (2015-2017). A significant effort is underway in anticipation of UAF's centennial celebration to increase private and corporate philanthropic giving. As this capital campaign gets underway revenue from these sources and university receipts is expected to increase. The Federal and state budget realities will also force UAF to pursue university-generated revenue opportunities.

STUDENT TUITION & FEES

Table 1.1 - Tuition Rate Change by Academic Year

Tuition Rate Change by Academic Yr.	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16
Lower Division	10%	7%	5%	5%	4%	5%	7%	2%	\$6/c	-
Upper Division	10%	7%	5%	5%	7%	10%	7%	2%	\$6/c	-
Graduate	10%	7%	5%	5%	7%	10%	3%	2%	\$12/c	-
Non-resident	10%	7%	5%	5%	7%	10%	varied	2%	\$12/c	-

Student Tuition and Fee revenue for UAF decreased by \$950.2 in FY14, a 2 percent loss from FY13. Student fee revenue went up by \$363.7 and net tuition revenue went down by \$1,593.4. Fee revenue includes fees levied for lab/materials, student government, transportation, athletics, student recreation center, health center, technology, sustainability, student life, and the UA network fee.

Tuition revenue is directly related to increases in enrollment (student credit hours) and the tuition rate approved by the University of Alaska Board of Regents. Tuition (net allowances and discounts) totaled \$33,368.9 in FY14, a 4.6 percent decrease from FY13. Since FY09, tuition and fee revenue has gone up 28 percent. Comparatively, state general fund support went up 25 percent and Federal funds down 2 percent over that same period of time.

Annual tuition rate increases had been between 5 percent and 10 percent for the last decade, until FY14. Tuition increased 7 percent in FY13 for undergraduates (100-400 level) and 3 percent for graduates. The Board of Regents adopted a 2 percent across the board increase for FY14, and a \$6/\$12/\$12 per credit increase for undergraduates, graduates, and non-residents respectively in FY15. The Board of Regents did not approve a tuition rate increase for FY16, however, in light of more severe budget cuts; UAF/UA may request the BOR reconsider a tuition rate increase of between 4 and 10 percent. Annual tuition rate increases are summarized in the table at the beginning of this section.

UA INTRA-AGENCY TRANSFERS

UA Intra-Agency transfers include all internal charges for services provided by central service departments to other university departments. This includes services such as physical plant work orders, printing, and computer repairs, and certain administrative functions such as risk management and labor relations.

UA Intra-Agency transfers have held relatively steady averaging \$31,500.0 for the last six years, decreasing by 6.3 percent since FY09 and 6 percent since FY13. Over six years, the largest increase in intra-agency transfers has come from administrative charges applied to construction projects. In FY09 these transfers totaled \$844.2 and in FY14 they totaled \$2,197.1, a 160 percent increase.

CIP RECEIPTS

CIP receipts include items reported to the State of Alaska for construction, remodeling and major repair project salary costs and construction project administration. Unrestricted CIP receipts make up \$8,274.0 (56.4 percent) of total CIP receipts and consist of activity from the Design & Construction (DDC) Recharge of \$1,891.9 for labor charges on capital projects and \$6,382.1 on state-funded RSAs. State funded RSAs are managed similar to a sponsored award (a restricted fund or grant) so expenditures in these areas show in the Restricted fund categories.

This category also includes some capital authority, which is most commonly excluded from this report.

RSA - CAPITAL 91 AUTHORITY

This type of revenue has steadily decreased since 2009 and makes up only a fraction of total UAF revenue in FY14. These are plant funds from State RSA's that are designated for use as capital receipt authority. This is a special fund type that may diminish over time as transactions are recorded more heavily in CIP Receipts.

FACILITIES & ADMINISTRATIVE (F&A) COSTS

Facilities and administrative (F&A) costs include support services provided by the institution such as accounting and purchasing, utilities, space and other administrative costs. Many of these costs cannot be direct charged to an award and is therefore recovered in part via an indirect rate as revenue (ICR).

F&A costs for support are charged to account code 7811 as a sponsored award is expended. UAF's negotiated F&A rate on organized Federal research grants is currently 50.5 percent. This rate is effective through June 30, 2016 (FY16). FY2015 marks the "base year" for calculation of new F&A rates that will be applied for fiscal years 2017 through 2019, so changes to upcoming rates are expected.

Table 1.2 shows total F&A costs expended by all units from FY09 through FY14. This represents the total F&A charged via grant billings to support facilities and administration costs across the UA System. F&A does not appear on the revenue line in a unit budget; however, once it returns as ICR, funds can be expended similar to any other unrestricted revenue source.

Table 1.2 -Total F&A Charged to Support Administration, by Unit

F&A Expenditures by Department	FY09	FY10	FY11	FY12	FY13	FY14	% Change FY13-14
Geophysical Institute **	\$7,492,162	\$8,254,062	\$8,654,193	\$8,533,657	\$8,094,407	\$8,730,708	7.9%
School of Fisheries & Ocean Science	\$3,058,314	\$3,799,232	\$4,286,593	\$3,950,022	\$4,323,677	\$4,130,009	-4.5%
Institute of Arctic Biology	\$4,493,483	\$4,524,204	\$4,320,911	\$4,384,377	\$3,663,070	\$3,385,192	-7.6%
College of Engineering & Mines	\$2,895,770	\$2,951,154	\$3,842,599	\$3,698,314	\$3,223,087	\$2,887,992	-10.4%
Intl Arctic Research Center	\$1,661,665	\$2,044,953	\$2,180,230	\$2,583,575	\$2,936,172	\$2,664,997	-9.2%
VCR Dev Programs & Project Services	\$1,231,599	\$1,326,388	\$812,888	\$893,407	\$1,103,065	\$1,136,789	3.1%
College of Rural & Community Development	\$1,203,383	\$932,584	\$843,606	\$862,908	\$755,630	\$716,574	-5.2%
Others	\$305,333	\$391,662	\$405,708	\$355,076	\$464,051	\$659,954	42.2%
School of Nat Res & Extension ***						\$513,440	N/A
College of Liberal Arts	\$586,934	\$603,587	\$452,950	\$514,458	\$278,727	\$319,138	14.5%
College of Nat Sciences&Mathematics	\$359,393	\$455,824	\$417,302	\$341,083	\$321,274	\$283,322	-11.8%
Arctic Region Supercomputing Center **	\$1,865,049	\$2,228,828	\$1,905,594	\$826,324	\$591,081		-100.0%
School of Nat Res & Ag Science ***	\$372,598	\$479,928	\$434,458	\$247,228	\$299,256		-100.0%
UAF Cooperative Extension ***	\$344,957	\$304,172	\$281,575	\$347,583	\$283,918		-100.0%
Grand Total	\$25,870,640	\$28,296,577	\$28,838,607	\$27,538,013	\$26,337,415	\$25,428,118	-3.5%
** In FY14, the Arctic Region Supercomputing Center was merged with the Geophysical Institute.							
*** In FY14 the School of Natural Resources and Agricultural Services (SNRAS) and Cooperative Extension Service (CES) were merged to create the School of Natural Resource and Extension.							

F&A costs declined from \$26,337.4 in FY13 to \$25,428.1 in FY14 or -3.5 percent. The six-year trend since 2009 has declined by approximately 1.7 percent. Since FY12, the annual decline averages 4 percent. UAF's challenge will be to focus on the strategic research investments that play to its' strengths as an institution and are in alignment with the mission.

INDIRECT COST RECOVERY (ICR) REVENUE

Indirect cost recovery (ICR) revenues are generated primarily from Federal research (restricted) grants and are used to offset administrative and support costs that cannot be efficiently tracked directly to grant programs.

To maximize reinvestment in research, ICR revenue is distributed in different areas. Sixty percent is returned for research reinvestment and 40 percent is focused on research support. Within the research reinvestment portion, 50 percent is typically returned to the department that originally generated the revenue. A summary of high-level distribution is shown in Table 1.3.

The ICR revenue collected by each unit is detailed in Table 1.4.

Additional ICR revenue was distributed to UAF central support and Facilities Services; this is discussed in more detail in Table 1.5.

Table 1.3 - Indirect Cost Recovery Distribution

Indirect Cost Recovery - Revenue Distribution Summary	
Account Code 9810 - Research Investment Components	Percent Distribution
Generating Unit	50.0%
New Buildings (debt)	7.5%
OSP & CRS Match	1.5%
Undergrad/Student Research	1.0%
Grand Total 9810	60.0%
Account Code 9811 - Support Units	Percent Distribution
Facilities (including M&R/Utilities/Operations)	12.5%
VCAS Units (OGCA, EHS/RM, Procurement & OFA)	11.3%
Library	4.2%
Subtotal Support Units	28.0%
UA Statewide Administration	12.0%
Grand Total 9811	40.0%
Grand Total	100.0%

A portion of the ICR funds generated by UAF gets distributed to Statewide (12 percent or almost \$3.1 million in FY14), so the actual ICR revenue received by UAF in FY14 is \$22.4 million.

Table 1.4 - Indirect Cost Recovery (ICR) Revenue by Unit - 60% for Research Reinvestment

Indirect Cost Recovery (ICR) Revenue by Department	FY09	FY10	FY11	FY12	FY13	FY14
Geophysical Institute **	\$3,947.2	\$4,349.0	\$4,426.5	\$4,322.7	\$4,224.2	\$4,463.8
School of Fisheries & Ocean Science	\$1,678.2	\$2,059.2	\$2,257.8	\$2,035.1	\$2,205.2	\$2,076.4
Institute of Arctic Biology	\$2,262.2	\$2,336.6	\$2,215.0	\$2,209.7	\$1,871.5	\$1,767.2
Intl Arctic Research Center	\$1,014.3	\$1,229.5	\$1,288.1	\$1,400.1	\$1,735.2	\$1,661.1
College of Engineering & Mines	\$1,490.8	\$1,513.0	\$2,049.6	\$1,936.4	\$1,665.5	\$1,458.5
VCR Dev Programs & Project Services	\$664.3	\$734.4	\$528.5	\$555.5	\$688.3	\$577.1
College of Rural & Community Develop	\$577.2	\$434.8	\$401.1	\$429.8	\$391.3	\$350.9
School of Nat Res & Extension ***	\$766.6	\$672.1	\$616.4	\$592.1	\$543.8	\$246.0
Vice Chancellor for Research	\$418.3	\$377.3	\$37.8	\$91.8	\$122.7	\$166.5
College of Liberal Arts	\$271.0	\$266.2	\$240.1	\$263.5	\$126.0	\$143.3
College of Nat Sciences&Mathematics	\$189.4	\$237.3	\$215.3	\$162.4	\$152.5	\$129.0
UA Museum of the North	\$55.6	\$81.0	\$99.5	\$101.7	\$95.4	\$125.9
UAF School of Education	\$1.2	\$0.0	\$0.7	\$1.4	\$37.4	\$76.9
UAF Provost Office Operations	\$56.4	\$36.6	\$19.5	\$12.3	\$34.0	\$72.3
UAF Central Managed	\$0.0	\$0.0	\$276.2	\$313.0	\$52.2	\$33.1
UAF Office Information Technology	\$27.6	\$72.2	\$35.8	\$36.0	\$26.7	\$26.9
School of Management	\$0.0	\$2.6	\$1.8	\$10.1	\$9.9	\$23.2
UAF Rasmuson Library	\$18.9	\$11.4	\$8.5	\$4.2	\$14.1	\$10.7
UAF Student Advancement	\$12.7	\$5.9	\$27.2	\$21.2	\$17.3	\$1.8
Arctic Region Supercomputing Center **	\$994.7	\$1,185.3	\$977.9	\$393.4	\$292.9	\$0.0
School of Nat Res & Ag Science ***	\$181.3	\$276.8	\$282.7	\$247.7	\$145.5	\$0.0
UAF Cooperative Extension ***	\$181.7	\$156.5	\$143.5	\$178.0	\$146.0	\$0.0
Grand Total	\$14,043.0	\$15,365.6	\$15,538.2	\$14,725.9	\$14,053.6	\$13,410.7
** In FY14, the Arctic Region Supercomputing Center was merged with the Geophysical Institute.						
*** In FY14 the School of Natural Resources and Agricultural Services (SNRAS) and Cooperative Extension Service (CES) were merged to create the School of Natural Resource and Extension.						

As shown in Table 1.4, the top programmatic ICR revenue generators at UAF in FY14 were: the Geophysical Institute, School of Fisheries and Ocean Sciences, Institute of Arctic Biology, International Arctic Research Center and the College of Engineering & Mines/Institute of Northern Engineering. Collectively, these units generated 85 percent of UAF's ICR in FY14.

Distribution of ICR to support units other than the generating unit are identified in account code 9811 - indirect cost recovery revenue for support functions. In general these revenues are distributed as detailed in Table 1.5.

Table 1.5 - ICR Revenue for Support Functions - 40% for Research Support

Indirect Cost Recovery (ICR) for Support Functions	FY09	FY10	FY11	FY12	FY13	FY14
AVC for Facilities Services	\$3,156.3	\$3,482.8	\$3,367.8	\$3,142.7	\$2,975.7	\$2,751.4
College of Nat Sciences&Mathematics	\$0.0	\$0.8	\$2.6	\$0.6	\$0.3	\$0.0
College of Rural & Community Develp	\$24.2	\$17.9	\$83.4	\$104.6	\$94.6	\$108.9
Intl Arctic Research Center	\$150.0	\$148.5	\$150.0	\$151.1	\$152.7	\$150.0
UA Museum of the North	\$0.0	\$0.0	\$0.0	\$0.0	\$3.2	\$0.0
UAF Central Managed	\$1,662.5	\$2,053.5	\$3,040.2	\$3,033.0	\$3,073.2	\$3,204.3
UAF Financial Services	\$988.1	\$988.1	\$326.0	\$325.9	\$325.9	\$325.9
UAF Grants & Contracts Admin	\$676.5	\$676.5	\$712.3	\$712.3	\$712.3	\$712.3
UAF Human Resources	\$25.0	\$25.0	\$0.0	\$0.0	\$0.0	\$0.0
UAF Procurement & Central Receiving	\$148.2	\$148.2	\$148.2	\$148.2	\$148.2	\$148.2
UAF Rasmuson Library	\$1,181.0	\$1,298.8	\$1,299.8	\$1,219.6	\$1,157.4	\$1,077.2
UAF Safety Services & EHSRM	\$301.8	\$268.6	\$269.6	\$269.6	\$301.9	\$301.9
UAF VCAS Operations	\$0.0	\$33.3	\$32.3	\$32.3	\$0.0	\$0.0
Vice Chancellor for Research	\$289.7	\$316.0	\$322.0	\$338.5	\$390.3	\$457.6
Grand Total	\$8,603.3	\$9,457.9	\$9,754.1	\$9,478.3	\$9,335.7	\$9,237.7

AUXILIARY RECEIPTS

Auxiliary receipts are discussed in Section 3.

B. Six-year and one-year changes in general fund and non-general fund revenue by unit (School/College/Institute/Division) including significant trends, one-year changes and a brief explanation of the programmatic activity generating the trend/change.

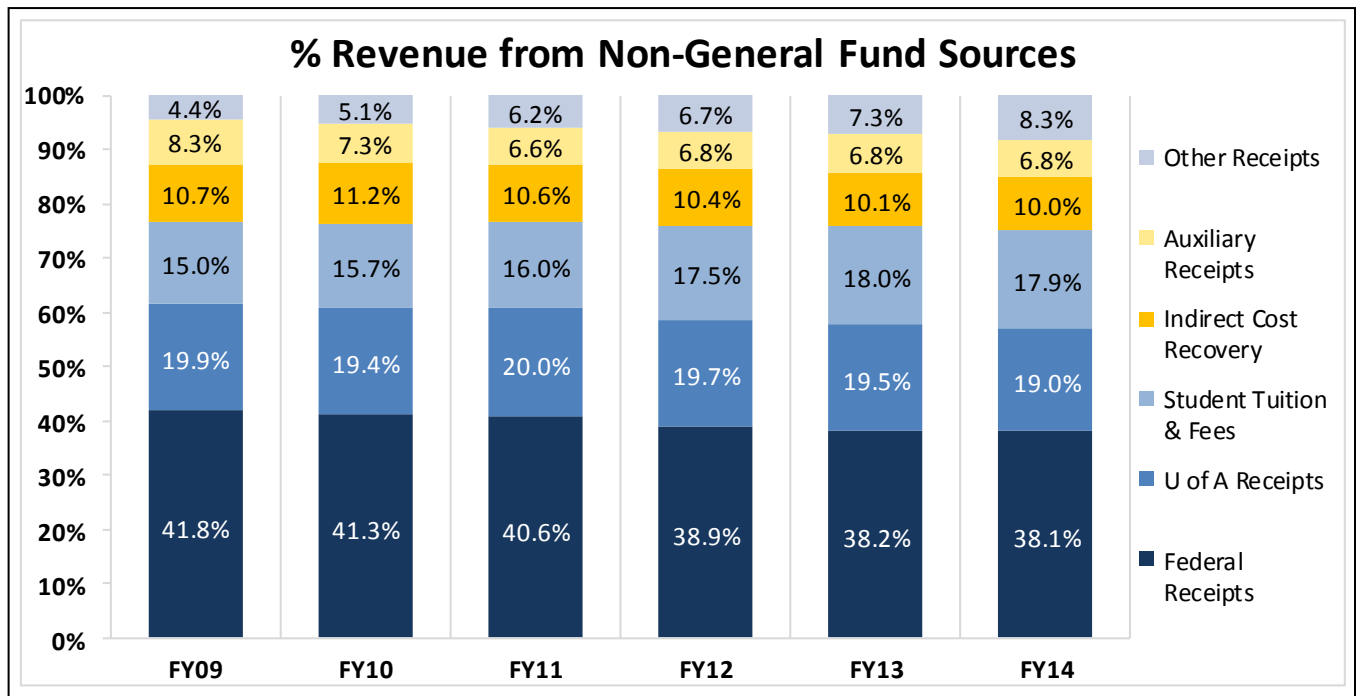
Refer to Appendix 1.B.1 - General Fund (GF) & Non General Fund (NGF) Revenue by Vice Chancellor and Unit 09-14

UAF REVENUE FROM NON-GENERAL FUND SOURCES (OVERVIEW)

(Excluding ARRA and UA Intra-Agency Receipts)

UAF's total revenues rely more on state general fund appropriations than on any other source (41 percent of total revenue in FY14). However, the state budget climate challenges continue with reduced oil revenue and therefore UAF must become more reliant on non-state revenue sources. It is becoming increasingly important for universities in today's higher education environment to have a diversified revenue base and not be overly reliant on one or two revenue streams, especially federal or state appropriations. Non-general fund receipts consist of federal, UA receipts, tuition & fees, indirect cost recovery, auxiliary and other receipts. Revenue from non-general fund sources decreased in FY14 by 1.1 percent.

Graph 1.4 - Percent Revenue from Non-General Fund Sources



Note: General Fund, ARRA and UA Intra-Agency Transfers are excluded from the chart above.

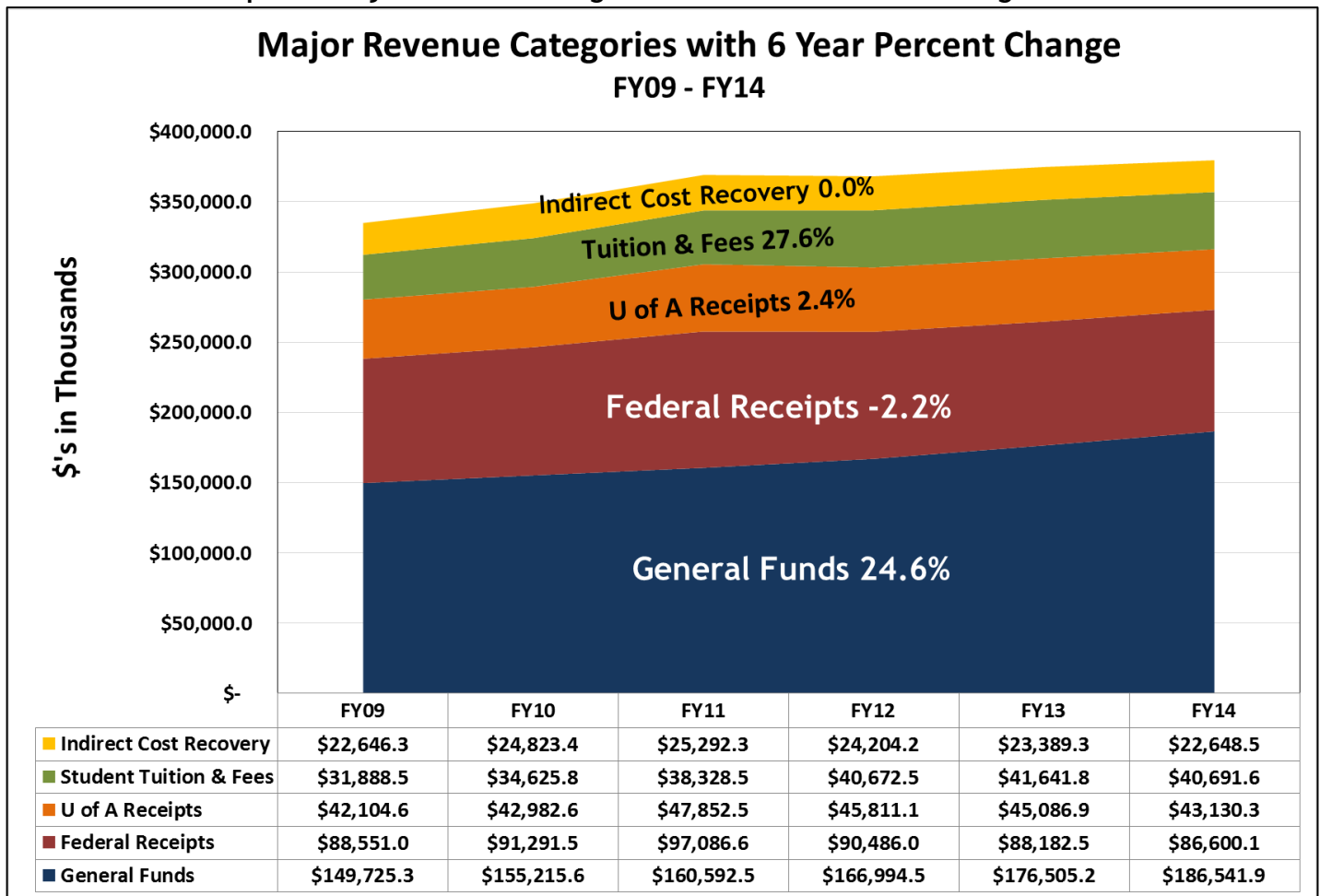
Table 1.6 Non-General Fund Revenue Sources

Revenue Source	FY09	FY10	FY11	FY12	FY13	FY14	% Change FY13-14	% Change FY09-14
Federal Receipts	\$88,551.0	\$91,291.5	\$97,086.6	\$90,486.0	\$88,182.5	\$86,600.1	-1.79%	-2.20%
U of A Receipts	\$42,104.6	\$42,982.6	\$47,852.5	\$45,811.1	\$45,086.9	\$43,130.3	-4.34%	2.44%
Student Tuition & Fees	\$31,888.5	\$34,625.8	\$38,328.5	\$40,672.5	\$41,641.8	\$40,691.6	-2.28%	27.61%
Indirect Cost Recovery	\$22,646.3	\$24,823.4	\$25,292.3	\$24,204.2	\$23,389.3	\$22,648.5	-3.17%	0.01%
Auxiliary Receipts	\$17,544.6	\$16,066.5	\$15,691.9	\$15,856.0	\$15,768.9	\$15,426.1	-2.17%	-12.07%
Other Receipts	\$9,313.9	\$11,366.4	\$14,714.6	\$15,578.2	\$16,850.2	\$18,751.5	11.28%	101.33%
Grand Total	\$212,048.8	\$221,156.3	\$238,966.4	\$232,608.0	\$230,919.7	\$227,248.1	-1.59%	7.17%

MAJOR REVENUE CATEGORIES

The major revenue categories to UAF are 1) state general funds, 2) federal grants, 3) UA receipts, 4) tuition and fee revenue, and 5) indirect cost recovery. The chart describes the 6-year change in each of the revenue categories and the section below provides further analysis on each revenue stream.

Graph 1.5 Major Revenue Categories with 6 Year Percent Change



University leadership has influence over the level of funding received from each stream of revenue. However, the level of influence campus leadership has varies among each category. For example, the degree to which a university successfully generates additional federal research grants is highly dependent on several factors outside a university's sphere of influence including: the national political climate, congressional delegation seniority and influence, and the national and global economy. There are other ways leadership can influence the likelihood of successfully obtaining federal research grants, for example, by providing the required level of institutional match investment to high priority federal research proposals.

UAF's largest component of federal receipts is in research grants and contracts (64 percent of total federal receipts). UAF remains competitive for key agencies such as NSF, NOAA, NASA and DOD, but is still negatively impacted as a result of lingering effects of federal sequestration and nationwide cuts, demonstrated by the decline in federal receipts of 2.2 percent from FY09-FY14. Similarly, indirect cost recovery revenue shows a decline of 3.2 percent from FY13 and a zero percent change since FY09 as it correlates to federal research grants and contracts trends. Indirect cost recovery revenue in FY14 is at the same level as FY09.

C. Six-year trend and one-year changes in general fund/state appropriation authorized budget and actuals by allocation with explanation of the changes in actuals and the differences between authorized budget and actuals.

Refer to Appendix 1.C.1 - Revenue by Allocation (Campus)

Refer to Appendix 1.C.2 - Revenue by Allocation (Campus Detail)

GENERAL FUND BUDGETS BY ALLOCATION

The multiple appropriation structure, in place since FY09, reverted back to a single appropriation structure in FY14 and remains the same for FY15.

FY14 Budget Structure

In FY14, the university operated under a single appropriation structure (University of Alaska). For organizational and managerial purposes, the university's budget is grouped into Results Delivery Units (RDU) with related components (allocations). For UAF and the community campuses, there are ten allocations:

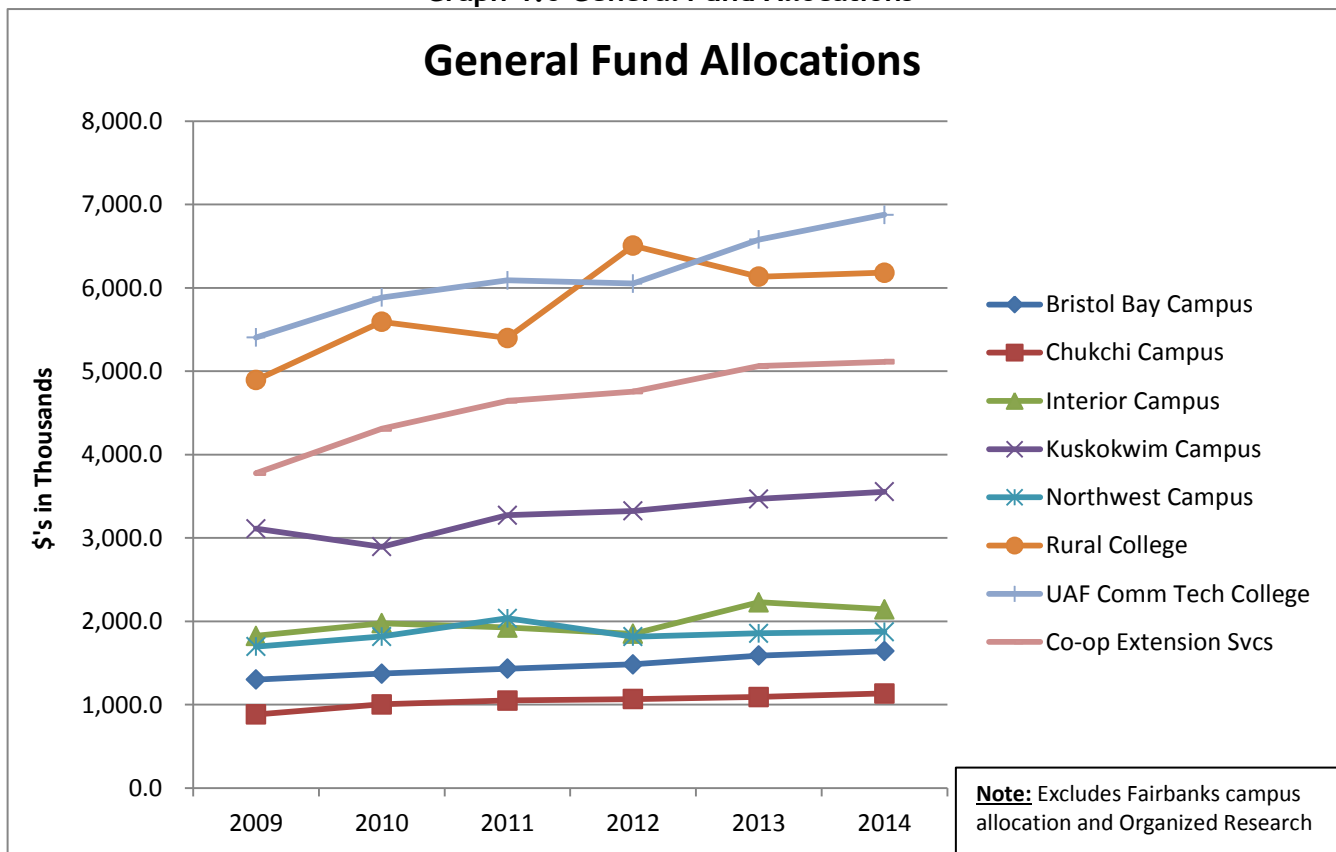
University of Alaska (Appropriation)

University of Alaska Fairbanks RDU

- Fairbanks Campus (Allocation)
- Fairbanks Organized Research (Allocation)
- Cooperative Extension Service (Allocation)
- Bristol Bay Campus (Allocation)
- Chukchi Campus (Allocation)
- Interior-Aleutians Campus (Allocation)
- Kuskokwim Campus (Allocation)
- Northwest Campus (Allocation)
- College of Rural and Community Development (Allocation)
- UAF Community and Technical College (Allocation)

The legal effect of this structure is that budget controls are established at the allocation level, but adjustments can be made between those allocations with the concurrence of the Office of the Governor through the revised program process. The Management Plan scenario allows agencies to adjust their budgets and reflect management decisions in allocating staff and funding to implement their current year programs and services within their existing budgets. These budget adjustments are called revised programs.

Graph 1.6 General Fund Allocations



State general fund support has increased almost 25 percent since FY09. The 1-year and 6-year changes in funding levels for each allocation are described in the table below.

In FY14, state general funds are made up of state appropriations (\$177,555.5), matching funds (\$4,677.4), technical vocational education program funds (TVEP) (\$1,255.8) and state-funded capital research items (\$3,053.1).

Table 1.7 General Fund Allocations

Allocation	FY09	FY10	FY11	FY12	FY13	FY14	Percent Change FY13-14	Percent Change FY09-14
Bristol Bay Campus	\$1,302.5	\$1,372.2	\$1,432.3	\$1,484.1	\$1,589.9	\$1,644.5	3.4%	26.3%
Chukchi Campus	\$882.8	\$1,004.9	\$1,050.1	\$1,067.0	\$1,092.1	\$1,135.5	4.0%	28.6%
Interior Campus	\$1,826.2	\$1,977.8	\$1,926.4	\$1,850.9	\$2,229.8	\$2,144.2	-3.8%	17.4%
Kuskokwim Campus	\$3,111.3	\$2,895.5	\$3,273.4	\$3,325.1	\$3,467.8	\$3,555.7	2.5%	14.3%
Northwest Campus	\$1,696.8	\$1,818.8	\$2,037.8	\$1,816.1	\$1,856.5	\$1,876.7	1.1%	10.6%
Rural College	\$4,894.3	\$5,593.0	\$5,399.0	\$6,505.9	\$6,133.9	\$6,182.4	0.8%	26.3%
UAF Comm Tech College	\$5,405.6	\$5,885.6	\$6,089.5	\$6,052.7	\$6,579.9	\$6,876.4	4.5%	27.2%
Co-op Extension Svcs	\$3,778.5	\$4,308.4	\$4,644.2	\$4,756.8	\$5,062.3	\$5,113.9	1.0%	35.3%
Fairbanks Campus	\$106,055.2	\$107,779.4	\$112,017.6	\$116,557.7	\$121,633.0	\$130,294.5	7.1%	22.9%
UAF Organized Research	\$20,772.1	\$22,580.1	\$22,722.3	\$23,578.4	\$26,860.1	\$27,718.1	3.2%	33.4%
Grand Total	\$149,725.3	\$155,215.6	\$160,592.5	\$166,994.5	\$176,505.2	\$186,541.9	5.7%	24.6%

Capital research items increased by 65 percent from FY13 (\$1,851.9 in FY13 and \$3,053.1 in FY14) and are expended as restricted funds. These include funding for Geophysical Institute's Poker Flat and unmanned aerial systems, SFOS ocean acidification projects, and Alaska Center for Energy and Power (ACEP) partnership to develop statewide energy solutions.

FY13 UAF Research Capital Activity:

GI unmanned aerial systems (ACUASI)/Poker Flat - \$1,147.0

SFOS ocean acidification research - \$704.9

FY13 Total: \$1,851.9

FY14 UAF Research Capital Activity:

GI unmanned aerial systems (ACUASI)/Poker Flat - \$1,971.9

SFOS ocean acidification - \$438.9

Alaska Center for Energy & Power (ACEP) - \$601.7

AFES (Georgeson Botanical Garden) - \$40.6 (Awarded \$100K in FY13; FY14 was 1st year of activity)

FY14 Total: \$3,053.1

UAF LEGISLATIVE INCREMENTAL FUNDING HISTORY

The schedule below reflects the general fund increments, including one-time funding for utility supplementals and high priority programs, provided by the Legislature over the past seven years. Since FY09, annual general fund increases have ranged between a high of 4.8 percent in FY13 and a low of 2.5 percent in FY12. FY15 marks the first year of a decrease (-3.2 percent) in the UAF general fund allocation due in large part due to state-mandated unallocated reduction of \$7.5 million, in addition to a travel-specific reduction of just over \$500,000. The majority of incremental general funds received from the State are dedicated to covering salary and benefits and other fixed cost increases. Funding amounts for high priority programs vary from year to year based on legislative priorities.

The state funds approximately half of UA's compensation and most some facility operating costs. The university is expected to cover the other half of compensation cost increases and other costs with university-generated revenues (tuition, indirect cost recovery, etc.). The Statewide Yellowbooks FY09 through FY15 are sources for this information.

Table 1.8 UAF Legislative Incremental Funding History - General Fund Only

UAF Legislative Incremental Funding History - General Fund (GF) Only (1)							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Prior Year ABS Authorized Operating Budget ⁽²⁾	137,299.9	146,160.9	151,870.5	158,843.1	162,838.2	170,620.3	177,775.5
Personal Services							
Salary & Benefits	4,667.4	4,062.6	3,908.4	3,728.2	2,618.3	3,858.0	2,594.6
Non-Personal Services Fixed Costs							
Maintenance & Repair (M&R)	509.9	434.0	795.3	-	578.9	354.0	468.3
Library/Operating Fixed Costs	445.6	-	(160.5)	-	100.0	-	-
New Facility Operating Costs	411.0	150.0	523.8	-	434.0	2,303.0	-
Risk Management	202.8	-		-	-	-	-
Subtotal	1,569.3	584.0	1,158.6	-	1,112.9	2,657.0	468.3
High Priority Programs	2,624.3	1,125.4	1,475.0	500.0	2,324.0	610.0	718.5
Other Funding Changes ⁽³⁾	-	(62.4)	430.6	(233.1)	1,726.9	30.2	(1,339.4)
Subtotal	2,624.3	1,063.0	1,905.6	266.9	4,050.9	640.2	(620.9)
Total Distributed Incremental Funding	8,861.0	5,709.6	6,972.6	3,995.1	7,782.1	7,155.2	2,442.0
Final GF Management Plan ⁽²⁾	146,160.9	151,870.5	158,843.1	162,838.2	170,620.3	177,775.5	180,217.5
Unallocated General Fund Reduction							(7,561.5)
Travel Expenditure Reduction							(517.4)
Total Operating Budget after reductions							172,138.6
Percent Change from Prior Year		3.9%	4.6%	2.5%	4.8%	4.2%	-3.2%
Notes:							
(1) Each fiscal year detail agrees to the respective Yellow Book for that fiscal year.							
(2) General Funds include GF, GF Match and TVEP; does NOT include one-time supplemental funding "trigger" for utilities.							
(3) Other Funding Changes include items such as program transfers from other UA appropriations such as the Alaska Air National Guard waivers, TVEP adjustments, reversal of one-time initiatives and other adjustments.							

D. Six-year trends and one-year changes in expenditures by NCHEMS and Fund Type for the MAU and campus level noting significant changes.

Refer to Appendix 1.D.1 - Expenditures by NCHEMS by MAU 09-14

Refer to Appendix 1.D.2 - Expenditures by Allocation and NCHEMS 09-14

Refer to Appendix 1.D.3 - Expenditures by Fund Type and NCHEMS 09-14

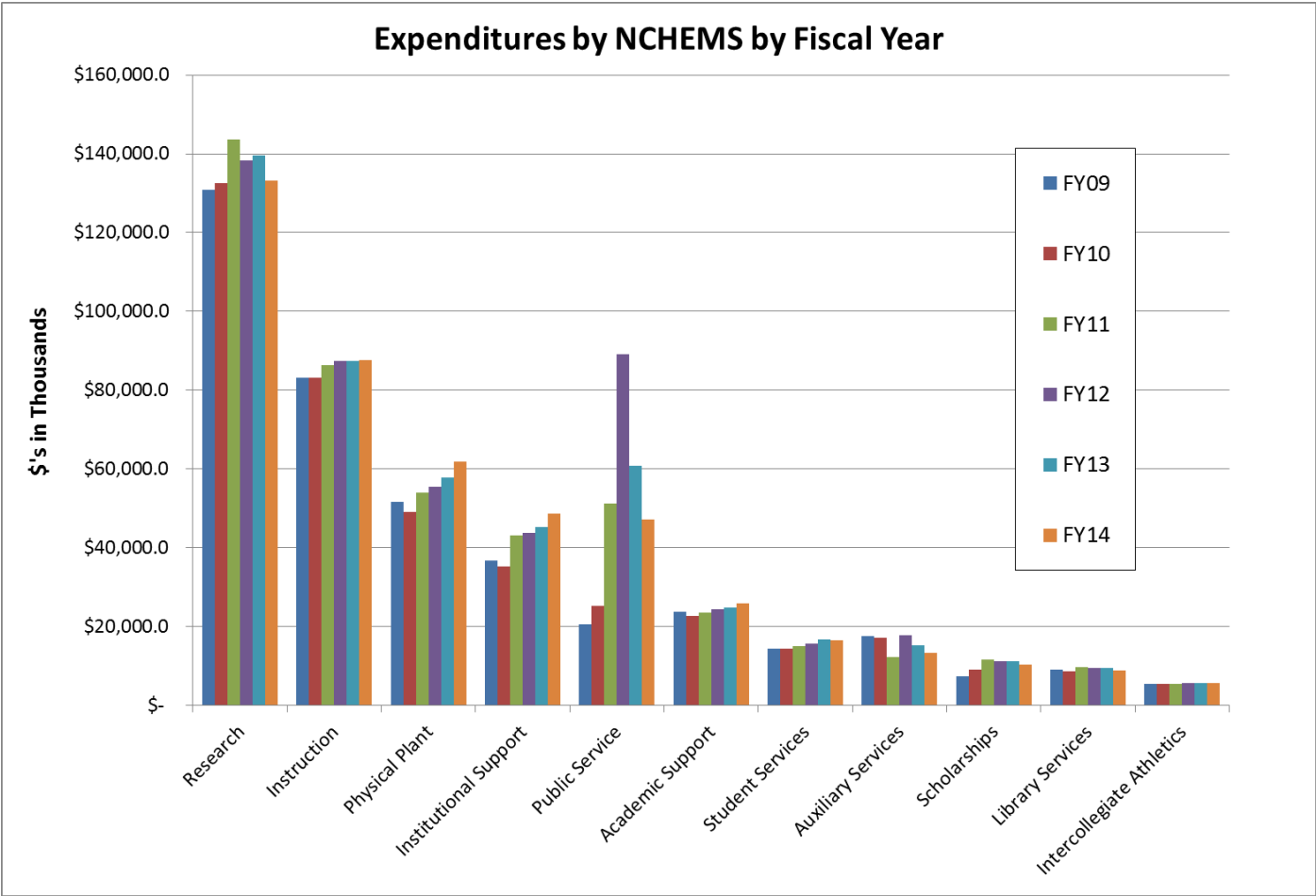
EXPENDITURES BY NCHEMS

The most significant change in expenditures by NCHEMS (National Center for Higher Education Management Systems) category is the decrease in expenditures captured in the Public Service category. The reason Public Service decreased by 22 percent since FY13 is because ARRA stimulus fund expenditures are included in these data. This includes \$1,549.6 in FY10, \$27,201.4 in FY11, \$61,670.9 in FY12, \$31,583.9 in FY13, and a drop by almost 55 percent to \$14,374.7 in FY14. The majority of those costs are related to R/V Sikuliaq. FY12 experienced a spike in capital expenditures due to the construction of the R/V Sikuliaq in that year. In FY13, expenditures by NCHEMS begin the anticipated downward trend to return to pre-ARRA levels.

As a research-focused University, research activity continues to drive the largest proportion of total expenditures, making up approximately one-third of total expenditures. Research expenditures decreased 4.6 percent from FY13 to FY14 (almost \$6.5 million) as a result of tighter external funding climates and less available to spend.

Physical plant expenditures make up approximately 13 percent of total expenditures and have steadily increased since FY10. This category includes expenditures for the administration, supervision, operation, maintenance, preservation and protection of UAF’s physical plant, as well as aging facilities located across the state. It includes expenses for janitorial and utility services; repairs and ordinary or normal alterations of buildings, furniture and equipment; care of grounds; maintenance and operation of buildings and other plant facilities; and fire protection.

Graph 1.7 - Expenditures by NCHEMS by Fiscal Year



E. Six-year trend and one-year changes in expenditures by major account code and fund for the MAU and campus level noting significant changes.

Refer to Appendix 1.E.1 - Expenditures by Account Code 09-14

Refer to Appendix 1.E.2 - Expenditures by Allocation and Major Account Code 09-14

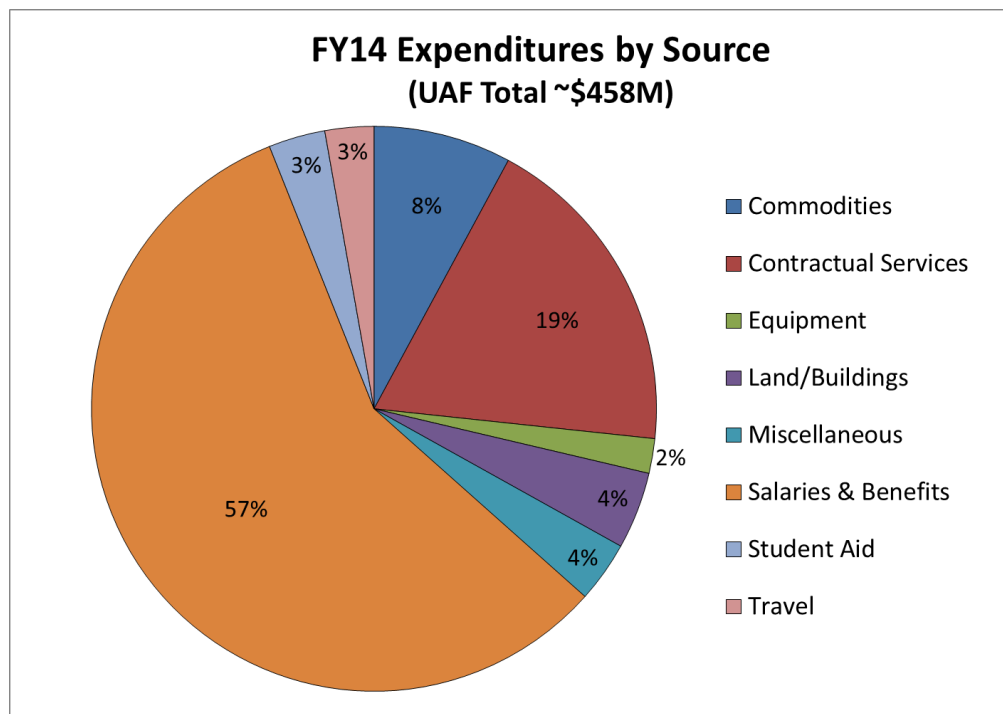
Refer to Appendix 1.E.3 - Expenditures by Fund and Major Account Code 09-14

Refer to Appendix 1.E.4 - Expenditures by Vice Chancellor and Unit 09-14

EXPENDITURES (OVERVIEW)

Total expenditures changed from \$474,105.0 in FY13 to \$458,615.9 in FY14, a decrease of \$15,489.1, or 3 percent, largely due to the tight budget climate and UAF actions to balance the budget, such as vertical reductions, cost savings and efficiencies and process improvement efforts. See Appendix 4.E.1 for the full FY14 Cost Savings and Efficiencies report with FY15 appended.

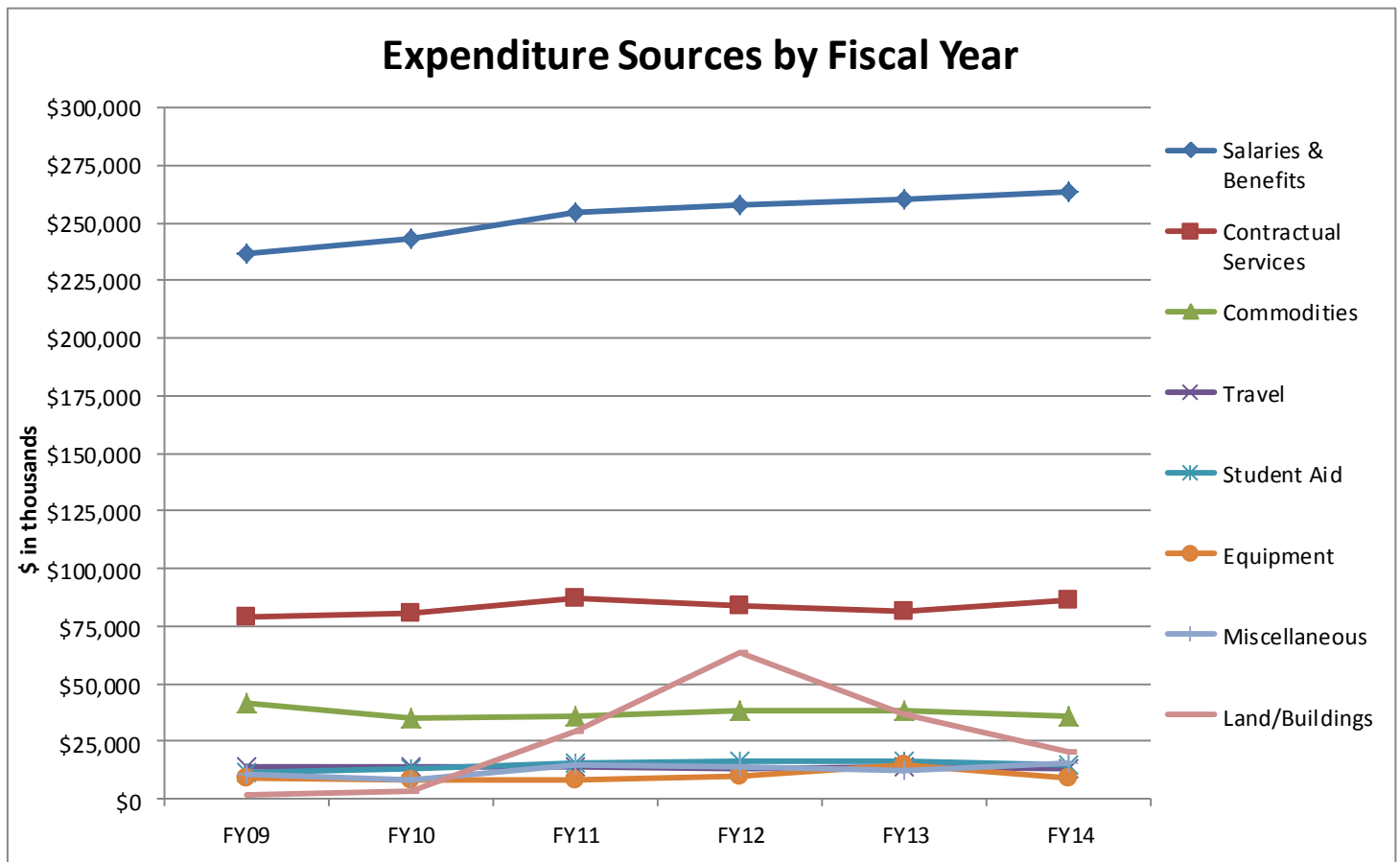
Graph 1.8 FY14 Expenditures by Source



Expenditures include salaries and benefits, travel, contractual services, commodities, equipment, land/buildings, student aid, and other miscellaneous sources. Salaries and benefits make up the majority of expenditures at 57.4 percent, with contractual services as the second largest component at 18.8 percent.

Unrestricted expenditures make up the majority of total expenditures with \$299,538.6 or 65.3 percent of total expenditures; restricted expenditures total \$143,724.0 or 31.3 percent. It is important to note that unrestricted expenditures increased by 3 percent from FY13 to FY14, and restricted expenditures decreased by 13 percent from FY13 to FY14 (and trend steadily downward since FY12). As restricted sources decrease, unrestricted sources can often be used to cover shortfalls in a short to mid-term scenario. However, as unrestricted sources are squeezed, this is difficult to sustain. This will be an area to watch in future years.

Graph 1.9 Expenditure Sources by Fiscal Year



Salaries and benefits, the largest component of expenditures, increased at a conservative 1.2 percent from FY13 to FY14. This is likely due to improved position management and cost avoidance measures.

Travel expenditures make up only 2.8 percent of total expenditures and decreased 7.5 percent from FY13 to FY14. Administrative travel will continue to decrease in future years due to the tight budget climate, but also in large part due to a state-mandated travel-specific reduction in FY15.

Land and building expenditures decreased by approximately 45 percent from FY13 to FY14, mainly due to waning construction costs for the R/V Sikuliaq (the majority of costs occurred during FY12 and FY13 and caused spikes in those years).

Other expenditures remain relatively stable to declining over time.

Cost savings that UAF has utilized in FY14 include vertical reductions by VC level, reducing off-campus leases, energy management and unit reported savings. One-time reductions include 90-day vacancy holds and staff benefit savings. Special program reviews will have a focus on efficiency and financial savings. Shared service models guidance may also be developed in broader ways in the near future. With reduced resources, there will be things UAF can no longer afford to do in this budgetary environment.

Section 2: Revenue Projections FY14-FY16

A. Projections for University Receipts, State RSAs, Federal Receipts, Indirect Cost Recovery and Tuition for FY14 and FY15, in context of UAF FY13-FY17 targets and goals for University Generated Revenue, including areas of significant change.

Major revenue areas of impact are discussed in each sub-section, as follows:

- UAF Total Revenue Projections and FY14-FY16 Outlook
- R/V Sikuliaq and Impacts
- Federal Funding and Impact on Restricted Funds
- College of Rural and Community Development: Federal, Title III and State Appropriations
- Tuition Revenue Scenarios (based on current approved rates; varying enrollment)
- Intellectual Property and Research Commercialization Efforts
- Research Proposal Summary FY14

Table 2.1 - FIVE YEAR CHANGE (FY09-FY14) AND FY15-FY16 REVENUE PROJECTION SUMMARY

Funding Source - Operating	2009 Actual	2014 Actual	FY09-FY14 % Change	2015 Projection	FY14-FY15 % Change	2016 Projection	FY15-FY16 % Change
State Appropriation							
<i>General Fund</i>	\$140,471.6	\$171,799.6	22.3%	\$174,502.1	1.6%	\$157,051.9	-10.0%
<i>General Fund Match</i>	\$4,739.3	\$4,739.3	0.0%	\$4,739.3	0.0%	\$4,739.3	0.0%
<i>Technical Vocational Ed Program</i>	\$950.0	\$1,186.6	24.9%	\$926.1	-22.0%	\$926.1	0.0%
<i>Mental Hlth Trust Auth Receipts</i>	\$40.0	\$50.0	25.0%	\$50.0	0.0%	\$50.0	0.0%
State Approp. Subtotal	\$146,200.9	\$177,775.5	21.6%	\$180,217.5	-20.4%	\$162,767.3	-9.7%
University Receipts							
<i>Interest Income</i>	\$2,093.9	\$1.0	-100.0%	\$8.0	700.0%	\$8.0	0.0%
<i>Auxiliary Receipts</i>	\$20,642.0	\$15,426.0	-25.3%	\$16,000.0	3.7%	\$16,160.0	1.0%
<i>Student Tuition/Fees (net)</i>	\$35,986.1	\$40,691.6	13.1%	\$40,998.2	0.8%	\$40,141.8	-2.1%
<i>Indirect Cost Recovery</i>	\$27,246.1	\$22,648.5	-16.9%	\$22,200.0	-2.0%	\$25,300.0	14.0%
<i>University Receipts</i>	\$48,836.5	\$43,130.3	-11.7%	\$41,000.0	-4.9%	\$41,500.0	1.2%
University Receipts Subtotal	\$134,804.6	\$121,897.4	-9.6%	\$120,206.2	-1.4%	\$123,109.8	2.4%
Other Funds							
<i>Federal Receipts</i>	\$118,550.9	\$86,600.1	-27.0%	\$92,000.0	6.2%	\$103,000.0	12.0%
<i>UA Intra-Agency Transfers</i>	\$31,782.7	\$29,537.4	-7.1%	\$33,000.0	11.7%	\$44,500.0	34.8%
<i>State Inter-Agency Receipts</i>	\$6,520.1	\$3,960.2	-39.3%	\$3,500.0	-11.6%	\$3,325.0	-5.0%
<i>CIP Receipts</i>	\$3,170.6	\$8,274.0	161.0%	\$8,500.0	2.7%	\$6,000.0	-29.4%
Other Funds Subtotal	\$160,024.3	\$128,371.7	-19.8%	\$137,000.0	6.7%	\$156,825.0	14.5%
Grand Total - Operating	\$441,029.8	\$428,044.6	-2.9%	\$437,423.7	2.2%	\$442,702.1	1.2%

Assumptions are listed below. Full projections including general fund scenarios are included in Appendix 2.A.1. The FY16 scenario above represents a possible UAF 10 percent general fund reduction, attached in the Appendix as FY16 Scenario #2.

Governor Walker's current proposal includes a 5 percent general fund reduction estimated at \$18.2 million for the UA System. An additional \$6 million reduction for the fuel trigger may bring total UA reductions to over \$24 million, equivalent to an approximate 6.5 percent general fund reduction (prior to increases for compensation/other fixed costs). The UAF share of these reductions is not yet known as the legislature may further reduce UA budgets. Outcomes will not be final until April 2015. It should be noted, UAF expects the trigger reduction to be an area of significant impact since UAF normally accounts for nearly 70 percent of the utility costs across the UA System.

These projections also include estimated Sikuliaq recharge center activities in FY16; more details about the Sikuliaq are discussed later in this section.

Assumptions

- 1) FY16 general fund (GF) projections are based on a possible 10 percent (roughly \$17 million) reduction scenario as likelihood that a reduced revenue picture is greater. Newly elected Governor Walker's amended budget was released in January 2015 and is discussed in further detail later in Section 2 and in Section 4. Further outcomes will be determined by the legislative process.

UAF specific projections will be adjusted as information becomes available and various governance planning committees will be engaged to examine UAF priorities if measures to reduce operating or program costs are required. See Appendix for full projections.

- 2) Tuition projections assume a -3.5 percent decrease in enrollment plus the \$6/\$12 increase approved for FY15 (undergrad/graduate & non-resident, respectively). FY16 projections assume a -3.0 decrease in enrollment with no additional tuition increase. Tuition scenarios based on varying enrollment levels are included with more detail later in Section 2. If a rate increase is approved in February 2015, these projections will be adjusted.
- 3) Indirect cost recovery (ICR) is projected to decrease slightly in FY15. Full Sikuliaq recharge center activity/impact in FY16 is estimated at \$3.1 million. The negotiated indirect rate for the Ship is 35 percent, effective through June 30, 2016.
- 4) Federal receipts and UA intra-agency transfers are expected to increase in FY15 and FY16 due to Sikuliaq activity. Receipt authority to support this is requested in the FY16 budget request, pending State of Alaska outcomes.
- 5) CIP receipt projections are contingent upon state funded research projects; the FY16 UAF final BOR approved budget includes four projects for a total of \$13 million. Revenue projections are conservative and assume \$6 million in activity within the Department of Design & Construction (DDC) and no investments in research for Alaska's economic development. Projections will be adjusted as information becomes available regarding state funded research initiatives.

Refer to Appendix 2.A.1 - FY15-FY17 Revenue and Expenditure Projections with GF Scenarios

FY14-FY16 OUTLOOK

In FY14, UAF made continued efforts to identify cost savings and cost containment measures, maintained conservation and sustainability initiatives as a high priority, made process improvement efficiencies, and continued to explore new revenue opportunities. In addition to these regular management practices, UAF implemented vertical reductions and organizational changes that will continue to show results in FY15 and beyond.

For the FY16 budget request, the State of Alaska Office of Management and Budget (OMB) provided budget development guidance emphasizing cost containment in priority programs which is a shift from previous years' "hold the line" approach on existing statewide priorities. Budget conditions in FY16 are expected to be tighter than in previous years.

UAF responded with an FY16 budget request of \$2,794.4 in high demand program areas, which represents less than a 2 percent increase over the FY15 total authorized budget. The capital budget focuses on the completion of construction for the Engineering Building (\$31.3 million). Many of the items were either partially funded in years past or have resubmitted because of the significance to the institution. UAF is however, prepared to be aggressive in order to garner new funding in areas of strategic importance or where investments will have a large impact to the UAF community.

During the first part of fiscal year FY15, UAF worked to prepare for reductions at a \$14 million level assuming flat funding from the state. Governor Parnell's original budget distributed in December 2014 noted a reduction for the UA System at 1.7 percent of the unallocated general fund budget, approximately \$6 million. The UAF share of this reduction was estimated at just over \$3 million. This budget however was amended in January 2015 by (recently elected) Governor Walker.

Due to the drop in the price of oil, Governor Walker proposed reductions for most state agencies in the range of 5-8 percent. At that level, UAF expected a shortfall in the \$20-30 million range. The amended budget is an improvement over this scenario and serves as a starting point in the legislative process. Walker's plan proposes a net 2.4 percent reduction for the UA system and will add another \$6 million in reductions to the utility/fuel trigger funds, including \$4 million at UAF. Walker proposed an increase for half of UA's compensation costs; partial funding for UA deferred maintenance and partial funding for completion of the UAF Engineering Building.

The current projected UAF budget gap is in the \$14-\$17 million range, assuming there are no additional reductions from the legislature. The legislative session runs through April 2015. Although reductions are mitigated by some increases, the impact is significant and reflects a reduced starting point prior to championing UA and UAF priority programs, facilities and fixed cost funding at the legislative session which began in January 2015. Advocacy information can be found online at www.uaf.edu/omb.

UAF continues to develop plans to allow sufficient time to act prior to the beginning of the new fiscal year in July. UAF strives to remain Alaska's best university despite the difficult times ahead, and although choices will be difficult, UAF will be thoughtful and strategic in those choices.

Although the budget outlook may change when the Legislature adopts a final budget in the spring, it is important that UAF continue contingency planning for certain reductions. As it is unlikely UAF will be able to sustain all of its programs and services in the coming years, various program reviews are underway. Program reviews are described in Section 4.

R/V SIKULIAQ

The Sikuliaq is en route to Alaska. Funded science missions and systems testing are underway; it is scheduled to arrive at its homeport in Seward in March 2015.

There are three primary federal agencies that fund science on the federal science fleet: National Science Foundation (NSF), National Oceanographic and Atmospheric Administration (NOAA), and Bureau of Ocean Energy Management, Regulation, and Enforcement (BOEMRE).

Sikuliaq activity will impact revenues in the following areas: indirect cost recovery, federal receipts and UA intra-agency receipts. It will impact UAF expenditures in most categories. An increase in intra-agency receipts correlates to an increase of federal receipts of roughly the same amount each year. Other receipts through state (or private) grants and contracts, or directly through external

parties, are not expected to be significant. UAF will realize additional receipts via indirect cost recovery because the center recovers costs at a 35 percent rate.

UAF expects to receive the ship's calendar year science schedule in October, annually. In FY15, billable ship days commenced in October at a reduced level due to the systems testing that is scheduled to conclude in spring of 2015. As a result, FY15 recharge activity is expected to be 50 to 60 percent of a typical fiscal year after the ship is in full operation, or approximately \$8 million.

When fully operational, the recharge center anticipates 260-300 days at sea at an estimated daily recharge rate of \$44,000 per day. This activity level puts the expected intra-agency transfer revenues at \$12-13 million in FY16 and forward. UAF also committed \$500,000 as a strategic investment for ship days, which equates to about 11 days.

The full anticipated impact on receipt authority for FY16 is \$26.1 million broken out as follows:

- Intra-Agency Transfers \$11.5 million
- Federal Receipts \$11.0 million
- Indirect Cost Recovery \$3.1 million
- UA Receipts \$500 thousand

It is expected that these increases will fall within UAF's current budget authority for UA receipts. This level of activity will likely use up all available federal receipt authority at the combined UAF allocation and may, depending on other fluctuations in restricted receipt activity, exceed it. Intra-Agency transfers will require additional authority in the amount of \$11 million to allow for this activity.

FEDERAL FUNDING AND IMPACT ON RESTRICTED FUNDS

UAF Federal funding falls into distinct categories: Federal research grants and contracts, Federal Title III community campus funding, Federal financial aid - Pell grants, Federal formula funds, and other Federally-funded student and training programs. For context, Federal funding accounted for approximately 19 percent (\$86,600.1) of total UAF operating revenue in FY14. This revenue is driven heavily by competitive research and, outside of general funds, is UAF's largest university generated revenue source. Since FY09, this proportion has fluctuated between 18 and 23 percent of total UAF operating revenue and is expected to increase slightly in FY15-FY16 due to Sikuliaq activity.

UAF's largest component of Federal funds is in research grants and contracts (64 percent). UAF remains competitive for key agencies such as NSF, NOAA, NASA and DOD, but is still negatively impacted by the constricting Federal research climate. Fortunately, UAF is positioned well in a few areas that may provide growth to partially offset reductions; these include Arctic related research and policy, climate change, Sikuliaq operations, unmanned aerial vehicle systems, bio-medical, and energy applications.

Federal Title III funding has been significant for both facility renovations and student development programs at UAF's community campuses. This funding will continue through current awards, however, some new award opportunities have been delayed and reduced and will impact campuses starting in FY15 and FY16. Title III is discussed in greater detail below.

Pell grant funding on a per student basis increased for Fall 2014 and UAF Pell eligible enrollment also increased. It is anticipated that Pell student aid will be maintained or increase moderately over the next few years.

As a Land Grant University, UAF receives USDA formula funding, now referred to as “capacity grants”, through the School of Natural Resources and Extension. These funds have not increased for several years. For FY15, anticipated reductions or a different distribution method will be enacted resulting in flat funding for FY15.

COLLEGE OF RURAL AND COMMUNITY DEVELOPMENT (CRCD) - FUNDING IMPACTS: FEDERAL, TITLE III AND STATE APPROPRIATIONS

CRCD Overview

Federal Department of Education Title III funding plays a critical role in supporting the College of Rural and Community Development’s (CRCD) mission. Title III awards are utilized to help community campuses expand capacity to serve low-income students by providing funds to improve and strengthen the academic quality, institutional management, and fiscal stability of eligible institutions. For CRCD, these funds are primarily used to sustain positions supporting student services, outreach and development.

Alaska Native Serving Institution (ANSI) is a type of federal Title III funding based on a student undergraduate enrollment that is at least 20 percent Alaska Native students. Each of CRCD’s rural campuses (Bristol Bay, Chukchi, Interior-Aleutians, Kuskokwim and Northwest) must apply for this designation each year. ANSI funding consists of Title III, as well as USDA and HUD agencies.

The loss of HUD funding and the support it provided for students have impacts on workforce development training at the Bristol Bay Campus. Although workforce development programs have support from local partners, the loss of HUD funding has effected BBC student services and support in programs such as career exploration, nursing, facilities maintenance, basic carpentry, sustainable energy and allied health. The campus is working to sustain these programs with new Alaska Native Education funds and new Title III funds.

Federal Title III funding has been significant for both renovations and student programs at CRCD’s community campuses.

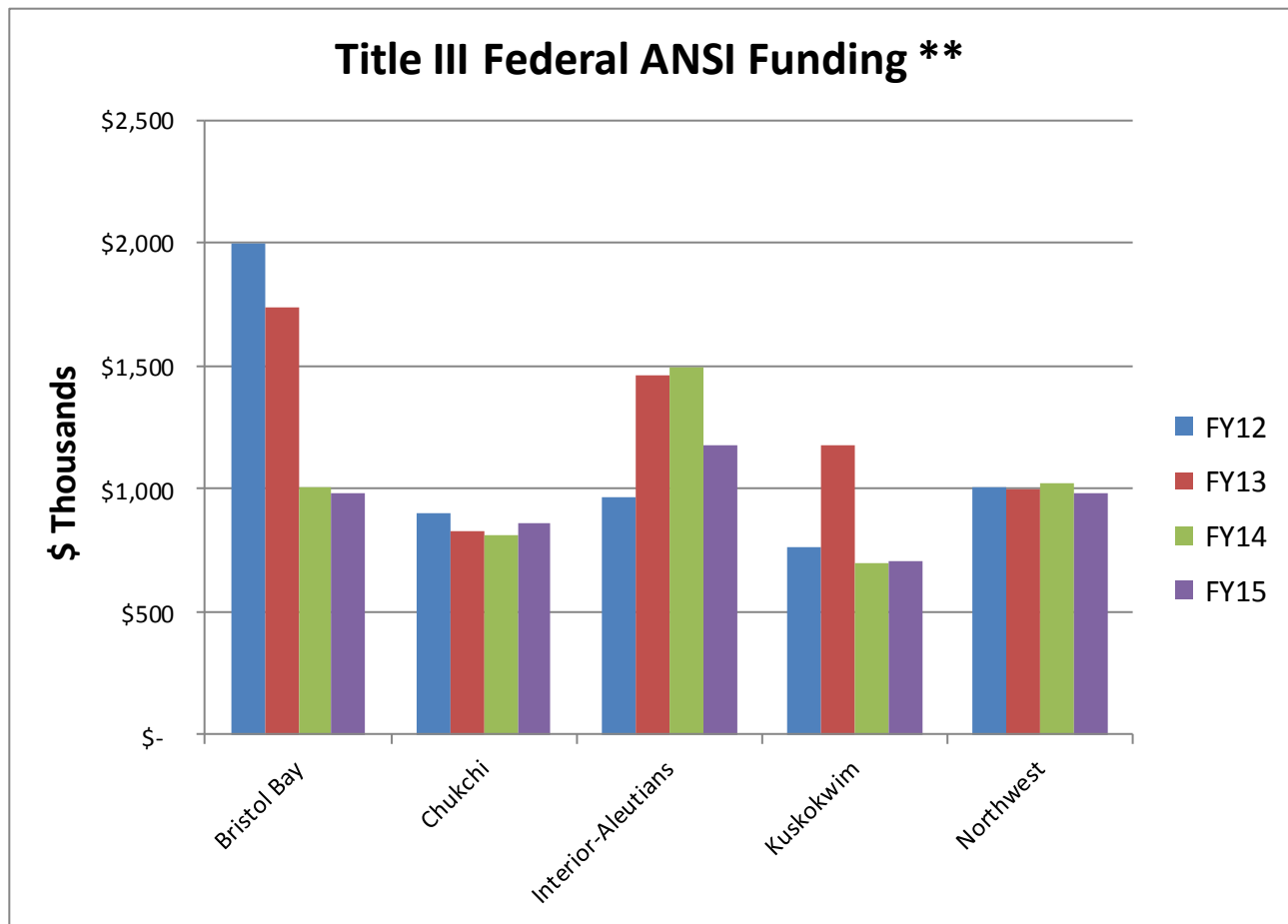
- Total CRCD revenue, including restricted and unrestricted funds, has declined approximately 6 percent from FY13 to FY14 (\$21.7 million in FY13 to \$20.4 million in FY14).
- Title III ANSI funding makes up 26 percent, 28 percent and 25 percent (\$5.6 million, \$6.2 million and \$5.0 million) of the total CRCD revenue budget, including restricted and unrestricted funds, for FY12, FY13 and FY14, respectively.
- Title III ANSI funding has declined 6.4% from FY14 to FY15 (\$5.0 million in FY14 to \$4.7 million in FY15).

If CRCD is not informed in a timely manner about the status, level and availability of ANSI and Title III funding, critical faculty positions that serve students, or provide outreach and development will become difficult to preserve. Faculty must be informed with respect to contract changes or funding sources for the upcoming year; if faculty are informed too late in the fiscal year (March/April) and restricted funding is no longer available, CRCD is required to obtain alternative funding sourced internally. Due to the tight budget environment, this could prove extremely challenging for CRCD. Additionally, since most of these faculty are located in remote rural sites, geographic differentials for compensation apply, further increasing the internal funding burden. Should CRCD be unable to secure unrestricted funding in the event that restricted funding is not available, these critical faculty positions may be eliminated, reducing academic resources in rural regions.

Implications to Community Campuses

High dependence on Federal funding through ANSI programs has the potential to negatively impact the five rural campuses, 2500 students, and many communities benefitting from these programs. These programs provided \$17.5 million in annual operating funds in the last four years (FY11-FY14), as well as more than \$39.9 million in capital and renovation funding since 2002. Since 2012 there have been 422 graduates from the rural campuses.

Graph 2.1 - Title III Federal ANSI Funding by Community Campus, FY12-15



**** Total Title III federal funding includes USDA and HUD agencies**

State Appropriations

In FY14, UAF faced a budget shortfall and although significant, FY15 proves more challenging with a decrease in total UA funding from the state of \$16.9 million (unallocated general fund reduction of \$15.9 million plus travel reduction of \$1.06 million).

CRCD's response as a result of the FY15 reduction was an across the board cut at 5 percent, (including reduction in travel) for a total of \$1.1 million (see Appendix 4.C.2). This resulted in a loss of two faculty positions and reduced staff contracts at IAC. Each remaining campus is absorbing the reduction internally by reducing funds for program support and/or growth and a loss of contingency funds to address facility needs.

In preparation for FY16, UAF anticipates another, potentially more significant budget gap. CRCD was originally preparing for another 5 percent across the board cut, however, the outlook will likely be more significant. More will be known when the final budget is released in the spring.

Technical and Vocational Education Program (TVEP) Funding

Maintaining the current level of TVEP funding is critical to the vocational programs within CRCD. A loss or reduction of this funding stream would eliminate essential programs with proven success and would be a devastating loss to the regions served, if the courses and degree opportunities were no longer available. Programs include: Wildland Fire, Construction Trades Technology, Early Childhood Education, Computer Applications, Transportation Project Management and the Fairbanks Pipeline Training Center.

Note: Some programs are delivered state-wide.

Next Steps

It is important that UAF and CRCD are actively informed about Federal news regarding DOE priorities and funding plans. CRCD tries to stay abreast of current news but even basic information is not always updated. It is CRCD's hope that its positive impacts across the State of Alaska will help justify continuing appropriation for the programs.

UAF TUITION REVENUE SCENARIOS FOR FY15-FY16 - Updated January 2015

FY14 Closing Report

Total tuition and fee revenue for FY14 was \$40,691.6. This was a decrease of \$950,000 (2.3 percent) from FY13. For FY14, the tuition rate increase was 2 percent across the board, except for undergraduate non-resident (which increased by 4 percent). This was the lowest rate increase in recent history. In addition, FY14 enrollment at UAF decreased from FY13.

Table 2.2 - FY14 Tuition and Fee Detail

Account Description	FY14 Rev
Fees	7,322,683
Tuition	
Grad/Credit Hr Tuition	6,745,264
Lower Division Tuition	20,152,195
Non Resident Surcharge	4,450,671
Tuition Allowance - Contra Revenue	(5,094,407)
Tuition Discounts - Contra Revenue	(873,900)
Undergrad Consolidated Tuition	850
Undergrad/Credit Hr Tuition	7,855
Upper Division Tuition	7,980,416
Tuition Total	33,368,945
Grand Total	40,691,627

Tuition Scenarios FY15-FY16

Enrollment in the following scenarios assumes a proportional rise in student credit hours. It is possible for head count to increase while credit hours decrease. Fiscal year projections are based on the academic year (Fall-Spring-Summer) that begins during that fiscal year.

Projections for FY15 are based on the \$6/\$12 increase approved by the Board of Regents at the November 2013 meeting and a 3.5 percent decrease in student credit hours.

Beginning in January 2015, UAF expects a \$2/credit facilities fee, as a result of the Combined Heat and Power Plant (CHP) funding package. This fee is expected to increase to \$4/credit in Fall 2015, and may increase by an additional \$2/credit in FY17 (to a maximum of \$6/credit). The athletics and UA network fees also increased for FY15.

Enrollment dropped by approximately 2 percent for Fall 2014 and given current economic conditions and declining Alaska high school graduation rates, this trend is not expected to change for 2015/2016. Further drops in enrollment coupled with flat tuition rates will result in reduced revenue, adding to the budget gap created by fixed cost increases and reductions in state general fund support.

Enrollment is critical in these scenarios. If enrollment drops between 1-3 percent, UAF can maintain existing levels of tuition revenue with the \$6/\$12 model. Without tuition rate increases, any decrease in enrollment represents an annual loss in tuition revenue.

Students should expect a consistent level of service and instructional program quality year to year; a significant drop in tuition revenue leaves little margin for reliable management.

Table 2.3 - FY15 and FY16 Tuition and Fee Scenarios and Projections

Prior Year Summary

	FY12	FY13	FY14	FY15
FY12-FY14 Actuals & Projected FY15 Revenue	\$ 40,672.5	\$ 41,641.8	\$ 40,691.6	\$ 40,998.2

FY16 Projections (based on a possible rate increase Feb 2016 – pending)

Rate Increase:	0%	4%	7%	10%
Flat enrollment	\$ 42,884.3	\$ 44,264.4	\$ 45,299.5	\$ 46,334.6
Enrollment -3%	\$ 40,141.8	\$ 41,433.7	\$ 42,402.6	\$ 43,371.5

- A one percent increase in **tuition rates** is worth \$330,000, assuming flat enrollment; every three percent increase results in \$1 million in additional revenue.
 - A one percent change in **fee rates** is worth \$75,000, assuming flat enrollment.
 - A one percent change in **enrollment** is worth \$410,000 when tuition and fee rates are flat.
- If a tuition rate increase is approved in February 2015, these projections will be updated.

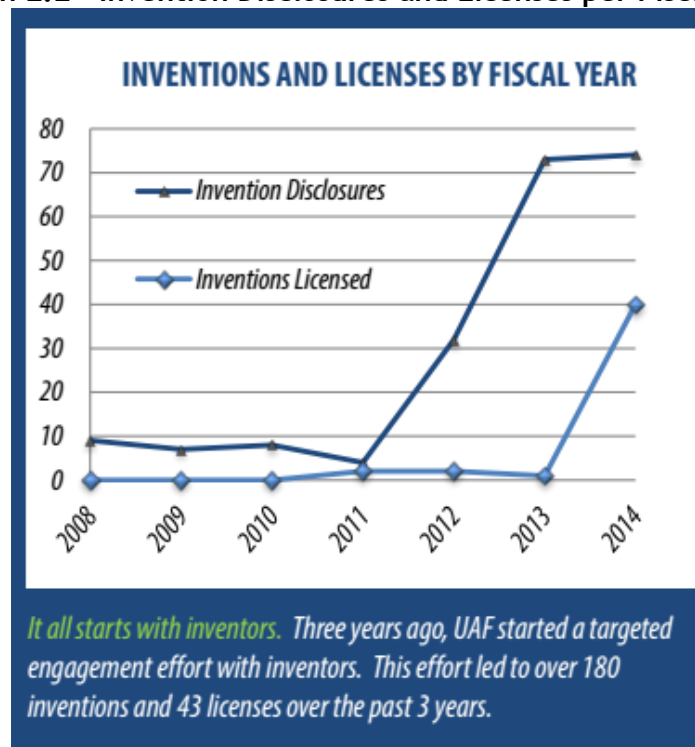
INTELLECTUAL PROPERTY AND COMMERCIALIZATION EFFORTS

UAF conducts approximately \$133 million per year in externally funded research (by NCHEMS categories). This is a decrease of 5 percent from the previous year. UAF's commercialization center is a collaboration between UAF, Nanook Innovation Corporation (NIC), and Nanook Tech Ventures (NTV). The center helps innovators bridge the gap between research and the private sector. Both corporations have an independent board of directors, and demonstrate expertise in the following

areas: law, accounting, mining, healthcare, entrepreneurship, angel investing, construction, and banking. These entities serve as UAF's pipeline for innovation.

Acting upon the potential within Alaska to create innovative new products, UAF formed the Office of Intellectual Property (OIPC) in FY 2011.¹ OIPC helps UAF inventors protect their inventions and move University research into the private sector, where it can create jobs and stimulate economic development. OIPC has grown significantly, going from six inventions reported in FY 2011 to 75 inventions reported in FY 2014. For the first time in its history, UAF innovators are reporting inventions on par with other institutions of higher learning that perform a similar amount of research, including Kansas State University, the University of Central Florida, the University of Notre Dame, North Dakota State University, the University of Oregon, and West Virginia University.

Graph 2.2 - Invention Disclosures and Licenses per Fiscal Year



The result is that UAF is working with more inventors and protecting more intellectual property than ever before, and in a diversity of fields, such as unmanned aircraft, sensor designs, software, and remote energy systems. It is important to note that approximately 50 percent of this technology portfolio is software and methods across a variety of fields that can be created in Alaska and exported anywhere in the world.

Nanook Innovation Corporation (NIC) - Non-Profit

To provide flexibility and commercial experience to UAF licensing efforts, the nonprofit Nanook Innovation Corporation (NIC) was formed in 2012 as a supporting organization to commercialize intellectual property from research.² UAF works with NIC under a master agreement that allows OIPC to dedicate staff to the commercialization of intellectual property. OIPC performs the due

¹ www.uaf.edu/oipc

² www.nanookinnovation.org

diligence, and protects the new intellectual property. It assigns the rights to NIC, and NIC markets and sells the technology.

Nanook Tech Ventures, Inc. (NTV) - For-Profit

Nanook Tech Ventures (NTV), a for-profit company, is wholly owned by NIC, and was created in 2013 to build startups based on university technology.³ Instead of requiring an upfront licensing fee, NTV licenses UAF technology in exchange for equity, and facilitates investor interaction with companies. NTV has formed two startups to date, and has several more on the horizon for FY 2015.

Graph 2.3 - OIPC Statistics

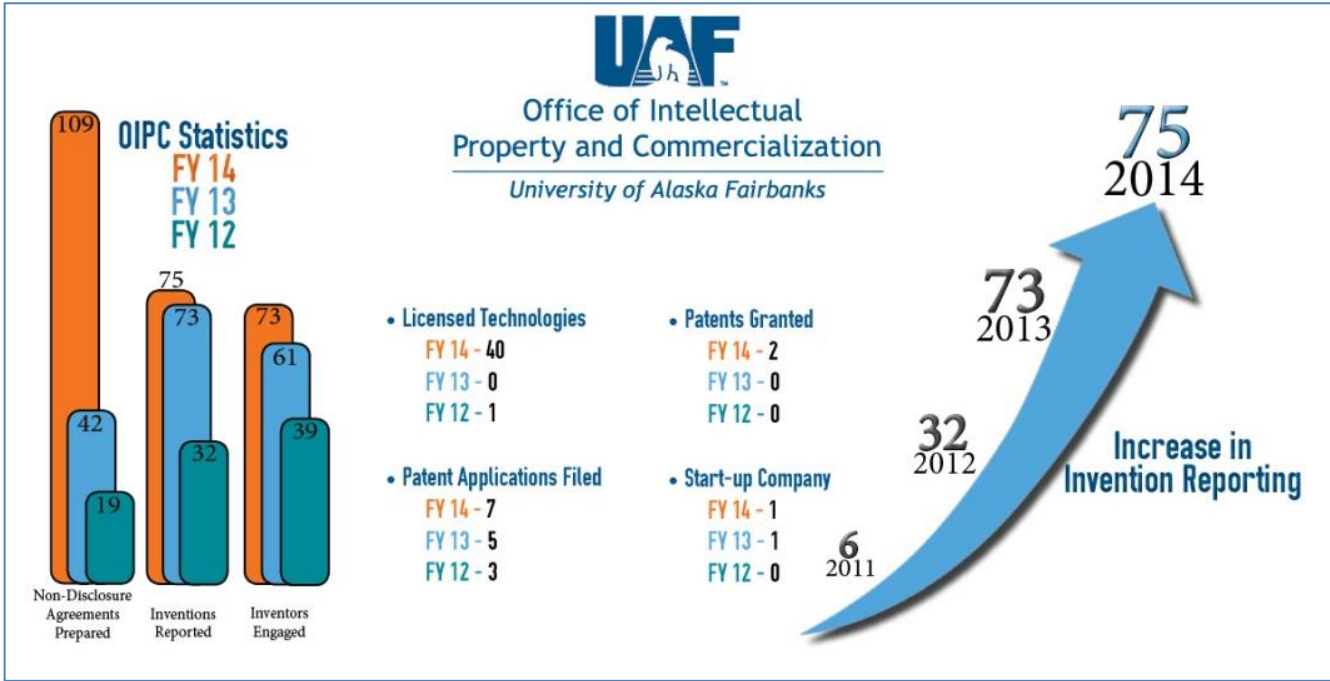


Table 2.4 - FY2013-FY2014 Metrics Comparison

Metrics Comparison	FY2013	FY2014	Percent Change FY13-FY14
Inventions Reported	73	75	2.7%
Non-Disclosure Agreements	42	96	128.6%
IP Protection Filings	5	9	80.0%
Licenses	1	5	400.0%
Technologies Licensed	0	40	n/a
Startups Created	1	1	0.0%

³ www.nanooktechventures.com

New Revenue Opportunities

OIPC benefits the university by opening up new avenues for research revenue. As the Federal government begins to focus more on applied research initiatives, many RFPs require a strong technology commercialization component. Through its licensing activity and its startup activity, UAF's commercialization pipeline satisfies these requirements.

Further, OIPC drafts conflict of interest management plans which allow faculty-entrepreneurs to pursue Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) funding through their independently operated companies. Upon receiving SBIR funds, up to 49 percent of the funds can be awarded to the university, and the monies are also used to develop university owned intellectual property.

As an example, one faculty member received a Phase II SBIR for his company. This faculty member will contract a portion to the university in 2015, and this research will fuel the development of new technology. The university will benefit from the research monies, but also from the residual monies that come from licensing the intellectual property to the private sector. Absent OIPC working with these inventors, the university may not have these opportunities and may not meet Federal requirements for a greater diversity of grants.

FY14 UAF RESEARCH PROPOSAL SUMMARY

In FY14, UAF submitted 759 proposals. While this represents a 17 percent decrease in submission volume from FY13, it should be noted that volume in that year was abnormally high; proposal volume has decreased by 2.4 percent from FY10.

As expected, given the tightening environment for federally funded research, new awards in FY14 have also declined. In FY14, UAF received 346 new awards with a total value of \$103.5 million; this is slightly less than the average volume of proposals for the past five years, but a significant decrease in value (-10.7 percent from FY10).

The Geophysical Institute, School of Fisheries and Ocean Sciences, and College of Engineering and Mines/ Institute of Northern Engineering continue to lead the campus in sponsored research activity, collectively accounting for 60-77 percent of proposals, awards, and award dollars. The full report, produced with PAIR's research review data, is attached in the Appendix.

Refer to Appendix 2.A.2 - UAF Proposal Report FY14

Section 3. Auxiliary and Recharge Schedule

A. Six-year trend and one-year changes in revenue by source, fund, and campus including significant trends, one-year changes, and projections

AUXILIARY RECEIPTS

Refer to Appendix 3.A.1 - Auxiliary Operations

Table 3.1 Major Auxiliary Revenue Sources, FY09-14

Auxiliary Revenue Source	2009	2010	2011	2012	2013	2014	Percent Change FY13-FY14
Housing - Residence Hall Fees	4,889.1	5,069.9	5,128.5	5,359.3	5,452.2	5,550.8	1.8%
Food Service - Meal/Board Rev	3,262.6	3,445.2	3,601.1	3,888.8	4,064.1	4,048.8	-0.4%
Housing - Apartment Fees	1,172.5	1,409.9	1,268.9	1,276.9	1,399.9	1,466.6	4.8%
Parking Fees	892.0	976.3	1,023.3	1,041.8	1,078.9	1,061.6	-1.6%
Misc Revenue	922.8	818.4	954.5	925.8	730.9	761.8	4.2%

Auxiliary funds are unrestricted enterprises funds which furnish services to students, faculty or staff for a service fee. Fees directly relate to, but are not necessarily equal to, the costs of the services. Bookstores, parking services, housing and dining services are examples of auxiliary enterprises. Table 3.1 shows the most significant sources of auxiliary revenue.

Total revenues from auxiliary enterprises in FY14 (\$15,637.7) were down one percent over FY13 (\$15,777.4) revenues, and down 11.1 percent from FY09 (\$17,584.6). Refer to Appendix 1.A.3, Revenue by Fund Type.

B. Significant changes, investment areas and trends

Residence Life

The total lease on the new public/private partnership (P3) dining facility is estimated at \$1.45 million per year beginning in FY15, and will be covered by the Residence Life and Dining Services auxiliaries. The P3 funding from Residence Life appears in the Dining Services fund as both a transfer in and as a capital expenditure; the Dining Services fund balance in FY13 and FY14 will apply to the P3 lease payments beginning in FY15.

The Residence Life auxiliary contributed \$1.6 million to its fund balance in FY14, a combination of \$1.1 million budgeted for the new dining facility lease payments that will begin in FY15 and \$500,000 in delayed expenditures on M&R. Budgeting the lease payments ahead of schedule is intended to help build reserves for major M&R projects and for contributions to P3 student housing development costs. The fund balance at the close of FY14 was just below \$4.0 million. Revenues for the year were up by \$140K over the prior year due largely to inflation-adjusted rates on dorm rooms and other campus housing units. Expenditures increased by over \$500,000 from FY13, with the most significant increases for janitorial services (\$250,000 due to a change in the contract) and utilities (\$150,000 due to increased rates). Refer to Table 3.2.

Dining Services

The Dining Services auxiliary contributed \$312,000 to its fund balance in FY14, increasing the total to over \$1.1 million. This reserve is intended to provide some cushion as the auxiliary takes on an estimated \$350K share of the lease payments on the new P3 dining facility in FY15. The new facility has also prompted changes in the dining programs, most significantly a change from the old “all-you-care-to-eat” board plans to declining balance meal plans. Results of the change will be reviewed next year. Refer to Table 3.2.

The current dining services contract with NANA Management Services (NMS) is a result of a statewide RFP that was released in 2006 with a contract start date of Fall 2007. The original contract duration was for a 5-year base period with two possible 2-year renewal periods. The two renewals were exercised and the original contract was set to expire on June 30, 2014. On August 27, 2014, a one year contract modification was issued as a result of the new Wood Center expansion with the intent of issuing an RFP during the fall 2014 semester.

The RFP is in development by UAF personnel in consultation with Envision Strategies. Envision Strategies assisted in the RFP evaluation with the previous solicitation and brings both industry and campus knowledge to the process. The target solicitation proposal due date is January 15, 2015. With a contract award date target of March 1, 2015, it is anticipated that the successful contractor will commence work on July 1, 2015.

Hess Village

The Hess Village auxiliary added another \$267,000 to its fund balance in FY14, ending the year at just over \$1.1 million. The fund balance has been built up in anticipation of a major project to replace the 72 existing electric hot water heaters with steam-heated units. While initial project cost estimates were previously close to \$1.0 million, a condensed schedule and competitive bids appear to have reduced the estimated total cost by as much as \$200,000. The project is scheduled for completion in FY15. Refer to Table 3.2.

Table 3.2 Fund Balances - Residence Life, Hess Village and Dining Services, FY14

FY14	Residence Life	Hess Village	Dining Services	TOTAL
Beg Fund Balance	2,347.7	835.8	815.2	3,998.8
Revenue	7,791.7	818.6	4,242.3	12,852.6
Expenditures	6,182.5	551.4	3,930.1	10,663.9
Net Operations	1,609.2	267.2	312.2	2,188.7
Transfers	0.8	0.0	(5.5)	(4.7)
End Fund Balance	3,956.2	1,103.1	1,132.9	6,192.2

Bookstore

The current bookstore contract with Follett is a result of an RFP for a “virtual textbook vendor” in 2008. Follett pays UAF a set percentage of revenues and assumes almost all operating costs. Bookstore revenues average near \$100,000 with limited expenditures, resulting in contributions to the fund balance near \$90,000. The bookstore auxiliary fund ended FY14 with a balance of \$169,000, and these reserves are available for facility improvements and other operational needs.

The initial contract period with Follett was for a 5-year base period with two possible 2-year renewals. The two 2-year renewals were exercised and the contract is set to expire on June 30, 2015. Campus Bookstore Consultants, has been retained to review operations of the bookstores at UAF and make recommendations. If an RFP is released, solicitation will begin in spring 2015 with a contract start date of July 1, 2015.

Parking Services

Parking Services started FY14 with a negative \$325,000 fund balance. For the fiscal year net operating expenditures exceeded revenues by an additional \$105,000. Inflationary pressures on costs continue to push up expenditures for snow removal, electricity, and shuttle operations while revenue rates have remained fairly flat. The campus administration is reviewing these issues and others in order to place the auxiliary on a more sustainable course. Beginning in FY15, Parking Services reduced one FTE and eliminated one off-campus shuttle for an estimated annual savings of more than \$75,000.

RECHARGE CENTERS

Refer to Appendix 3.A.2 - Recharge Operations

There were 24 active recharge centers in FY14, of which 14 ended the year with positive fund balances and ten with negative fund balances. In sum, the overall UAF recharge center fund balance decreased by more than \$200,000.

Recharge centers with positive ending fund balances include Design and Construction (DDC) at \$1.8 million and the Vehicle & Equipment Pool with \$925,000. Although DDC still has a surplus fund balance in FY14, it decreased by \$992,700 from FY13. It experienced a spike in FY13 due to a surge in construction activity on the UAF Fairbanks campus that began in FY12. At that time, major projects included construction of the Life Sciences facility, the Engineering building, and the P3 housing and dining project, and numerous deferred maintenance projects funded through both state capital funds and university revenue bonds. The Life Sciences facility is now complete. Additionally, the recharge rate was adjusted downward in FY14 based on a review of activity and the accumulated fund balance. This trend of increased construction activity is anticipated to continue with construction of the new engineering facility, Combined Heat and Power Plant construction and deferred maintenance.

Operations with significant negative fund balances include IAB Toolik Field Station (-\$168,000), the CEM INE ACEP Test Facility (-\$131,000), Printing Services (-\$404,000), and Copy Pool (-\$79,000). The Printing Services recharge operations will cease effective January 2015. Copy Pool services will be retained, but may experience some operational transition (since this was formerly a part of Printing Services). The CEM INE ACEP Test Facility is a relatively new venture and may need additional time to establish a consistent revenue base for services. The AVC for Financial Services is actively working with the respective units to ensure that deficits are addressed within reasonable timeframes.

Printing Services

Printing Services and Copy Pool recharge operations consistently ran a deficit ranging from approximately \$450,000 to more than \$600,000 over the past five years. As a result of the Planning and Budget Committee (PBC) that convened in the Spring of 2014 to review budget saving options,

several were explored. However, Chancellor's Cabinet made the decision to outsource Printing Services, effective December 2015.

Table 3.3 FY14 Fund Balances Printing Services and Copy Pool

FY14	Printing Services	Copy Pool	Total
Beg Fund Balance	(364.8)	(110.2)	(475.0)
Revenue	702.7	302.3	1,005.0
Expenditures	741.3	271.3	1,012.6
Net Operations	(38.6)	31.0	(7.6)
Transfers	0.3	-	0.3
End Fund Balance	(403.8)	(79.2)	(483.0)

The specifications and requirements for off-campus commercial printing services were developed this fall with a committee of subject matter specialists from around the university. The RFP was issued to the public in October 2014. Notifications to successful printing services vendors were communicated in December 2014. As provision of this service within UAF is no longer cost effective, and there are local vendors that will now provide low-cost options for similar services.

C. Trend in housing capacity by building and occupancy.

HOUSING

As of October 2014 the total number of students living on campus in the single student housing dormitory or apartment remains steady compared to the previous year. During a typical fall semester the occupancy typically starts near 100 percent, but drops off quickly as no-shows, withdrawals, and other factors reduce the number of students living on campus. As a percentage, the single student occupancy rate remains near 95 percent due to the increased number of units made available for buy-outs. Converting a double to a double-single reduces the as-used capacity but also allows for enhanced revenues when overall demand is down.

Future Expectations

While enrollment projections are relatively flat to declining over the next few years, the opening of a new dining facility on campus is expected to improve demand for on-campus housing and allow for some modest growth in the total number of students living on campus in fall 2015.

Occupancy in the faculty, staff, and graduate student housing is down almost 4 percent from the previous year, but vacancies in these units typically represent units temporarily unoccupied due to turnover and/or maintenance and repair work. There is a waiting list for most housing types in this group and units are generally rented as soon as available. See occupancy tables below for details.

Table 3.4 FY00-FY14 Residence Life Single Occupancy

UAF Residence Life												
Fall 2000 Through Fall 2014 Single Student Occupancy by Facility												
Facility	Bartlett	Lathrop	MacLean ⁽⁸⁾	McIntosh	Moore	Nerland	Skarland	Stevens	Wickersham	Cutler	Sustain Village	Total
Capacity as Built	322	132	25	98	322	97	143	101	96	242		1578
2000	181 ⁽¹⁾	119	22	90	298 ⁽²⁾	86	7 ⁽³⁾	87	66 ⁽⁴⁾	183		1139
2001	184	111	21	79	297	72	129	87	67	181		1228
2002	195	120	20	86	256	85	112	90	68	193		1225
2003	203	123	20	92	302	90	133	95	65	201		1324
2004	239	110	23	80	307	66	141	92	72	207		1337
2005	242	106	18	84	307	83	135	90	73	207		1345
2006	184 ⁽¹⁾	86	19	79	251	78	132	79	73	211		1192
2007	226	0 ⁽⁵⁾	21	80	310	78	139	84	76	224		1238
2008	217	19 ⁽⁵⁾	23	82	317	84	134	90	88	219		1273
2009	284	118 ⁽⁶⁾	23	91	304	87	23 ⁽⁶⁾	93	83	223		1329
2010	245	125 ⁽⁶⁾	22	91	317	90	0 ⁽⁶⁾	88	92	227		1297
2011	271	114	22	77	314	83	141	88	88	228		1426
2012	265	106	21	90	298	88	132	86	86	222	16	1410
2013	261	107	23	82	296	81	132	81	83	221	14	1381
2014	274	96	22	85	282	84	132	87	80	223	16	1381
Capacity as Used	275	111	23	88	308	87	136	89	89	230	16	1452
Occupancy	99.6%	86.5%	95.7%	96.6%	91.6%	96.6%	97.1%	97.8%	89.9%	97.0%	100.0%	95.1%
Notes:												
	1 All rooms sold as super singles; limits capacity to 189.											
	2 Freshmen placed only in double rooms limits capacity to 300.											
	3 Building used for faculty offices and Alaska Renaissance Project.											
	4 Super single rooms available; all rooms occupied.											
	5 Lathrop Hall converted to Guest Housing Fall 2007 - Spring 2008, Fall 2008 2 floors returned to student use.											
	6 2009 - Lathrop hall converted to Freshman housing, Skarland closed for repairs - Fall 2009											
	7 All Occupancy Data from 2006-2013 is from Occupancy Reports run annually between the dates of September 10 - September 17.											
	8 As of July 2013 (FY14), MacLean House is no longer managed by Residence Life. It is an independent program under CRCDC, and is a sister program to Rural Student Services and Rural Alaska Honors Institute (RAHI).											

Table 3.5 FY00-FY14 Residence Life Family and Faculty Occupancy

Fall 2000 Through Fall 2014 Family and Faculty Occupancy							
	Family/Student		Faculty		Total		Occupancy Percent
	Capacity	Occupied	Capacity	Occupied	Capacity	Occupied	
2000	154	126	28	23	182	149	81.9%
2001	153	144	29	24	182	168	92.3%
2002	114	112	26	26	140	138	98.6%
2003	121	116	27	23	148	139	93.9%
2004	152	136	27	27	179	163	91.1%
2005	142	141	27	27	169	168	99.4%
2006	149	143	27	27	176	170	96.6%
2007	140	139	33	32	173	171	98.8%
2008	136	130	37	35	173	165	95.4%
2009	143	138	36	35	179	173	96.6%
2010	133	129	46	43	179	172	96.1%
2011	135	129	44	43	179	172	96.1%
2012	135	131	44	43	178	174	97.8%
2013		124		43	173	167	96.5%
2014		124		38	175	162	92.6%
Notes	1 Units may be redesignated from one category to another each year.						
	2 Not all units may be available due to maintenance down time.						
	3 Beginning FY02, Harwood Hall (36 units) transferred to academic use.						
	4 Harwood returned to Res Life FY04.						
	5 Garden Apt 2 bedroom redesignated from single family (capacity 12) to shared graduate (capacity 24) in 2007.						
	6 All Occupancy Data from 2006-2013 is from Occupancy Reports run annually from October 29-November 15.						
	7 As of Fall 2012, the Office of Residence Life has changed the format of the spreadsheet that we use to ascertain Family Occupancy numbers. The Office of Residence Life no longer designates specific facilities to family or faculty, there is simply a total capacity of units available.						

Section 4. Resource Reinvestment & Reallocation

A. Six-year trend and one-year changes of unreserved fund balance (UFB) by allocation and fund, by VC level unit.

Table 4.1 FY09-FY14 UFB by Fund Type & Allocation

6-Year Trends in Unreserved Fund Balance (UFB) by Fund Type and Allocation						
UFB by Fund Type	FY09	FY10	FY11	FY12	FY13	FY14
Total Unrestricted (F1)	4,063,595	9,998,421	7,610,123	8,682,041	8,519,642	6,523,669
Recharge Svc Centers (F7)	3,938,920	5,192,605	7,863,894	10,110,577	12,778,853	10,725,853
Fairbanks Leasing (FL) & Enterprise (FE)	5,063,441	5,809,986	7,333,850	8,006,275	5,252,453	6,733,537
Grand Total	13,065,956	21,001,013	22,807,868	26,798,892	26,550,947	23,983,059
F1 UFB by Allocation	FY09	FY10	FY11	FY12	FY13	FY14
Fairbanks Campus	1,325,904	5,439,386	4,422,360	5,429,304	4,218,168	4,252,467
Organized Research	2,370,877	3,043,878	2,530,896	1,894,077	2,191,153	751,686
Co-op Extension Svcs	118,620	211,605	276,903	228,932	247,890	414,241
Bristol Bay Campus	22,944	101,095	21,063	4,577	191,281	50,545
Chukchi Campus	20,080	358	338	16,516	40,464	1,572
Community and Technical College	39,346	249,475	2,664	47,554	343,183	234,178
Interior Campus	110,496	285,929	82,714	63,293	81,414	112,273
Kuskokwim Campus	5,256	36,283	61,349	8	65	102,317
Northwest Campus	38,486	59,979	86,984	212,266	203,357	221,129
Rural College	11,586	570,433	124,852	785,515	1,002,665	383,259
Grand Total	4,063,595	9,998,421	7,610,123	8,682,041	8,519,642	6,523,669

Table 4.1 represents the total UAF unreserved fund balance (UFB) managed at the campus (allocation) level from FY09-FY14, regardless of the source. Only unrestricted UFB (F1) is available for utilization by unit management. UFB by VC level is listed below in Table 4.2.

UAF's UFB principles exist as a set of guidelines for financial managers. These principles set the expectation of fiscal stewardship by maintaining a positive fiscal position and an appropriate unrestricted year-end fund balance. In FY14, as in FY13, UAF leadership allowed a more flexible approach to unit fund balances due to the difficult fiscal situation with State of Alaska funding. In order to allow units to invest in major projects and anticipate short-term funding transitions that may be occurring in future years, units could carry a fund balance larger than the maximum UFB allowed by the principles. Accurate FY14 projections that exceeded the maximum standard UFB allowance required notification to the VCAS along with a spending plan.

The UFB principles state that a target range between one and four percent of total unrestricted and restricted funds, not including intra-agency transfers, represent a prudent fund balance. The maximum range for units whose primary funding is from unrestricted sources is two percent, while those units funded primarily from restricted sources is four percent. UAF's institutional target is between \$4-8 million, with each unit providing input into this projection via the monthly management report. The FY14 UFB of \$6.5 million falls within this range and represents approximately 1.5 percent of all restricted and unrestricted funding sources.

Although FY14 had a positive UFB within a healthy operational range, the UFB dropped by \$2 million from FY13. Half of this drop was due to one-time central investments in anticipation of the need for greater budget flexibility in FY15, and given the reduction in state general funds (\$8.0 million).

The other half was at the unit level and, therefore, is a moderate concern as units will have less flexibility to invest in opportunities and respond to challenges in FY15. Fixed cost increases continue to be a major concern, including salary and benefit obligations, utilities, and debt service requirements. State revenue reductions combined with reduced revenues from sponsored programs and declining enrollments will continue to create a unique fiscal challenge for UAF in FY16+.

It is prudent that Recharge and Enterprise Service Centers (F7 and FE) operate with a break-even or positive fund balance (within Recharge/Service Center guidelines). The size and operating environment of the entity and the overall finances of UAF determine the appropriate level of UFB. Likewise, leasing operations (FL) maintain a similar level of UFB for adequate reserves to reinvest in buildings and other improvements that have a long lifespan.

Specifics by VC Level for FY14 UFB (Fund 1) are identified in Table 4.2.

Table 4.2 Fund 1 UFB by VC Level Unit - FY14

Cabinet Level Unit - UFB	FY14
Chancellor	69,878
Provost	1,041,426
Vice Chancellor for Admin. Services	699,613
VC for University & Student Advancement	84,376
UAF Office of Information Technology	59,846
VC Rural, Community & Native Educ	1,037,700
Vice Chancellor for Research	1,771,265
UAF Central Managed Projects	1,759,564
Grand Total	6,523,669

The VCR's office had the largest UFB at 27 percent of the F1 total, followed by the Provost areas at 16 percent of the F1 total. These two areas house the research institutes, schools and colleges.

UAF Central Managed Projects, which includes some types of student aid and waivers, debt service payments, utilities costs and other large centralized expenditure categories, contributed 27 percent of the total. These three areas made up 70 percent of the total UFB with all other units contributing to the remaining 30 percent.

B. FY14 outlook and management actions in progress, including assumptions and FY14 strategic reinvestment areas.

In mid FY13, UAF recognized it would face significant, yet manageable, budget issues for FY14. Although there were modest state funding increases in FY14, an \$8.5 million budget shortfall (gap) was projected. UAF leaders proposed several options to address this funding gap including:

- Reducing off-campus lease obligations
- Saving money through energy management
- Delaying hiring actions to maximize vacancy savings
- Identifying specific reductions to programs and services
- Utilizing staff benefit rate reductions
- Managing year-end reserves

UAF is working to balance its budget by increasing non-state revenue and decreasing spending. Based on state and national economic conditions, tuition and research funding are not expected to increase enough to offset rising costs.

Some overarching assumptions made to effectively plan for FY14 included, but were not limited to:

- 2 percent tuition increase
- 3 percent compensation increase
- Flat to a 1 percent increase in enrollment
- Flat to a -5 percent decrease in Federal funding (proportional change in ICR)
- 15 percent debt service increase (approximately \$2.5 million in FY14) for Life Sciences DM
- \$2.5 million utilities increase

*Refer to Appendix 4.B.1 - Budget Challenges for FY14 and Beyond - Provost Henrichs Memo
February 12, 2013*

Refer to Appendix 4.B.2 - FY14 Budget Status - Chancellor Rogers Memo April 29, 2013

*Refer to Appendix 4.B.3 - FY14 Budget Distribution and Management Guidance - VCAS Pitney Memo
May 14, 2013*

*Refer to Appendix 4.B.4 - FY14 CRCDD Budget Distribution and Management Guidance - VC RNE
Executive Dean Pinney Memo July 9, 2013*

*Refer to Appendix 4.B.5 - FY14 Budget Reduction Outcomes - Chancellor Rogers Memo July 30,
2013*

UAF leadership made a decision in FY14 to apply vertical reductions in a strategic manner, rather than utilizing an across-the-board (ATB) approach to gather funds for the internal reinvestment pool. The ATB approach was used in FY13 and in previous years, at varying percentages typically between 1-4 percent of base budgets, in consideration of annual budgetary conditions and strategic needs.

The FY14 vertical reductions totaled approximately \$1.66 million. Base funding investments were made in Economic Development areas such as the Office of Intellectual Property & Commercialization (OIPC), high performance computing, polar studies arctic analysis initiatives, library electronic subscriptions, development, branding and alumni support and to jumpstart STEM success in General Chemistry with faculty support. One base investment was made for WRRB rent, to alleviate charges to units on an annual basis for occupancy of this west ridge space. A one-time investment was additionally made to support student sustainability initiatives as part of the Chancellor's commitment to renewable energy (SIREN). The full list of FY14 reinvestment items is included in the Appendix as listed below.

*Refer to Appendix 4.B.6 - FY14 Strategic Reinvestment Allocations - AVC Kurapati Memo
September 24, 2013*

UAF is anticipating challenging financial times ahead, more significant in FY15-FY18 than in recent years, and will take action in key areas to preserve academic quality while making prudent management decisions.

FY14 FUNDED INITIATIVES

UAF was funded via the State of Alaska in the following program areas in FY14 (\$ State Funds/\$ Receipt Authority):

- Mandatory Comprehensive Student Advising (CRCD): \$120.0
- E-Learning (Instructional Design and Equipment): \$250.0
- UAF Nursing Program at Bristol Bay: \$55.0/\$55.0
- Sustain the UA Press: \$200.0

UAF was funded via the State of Alaska in the following capital and facility areas in FY14:

- Facilities M&R (Fairbanks portion only): \$354.0
- 50% of UAF Compensation (Fairbanks & Community Campuses): \$3,858.0/\$3,858.0
- Life Sciences Operating/M&R: \$2,303.0
- Deferred Maintenance (Fairbanks & Community Campuses): \$18,506.1
- UAF Engineering Building: \$15,000.0
- Public/Private Partnership Lease (Receipt Authority only): \$1,500.0
- Life Sciences Debt Services (Receipt Authority only): \$1,520.0
- UAF Sustainable Village (Receipt Authority only): \$1,300.0

UAF was funded via the State of Alaska in the following research and development areas in FY14:

- Partnership to Develop Statewide Energy Solutions (ACEP): \$2,500.0

UAF is also working as a partner with the Alaska Department of Fish and Game for Chinook Salmon research as part of a comprehensive multi-year research plan.

ACTIVE MANAGEMENT OF OUTSTANDING AUDIT ISSUES

UAF continues to actively manage audits (internal and external) and is working proactively to address, resolve and close outstanding audit findings and recommendations. In FY13 and FY14, UAF experienced a significant increase in the number of internal audits, both regularly scheduled and special audits. This has required UAF to devote substantive time and effort to support, respond to and address issues resulting from such reviews. Having an established structure to actively respond to these reviews allows UAF to respond to related requests in a timely manner and minimize disruption on regular work expectations. As a result of a concerted effort to address and close out audit findings, UAF is pleased to note a significant reduction in the number of outstanding audit findings.

C. FY15 outlook and management actions in progress, including assumptions and FY15 strategic reinvestment areas.

Some overarching assumptions made to effectively plan for FY15 included, but were not limited to:

- \$6/\$12 tuition rate increase
- 2.2 percent compensation increase (approx. \$5.1 million - below historical averages)
- Flat to slightly declining enrollment up to -3 percent
- Flat to a -5 percent decrease in Federal funding (proportional \$450,000 ICR shortfall)

- Debt service increases
- \$750,000 utilities increase (reduced from \$1.5 million)
- Staff benefit savings (one-time) of \$2.7 million
- Legislative reductions for administrative travel \$520,000 and \$7.5 million general fund
- FY15 budget gap estimated at \$13.9 million considering all legislative reductions, internal commitments and funding offsets

FY15 BUDGET PLANNING ACTIONS

In December 2013, Governor Parnell announced his 2015 budget proposal for the State of Alaska, including a \$14.9 million reduction for UA from the FY14 budget level, which was later increased to \$15.9 million via the legislative process. UAF's proportional reduction as a result of this action was approximately \$8 million; however, the operating budget reductions in combination with increasing fixed costs left an operating funding gap in the range of \$12-\$14 million for FY15.

Recognizing that not all options will produce substantial savings in FY15, UAF implemented a combination of an across-the-board (ATB) reduction (applicable at the Vice Chancellor level) in addition to vertical or targeted reductions. This allows UAF leadership to achieve the necessary targets in FY15 while working on the longer-term items that may take more time to produce savings.

Table 4.3 FY15 Unit Service Reductions

Vice Chancellor Level Unit	GF Reduction	Savings
Chancellor	6%	\$72K
VC Administrative Services & Facilities	6%	\$1.5M
College of Rural & Community Development	5%	\$1.1M
Provost	3-5%	\$2.8M
Office of Information Technology	6%	\$201K
Research	4-5%	\$600K
University & Student Advancement	5%	\$736K
Total Savings		\$7.1 M

Budget Options Group & Process

In December 2013, Chancellor Rogers appointed a Budget Options Group, chaired by Executive Officer, Kari Burrell, to identify and assess both budget reduction and revenue enhancement options. The group identified areas unique to UAF's mission and competitive strengths that should be maintained and/or enhanced. The group then reviewed and analyzed a range of budget ideas submitted from a variety of sources and forwarded a list of options to the UAF Planning & Budget Committee (PBC) for consideration.

Planning & Budget Committee (PBC)

The UAF Planning & Budget Committee (PBC), chaired by Provost Henrichs, was charged by the Chancellor with reviewing and assessing the options provided by the Budget Options Group. In March 2014, the PBC agreed to guiding principles and a decision process. About twenty additional budget reduction items were added to the initial Budget Options Group list, either by committee members or by other individuals from across the campus community. The PBC rated the reduction/efficiency options and passed those ratings and an evaluative review to the Chancellor's Cabinet in May 2014. Broad feedback was collected and reviewed.

Budget Actions to Address FY15 Shortfalls

Chancellor's Cabinet, with input from those attending the Executive Leadership Workshop in May and broad community response, produced a list of budget actions for implementation in FY15 and FY16+. Some items can be implemented immediately, while other processes will take longer. For example, degree programs cannot be eliminated without a program review, according to Regents' Policy. The PBC has developed criteria for choosing programs to undergo a special program review, which is currently underway.

Travel Reductions

To meet specified Legislative intent in FY15, UAF reduced 20 percent of budgeted unrestricted travel in all units except in instructional expenditure categories and intercollegiate athletics. For instructional expenditures and intercollegiate athletics, travel was reduced by five percent of budgeted unrestricted levels. Revenue and expense were reduced in each unit budget. Vice Chancellors have flexibility to reallocate travel funds between units, but must ensure that the aggregate unrestricted fund travel for all units does not exceed budgeted amounts. Travel using restricted funds (grants and contracts) and private funds (from UA Foundation and other sources) is not included in the restriction. As of December 2014, UAF unrestricted travel expenditures are in alignment with reduced budgets and is on track to meet FY15 travel targets.

All FY15 reports produced as a result of the extensive budget committee processes used are posted online: <http://www.uaf.edu/finserv/omb/budget-planning/>.

In addition to the \$7.1 million in ATB unit service reductions, UAF leadership approved recommendations to reduce in the following targeted areas- many of these recommendations are in progress.

- Personnel & payroll actions: \$2.9M
- Program & service reductions: \$1.9M
- Sustainability measures: \$200K
- Travel reductions: \$500K

*Refer to Appendix 4.C.1 - Planning to Address FY15 Budget Challenges - Chancellor Memo
December 20, 2013*

Refer to Appendix 4.C.2 - FY15 Budget Actions - Chancellor Memo June 30, 2014

In FY15 strategic reinvestment funds totaled approximately \$2.78 million, with focus on investments in institutional growth opportunities and other areas of strategic importance. Some items are one-time distributions while others are base allocations. One-time only investments include: match pool research equipment, Arctic initiatives, library e-journals, interdisciplinary graduate programs and the CTC hangar payment. Base funding investments include: eLearning/Math & TA support, SFOS bridge funding for ocean acidification faculty, the SOM online BBA/MBA and Masters of Emergency Management, Ph.D. Psychology program, and RV Sikuliaq. The full list of FY15 investment items is included in the Appendix. Other pending ongoing funding investments include: Vet Med, ACUASI and a Title IX Compliance Officer, which are pending decisions until the outcome of the FY16 state budget request is known.

Refer to Appendix 4.C.3 - FY15 Strategic Investment Allocations - VCAS Pitney Memo September 17, 2014

FY15 LEGISLATIVE REDUCTIONS

UA received a total reduction of \$15,900.0 million in unallocated general fund and \$1,066.2 for UA administrative travel. UAF received a reduction proportional to its share of the total UA unallocated general fund budget in FY15, including:

- Unallocated UAF General Fund reduction: \$7,500.0
- UAF administrative travel reduction: \$517.2

FY15 FUNDED INITIATIVES

UAF was funded via the State of Alaska in the following program areas in FY15 (\$ State Funds/\$ Receipt Authority):

- Mandatory Comprehensive Student Advising (CRCD) - one-time only funding: \$197.0

UAF was funded via the State of Alaska in the following capital and facility areas in FY15:

- Engineering Building: \$5,000.0/\$5,000.0
- Combined Heat & Power Plant \$162,000.0/\$70,000.0
- Public/Private Partnership Housing Development (Receipt Authority only): \$1,500.0

UAF was funded via the State of Alaska in the following research and development areas in FY15:

- Hydrocarbon Optimization - one-time only funding: \$500.0

SPECIAL PROGRAM REVIEWS

It is unlikely that UAF will be able to sustain all of its programs and services in the coming years. The PBC recommended special program reviews of a number of non-academic and academic programs. Special committees are reviewing the operational and/or financial models for the following programs:

- Athletics
- eLearning
- Farms and large animal care
- KUAC
- Public information, marketing and communications
- Summer Sessions and Lifelong Learning
- K-12 outreach/bridging programs
- Revenue enhancement options

The criteria developed for academic special program review is as follows, approximately 47 programs will be reviewed under this criteria:

- The lowest enrollment programs, by type - certificate, associate, baccalaureate, graduate
- Enrollment declines of more than 30 percent in the past five years
- Graduating the lowest number of students in the past three years, for programs by type

A few low-enrollment graduate programs were excluded based on levels of external research funding, and a few grant-funded certificate and low-cost programs were also excluded.

ACADEMIC PROGRAM REVIEWS

The Provost is also reviewing academic programs which aims to identify \$3 million in reductions. Not all programs will be reviewed. All academic programs are reviewed every five years.

Information and/or reports specific to the following reviews can be found on the OMB website: <http://www.uaf.edu/finserv/omb/uaf-program-reviews/>

RESEARCH PROGRAM REVIEW

The Research Program Review was conducted during the summer of 2014. Research units and research support units were provided with data by PAIR that covered the period 2009-2013. As such, most of the review basis used these numbers. A committee evaluated each unit's response and produced a final report.

The Research Program Review in intended to provide information to the Chancellor about the financial position, unit productivity, and general strengths and general weaknesses of the unit. The units were not compared directly to each other as research history and mission varied widely.

Since this was the first year of the process, all units were reviewed at a high level. The research program review committee recommended a second round review, beginning in fall 2014 with results expected in spring 2015, to take a deeper look at the research institutes, school or support unit.

ADMINISTRATIVE SERVICES PROGRAM REVIEW

All units within Administrative Services (except Facilities Services) conducted a self-review during FY14. Facilities Services undergoes an external review on an annual basis by a national firm, Sightlines. The facility review includes operations performance, costs and customer service. Additionally, UAF has a space utilization review in process with an expected completion in December 2014. The reviews provide valuable information for decisions necessary to meet the FY15 budget reductions and will be useful as the FY16-FY17 plans are made.

All Administrative Services departments were sent the same questionnaire to complete. The information provided was compiled into a report. While each department reviewed itself, the goal is to create a comprehensive picture of Administrative Services. This information provides additional insight to determine where to invest and where to streamline and has informed FY15 budget actions.

UNIVERSITY & STUDENT ADVANCEMENT (USA) PROGRAM REVIEW

USA is the administrative unit that houses traditional student services functions, and units formerly housed in UAF Advancement: KUAC TV/FM, Nanook athletics, alumni relations, development, community advocacy, and marketing & communications. The unit focuses on student success, graduation/completion rates, brand and image building, as well as outreach to communities and partners throughout the state. During 2014 USA program reviews were conducted at two levels: 1) the program or department, and 2) at the organizational level as described in Vice Chancellor Sfraga's 2012 USA Transition Plan. The results and recommendations from those reviews are detailed in a report.

Additional rounds of review in these areas may be conducted in future years.

D. FY16 approved budget requests, outlook and management actions in progress

Refer to Appendix 4.D.1 - FY16 Budget Special Program Reviews Chancellor Memo November 14, 2014

Refer to Appendix 4.D.2 - FY16 Updated Budget Chancellor Memo January 13, 2015

Refer to Appendix 4.D.3 - FY16 Budget Reduction Scenarios Gamble Memo to Governor January 12, 2015

FY16 BOR APPROVED REQUESTS

The State of Alaska Office of Management and Budget (OMB) provided budget development guidance emphasizing cost containment in priority programs which is a shift from previous years' "hold the line" approach on existing statewide priorities.

UAF's budget request for FY16 adheres to this message with a focus on Shaping Alaska's Future themes, as well as a strategic focus on Arctic research and policy-making. The major themes include strengthening Alaska's position in setting the Arctic agenda, promoting economic diversity in Alaska and supporting Alaska's students and sustaining communities.

UAF will continue to look at ways of capping growth. With the State's emphasis on containing costs and "right sizing" the request for growth or for new programs is more reliant on internal offsets than on general fund increase requests.

UAF's program request represents less than a 2 percent increase over the FY15 total authorized budget. Many of the request items were either partially funded in years past or have resubmitted because of significance to the institution. UAF is however, prepared to be aggressive in order to garner new funding in areas of strategic importance or where investments will have a large impact to the UAF community.

High Demand Program Requests

- Comprehensive Rural Student Advising (BBC & KUS): \$278.0
- Teacher Recruitment, Preparation and Mentoring (UA System): \$224.4/\$22.4
- Complete the 2+2 Alaska Veterinary Medicine Program with CSU: \$200.0/\$241.0
- Build Alaska's Undergraduate & Clinical Ph.D. Psychology Program: \$200.0/\$100.0
- Understanding Ocean Acidification Impact on Alaska Fisheries: \$227.0/\$65.0
- Meet Commercial Seafood Processing Training Demand: \$113.0/\$135.0
- Support Core Infrastructure for Unmanned Aircraft Systems (UAS) FAA Project: \$570.0/\$1,000.0
- Meet Chemical Engineering Degree Demand to Support Alaska LNG/Oil/Gas Refining Industries: \$400.0/\$450.0
- Research to Open Up Alaska's Rare Earth Element Development: \$150.0/\$150.0
- Support Alaska's Participation in Arctic Policy Development (CAPS): \$200.0
- Develop Film Industry Workforce: \$232.0

Critical Infrastructure and Fixed Costs

- Engineering Building Completion: \$31,300.0/\$5,000.0
- CTC Fire & Emergency Services Training and Education Facility Planning: \$1,250.0
- ACEP Office Build-out: \$6,500.0 (NGF only)
- Alaska Satellite Facility O&M: \$750.0 (NGF only)

- Utilities estimates \$1,088.0 (*NGF only*; assumes portion covered by trigger)
- Facility M&R \$1,287.0/\$1,287.0
- UAF Title IX Coordinator (Federal mandate) \$105.0
- Disability Service Coordinator (Federal mandate) \$85.0
- UA Deferred Maintenance (UAF anticipates 62% of funded total): \$50,000.0 **
- UA Compensation: \$4,574.3/\$4,574.3

** UA requested \$12.5 million to fund the deferred maintenance and R&R work associated with facilities newer than 11 years, so these facilities will eventually be eligible to be covered by the university building fund (UBF), when implemented. As of January 2015, Governor Walker's proposed budget includes \$8 million for this purpose which is \$4.5 million less than requested as part of the deferred maintenance total. This is subject to change during the legislative session, but serves as a starting point for additional focus in this priority area.

Research for Alaska

- Unmanned Aircraft Systems in the Arctic (ACUASI): \$5,000.0/\$5,000.0
- Energy & Remote Power Partnerships for Alaska's Future (ACEP): \$3,000.0/\$8,000.0
- Center for Arctic Sustainable Development: \$3,000.0/\$1,500.0
- Closing Alaska's Earthquake and Tsunami Safety Gap: \$2,000.0/\$2,000.0

FY16 SHORTFALL PLANNING ACTIONS

During the first part of fiscal year FY15, UAF worked to prepare for reductions at a \$14 million level assuming flat funding from the state. Governor Parnell's original budget distributed in December 2014 noted a reduction for the UA System at 1.7 percent of the unallocated general fund budget, approximately \$6 million. The UAF share of this reduction was estimated at just over \$3 million. This budget however was amended in January 2015 by Governor Walker.

Due to the drop in the price of oil, Governor Walker proposed reductions for most state agencies in the range of 5-8 percent. At that level, UAF expected a shortfall in the \$20-30 million range as a worst-case scenario. The amended budget is an improvement and serves as a starting point in the legislative process. Walker's plan proposes a net 2.4 percent reduction for the UA system and will add another \$6 million in reductions to the utility/fuel trigger funds, including \$4 million at UAF. Walker proposed an increase for half of UA's compensation costs; partial funding for UA deferred maintenance and partial funding for completion of the UAF Engineering Building.

The current projected UAF budget gap is in the \$14-\$17 million range, assuming there are no additional reductions from the legislature. The legislative session runs through April 2015.

UAF is working to develop a plan earlier this year than in past years, to allow sufficient time to act prior to the beginning of the new fiscal year in July. UAF strives to remain Alaska's best university despite the difficult times ahead, and although choices will be difficult, UAF will be thoughtful and strategic in those choices.

FISCAL OUTLOOK: FY16-FY18+

If this declining budget climate persists, UAF may be projecting a decrease in state general funding at a 20-25 percent level over the next three to five year term. This may result in additional and significant reductions in programs and service areas. UAF will likely be a smaller institution in the coming years, but must continue to offer quality programs and services to the benefit of Alaskans.

Proactive management of this fiscal gap is necessary in order to meet the reduced future budget targets. All efforts will be made to preserve the quality of academic programs central to UAF's teaching, research and service mission; however, reductions of this level will require UAF to strategically consider how it will best meet Alaska's needs in the future with a smaller base budget and consolidated workforce. Initial employee impact estimates could be as high as 200 positions. Although many may be reduced through attrition and vacancy management, furloughs and/or layoffs are also an option as services or programs are reduced.

STRENGTHENING UAF'S POSITION IN THE ARCTIC

Funding for the university is likely to be constrained for the foreseeable future. UAF's approach to this is to continue making strategic investments in areas that are most likely to generate revenue. While it is important that UAF not only seek cost savings, it also needs to strategically position itself and invest in areas where UAF is strong, particularly in areas of Arctic studies.

UAF is a member of UArctic, a cooperative network of universities, research centers and other organizations that are committed to higher education and research in the North. UArctic institutions share resources, facilities and expertise with students, scientists and northern communities. UAF's Chancellor is the Chair of the UArctic Board of Governors.

UAF supports the U.S. Chairmanship of the Arctic Council by broad representation of UAF leaders, providing technical advice on themes, working with the State Department advanced team on locations for Arctic Council meetings in Alaska, and will host the Arctic Science Summit Week in March 2016.

E. Cost Savings & Efficiencies Report

Refer to Appendix 4.E.1 - FY14 UAF Cost Savings & Efficiencies Report with FY15 Actions Appended

This report is done annually and is submitted to UA Statewide Offices each fall (October 2014). This report is a compilation of unit level and campus-wide efforts to find opportunities for cost savings/containment. UAF has maintained conservation and sustainability initiatives as a high priority, and is investing in process improvement efficiencies in FY14. UAF is actively finding ways to promote use of more and better data in decision-making, encouraging transparency and accountability in regard to resource allocation, and is making strides to improve reporting at all levels.

Understanding the fiscal climate and thoughtfully considering future plans, UAF is also making efforts to find innovative ways to generate new revenues to support its programmatic needs and optimize future growth.

Section 5. Facilities Snapshot

A. Construction in Progress

Refer to Appendix 5.A.1 UAF Construction in Progress (projects over \$250,000)

As of October 2014, UAF construction in progress totaled \$559 million in total project costs, and of that total, \$221 million has been expended or encumbered (39 percent of the total). The Combined Heat & Power Plant Replacement project accounts for almost half of the total (\$248 million or 44 percent) and is in the design phase. The next most significant project is the Engineering Building at a revised project cost of \$111.6 million, due to project funding delays.

As the FY16 budget is currently being reduced at the state level, with particular focus on holding investment on capital projects, several of the current plans listed below may be adjusted as funding strategies are known.

Combined Heat & Power Plant (CHPP) Major Upgrade Project

The plant's two main boilers were installed in 1964 and are nearing the end of their 50-year useful life. A failure of these boilers (either gradual or catastrophic) is a substantial risk to the University's mission and finances. The boilers are identified as the most significant risk to UAF in the Risk Management Plan submitted to the Board of Regents. Risk of not upgrading the plant has a \$1 billion price tag in the event of a catastrophic failure. A long-term solution is required and is the highest campus priority.

With that looming, a wide variety of options were evaluated by consultants (both engineering and environmental) and UAF. The best solution was a new 17-megawatt combined heat and power plant, anchored by circulating fluidized bed (CFB) boilers. CFB's are flexible solid fuel boilers that allow us to augment our coal use with up to 15 percent biomass or other solid fuels. This new plant will produce cleaner air for our community than the current facility and is the cornerstone of a strong and diverse energy portfolio for the next 50 years.

This project will provide a flexible heat and power solution, reduced emissions and lower fuel costs, and will allow the university to use its financial resources for a long-term solution rather than temporary fixes on an aging plant that uses 1890's technology.

UAF received approval to move forward with the construction of the new Combined Heat and Power Plant to replace the current aging facility. Site preparations are underway and environmental permits will be filed with appropriate agencies. UAF has hired an Iowa-based engineering firm to plan the next phase of design. Construction is estimated to begin in Spring 2015 with completion and testing to occur in Spring 2018. The new plant is expected to be fully operational in late 2018.

See Section D for discussion of the financing package.

UAF Engineering Facility

The UAF Engineering Facility original total project cost was \$108.6 million. The revised project cost is \$111.6 million due to funding delays resulting in a \$3 million cost increase. The state of Alaska has funded \$70.3 million from FY11 through FY15. UAF has committed \$10.0 million through issuance of debt in support of the total project cost. The remaining \$31.3 million is requested by the BOR to finish the facility in FY16 and is UAF's top capital priority. Construction began in Spring

2013 and was initially scheduled for completion in late 2016. To date, UAF has contributed \$3.5 million of its total commitment of \$10.0 million toward the Engineering Facility. Governor Walker's proposed budget as of January 2015 includes \$8 million for the Engineering building; this is subject to change. If not fully funded in FY16, UAF may request funding for cost increases in the future, as a result of construction delays. Additionally, UAF is committed to fund-raising \$6.5 million for the ACEP office infill.

The 116,900 gross square feet (gsf) facility is ideally situated adjacent to the existing Duckering Building, which currently houses the College of Engineering and Mines (CEM), and provides the opportunity to complete Cornerstone Plaza with an attractive and functional focal point at the far side of the Fairbanks campus. The facility will have five floors blending with surrounding buildings while standing out as a new and exciting campus destination. The facility maintains full connectivity to the existing Duckering Building and connects to the nearby Bunnell Building.

The funding plan provides approximately 23,000 gsf of renovation to portions of the Duckering Building to provide a functional connection with the new building and to allow upgraded space for the engineering program.

The new facility creates an environment that enhances interaction among the students, professors and researchers. The modern building improves the indoor environment and building systems which enhances student success and retention.

Critical Electrical Distribution Renewal Project

The third most significant project on the list is the continuing Critical Electrical Distribution Renewal project at a total project cost of \$48.6 million. The main objectives of this project include replacing failing equipment and increasing campus distribution voltage to modern standards. UAF's aged electrical distribution system is nearing half a century of use. The phased construction schedule focused first on those areas that have a high potential for failure, and also provided additional electrical capacity for future growth. Ultimately, this project provides the UAF campus community with safe, reliable, and efficient power. The majority of this project is complete.

West Ridge Deferred Maintenance

Another significant project is West Ridge deferred maintenance. This project will include a strategy on how to effectively and efficiently address deferred maintenance and functional obsolescence in nearly 500,000 gsf of aged facilities located on the West Ridge of the UAF campus. A renovations program is in progress to ensure the University addresses the needs of the buildings in a timely manner and in such a way as to enhance the space for the existing programs. Future plans include the relocation of the Irving 1 animal quarters into the basements of the BiRD and Virology Buildings and the consolidation of 24/7 operations (National Weather Service, Alaska Satellite Facility, and Alaska Volcano Observatory). This consolidation will allow for efficiencies in providing required redundant infrastructure.

Successfully addressing the deferred maintenance needs on West Ridge will be a key component to UAF's competitive edge in research relating to the people and places of the Arctic regions. Research performed on West Ridge represents over 50 percent of UAF's total research revenue. Additionally, the associated academic programs serve in excess of 1,500 undergraduate and graduate students annually.

CTC Fire and Emergency Services Training and Education Facility

Another significant project is the CTC Fire and Emergency Services Training and Education Facility for \$32 million. For Phase 1, the facility will provide space to meet the current demand and future growth of the emergency services programs and continue to fulfill the university's missions and goals. The current facility is 50 years old and does not meet modern earthquake construction codes. The replacement facility is envisioned to be a living laboratory for student emergency responders, attending classes and labs adjacent to an actual operating emergency services department. The facility space program allows for apparatus bays and support spaces for fire and EMS, and firefighter/medic living quarters for on duty members. The state-of-the-art training center will be constructed at a location near lower campus. The new building and location will provide greater access to the public and other agencies to the training and operational emergency services groups.

For Phase 2, a proposed CTC Emergency Services Training, Education, and Emergency Management Facility will provide space to meet the current demand and future growth of the emergency services programs in addition to support space for the UAF Police Department. In November 2014, the Board of Regents approved \$1.25 million for planning of this project as part of the FY16 budget request package.

B. Lease, Joint Use, Debt and Rental

Refer to Appendix 5.B.1 Lease, Joint Use, Debt and Rental

- *Percentage of total UAF utilized space that is leased.*
- *Actions planned for those leases that expire in the next 24 months.*
- *Listing by building and UAF owned space leased to a third party.*
- *Percentage of total UAF owned space is leased to a third party.*
- *Actions planned for these leases that expire in the next 24 months and new efforts planned to lease out additional space.*
- *List of on-UA owned and non-UA occupied facilities/space that are situated on UAF educational property.*

UAF leased space accounts for 4.1 percent of the total MAU square footage, totaling 143 thousand of the campus' 3.4 million square feet. Annual lease payments total over \$2.2 million, with \$1.4 million expended for leases in the Fairbanks area (approximately 64 percent).

The largest single lease outside the Fairbanks area is the \$266,000 paid annually for the Cooperative Extension Service (CES) Kaloa Building in Anchorage. Significant leases within the Fairbanks area include \$342,000 for the CTC Hutchison Institute of Technology, and \$136,000 for the CTC Process Technology & Environmental Safety programs at the Fairbanks Pipeline Training Center.

It is UAF's goal to reduce off-campus leases and bring programs and departments into University-owned space, where possible. Some leases are actively also being reduced in FY15.

During FY14, UAF was able to terminate the following leases:

- Denali Building which caused relocations of the Scenarios Network for Alaska Planning (SNAP) and Office of Intellectual Property & Commercialization (OIPC) to University-owned space on the Fairbanks campus.

Estimated FY15 savings: \$205,000

- Wells Fargo which caused relocations of Marketing and Communications to the Eielson Building, Alaska Sea Grant to the Gruening Building, and UA Press' move to the University-owned building on Westwood Way.

Estimated FY15 savings: \$234,000

- CES Scenic View lease in Palmer which caused CES to move into University-owned space located at Palmer Farm.

Estimated FY15 savings: \$47,000

- UAF currently occupies space in the Bowers Building and this lease expires May 31, 2015. Plans are underway to terminate this lease and move eLearning & Distance Education, CRCO Bookstore operations, and Math in a Cultural Context to University-owned space on main campus.

Estimated FY16 savings: \$327,000 (dependent on renovation costs).

Although some off campus leases are reduced, UAF anticipates there will be slight increases for remaining off-campus leases if those leases are renewed. Additionally, bringing departments to University-owned space may require renovation and reconfiguration costs depending on location, size, and department needs.

UAF does have special arrangements with other entities to share non-UA owned facilities located on UA property. These include the Cold Climate Housing Research Center (CCHRC) and the State of Alaska Virology Lab.

UAF owned space leased to third parties totals \$2 million in annual lease revenues. Most of these revenues are associated with the Syun-Ichi Akasofu Building, with the JAXA-JAMSTEC lease bringing in \$1.5 million and the National Weather Service lease bringing in \$414,000 annually. The lease arrangement made it possible to fund the construction of the facility in 1998. However, the lease with JAXA-JAMSTEC terminated on March 31, 2014. A restoration plan is in process and the remaining one-quarter of FY14 impact will most likely affect a portion of utilities costs (approximately \$83,000). The annual reduction to FY15 UAF revenues will be as follows:

Table 5.1 UAF FY15 Revenue Impact Due to JAXA-JAMSTEC Lease Termination

Cost Description	Amount
Utilities	(\$343,750)
UAF OIT	(\$150,000)
Custodial	(\$123,000)
Insurance	(\$50,000)
M&R	(\$150,000)
R&R	(\$63,000)
Police and Fire	(\$65,000)
	<u>(\$944,750)</u>

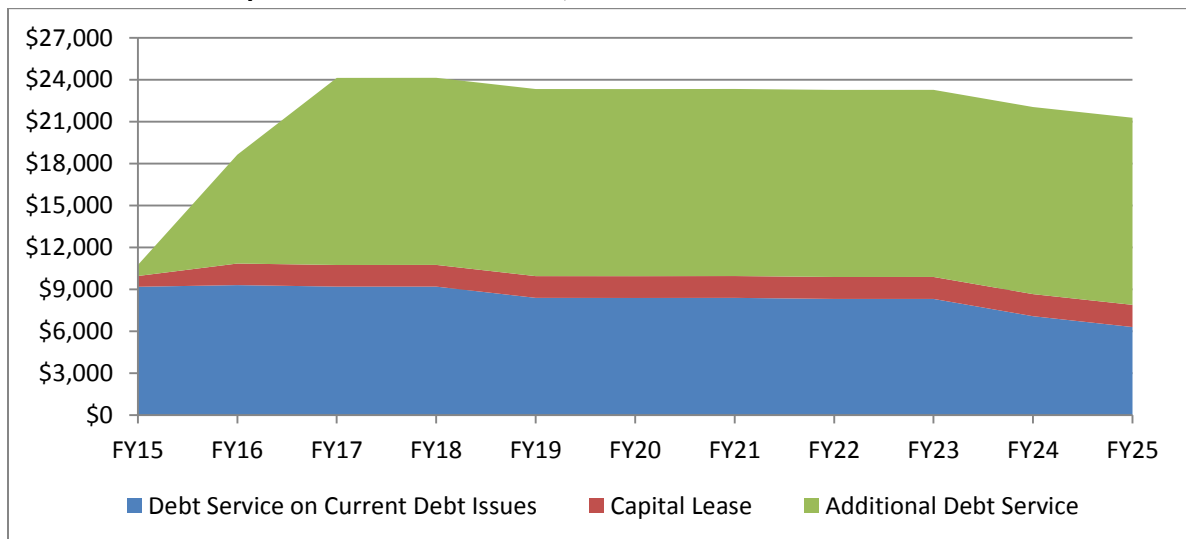
The backfill of this vacated space is now occupied by the Scenarios Network for Alaska and Arctic Planning (SNAP), Alaska Climate Science Center (AK CSC), Alaska Center for Climate Assessment and Policy (ACCAP) and Alaska Fire Science Consortium (AFSC). Relocation and ongoing colocation of these four programs will accomplish two long-term strategic goals: (1) on campus location to facilitate collaboration across schools, colleges and institutes including student interactions, and (2) improve logistical, administrative and budgetary efficiencies.

C. UAF Debt Service

Annual listing of all debt payments (by building/project/vehicles/equipment) and the term of the debt (FY15 to FY25). This includes new debt payments projected based on UAF's master plan and projects in the six-year capital plan.

Refer to Appendix 5.C.1 UAF Debt Service Schedule

Graph 5.1 UAF Debt Issues, Leases and Other Debt Service



Anticipated Debt

The Combined Heat and Power Plant construction is moving forward. Of the estimated \$245 million in total project costs, UAF received funding in the FY15 legislative session through a financing package: \$162 million (with \$70 million receipt authority plus a tuition based utility surcharge).

The financing package includes:

- \$74.5 million in state capital funding including a reappropriation from AEA;
- \$87.5 million authorization for UA to borrow from the Municipal Bond Bank (MBB);
- Authorization for UA to sell \$70 million in revenue bonds, to be repaid by UA;
- The legislature also adopted a fiscal note with the MBB bill, which appropriates \$7 million annually to pay off the loan from the MBB, so UA does not have to pay off the loan solely from its own resources.

In FY15 and FY16, the \$7 million will be directed to the project and starting in FY17 it will be dedicated to debt payments. A majority of the revenue bond debt service costs will be covered by the \$4.2 million estimated annual energy savings expected for the new plant and by a utility surcharge, generating no more than \$2 million in annual revenue (per Legislative intent language). The utility surcharge is a \$2 per credit UA Facilities Fee starting in Spring 2015. In Fall 2015 this fee will increase to \$4 per credit, and in Spring 2016 the fee will increase to \$6 per credit. This fee revenue will go to partially offset the university revenue bond debt service for UAF. At UAA and UAS, fee revenues will be used for capital reinvestment.

The Debt Service Schedule, Appendix 5.C.1, projects the related debt service expectations based on the proposed funding model for the project.

Long-Term Leases

The construction of UAF's new dining facility was completed in late summer 2014 and opened for operations for fall semester 2014. The project was financed through a public-private partnership (P3). UAF's financial commitment on this facility is limited to a 30-year lease agreement. Lease payments are slated to begin in FY15 and approximate \$1.4 million annually.

The University is also continuing efforts to build new student housing on campus. One option being considered for such is a P3 development. These discussions are in the preliminary stages.

D. FY16 Capital Snapshot

FY16 guidance from the State Office of Management and Budget (OMB) indicates the Governor has requested agencies reduce spending for the remainder of FY15 into FY16. Initial targets have been provided to create scenarios at each reduction level. For capital projects, there will be likely reductions to the budget and project list. Outcomes of this budget planning effort will help UAF to adjust its capital plans in the future, as necessary.

UA requested \$12.5 million to fund the deferred maintenance and R&R work associated with facilities newer than 11 years, so these facilities will eventually be eligible to be covered by the university building fund (UBF), when implemented. As of January 2015, Governor Walker's proposed budget includes \$8 million for this purpose, which is subject to change in the legislative session.

Unless adjusted based on the budgetary conditions, UAF's major capital priorities are deferred maintenance, completion of the Engineering Building planning for the CTC Fire and Emergency Services Training and Education facility and obtaining receipt authority for the ACEP office build-out.

Deferred Maintenance

UAF is distributed a percentage of the UA System Deferred Maintenance funds based on a formula using the adjusted value of the facility multiplied by the weighted average age of the facility. Deferred maintenance funds are utilized in areas of highest priority and include renewal and renovation (R&R), code, and ADA items. As the UAF campus is approaching its centennial anniversary (2015-2017), the aging facility needs are generally the highest in the UA System.

New Construction and Facility Planning

Planning for new construction includes a funding request to replace the University Fire Department Emergency Services and Management (EMS) Facility, which will provide space for apparatus bays and support space for fire and EMS living quarters. A Community & Technical College (CTC) EMS Training Center is also proposed.

Future Capital Items (FY17+)

- West Ridge Research Building #2
- Public/Private Partnership (P3) Campus-wide Housing
- Kuskokwim Campus Consortium Learning Center
- CTC Fire and Emergency Services Training and Education Facility completion
- Northwest Campus Realignment
- Early Childhood Education and Childcare Center - pending FY15 review

Section 6. Employee Trends & Process Improvement

A. Employee Trends & Major Process Improvement Efforts

ADMINISTRATIVE & SUPPORT (A/S) REVIEW

Refer to Appendix 6.A.1 - Administrative & Support Capacity Update: Spring 2008-Spring 2014

October 2014 Administrative & Support (A/S) Update - Six Month Snapshot

Although OMB does not normally compare Spring to Fall figures within a given year (since it only represents a six month window), the recent budget climate has resulted in some significant changes to UAF positions. It should be noted, Spring counts are often higher than Fall counts in general due to seasonal or research field-season hires, and faculty are not yet off contract. Changes in FTE from Spring to Fall 2014 may also show the impact of UAF budget reductions, particularly in schools and colleges. Total UAF employee FTE decreased by 3.9 percent (84.2 FTE). A/S Review job type updates by category may not match all of the job categories defined by UA in Review.

- The greatest numbers of FTE were reduced in areas under the Provost (-31.8 FTE), the Vice Chancellor for Research (-18.1 FTE), and the Vice Chancellor for Rural, Community, and Native Education (-17.0 FTE); the Office of Information Technology had the greatest proportional reduction (-22.3 percent, or 10 FTE) after a short term increase in filled vacancies from Spring 13-Spring 14.
- Traditional administration and support FTEs have been continuously reduced since 2008. Reductions in this area may need to be targeted in the future so as not to dismantle mission critical functions.
- From Spring-Fall 2014, UAF reduced FTEs in the priority areas of student services, communications, and development by 4.2 percent (7.2 FTE) and faculty, research, and outreach by 4.9 percent (45.3 FTE). Reductions in these areas impact UAF's ability to generate revenue, compounding the budget reduction.
- The magnitude of the cuts in FY15, coupled with a challenging state budget forecast and the lack of tuition increase for FY16 (if not approved in February 2015), will inevitably require a further reduction in the UAF workforce.

A/S Staffing and Financial Trends Interactive Online Tool

In order to support the annual A/S update and offer assistance to departments in analyzing this information, an online interactive tool was developed in FY14 which allows units to pull FTE and financial trend data. This tool does not require TOAD experience or VPN access and can be accessed directly from the web. It includes an annual snapshot of UAF Spring FTE and revenue and expenditure figures by fiscal year with many options to customize and filter according to the department's needs.

This tool allows a user the flexibility to: filter and sort data sets, query by VC level, unit or position type, export data set to Excel, customize reports and use charting features, identify staffing and financial trends over time and identify funding sources.

Spring 2008-2014 A/S Update - Annual Snapshot & Trends

Based on the FY15 and FY16 outlook, new funds will be harder to attain. This means process management and prioritization will be key areas of focus for optimizing the resources UAF already has in alignment with core themes and strategic plans. These conditions increase the need to understand each service unit, its make-up including staffing levels and functions, and its associated costs. Analysis of services and how they are provided becomes more important in this climate.

This data set is meant to be used as a management tool so discussions regarding function and level of service can occur. This data set shows A/S trends from Spring 2008 through Spring 2014.

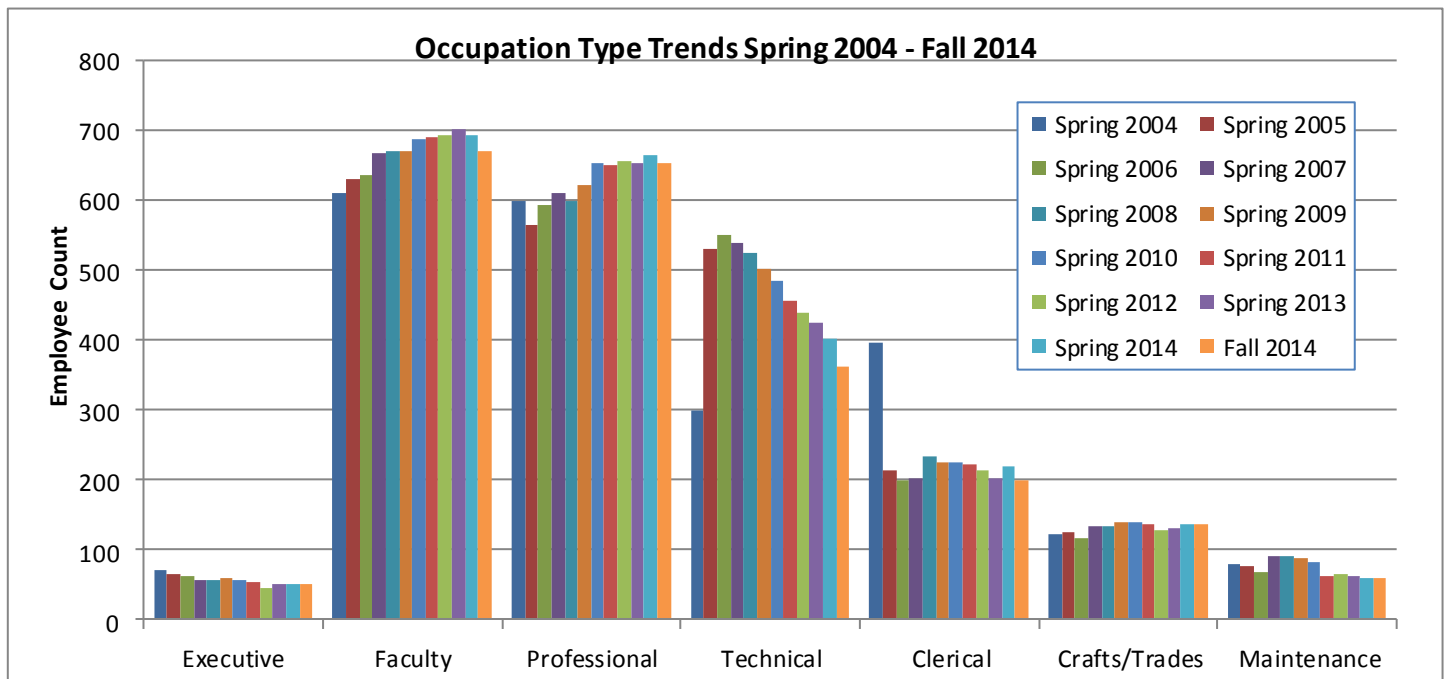
- Changes in FTE from 2008-2014 reflect a pattern of investment in priority areas, a shrinking administrative base, and a maintenance of high quality services.
- Despite reductions in federal funding and student credit hours, UAF has preserved capacity in the mission-centric areas of faculty, research and outreach, and invested in student services, communications and development, by reducing traditional administrative and support staff.
- Traditional administrative and support staff have decreased by 53 FTE (six percent) since the 2008 snapshot. The decline is primarily a result of organizational/program changes and attrition.
- Out of 35 units, 13 have **reduced traditional administrative and support** staff since 2008. Three (CEM, CNSM, and IARC) have **increased all categories of employees** (Faculty, Research, and Outreach; Program; Student Services and Communications and Development; and Traditional Admin & Support).
- Targeted investments have added 37 FTE in student services, communication, and development, a 27 percent increase across the campus since 2008.
- Faculty, research, and outreach FTE have been fairly flat since 2008, losing eight and a half FTE or one percent. Correspondingly, federal receipts have decreased by three percent over the same period.
- Program FTE have decreased by 16 percent since 2008, as restricted funding has tightened and the federal support for the Arctic Region Supercomputing Center (ARSC) ended. UAF has added 14 FTE in the Program category since 2013, for the NSF-funded RV *Sikuliaq* operations based at the School of Fisheries and Ocean Sciences.
- As budgets continue to tighten, UAF must prioritize resources to strengthen efforts that directly support our mission. Beginning in 2014, shared service models are being used increasingly to continue providing high quality services while focusing departmental resources on priority efforts.
- UAF typically has an annual position churn of 11 percent (approximately 300 positions). This includes existing employees taking on new roles (approximately 65 percent) as well as fills from external hires (approximately 35 percent). Although UAF employed 90-day vacancy holds and vacancy management tactics in FY14, these did not necessarily impact the number of FTE employed based on the timing of the annual data snapshot. Vacant positions are not included in this data set.
- UAF experienced only slight changes in total staffing levels from 2013 to 2014, but did see a marked shift of employees from unrestricted funds to restricted funds. The magnitude of the cuts in FY15-FY16 will inevitably require a further reduction in the UAF workforce.

From 2008 to Spring 2014, despite reductions in federal funding and student credit hours, UAF has preserved capacity in the mission-centric areas of faculty, research and outreach, and invested in student services, communications and development, by reducing traditional administrative and support staff. This is expected to change in the next few years as UAF preserves its core.

HEADCOUNT TRENDS - CHANGE IN TOTAL NUMBER OF EMPLOYEES BY OCCUPATION (ECLASS)

It is important to note that headcount trends as reported below (using the UA in Review ECLASS breakouts) are slightly different from FTE trends described in the A/S review. A/S data is focused on position function rather than ECLASS alone, therefore some job categories are interpreted. By ECLASS, trends are as follows:

Table 6.1: UAF Employee Trends by Classification Spring 2004-Fall 2014



Executives

- Since 2004, the Executive group has comprised approximately 3 percent of total Regular employees and by 2014, has decreased to approximately 2 percent of total Regular employees.
- The Executive group has decreased over time, by more than 27 percent since Spring 2004.

Faculty

- Faculty are the largest group of Regular employees and represent 31 percent of total UAF Regular employees as of Fall 2014.
- Since Spring 2004, faculty headcount has increased by approximately 9 percent.

Staff

- Staff positions fall into multiple employee classifications and are grouped in the Professional, Technical or Clerical job types.
- The Professional classification group includes exempt and non-exempt staff.
- Since 2004, Technical job types have increased by approximately 21 percent, from 300 to 364 in Fall 2014; however, since Spring 2014, Technical job types have decreased

approximately 10 percent between Spring and Fall 2014. The technical job family was implemented in July 2002.

- Since 2004, the Clerical job type has declined approximately 49 percent; since Spring 2014, this job type has declined approximately 8 percent. After 2004, many clerical positions were reclassified as Technical job types.
- Since 2004, the Professional group has increased approximately 9 percent. This represents a headcount increase of 55 since 2004. Some of this transition may be due to promotional opportunities from Clerical/Technical jobs to Professional types over time.

Table 6.2: UAF Headcount Change by Employment Type Fall 2013-Fall 2014

Employment Type	Headcounts		1-Year	Average Percent of Total	Percent Change
	Fall 2013	Fall 2014	Fall 2013 to Fall 2014 Headcount Change		
Regular	2,192	2,137	(55)	53.40%	-2.51%
Temporary Staff, Adjuncts & Students	1,941	1,836	(105)	46.60%	-5.41%
Total UAF	4,133	3,973	(160)	100.00%	-3.87%
<i>Source: UAR 2014 Table 3.05</i>					

In Fall 2014, UAF employed a total of 3,973 employees. Regular and Temporary employee headcounts are down almost four percent from Fall 2013 to Fall 2014 (160 positions). The majority of the decrease, at more than five percent, is within the Temporary category which includes full- and part-time temporary staff, adjunct faculty and students. The Regular employment type includes full- and part-time regular and term employees.

PROCESS IMPROVEMENT EFFORTS & KEY RESULTS

Business Process Improvements

One of the goals of the A/S Review was to identify common processes to streamline that would improve overall administrative effectiveness. Since 2010, a full-scale process improvement methodology has been adopted and a growing team of UAF facilitators has worked to lead several institutional movements promoting change. Major projects and outcomes as a result of this effort are listed below.

The Process Improvement & Training (PIT) Crew creates a workflow diagram for an identified inefficient business process with a team of experts in applicable areas. The PIT Crew facilitator(s) then helps the work team develop and manage an implementation plan to achieve improved processing results. These efforts represent bottom-up change developed by the process owners, supported at the highest levels of the organization.

This framework has been extremely successful at UAF thus far. UAF can be more successful in these efforts with increased support and response from the UA System Offices and functional process owners/managers. UAF alone can make changes where it has influence over the process, but often cannot make necessary changes to the technology tools or enterprise systems. Greater partnership

and improved governance in this area are expected in FY15 and an IT Governance Review will be conducted to explore optimal models for process management and change.

Project details and recommendations from the process improvement teams can be found online: <http://www.uaf.edu/finserv/omb/process-improvement/>.

Accountability, Collaboration & Continuous Improvement

UAF, in partnership with UAA and UAS, submitted two memos in June and July 2014 to the UA System Office asking for greater accountability and collaboration for large-scale automation projects. These memos challenge UA leaders to work with campus leaders to improve efficiency, effectiveness and quality of service with respect to enterprise systems, technology tools, governance and access to UA systems in order to get work done faster within a culture of continuous improvement. Reducing cost in this environment will become easier and the change aligns with Shaping Alaska's Future initiatives. In early FY15, this call for improved collaboration received the support of President Gamble. Implementation plans and work teams may be a next step to move these initiatives forward.

Grant Award Set-Up - Wins

- Paper budget forms for grant set-up were eliminated and department grant techs are empowered to enter grant budgets directly into Banner. OGCA is also implementing a keying improvement project with specific focus on reducing the lag-time it takes to enter fund set-up in Banner.
 - This eliminated a paper submission process and several approval layers which commonly took between 30-60 days.
 - Savings in time is estimated at 25-55 business days for an award to be keyed with a new fund-set up. OGCA is currently changing the process and tracking results. Thus far the average time to key an award or change is less than five business days within a given month. Working to reduce this time will result in the ability for a researcher or Principal Investigator (PI) to spend sponsored award dollars (restricted funds) as fast as possible after the award documents are received. This enables faster hiring before the summer field season, timely equipment purchases and faster indirect cost recovery generation.
- Pre and post-award offices were merged in January 2014 under new leadership; this organizational change is creating more transparency (and fewer independent touch points) in the transition from proposal submission to award management.
 - Savings is estimated at \$150,000 (2 FTE) in OGCA and \$150,000 (2 FTE) across campus units, annually.
- An electronic system creating a single point of entry and submission for proposals is being implemented. InfoEd, an electronic pre-award module, allows researchers and pre-award technicians to enter information into one system that, after review by compliance experts, can be submitted directly to the applicable agency or sponsor without going through any separate or unique external submission websites (such as grants.gov).
 - One module is implemented with another in the pilot phase. This eliminates several process touch points, ensures transparency in proposal submission, uses standard formats and results in a higher degree of accuracy in submitted information. As a result of this tool, reporting will also be improved.

Recruitment - Wins

- To increase consistency in the recruitment process, Vice Chancellors (VC) and units were asked to complete a standardized delegation template indicating which positions within each unit require review. To date, unit templates are available and each VC and Provost

have completed these delegations. HR has also developed standardized memos and scoring templates for PPA use.

- Savings estimated at \$75,000 (1 FTE) annually. This change resulted in more efficient and timely transactions in HR allowing a vacated position to be reduced.
- To alleviate complaints of losing entered information upon being “timed-out” of the UAKJobs recruiting system, the time-out period has been extended from 30 minutes to one hour for data entry.
 - Regular “saves” while entering data are still advised to prevent loss of information in the event of a time-out.
- In an effort to eliminate multiple levels of approval for some recruitments, the process for direct appointments has been streamlined.
 - Savings estimated at 27 business days; a reduction from 30 days on average to three. This is equivalent to \$10,000 annually in processing time and effort.
- Recruitment references for PPAs have been improved online and a PPA Training Academy is in development. The goal of improved and specific HR training will include a shift of recruitment responsibility (and access to complete the work) from the central UAF Human Resources Office to the departments.

Procurement - In Process Status & Early Results

- UAF implemented a procurement technician (P/T) training program in FY13 that was expanded to a new group of fiscal employees in FY14. The course provides in-depth procurement training to select staff (typically in high volume or specialized departments) across campus. When training is complete, the member “graduates” and is granted increased procurement accesses within Banner so high volume units can complete more of the work as a first line of support rather than funneling work through the central office. This saves both time and effort at the department and in the central processing office. It also allows for a higher degree of customer service with researchers, faculty and staff at the unit level.
- At UAF’s request, notification emails were enabled in Banner to better track purchasing and payment workflows from the requisition stage - to purchase order - to vendor payment. This process improvement automation has been employed across the UA System and allows fiscal technicians in departments to get automatic information, which enables faster communication and department self-service with existing UA tools.
 - Savings estimated at \$1,000 annually as a result of improved transparency, eliminated phone calls or Banner queries to check the status of a transaction.
- UAF implemented automatic assignment of Purchase Order (PO) numbers in Banner and moved from a manual process to log and track assignments.
 - Savings estimated at \$8,000 annually as a result of a reduction in processing time and effort to log and file.
- Additional results are expected as this team is currently drafting a business case with recommendations for further improvement including electronic workflows. The business case is targeted for spring 2015.

Travel - In Process Status & Early Results

- The Travel team is exploring opportunities for volume discounts (or strategic sourcing) for frequently used travel related expenses (airfare/hotels/car rental).
 - Savings will result from movement to a one card system creating better awareness of expenditure data in order to negotiate with vendors for special pricing options. Targeted savings are \$250,000 annually.
- The Travel team recommends moving to a “one card” procurement and travel card to mitigate inefficiency between procurement and travel processes; moving to a one card

would also allow for additional revenues received in rebates, administration efficiencies for card management and improved reporting.

- The Travel team recommends improvements to the Travel Expense Management (TEM) system administered by Statewide Financial Systems or movement to an improved travel management product that includes a booking tool and improved reporting options, if TEM will not be a viable option.
 - Integration between TEM and the UA records management software (OnBase), so travelers can upload receipts electronically into the system, is a request currently in progress at the UA System Office with expected results in spring 2015.
 - Improved access to TEM for those that manage travel workflows and ease of use for UAF travelers will be determining factors in whether continued improvement with this tool is possible.
 - Mobile device access is also a recommendation.
 - As an alternative travel management system, the Travel team recommends Concur and has done an extensive initial analysis to match UAF needs to the produce requirements. Further product analysis and an implementation team may be necessary if this option is approved.
- Additional results are expected as this team has submitted its business case to the steering committee. Implementation plans for approved items will be required to see further results. Travel business case:
http://www.uaf.edu/files/finserv/omb/Process_Improvement/TRIPBusinessCase-Final--17Nov2014.pdf

Campus-wide Training & Employee Development

- In late FY14, a campus-wide committee was created with representatives across all administrative and service areas. The committee will inventory all of the UAF-based administrative training, coordinate a centralized location for all training material, will evaluate and recommend how to integrate required training and developmental training into employee career development plans and position descriptions, will evaluate delivery tools and will submit recommendations for an improved and sustainable training model with a tracking system for the UAF campus. As training is consistently identified by employees as an area that needs improvement, UAF expects to see results from the project team take shape in FY15.
- UAF has contracted with an external firm, Huron Consulting, to conduct a campus-wide capacity analysis and employee development survey which is scheduled to begin in early 2015. This survey and analysis will identify UAF employee development requirements (needs vs. current state) from an employee and supervisory perspective, and will result in a plan to create an optimal training model at UAF to ensure the highest quality employees are part of UAF's core operations.

Shared Service Models - Wins

In FY14, UAF made significant progress in its review of highly-used workflow processes, in an effort to improve efficiency in several key areas. Shared services are a goal UAF and were implemented in a few locations. Shared service models offer consolidated business operations that are used by multiple parts of the same organization. The goal of a shared service model is to allow each business unit/department to focus its limited resources on activities that support the UAF mission. Shared service models also support process improvements through use of best practices, highly trained staff specialized in service delivery and backups for critical functions.

- The UAF Proposal Development Office is a newly formed service center focused on research support for Principal Investigators (PIs) and research related staff. A consolidated service

hub built from voluntary collaborations in several research institutes (e.g. Geophysical Institute, School of Fisheries & Ocean Sciences and College of Natural Science & Mathematics) will allow for improved expertise with sponsors/funding agency requirements, staff cross training, workload balancing, professional proposal preparation and budget development, and a higher level of customer service. Improvement in this area is expected to help increase the volume of outgoing high-quality research proposals, which in turn, will assist with revenue generation and funded awards.

- Savings are estimated at \$15,000 (0.25 FTE) in units and \$60,000 (1 FTE) annually campus-wide.
- Proposal output in this unit has increase by 162 proposals over the past year as a result of more efficient processing and staff expertise in this area.
- The potential for increased revenue is nearly \$2,000,000 in additional awards if only 20 percent of these additional proposals are funded at \$70,000 each, on average.
- This unit is a model for other units in similarly functioning areas.
- UAF Housing and Dining operations were reorganized. As a result of consolidating the two offices, the Polar Express student ID services were moved under the Office of the Bursar and one position eliminated. Parking Services was also moved under the Office of Bursar, realizing additional cost savings and process efficiencies. The goal of this consolidation was to make headway in creating a "one-stop-shop" for all student-related support services i.e. billing/payments, parking services, polar express ID services, dining, etc.
- The PIT Crew in collaboration with the UAF Office of Management and Budget (OMB) created a shared services guidance document to help UAF Deans & Directors explore possible ways to implement these partnerships, service hubs or centers as most appropriate for the business in UAF locations: <http://www.uaf.edu/finserv/omb/process-improvement/shared-services/>.

B. UAF staffing changes from FY09 to FY14, including expected changes in FY15. This includes a discussion of administrative staff impact and models, noting best practices where applicable to major areas.

See Appendix 6.D.1 - UAF Authorized Positions FY09-FY15

UAF's position management process continues to track and discuss vacant positions with the goal of ensuring that vacant positions undergo recruitment in a timely manner. Prior to initiating recruitment, management reviews vacancies at the department, unit, and division levels to determine if the position warrants the allocation of resources. Should management determine that a current recruitment of the position is not in the best interest of the university, Office of Finance and Accounting (OFA) will place the position into reserved status so that it becomes unbudgeted but remains available for future needs.

The intent of this process is to create a level of expectation and understanding within the UA System, as it relates to benefited positions, vacancy management and the costs associated with staffing. This process allows for consistent standards in the budgeting, expenditure, recruitment, and reservation of positions across the system.

AUTHORIZED POSITIONS

UAF currently has 2,469 authorized positions (FY15). Banner records these positions with a separate Position Control Number (PCN) and matching Authorization Number. Since the authorized position budgets, which are loaded as part of the Continuation Budget process on July 1st of every year, are the basis for UA's annual position increase requests from the State of Alaska, standard and accurate management of these positions is crucial.

Overall, UAF authorized positions for FY15 are lower by 170 slots than in FY14 - a reduction of 6.4 percent. Prior to FY15, authorized position counts at UAF increased by 1.1 percent between FY08 and FY14 (2,608 and 2,639, respectively). However, due to stagnating sponsored program receipts, constricting state funding, and better internal position management, UAF's reserved position pool grew over the last few years from fewer than 200 to more than 400. In addition, other Universities within the UA System did not have enough authorization slots to implement fully the intended position management criteria. As a result, UAF transferred 145 reserved position slots to UAA, 15 to UAS, and returned 10 to the State of Alaska. After making these adjustments, UAF started FY15 with 85 reserved positions and, after the initial FY15 position review in September 2014, the reserve pool increased to approximately 200 positions.

In addition, the university budget officers agreed in early October 2014 that a reserved position level of 6-8 percent of total authorized positions is the preferred level to maintain. Due to reduced general fund from the state in FY15, UA leadership felt it prudent to return additional authorization slots in recognition of this reduced capacity. UAF has already identified another 50 reserved authorization slots to return to the State of Alaska for FY16. However, because UAF continues to maintain nearly eight percent of its authorized positions in reserve, it is able to respond more quickly to changes in authorized positions from all funding sources.

VACANCY ANALYSIS & IMPACT OF "HOLDS"

In May of 2013, UAF instituted a vacancy hold to delay employee hires for 90 days to allow time for review of position duties and need, as well as to maximize savings on a one-time basis. In addition to the hold, the program also included a pullback element that resulted in sixty days of the savings accruing centrally with the remaining thirty days accruing at the division level. The program applied to all regular or term-funded staff and executive positions fully or partially funded from unrestricted sources. In the event of partial unrestricted funding, only the portion of the position's salary paid from unrestricted sources was subject to pullback.

For the 13.5 months between May 15, 2013 and June 30, 2014, this position management activity resulted in the following statistics:

Filled Position Statistics

OFA identified 243 pullback-eligible positions during this time. Of these, UAF filled 107 (44 percent) on or before June 30, 2014. The maximum time to fill for any position was 367 days (one year) and the minimum was 0. The average number of days to fill for all positions was 95.8.

While the vacancy hold was in effect, the policy rules allow for exemptions to the required 90-day vacancy period. This allowed some positions to have an overlap in incumbents (for training purposes) or for the position to be filled in fewer than 90 days. In addition, other positions that did not receive an exemption went through the hiring process during the hold period, thereby allowing the incoming employee to start immediately after the hold ended.

Overall, the average number of days to fill vacancies was not significantly different from prior years despite the 90-day hold in effect.

Vacant Position Statistics

Of the eligible positions, 136 (56 percent) remained vacant as of June 30, 2014, with an average days vacant of 127.6. Of all the vacant positions, 44 percent were vacant for more than four months (120 days) as of June 30, 2014.

50 of these incumbents were not replaced, meaning that the units did not try to refill them and, instead, reserved them for FY15. This represents nearly 37 percent of all vacant positions.

The eligible vacancies during this period generated \$3.2 million in net savings, with \$2.1 million accruing centrally and \$1.1 million accruing to the units/divisions. UAF management used these funds to cover utility and debt service shortfalls centrally as well as to fund priority areas within the divisions, each on a one-time basis.

For FY15, the 90-day hold policy remains in effect with all savings accruing at the unit level in recognition of the programmatic impact of continuing budget reductions. Chancellor Rogers also initiated a mandatory review program for all administrative positions at grade 82 and above prior to opening them for recruitment. Plans for FY16 are not yet known although further reductions are expected.

Table 6.3: FY14 Vacancy Management Statistics

POSITION STATISTICS AS OF JUNE 30, 2014		
	NUMBER OF ELIGIBLE POSITIONS	243
FILLED POSITION STATISTICS:		
	NUMBER FILLED POSITIONS	107
	PERCENT FILLED	44.0%
	MAX DAYS TO FILL	367
	MIN DAYS TO FILL	-2
	AVG DAYS TO FILL	95.8
	PERCENT FILLED W/IN 90 DAYS	55.1%
	PERCENT FILLED IN 120+ DAYS	29.9%
	FILLED POSITIONS BY ECLS	CR 1, EX 1, NR 64, XR 41
VACANT POSITION STATISTICS:		
	NUMBER VACANT POSITIONS	136
	PERCENT VACANT	56.0%
	AVG DAYS VACANT	127.6
	PERCENT VACANT FOR 120+ DAYS	44.1%
	VACANCIES BY ECLS	CR 3, EX 1, NR 81, XR 51
	UNREPLACED VACANCIES	50
	PERCENT UNREPLACED (DOWNSIZED)	36.8%

ORGANIZATIONAL CHANGES

- Shared services models are an emerging theme at UAF and were explored in a few locations in FY14, as discussed above.
- In January 2014, reorganization integrated the functions within the Office of Sponsored Projects (OSP), under the Vice Chancellor for Research, into the Office of Grants and Contracts Administration (OGCA) under the Vice Chancellor of Administrative Services.
- Effective March 2014, the Arctic Region Supercomputing Center (ARSC) merged with the Geophysical Institute with the aim of integrating this institutional asset into core research functions. Since losing direct funding from the Department of Defense, ARSC has struggled to garner adequate external funding to fully support its core operations and has large utility cost obligations.
- In February 2014, the Board of Regents officially approved the merger of the School of Natural Resources and Agricultural Sciences (SNRAS) and Cooperative Extension Service (CES) to form the School of Natural Resources and Extension (SNRE). In recent years, SNRAS had financial difficulties driven primarily by declining enrollment in its academic programs and loss of federal funding from earmarks. The process to determine the optimal structure for these two entities began in 2013. The new entity, SNRE, is positioned to strategically integrate activities in the interests of carrying out UAF's land grant mission, supported by formula funding received from the US Department of Agriculture and matched by the University. Effectiveness will be reviewed as this structure matures.
- As part of the efforts to streamline and restructure operations, and to prepare for an environment of limited resources, Chancellor Rogers challenged each vice chancellor to identify vertical adjustments to reduce operations. In response to this expectation, the division of University and Student Advancement (USA) eliminated the Office of Career Services and distributed the related services among other entities within USA. This reorganization results in ongoing savings of approximately \$250,000 a year and a similar service may function as part of Human Resources. Effectiveness will be reviewed as this structure matures.
- Facilities redistributed leasing functions under Financial Services and other responsibilities are absorbed within Facilities Services.

C. Technology Use to Improve Service & Efficiency

Refer to Appendix 6.B.1 - Administrative IT Partnership and Action Plan

Refer to Appendix 6.C.1 - Critical Improvements for Travel Expense Module (TEM)

ONLINE SOLUTIONS, DIGITAL SIGNATURES & AUTOMATION

Use of technology to improve administrative efficiency and online instruction has benefitted several schools and departments over the course of FY14. Departments are increasingly reliant on a digital workflow for efficiency, transparency and regulatory compliance. In addition to Student Services, Financial Aid, and Human Resources, all three University Grants and Contracts offices are now using OnBase document management software. The use of the Automated Capture function for processing Grant Effort Certification reports is reducing the amount of staff time needed to handle each form.

Several projects are currently underway to better integrate OnBase with other UA systems, including transcript processing, electronic signatures, and Banner. Although Banner integration continues to be a challenge, OnBase functionality is improving. UAF anticipates streamlining the Memorandum of Agreement/Memorandum of Understanding process in FY15 and creation of a database for these critical contractual-type documents.

In FY14, an electronic signature acceptance and use guideline was adopted at the UA System allowing for use of electronic signatures in business transactions at each (and between) the three Universities. UAF implemented use of DocuSign to electronically route and sign forms, memos, and other documents; integration between DocuSign and OnBase is part of this exploration. Integration with Banner will additionally allow a reduction in the staff time required to key information into Banner, if enabled.

SPACE MANAGEMENT

Asset Management with intelligence (AiM)

The AiM application is a suite of interconnected modules that allow for better oversight of Facilities Services' activities and facilities management functions. The modules currently utilized include Work Management, Preventive Maintenance, Time Management, Inventory Management, Asset Rental and Motorpool, Service Contract Management and Project Management.

In FY14 several additional modules were implemented in AiM:

- The Utilities module is used for tracking off-campus utilities such as electric, water, sewer and garbage for Seward, Kodiak and Juneau's Lena Point Facility.
- In March 2014 the Space module went live. This timing coincided with a campus-wide space utilization project. The data that was collected by the consultant for the space utilization project was captured in a format that uploaded into AiM. The Space module now contains complete data for the UAF Main campus.
- AiM iDesk was implemented in the Warehouse. iDesk is a limited mobile version of AiM, essentially an app for a smart phone or tablet type device, and is used for inventory and timekeeping on work orders. After rigorous testing, iDesk was used for the FY14 cycle count. Along with a more streamlined and paperless process, the use of iDesk reduced the amount of over-time during the cycle count by 50 percent from previous years and reduced the cost of over-time during the cycle count by 25 percent.

Other modules are in the process of being implemented by spring 2015 and include Facility Condition Assessment, Key and Access Control, and Capital Planning and Project Management.

The integration of AiM helped to greatly reduce the over 40 internal databases created and supported by in-house staff. It has allowed standard operating procedures and defined key performance indicators (KPIs) for management reporting and decision-making across the UA system. It has enabled robust, single-source reporting that helps to ensure regulatory and fiscal compliance by providing auditable data. It also allows for tracking data such as facility condition, blueprints, square footage, and space type. Utilizing AiM has created efficiencies with a more electronic environment and has allowed for a reduction of paper processes. Once all the modules are implemented, the additional information provided by AiM can be used in a multitude of ways

including space utilization studies, future capital need projections, and quantifying deferred maintenance scenarios.

Space Request Process

The Space Planning Group meets on a regular basis to review space needs on campus, develop solutions for space challenges and promote long-term planning in alignment with the UAF Campus Master Plan. Existing space must be utilized as effectively as possible to support desired growth and maximize space usage on and off campus. Departments can now complete an online form for specific space requests and needs. OMB manages the space request and tracking function. Facilities Services and the Division of Design & Construction assist with cost estimates and other logistics as required.

Space Utilization Project

In Spring 2014, UAF hired a consultant, Paulien & Associates, to review space in order to gain a better understanding of how UAF uses space and how it can be used more effectively to meet institutional missions. Although UAF provides education, outreach, services, and research throughout the State of Alaska, this study focused on the Fairbanks Campus. The consultant conducted the following studies:

- Benchmarking
- Facilities Inventory Validation and Instructional Space Utilization
- Centralized Scheduling
- Space Needs Analysis and Planning Options
- Implementation Approach

The outcomes of these analyses will provide a foundation of understanding by which the University can make sound decisions regarding the physical assets of the institution as well as discuss opportunities for operational changes that might serve the campus better. Several implementation strategies, options and costing will be reviewed by leadership with final recommendations slated for February 2015.

Revenue by Source for MAU
1.A.1

	FY09		FY10		FY11		FY12		FY13		FY14			
Revenue Source	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	% Change FY13-14	% Change FY09-14
General Funds	\$149,725.3	38%	\$155,215.6	38%	\$160,592.5	34%	\$166,994.5	33%	\$176,505.2	37%	\$186,541.9	41%	6%	25%
Federal Receipts	\$88,551.0	23%	\$91,291.5	22%	\$97,086.6	21%	\$90,486.0	18%	\$88,182.5	19%	\$86,600.1	19%	-2%	-2%
Student Tuition & Fees	\$31,888.5	8%	\$34,625.8	8%	\$38,328.5	8%	\$40,672.5	8%	\$41,641.8	9%	\$40,691.6	9%	-2%	28%
Indirect Cost Recovery	\$22,646.3	6%	\$24,823.4	6%	\$25,292.3	5%	\$24,204.2	5%	\$23,389.3	5%	\$22,648.5	5%	-3%	0%
U of A Receipts	\$42,104.6	11%	\$42,982.6	10%	\$47,852.5	10%	\$45,811.1	9%	\$45,086.9	9%	\$43,130.3	9%	-4%	2%
UA Intra-Agency Transfers	\$31,526.7	8%	\$30,818.3	7%	\$32,537.4	7%	\$33,219.6	7%	\$31,398.8	7%	\$29,537.4	6%	-6%	-6%
State Inter-Agency Receipts	\$4,545.0	1%	\$4,061.4	1%	\$3,994.2	1%	\$3,898.9	1%	\$2,546.6	1%	\$3,960.2	1%	56%	-13%
Auxiliary Receipts	\$17,544.6	4%	\$16,066.5	4%	\$15,691.9	3%	\$15,856.0	3%	\$15,768.9	3%	\$15,426.1	3%	-2%	-12%
CIP Receipts	\$3,506.8	1%	\$3,960.1	1%	\$9,313.7	2%	\$10,873.6	2%	\$14,108.3	3%	\$14,674.5	3%	4%	318%
Federal Stimulus--ARRA2009	\$3.6	0%	\$6,255.1	2%	\$33,544.3	7%	\$68,019.2	14%	\$35,978.9	8%	\$15,400.2	3%	-57%	426371%
Mental Hlth Trust Auth Receipts		0%	\$25.0	0%	\$82.4	0%	\$213.7	0%	\$50.0	0%		0%	-100%	N/A
Interest Income	-\$2,140.3	-1%	\$11.2	0%	-\$18.4	0%	-\$1.6	0%	-\$87.3	0%	\$1.0	0%	-101%	-100%
RSA - Capital 91 Authority	\$3,402.4	1%	\$3,308.7	1%	\$1,342.8	0%	\$593.6	0%	\$232.7	0%	\$65.8	0%	-72%	-98%
GF/Mental Health Trust		0%		0%		0%		0%		0%	\$50.0	0%	N/A	N/A
Grand Total	\$393,304.4	100%	\$413,445.4	100%	\$465,640.6	100%	\$500,841.2	100%	\$474,802.6	100%	\$458,727.6	100%	-3%	17%

General Fund Revenue by Source
1.A.2

Revenue Source	Revenue Title	FY09	FY10	FY11	FY12	FY13	FY14	% Change FY13-14	% Change FY09-14
General Funds	State Appropriation	\$144,036.0	\$149,526.3	\$154,935.5	\$161,313.3	\$168,707.6	\$177,555.5	5%	23%
	State Matching Fund Appr	\$4,739.3	\$4,739.3	\$4,739.3	\$4,739.3	\$4,739.3	\$4,677.4	-1%	-1%
	State Apr-Tech Voc Educ Prog Other	\$950.0	\$950.0	\$917.7	\$941.9	\$1,206.4	\$1,255.8	4%	32%
	State Approp-Capital					\$1,851.9	\$3,053.1	65%	N/A
General Funds Total		\$149,725.3	\$155,215.6	\$160,592.5	\$166,994.5	\$176,505.2	\$186,541.9	6%	25%

NOTE: In FY13, the State of Alaska funded capital research items for Geophysical Institute's Poker Flat and unmanned aerial systems, as well as School of Fisheries and Ocean Sciences ocean acidification research projects which continue into FY14. Additionally in FY14, the State of Alaska funded capital research items for Alaska Center of Energy and Power (ACEP) in partnership to develop statewide energy solutions.

**Revenue by Fund Type for MAU
1.A.3**

FUND TYPE	Revenue Source	FY09		FY10		FY11		FY12		FY13		FY14		% Change FY13-14	% Change FY09-14
		Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total		
Unrestricted	General Funds	149,725.3	38%	155,215.6	38%	160,592.5	34%	166,994.5	33%	174,653.3	37%	183,288.7	40%	5%	22%
	Federal Receipts	72.0	0%	92.0	0%	72.0	0%	72.0	0%	72.0	0%	72.0	0%	0%	0%
	Student Tuition & Fees	31,888.5	8%	34,625.8	8%	38,328.5	8%	40,672.5	8%	41,641.8	9%	40,691.6	9%	-2%	28%
	Indirect Cost Recovery	22,646.3	6%	24,823.4	6%	25,292.3	5%	24,204.2	5%	23,389.3	5%	22,648.5	5%	-3%	0%
	U of A Receipts	12,189.8	3%	12,712.4	3%	17,109.6	4%	12,146.8	2%	12,725.8	3%	12,514.1	3%	-2%	3%
	State Inter-Agency Receipts	10.3	0%	7.0	0%	13.3	0%		0%	60.3	0%	30.4	0%	-50%	196%
	UA Intra-Agency Transfers	31,514.3	8%	30,805.4	7%	32,483.1	7%	33,189.2	7%	31,356.2	7%	29,524.2	6%	-6%	-6%
	CIP Receipts	3,527.7	1%	3,232.9	1%	6,470.2	1%	7,135.3	1%	6,917.5	1%	8,274.0	2%	20%	135%
	Mental Hlth Trust Auth Receipts		0%	25.0	0%	82.4	0%	213.7	0%	50.0	0%		0%	-100%	N/A
	Interest Income	(2,140.3)	-1%	11.2	0%	(18.4)	0%	(1.6)	0%	(87.3)	0%	1.0	0%	-101%	-100%
	GF/Mental Health Trust		0%		0%		0%		0%		0%	50.0	0%	N/A	N/A
Unrestricted Total		249,433.9	63%	261,550.8	63%	280,425.4	60%	284,626.6	57%	290,778.9	61%	297,094.5	65%	2%	19%
Restricted	General Funds		0%		0%		0%		0%	1,851.9	0%	3,053.1	1%	65%	N/A
	Federal Receipts	88,479.0	22%	91,199.5	22%	97,014.6	21%	90,414.0	18%	88,110.5	19%	86,528.1	19%	-2%	-2%
	Indirect Cost Recovery	(0.0)	0%		0%	0.0	0%		0%		0%		0%	N/A	-100%
	U of A Receipts	28,097.5	7%	28,374.8	7%	28,936.3	6%	31,914.4	6%	30,488.6	6%	28,423.9	6%	-7%	1%
	State Inter-Agency Receipts	4,534.7	1%	4,054.4	1%	3,980.9	1%	3,898.9	1%	2,486.3	1%	3,929.8	1%	58%	-13%
	UA Intra-Agency Transfers	12.4	0%	12.9	0%	54.3	0%	30.4	0%	42.6	0%	13.3	0%	-69%	7%
	CIP Receipts	(20.9)	0%	727.2	0%	2,843.5	1%	3,738.3	1%	7,190.8	2%	6,400.6	1%	-11%	-30715%
	Federal Stimulus--ARRA2009	3.6	0%	6,255.1	2%	33,544.3	7%	68,019.2	14%	35,978.9	8%	15,400.2	3%	-57%	426371%
Restricted Total		121,106.3	31%	130,623.9	32%	166,374.0	36%	198,015.2	40%	166,149.6	35%	143,749.0	31%	-13%	19%
Auxiliary	General Funds		0%		0%		0%		0%		0%	200.0	0%	N/A	N/A
	Auxiliary Receipts	17,544.6	4%	16,066.5	4%	15,691.9	3%	15,856.0	3%	15,768.9	3%	15,426.1	3%	-2%	-12%
	U of A Receipts	40.0	0%	7.0	0%	12.0	0%	10.0	0%	8.5	0%	11.6	0%	37%	-71%
	Interest Income		0%	0.0	0%		0%		0%		0%		0%	N/A	N/A
Auxiliary Total		17,584.6	4%	16,073.5	4%	15,703.9	3%	15,866.0	3%	15,777.4	3%	15,637.7	3%	-1%	-11%
Designated	U of A Receipts	1,777.3	0%	1,888.4	0%	1,794.6	0%	1,739.9	0%	1,864.1	0%	2,180.6	0%	17%	23%
Designated Total		1,777.3	0%	1,888.4	0%	1,794.6	0%	1,739.9	0%	1,864.1	0%	2,180.6	0%	17%	23%
Capital	RSA - Capital 91 Authority	3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	-72%	-98%
Capital Total		3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	-72%	-98%
Grand Total		393,304.4	100%	413,445.4	100%	465,640.6	100%	500,841.2	100%	474,802.6	100%	458,727.6	100%	-3%	17%

*** In FY13, the State of Alaska funded capital research items for Geophysical Institute's Poker Flat and unmanned aerial systems, as well as School of Fisheries and Ocean Sciences ocean acidification research projects which continue into FY14. Additionally in FY14, the State of Alaska funded capital research items for Alaska Center of Energy and Power (ACEP) in partnership to develop statewide energy solutions.

**Non-General Fund Revenue by Fund Type for MAU
1.A.4**

FUND TYPE	Revenue Source	FY09		FY10		FY11		FY12		FY13		FY14		% Change FY13-14	% Change FY09-14
		Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total		
Unrestricted	Federal Receipts	72.0	0%	92.0	0%	72.0	0%	72.0	0%	72.0	0%	72.0	0%	0%	0%
	Student Tuition & Fees	31,888.5	13%	34,625.8	13%	38,328.5	13%	40,672.5	12%	41,641.8	14%	40,691.6	15%	-2%	28%
	Indirect Cost Recovery	22,646.3	9%	24,823.4	10%	25,292.3	8%	24,204.2	7%	23,389.3	8%	22,648.5	8%	-3%	0%
	U of A Receipts	12,189.8	5%	12,712.4	5%	17,109.6	6%	12,146.8	4%	12,725.8	4%	12,514.1	5%	-2%	3%
	State Inter-Agency Receipts	10.3	0%	7.0	0%	13.3	0%		0%	60.3	0%	30.4	0%	-50%	196%
	UA Intra-Agency Transfers	31,514.3	13%	30,805.4	12%	32,483.1	11%	33,189.2	10%	31,356.2	10%	29,524.2	11%	-6%	-6%
	CIP Receipts	3,527.7	1%	3,232.9	1%	6,470.2	2%	7,135.3	2%	6,917.5	2%	8,274.0	3%	20%	135%
	Mental Hlth Trust Auth Receipts		0%	25.0	0%	82.4	0%	213.7	0%	50.0	0%		0%	-100%	N/A
	Interest Income	(2,140.3)	-1%	11.2	0%	(18.4)	0%	(1.6)	0%	(87.3)	0%	1.0	0%	-101%	-100%
	GF/Mental Health Trust		0%		0%		0%		0%		0%	50.0	0%	N/A	N/A
Unrestricted Total		99,708.6	41%	106,335.2	41%	119,832.9	39%	117,632.1	35%	116,125.6	39%	113,805.8	41%	-2%	14%
Restricted	General Funds		0%		0%		0%		0%	1,851.9	1%	3,053.1	1%	65%	N/A
	Federal Receipts	88,479.0	36%	91,199.5	35%	97,014.6	32%	90,414.0	27%	88,110.5	29%	86,528.1	31%	-2%	-2%
	Indirect Cost Recovery	(0.0)	0%		0%	0.0	0%		0%		0%		0%	N/A	-100%
	U of A Receipts	28,097.5	12%	28,374.8	11%	28,936.3	9%	31,914.4	10%	30,488.6	10%	28,423.9	10%	-7%	1%
	State Inter-Agency Receipts	4,534.7	2%	4,054.4	2%	3,980.9	1%	3,898.9	1%	2,486.3	1%	3,929.8	1%	58%	-13%
	UA Intra-Agency Transfers	12.4	0%	12.9	0%	54.3	0%	30.4	0%	42.6	0%	13.3	0%	-69%	7%
	CIP Receipts	(20.9)	0%	727.2	0%	2,843.5	1%	3,738.3	1%	7,190.8	2%	6,400.6	2%	-11%	-30715%
	Federal Stimulus--ARRA2009	3.6	0%	6,255.1	2%	33,544.3	11%	68,019.2	20%	35,978.9	12%	15,400.2	6%	-57%	426371%
Restricted Total		121,106.3	50%	130,623.9	51%	166,374.0	55%	198,015.2	59%	166,149.6	55%	143,749.0	52%	-13%	19%
Auxiliary	Auxiliary Receipts	17,544.6	7%	16,066.5	6%	15,691.9	5%	15,856.0	5%	15,768.9	5%	15,426.1	6%	-2%	-12%
	U of A Receipts	40.0	0%	7.0	0%	12.0	0%	10.0	0%	8.5	0%	11.6	0%	37%	-71%
	Interest Income		0%	0.0	0%		0%		0%		0%		0%	N/A	N/A
Auxiliary Total		17,584.6	7%	16,073.5	6%	15,703.9	5%	15,866.0	5%	15,777.4	5%	15,437.7	6%	-2%	-12%
Designated	U of A Receipts	1,777.3	1%	1,888.4	1%	1,794.6	1%	1,739.9	1%	1,864.1	1%	2,180.6	1%	17%	23%
Designated Total		1,777.3	1%	1,888.4	1%	1,794.6	1%	1,739.9	1%	1,864.1	1%	2,180.6	1%	17%	23%
Capital	RSA - Capital 91 Authority	3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	-72%	-98%
Capital Total		3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	-72%	-98%
Grand Total		243,579.1	100%	258,229.8	100%	305,048.1	100%	333,846.7	100%	300,149.3	100%	275,238.9	100%	-8%	13%

*** In FY13, the State of Alaska funded capital research items for Geophysical Institute's Poker Flat and unmanned aerial systems, as well as School of Fisheries and Ocean Sciences ocean acidification research projects which continue into FY14. Additionally in FY14, the State of Alaska funded capital research items for Alaska Center of Energy and Power (ACEP) in partnership to develop statewide energy solutions.

General Fund and Non-General Fund Revenue by Vice Chancellor and Unit
1.B.1

VC Level	UNIT	Revenue Source	2009 Revenue	2010 Revenue	2011 Revenue	2012 Revenue	2013 Revenue	2014 Revenue	% Change FY13-14	% Change FY09-14
Chancellor	UAF Chancellor	General Funds	1,250.6	1,577.2	1,425.6	1,438.6	1,499.2	1,550.4	3.4%	24.0%
		Student Tuition & Fees	7.0						N/A	-100.0%
		U of A Receipts	35.3	130.9	157.2	98.2	188.7	90.2	-52.2%	155.5%
		UA Intra-Agency Transfers	0.1		5.3				N/A	-100.0%
	UAF Chancellor Total		1,293.1	1,708.1	1,588.0	1,536.9	1,687.9	1,640.6	-2.8%	26.9%
Chancellor Total			1,293.1	1,708.1	1,588.0	1,536.9	1,687.9	1,640.6	-2.8%	26.9%
Provost	College of Engineering & Mines	General Funds	7,965.3	8,966.2	9,960.1	10,658.4	10,907.8	11,294.5	3.5%	41.8%
		Federal Receipts	6,149.9	5,590.3	10,158.9	8,966.2	6,645.7	6,139.2	-7.6%	-0.2%
		Student Tuition & Fees	876.0	1,179.0	1,533.2	1,667.4	1,648.9	1,789.4	8.5%	104.3%
		Indirect Cost Recovery	1,490.8	1,513.0	2,049.6	1,936.4	1,665.5	1,458.5	-12.4%	-2.2%
		U of A Receipts	1,485.5	1,975.9	2,623.9	2,468.4	2,043.1	2,519.3	23.3%	69.6%
		State Inter-Agency Receipts	849.3	709.2	431.6	570.9	(45.4)	430.1	-1048.1%	-49.4%
		UA Intra-Agency Transfers	248.0	267.6	258.4	245.0	291.7	464.7	59.3%	87.4%
		CIP Receipts		301.2	1,335.7	1,769.9	3,571.0	2,428.2	-32.0%	N/A
		Federal Stimulus--ARRA2009		104.0	568.4	1,386.1	1,728.5	180.8	-89.5%	N/A
		RSA - Capital 91 Authority	2,545.9	2,820.7	1,232.1	592.8	232.7	65.8	-71.7%	-97.4%
	College of Engineering & Mines Total		21,610.7	23,427.0	30,152.0	30,261.4	28,689.3	26,770.5	-6.7%	23.9%
	College of Liberal Arts	General Funds	10,284.0	10,838.0	10,807.9	10,724.5	11,166.3	11,316.6	1.3%	10.0%
		Federal Receipts	1,821.4	1,546.9	1,302.7	1,567.8	1,189.6	1,578.9	32.7%	-13.3%
		Student Tuition & Fees	3,480.0	3,790.7	3,974.5	4,260.4	4,472.2	5,126.6	14.6%	47.3%
		Indirect Cost Recovery	271.0	266.2	240.1	263.5	126.0	143.3	13.8%	-47.1%
		U of A Receipts	916.0	811.5	837.3	632.9	723.2	739.8	2.3%	-19.2%
		State Inter-Agency Receipts	336.9	247.2	146.8	73.7	100.2	67.4	-32.7%	-80.0%
		UA Intra-Agency Transfers	215.0	238.2	275.1	217.5	57.5	9.5	-83.4%	-95.6%
		CIP Receipts						21.1	N/A	N/A
		Federal Stimulus--ARRA2009		137.4	244.7	174.4	42.2	15.7	-62.8%	N/A
		Mental Hlth Trust Auth Receipts		25.0	82.4	213.7	50.0		-100.0%	N/A
		GF/Mental Health Trust						50.0	N/A	N/A
	College of Liberal Arts Total		17,324.2	17,901.1	17,911.3	18,128.4	17,927.1	19,069.1	6.4%	10.1%
	College of Nat Sciences&Mathematics	General Funds	7,486.8	8,093.0	7,411.3	7,954.3	7,988.1	8,164.4	2.2%	9.1%
		Federal Receipts	1,139.0	1,289.8	1,438.2	1,321.3	2,404.9	1,559.6	-35.2%	36.9%
		Student Tuition & Fees	2,890.4	3,018.3	3,073.3	3,440.9	3,781.5	3,969.5	5.0%	37.3%
		Indirect Cost Recovery	189.4	238.1	217.9	163.0	152.8	129.0	-15.6%	-31.9%
		U of A Receipts	589.9	804.7	761.6	761.1	809.6	740.4	-8.5%	25.5%
		State Inter-Agency Receipts	112.8	119.9	0.9	184.2	263.8	112.6	-57.3%	-0.2%
		UA Intra-Agency Transfers	174.8	157.2	179.5	146.8	153.3	173.3	13.0%	-0.9%
		CIP Receipts					41.6	157.2	278.1%	N/A
		Federal Stimulus--ARRA2009	0.4	54.6	49.6	35.5	7.1		-100.0%	-100.0%
		RSA - Capital 91 Authority	18.7		8.0				N/A	-100.0%
	College of Nat Sciences&Mathematics Total		12,602.1	13,775.5	13,140.3	14,007.0	15,602.7	15,006.0	-3.8%	19.1%
	School of Fisheries & Ocean Science	General Funds	7,607.5	7,646.1	7,938.0	7,993.2	9,043.4	8,576.7	-5.2%	12.7%
		Federal Receipts	7,543.6	9,270.4	10,776.8	12,229.4	13,628.2	15,186.6	11.4%	101.3%
		Student Tuition & Fees	519.7	500.1	638.5	669.9	683.5	723.6	5.9%	39.2%
		Indirect Cost Recovery	1,678.2	2,059.2	2,257.8	2,035.1	2,205.2	2,076.4	-5.8%	23.7%
		U of A Receipts	6,719.0	7,730.5	7,484.1	6,334.3	5,923.3	5,829.2	-1.6%	-13.2%
		State Inter-Agency Receipts	437.0	508.6	511.8	626.3	115.6	122.8	6.2%	-71.9%
		UA Intra-Agency Transfers	40.4	61.5	111.3	83.2	260.4	53.7	-79.4%	33.1%
		CIP Receipts	598.6	499.7	922.7	745.2	1,902.9	1,588.5	-16.5%	165.4%
		Federal Stimulus--ARRA2009		1,641.3	27,436.2	62,285.6	31,986.8	14,599.4	-54.4%	N/A
		RSA - Capital 91 Authority	433.1	306.5	102.6	0.7			N/A	-100.0%
	School of Fisheries & Ocean Science Total		25,577.1	30,224.0	58,179.8	93,003.0	65,749.3	48,757.0	-25.8%	90.6%

**General Fund and Non-General Fund Revenue by Vice Chancellor and Unit
1.B.1**

			2009	2010	2011	2012	2013	2014		
VC Level	UNIT	Revenue Source	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	% Change FY13-14	% Change FY09-14
Provost	School of Management	General Funds	3,454.6	4,022.0	4,010.4	4,206.7	4,253.0	4,362.4	2.6%	26.3%
		Federal Receipts		(0.0)	5.0	15.2		15.6	N/A	N/A
		Student Tuition & Fees	938.8	926.1	1,159.3	1,392.4	1,692.1	1,837.2	8.6%	95.7%
		Indirect Cost Recovery		2.6	1.8	10.1	9.9	23.2	135.1%	N/A
		U of A Receipts	154.4	148.1	188.2	314.8	392.8	416.5	6.0%	169.8%
		State Inter-Agency Receipts	3.9		15.8	(0.2)		3.1	N/A	-20.2%
		UA Intra-Agency Transfers	6.9			18.3	27.1		-100.0%	-100.0%
		CIP Receipts				126.3	104.2		-100.0%	N/A
	School of Management Total		4,558.5	5,098.8	5,380.5	6,083.6	6,479.1	6,657.9	2.8%	46.1%
	School of Nat Res & Ag Science **	General Funds	5,000.4	4,748.0	4,855.4	4,579.6	4,746.6		-100.0%	-100.0%
		Federal Receipts	5,831.6	6,313.9	5,099.8	3,892.8	3,046.4		-100.0%	-100.0%
		Student Tuition & Fees	271.3	317.3	386.5	355.7	358.0		-100.0%	-100.0%
		Indirect Cost Recovery	181.3	276.8	282.7	247.7	145.5		-100.0%	-100.0%
		U of A Receipts	832.7	457.9	653.1	704.4	505.2		-100.0%	-100.0%
		State Inter-Agency Receipts	24.1	17.5	32.3	257.4	125.1		-100.0%	-100.0%
		UA Intra-Agency Transfers	11.9	25.1	11.0	183.8	131.8		-100.0%	-100.0%
		CIP Receipts			55.4	2.2	426.0		-100.0%	N/A
		Federal Stimulus--ARRA2009		25.0	(25.0)	0.2	(0.2)		-100.0%	N/A
	School of Nat Res & Ag Science Total **		12,153.2	12,181.4	11,351.1	10,223.8	9,484.3		-100.0%	-100.0%
	UAF Provost Office Operations	General Funds	3,816.7	4,205.9	3,708.5	4,399.2	5,465.9	5,530.4	1.2%	44.9%
		Federal Receipts	371.7	353.4	303.5	281.2	1,030.1	1,162.1	12.8%	212.7%
		Student Tuition & Fees	40.0	53.7	63.4	94.3	100.3	79.6	-20.6%	99.1%
		Indirect Cost Recovery	56.4	36.6	19.5	12.3	34.0	72.3	112.7%	28.1%
		Auxiliary Receipts	382.8	395.5	392.6	362.6	381.4	392.5	2.9%	2.5%
		U of A Receipts	732.9	344.9	573.9	519.8	458.5	568.2	23.9%	-22.5%
		State Inter-Agency Receipts			4.6				N/A	N/A
		UA Intra-Agency Transfers	16.3	23.3	13.4	18.3	12.3	7.2	-41.8%	-56.0%
	UAF Provost Office Operations Total		5,416.8	5,413.3	5,079.4	5,687.6	7,482.5	7,812.4	4.4%	44.2%
	UAF School of Education	General Funds	2,466.1	2,848.7	2,985.1	3,046.8	3,060.4	3,097.8	1.2%	25.6%
		Federal Receipts	310.4	242.1	237.5	154.4	425.3	916.0	115.4%	195.1%
		Student Tuition & Fees	910.7	475.9	668.4	730.3	728.7	922.3	26.6%	1.3%
		Indirect Cost Recovery	1.2		0.7	1.4	37.4	76.9	105.4%	6544.7%
		U of A Receipts	204.4	436.4	336.1	358.5	206.2	142.7	-30.8%	-30.2%
		UA Intra-Agency Transfers						0.0	N/A	N/A
	UAF School of Education Total		3,892.7	4,003.2	4,227.8	4,291.4	4,458.0	5,155.6	15.6%	32.4%
	UA Museum of the North	General Funds	1,752.4	1,668.9	1,851.2	1,682.8	1,674.3	1,695.9	1.3%	-3.2%
		Federal Receipts	520.1	621.5	630.7	666.6	611.4	633.6	3.6%	21.8%
		Student Tuition & Fees					16.2	1.4	-91.6%	N/A
		Indirect Cost Recovery	55.6	81.0	99.5	101.7	98.5	125.9	27.7%	126.4%
		U of A Receipts	2,009.7	1,699.8	1,856.7	1,669.0	1,810.8	1,996.1	10.2%	-0.7%
		State Inter-Agency Receipts	34.2	63.1	103.4	114.8	99.3	210.5	112.0%	515.7%
		UA Intra-Agency Transfers	17.5	14.9	21.3	9.1	5.1	5.6	9.9%	-68.1%
	UA Museum of the North Total		4,389.5	4,149.3	4,562.9	4,243.9	4,315.6	4,668.9	8.2%	6.4%
	UAF Rasmuson Library	General Funds	6,433.6	6,491.9	6,477.6	6,463.2	6,457.9	6,528.4	1.1%	1.5%
		Federal Receipts	104.4	84.2	82.8	34.5	42.8	18.3	-57.2%	-82.5%
		Student Tuition & Fees		29.4	117.5	43.5	117.0	77.4	-33.8%	N/A
		Indirect Cost Recovery	1,199.9	1,310.2	1,308.3	1,223.8	1,171.5	1,087.9	-7.1%	-9.3%
		U of A Receipts	434.6	546.6	804.2	757.7	980.7	503.8	-48.6%	15.9%
		State Inter-Agency Receipts	80.0	63.2	47.0	56.1	18.5	39.8	115.7%	-50.2%
		UA Intra-Agency Transfers	220.3	216.1	267.7	153.4	100.7	128.9	28.0%	-41.5%
		Federal Stimulus--ARRA2009			9.6	2.7	43.1	10.8	-74.9%	N/A
	UAF Rasmuson Library Total		8,472.8	8,741.5	9,114.7	8,734.8	8,932.1	8,395.4	-6.0%	-0.9%

General Fund and Non-General Fund Revenue by Vice Chancellor and Unit
1.B.1

			2009	2010	2011	2012	2013	2014			
VC Level	UNIT	Revenue Source	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	% Change FY13-14	% Change FY09-14	
	UAF Summer Sessions	General Funds	97.2	88.3	105.3	107.6	103.2	107.1	3.8%	10.2%	
		Federal Receipts	(0.1)			0.1	0.2	(0.2)	-232.4%	198.2%	
		Student Tuition & Fees	1,805.0	1,683.2	1,785.0	1,794.8	1,775.3	2,051.9	15.6%	13.7%	
		U of A Receipts	130.4	199.0	111.9	337.6	273.3	179.3	-34.4%	37.5%	
		State Inter-Agency Receipts		92.6	166.6				N/A	N/A	
		UA Intra-Agency Transfers	10.0	35.6	30.0	4.0	5.5	0.5	-91.4%	-95.3%	
	UAF Summer Sessions Total		2,042.5	2,098.6	2,198.8	2,244.1	2,157.5	2,338.5	8.4%	14.5%	
	UAF Cooperative Extension **	General Funds	3,778.5	4,216.3	4,508.1	4,638.9	4,720.3		-100.0%	-100.0%	
		Federal Receipts	2,292.3	2,457.9	2,266.3	2,190.5	2,591.5		-100.0%	-100.0%	
		Student Tuition & Fees				60.0			N/A	N/A	
		Indirect Cost Recovery	181.7	156.5	143.5	178.0	146.0		-100.0%	-100.0%	
		U of A Receipts	835.9	1,000.3	1,075.1	1,308.9	1,231.8		-100.0%	-100.0%	
		State Inter-Agency Receipts	367.5	287.7	349.3	387.1	323.4		-100.0%	-100.0%	
		UA Intra-Agency Transfers	20.9	4.4	13.0	18.2	18.3		-100.0%	-100.0%	
	CIP Receipts				20.0	35.5		-100.0%	N/A		
	UAF Cooperative Extension Total **		7,476.7	8,123.2	8,355.3	8,801.4	9,066.8		-100.0%	-100.0%	
	School of Nat Res & Extension **	General Funds						9,584.2	N/A	N/A	
		Federal Receipts						5,191.1	N/A	N/A	
		Student Tuition & Fees						340.3	N/A	N/A	
		Indirect Cost Recovery						246.0	N/A	N/A	
		U of A Receipts						1,845.3	N/A	N/A	
		State Inter-Agency Receipts						522.6	N/A	N/A	
		UA Intra-Agency Transfers						23.9	N/A	N/A	
		CIP Receipts						545.0	N/A	N/A	
	School of Nat Res & Extension Total **							18,298.4	N/A	N/A	
Provost Total			125,516.9	135,137.0	169,653.9	205,710.3	180,344.2	162,929.6	-9.7%	29.8%	
UAF Central Managed Projects	UAF Central Managed	General Funds	11,264.4	13,318.4	16,935.3	20,976.4	25,132.5	30,435.3	21.1%	170.2%	
		Federal Receipts						4.7	N/A	N/A	
		Student Tuition & Fees	6,151.3	3,963.4	3,663.5	4,006.8	3,864.2	3,435.4	-11.1%	-44.2%	
		Indirect Cost Recovery	1,662.5	2,053.5	3,316.4	3,346.0	3,125.4	3,237.4	3.6%	94.7%	
		Auxiliary Receipts	(835.5)	(1,155.2)	(1,128.4)	(1,148.5)	(1,179.6)	(1,228.1)	4.1%	47.0%	
		U of A Receipts	1,328.3	1,404.5	5,383.6	1,372.7	1,355.3	1,503.2	10.9%	13.2%	
		UA Intra-Agency Transfers		0.2		328.5	0.2		-100.0%	N/A	
		CIP Receipts	1,833.0	1,848.5	5,176.1	5,027.6	5,266.6	6,375.8	21.1%	247.8%	
		Interest Income	(2,140.4)	10.9	(19.4)	(2.5)	(87.4)		-100.0%	-100.0%	
	UAF Central Managed Total		19,263.5	21,444.3	33,327.1	33,907.1	37,477.2	43,763.6	16.8%	127.2%	
	UAF Central Unused Orgs	General Funds	662.7	211.1	220.8					N/A	-100.0%
		Student Tuition & Fees	11.0							N/A	-100.0%
		U of A Receipts	1.0							N/A	-100.0%
		UA Intra-Agency Transfers	(0.0)							N/A	-100.0%
UAF Central Unused Orgs Total		674.7	211.1	220.8					N/A	-100.0%	
UAF Central Managed Projects Total			19,938.2	21,655.4	33,547.9	33,907.1	37,477.2	43,763.6	16.8%	119.5%	
UAF eLearning	FC UAF eLearning & Distance Educ	General Funds	419.1	400.1	259.5	259.1	80.1	485.7	506.4%	15.9%	
		Federal Receipts				0.1			N/A	N/A	
		Student Tuition & Fees	2,605.8	2,645.6	3,877.7	3,876.2	4,196.5	2,330.9	-44.5%	-10.5%	
		U of A Receipts	3.2	0.7	0.7	0.1	6.3	0.6	-89.9%	-80.3%	
		State Inter-Agency Receipts				33.0			N/A	N/A	
		UA Intra-Agency Transfers	111.3	115.8	291.9	219.8	79.0		-100.0%	-100.0%	
FC UAF eLearning & Distance Educ Total		3,139.5	3,162.1	4,429.7	4,388.3	4,361.8	2,817.3	-35.4%	-10.3%		
UAF eLearning Total			3,139.5	3,162.1	4,429.7	4,388.3	4,361.8	2,817.3	-35.4%	-10.3%	

General Fund and Non-General Fund Revenue by Vice Chancellor and Unit
1.B.1

			2009	2010	2011	2012	2013	2014		
VC Level	UNIT	Revenue Source	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	% Change FY13-14	% Change FY09-14
UAF OIT	UAF Office Information Technology	General Funds	3,456.2	3,550.3	4,078.7	3,988.8	3,722.0	3,846.4	3.3%	11.3%
		Federal Receipts	517.3	501.6	269.4	35.3	0.1		-100.0%	-100.0%
		Student Tuition & Fees	397.5	219.5	351.6	402.3	338.9	369.4	9.0%	-7.1%
		Indirect Cost Recovery	27.6	72.2	35.8	36.0	26.7	26.9	0.8%	-2.6%
		U of A Receipts	(180.2)	53.2	85.2	354.1	253.6	203.2	-19.9%	-212.8%
		State Inter-Agency Receipts						128.7	N/A	N/A
		UA Intra-Agency Transfers	1,591.1	1,432.2	1,490.1	1,460.8	1,772.3	1,911.2	7.8%	20.1%
	UAF Office Information Technology Total		5,809.5	5,829.1	6,310.8	6,277.3	6,113.7	6,485.7	6.1%	11.6%
UAF OIT Total			5,809.5	5,829.1	6,310.8	6,277.3	6,113.7	6,485.7	6.1%	11.6%
VCRCNE	VC Rural, Community & Native Educ	General Funds	18,682.6	19,453.9	20,273.5	21,165.7	21,864.2	22,504.0	2.9%	20.5%
		Federal Receipts	8,068.3	8,442.7	8,423.2	8,380.2	6,931.0	6,283.2	-9.3%	-22.1%
		Student Tuition & Fees	7,751.1	9,341.0	9,456.2	10,327.0	10,345.3	10,195.1	-1.5%	31.5%
		Indirect Cost Recovery	601.4	452.7	484.5	534.3	485.9	459.8	-5.4%	-23.5%
		Auxiliary Receipts	1,557.8	1,709.0	1,502.1	1,322.2	980.4	732.7	-25.3%	-53.0%
		U of A Receipts	2,253.1	2,069.1	1,915.8	2,271.0	2,437.0	2,304.0	-5.5%	2.3%
		State Inter-Agency Receipts	763.3	675.3	760.5	674.2	673.9	1,022.8	51.8%	34.0%
		UA Intra-Agency Transfers	801.3	875.4	594.4	367.6	662.6	169.0	-74.5%	-78.9%
		CIP Receipts						18.7	N/A	N/A
		Federal Stimulus--ARRA2009		45.3					N/A	N/A
VCRCNE Total			40,478.8	43,064.5	43,410.3	45,042.2	44,380.2	43,689.4	-1.6%	7.9%
VCUSA	UAF Student Advancement	General Funds	7,742.8	4,662.2	4,849.5	4,776.8	4,723.2	4,742.8	0.4%	-38.7%
		Federal Receipts	4,013.0	4,321.1	7,987.5	7,780.6	7,953.1	7,848.7	-1.3%	95.6%
		Student Tuition & Fees	1,664.9	4,978.1	5,194.8	5,224.1	5,146.7	4,703.7	-8.6%	182.5%
		Indirect Cost Recovery	12.7	5.9	27.2	21.2	17.3	1.8	-89.4%	-85.5%
		Auxiliary Receipts	8,067.4	8,164.7	8,305.0	8,449.5	8,424.9	9,353.8	11.0%	15.9%
		U of A Receipts	717.5	707.4	676.3	989.0	1,018.4	938.4	-7.9%	30.8%
		State Inter-Agency Receipts				11.0			N/A	N/A
		UA Intra-Agency Transfers	139.3	108.7	149.8	117.8	172.9	177.8	2.9%	27.7%
		Federal Stimulus--ARRA2009		1,486.7					N/A	N/A
		Interest Income		0.0					N/A	N/A
	UAF Student Advancement Total		22,357.7	24,435.0	27,190.2	27,370.1	27,456.4	27,767.2	1.1%	24.2%
	UAF University Advancement	General Funds	5,797.8	6,766.4	7,118.0	7,303.3	7,513.4	8,485.2	12.9%	46.4%
		Federal Receipts	183.7	0.6			1.4	(0.0)	-103.3%	-100.0%
		Student Tuition & Fees	909.6	1,026.0	1,057.6	1,089.4	1,019.5	939.6	-7.8%	3.3%
		U of A Receipts	4,419.8	4,388.0	3,390.3	3,763.7	3,934.0	3,597.3	-8.6%	-18.6%
		State Inter-Agency Receipts	344.7	329.0	349.3	365.8	244.7	242.6	-0.9%	-29.6%
		UA Intra-Agency Transfers	258.5	288.0	265.5	222.1	216.1	11.3	-94.8%	-95.6%
	UAF University Advancement Total		11,914.1	12,798.0	12,180.7	12,744.4	12,929.0	13,276.0	2.7%	11.4%
	VCUSA Admin & Central Support	General Funds	912.6	791.3	472.4	780.0	845.0	633.5	-25.0%	-30.6%
		Federal Receipts	751.3	637.3	772.1	414.5	0.4	(0.7)	-270.9%	-100.1%
		Student Tuition & Fees	37.8	121.7	260.0	250.5	284.5	704.4	147.6%	1761.6%
		U of A Receipts	49.7	41.3	100.7	272.5	301.3	144.4	-52.1%	190.7%
		State Inter-Agency Receipts		6.9	(6.9)				N/A	N/A
		UA Intra-Agency Transfers						2.1	N/A	N/A
	VCUSA Admin & Central Support Total		1,751.4	1,598.5	1,598.3	1,717.6	1,431.3	1,483.7	3.7%	-15.3%
VCUSA Total			36,023.2	38,831.4	40,969.2	41,832.1	41,816.7	42,526.9	1.7%	18.1%
VCAS	UAF Financial Services	General Funds	841.6	801.8	1,532.3	1,598.1	1,725.3	1,690.1	-2.0%	100.8%
		Student Tuition & Fees	420.5	356.8	909.0	827.8	883.5	920.7	4.2%	118.9%
		Indirect Cost Recovery	988.1	988.1	326.0	325.9	325.9	325.9	0.0%	-67.0%
		Auxiliary Receipts	6,040.0	4,533.7	4,077.0	4,267.5	4,384.1	4,338.5	-1.0%	-28.2%
		U of A Receipts	152.4	157.9	179.4	155.4	170.2	159.6	-6.2%	4.7%
		UA Intra-Agency Transfers	1,587.6	1,395.4	1,347.8	1,342.2	1,124.5	1,070.6	-4.8%	-32.6%
	UAF Financial Services Total		10,030.3	8,233.8	8,371.5	8,516.9	8,613.4	8,505.4	-1.3%	-15.2%

**General Fund and Non-General Fund Revenue by Vice Chancellor and Unit
1.B.1**

VC Level	UNIT	Revenue Source	2009	2010	2011	2012	2013	2014	% Change FY13-14	% Change FY09-14
			Revenue	Revenue	Revenue	Revenue	Revenue	Revenue		
	UAF Grants & Contracts Admin	General Funds	389.0	331.0	388.4	399.0	355.6	353.1	-0.7%	-9.2%
		Indirect Cost Recovery	676.5	676.5	712.3	712.3	712.3	712.3	0.0%	5.3%
		UA Intra-Agency Transfers	20.0	20.0	52.4	27.5	20.0	20.0	0.0%	0.0%
		Interest Income	0.0	0.1	0.3	0.0	0.0	0.3	2019.2%	611.0%
		UAF Grants & Contracts Admin Total	1,085.5	1,027.6	1,153.4	1,138.8	1,087.9	1,085.7	-0.2%	0.0%
	AVC for Facilities Services	General Funds	17,068.4	16,928.4	16,968.4	14,877.1	15,346.7	17,053.5	11.1%	-0.1%
		Federal Receipts	232.7	72.0	48.3	90.2	72.0	72.0	0.0%	-69.1%
		Student Tuition & Fees	200.0						N/A	-100.0%
		Indirect Cost Recovery	3,156.3	3,482.8	3,367.8	3,142.7	2,975.7	2,751.4	-7.5%	-12.8%
		Auxiliary Receipts	2,332.0	2,418.7	2,543.6	2,602.7	2,777.8	1,836.7	-33.9%	-21.2%
		U of A Receipts	3,431.1	3,787.8	5,051.7	3,643.8	4,332.7	3,948.7	-8.9%	15.1%
		State Inter-Agency Receipts						4.8	N/A	N/A
		UA Intra-Agency Transfers	21,784.2	22,228.0	22,573.4	23,814.8	24,268.0	23,098.9	-4.8%	6.0%
		CIP Receipts	1,096.1	1,019.5	1,338.3	2,635.0	1,639.9	1,891.9	15.4%	72.6%
		Interest Income	0.1	0.2	0.1	0.1	0.1	0.0	-80.6%	-91.9%
		AVC for Facilities Services Total	49,301.1	49,937.4	51,891.6	50,806.5	51,412.9	50,657.8	-1.5%	2.8%
	UAF Procurement & Central Receiving	General Funds	1,394.5	1,374.1	1,222.0	1,238.3	1,238.3	1,209.7	-2.3%	-13.2%
		Student Tuition & Fees			158.6	158.6	158.6	158.6	0.0%	N/A
		Indirect Cost Recovery	148.2	148.2	148.2	148.2	148.2	148.2	0.0%	0.0%
		U of A Receipts	176.6	218.7	184.7	206.3	206.1	279.7	35.7%	58.4%
		UA Intra-Agency Transfers					4.0		-100.0%	N/A
		UAF Procurement & Central Receiving Total	1,719.2	1,741.0	1,713.5	1,751.4	1,755.2	1,796.2	2.3%	4.5%
	UAF Safety Services & EHSRM	General Funds	3,223.3	3,369.3	3,395.9	3,426.1	3,877.8	3,875.9	0.0%	20.2%
		Federal Receipts	370.0	43.1	54.5	65.4	22.0	23.3	5.9%	-93.7%
		Indirect Cost Recovery	301.8	268.6	269.6	269.6	301.9	301.9	0.0%	0.0%
		U of A Receipts	1,967.6	2,347.4	2,112.1	2,310.1	2,352.2	2,381.7	1.3%	21.0%
		State Inter-Agency Receipts	3.4	5.0	10.0	3.1	1.9		-100.0%	-100.0%
		UA Intra-Agency Transfers	141.8	129.7	109.3	115.8	106.8	110.9	3.9%	-21.8%
		CIP Receipts		7.5	6.3	(0.0)			N/A	N/A
		UAF Safety Services & EHSRM Total	6,008.0	6,170.6	5,957.6	6,190.1	6,662.5	6,693.7	0.5%	11.4%
	UAF VCAS Operations	General Funds	1,829.2	1,821.8	1,166.3	1,462.0	519.2	624.8	20.3%	-65.8%
		Indirect Cost Recovery		33.3	37.3	32.3			N/A	N/A
		U of A Receipts		1.5	62.0	94.7	208.4	93.5	-55.1%	N/A
		UA Intra-Agency Transfers		34.4	107.2	116.8	104.0	101.7	-2.2%	N/A
		UAF VCAS Operations Total	1,829.2	1,891.0	1,372.9	1,705.8	831.5	820.0	-1.4%	-55.2%
	UAF Human Resources	General Funds	1,437.0	1,566.8	1,680.9	1,713.3	1,689.1	1,521.4	-9.9%	5.9%
		Indirect Cost Recovery	25.0	25.0					N/A	-100.0%
		U of A Receipts	0.4				1.3	0.2	-85.7%	-53.3%
		UAF Human Resources Total	1,462.4	1,591.8	1,680.9	1,713.3	1,690.4	1,521.6	-10.0%	4.0%
VCAS Total			71,435.7	70,593.2	72,141.4	71,822.8	72,053.8	71,080.4	-1.4%	-0.5%
VCR	Arctic Region Supercomputing Center ***	General Funds	25.0	298.6	305.4	988.1	1,455.1		-100.0%	-100.0%
		Federal Receipts	7,992.8	9,921.0	7,715.3	642.3	290.5		-100.0%	-100.0%
		Student Tuition & Fees					30.7		-100.0%	N/A
		Indirect Cost Recovery	994.7	1,185.3	977.9	393.4	292.9		-100.0%	-100.0%
		U of A Receipts	36.9	24.7	359.8	1,444.1	1,319.1		-100.0%	-100.0%
		State Inter-Agency Receipts			3.4				N/A	N/A
		UA Intra-Agency Transfers			127.5	15.0	12.0		-100.0%	N/A
		CIP Receipts				1.5	16.6		-100.0%	N/A
		Federal Stimulus--ARRA2009		600.5	1,164.3	1,112.7	528.3		-100.0%	N/A
		Arctic Region Supercomputing Center Total ***	9,049.4	12,030.2	10,653.5	4,597.1	3,945.3		-100.0%	-100.0%

**General Fund and Non-General Fund Revenue by Vice Chancellor and Unit
1.B.1**

			2009	2010	2011	2012	2013	2014			
VC Level	UNIT	Revenue Source	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	% Change FY13-14	% Change FY09-14	
	Geophysical Institute ***	General Funds	5,243.4	5,079.1	5,013.9	5,056.3	6,100.8	8,408.2	37.8%	60.4%	
		Federal Receipts	19,771.6	20,576.6	21,424.9	20,670.1	20,461.4	19,456.3	-4.9%	-1.6%	
		Student Tuition & Fees						14.6	N/A	N/A	
		Indirect Cost Recovery	3,947.2	4,349.0	4,426.5	4,322.7	4,224.2	4,463.8	5.7%	13.1%	
		U of A Receipts	5,749.6	4,971.0	5,567.1	6,143.2	5,459.6	6,168.5	13.0%	7.3%	
		State Inter-Agency Receipts	948.8	582.9	628.3	363.9	312.1	457.2	46.5%	-51.8%	
		UA Intra-Agency Transfers	3,163.4	2,185.3	3,165.4	2,993.6	1,158.1	1,249.3	7.9%	-60.5%	
		CIP Receipts	(20.9)		195.2	229.4	535.1	288.4	-46.1%	-1479.4%	
		Federal Stimulus--ARRA2009		1,262.4	2,220.3	1,669.3	1,078.2	461.3	-57.2%	N/A	
		Interest Income			0.6	0.8		0.7	N/A	N/A	
	RSA - Capital 91 Authority	44.4	26.7					N/A	-100.0%		
	Geophysical Institute Total ***			38,847.5	39,033.0	42,642.1	41,449.3	39,329.6	40,968.2	4.2%	5.5%
	Institute of Arctic Biology	General Funds	3,617.5	3,543.1	3,898.7	3,390.5	3,727.2	3,395.8	-8.9%	-6.1%	
		Federal Receipts	11,799.6	11,441.4	11,085.7	11,618.4	10,441.6	9,268.5	-11.2%	-21.5%	
		Indirect Cost Recovery	2,262.2	2,336.6	2,215.0	2,209.7	1,871.5	1,767.2	-5.6%	-21.9%	
		U of A Receipts	2,175.3	2,387.3	2,409.0	2,640.8	2,047.9	2,413.7	17.9%	11.0%	
		State Inter-Agency Receipts	230.8	353.1	375.8	200.0	315.3	558.8	77.2%	142.1%	
		UA Intra-Agency Transfers	723.9	908.7	1,024.3	772.2	460.8	557.8	21.1%	-22.9%	
		CIP Receipts		0.9	52.6	0.8	225.3	584.5	159.4%	N/A	
		Federal Stimulus--ARRA2009	3.2	334.4	956.5	700.5	371.6	118.6	-68.1%	3609.6%	
		RSA - Capital 91 Authority	360.3	154.9					N/A	-100.0%	
		Institute of Arctic Biology Total			21,172.9	21,460.5	22,017.6	21,532.8	19,461.2	18,665.0	-4.1%
	Intl Arctic Research Center	General Funds	1,759.0	1,971.8	1,752.5	1,999.8	1,961.2	1,900.4	-3.1%	8.0%	
		Federal Receipts	4,354.6	3,599.4	4,624.4	5,375.0	7,415.7	8,763.7	18.2%	101.3%	
		Indirect Cost Recovery	1,164.3	1,378.0	1,438.1	1,551.2	1,887.9	1,811.1	-4.1%	55.6%	
		U of A Receipts	4,257.0	3,503.6	2,699.1	3,247.4	3,423.6	2,850.2	-16.7%	-33.0%	
		State Inter-Agency Receipts			63.8	(22.3)	(1.8)	36.6	-2093.4%	N/A	
		UA Intra-Agency Transfers	184.6	8.4	22.0	76.8	25.7	20.9	-18.6%	-88.7%	
		CIP Receipts		282.8	231.3	315.7	343.5	775.3	125.7%	N/A	
		Federal Stimulus--ARRA2009		244.9	264.1	261.7	152.8	13.5	-91.1%	N/A	
	Intl Arctic Research Center Total			11,719.5	10,988.8	11,095.4	12,805.4	15,208.4	16,171.7	6.3%	38.0%
	VCR Dev Programs & Project Services	General Funds	765.7	1,085.4	824.3	969.8	947.7	2,014.8	112.6%	163.1%	
		Federal Receipts	2,972.9	2,609.5	2,368.5	4,075.1	2,912.8	2,309.8	-20.7%	-22.3%	
		Indirect Cost Recovery	664.3	734.4	528.5	555.5	688.3	577.1	-16.2%	-13.1%	
		U of A Receipts	106.9	10.6	(0.1)	(0.0)		117.6	N/A	10.0%	
		UA Intra-Agency Transfers						158.7	N/A	N/A	
		Federal Stimulus--ARRA2009		318.6	655.6	390.6	40.5		-100.0%	N/A	
	VCR Dev Programs & Project Services Total			4,509.8	4,758.5	4,376.8	5,991.0	4,589.2	5,178.0	12.8%	14.8%
	Vice Chancellor for Research	General Funds	1,800.0	2,480.2	2,191.3	2,732.1	2,594.6	1,552.6	-40.2%	-13.7%	
		Federal Receipts	1,438.9	1,354.7	10.5	18.9	64.5	169.6	163.0%	-88.2%	
		Indirect Cost Recovery	708.0	693.3	359.7	430.3	513.0	624.1	21.6%	-11.8%	
		U of A Receipts	377.8	621.4	212.0	636.7	712.9	454.7	-36.2%	20.4%	
		State Inter-Agency Receipts	8.3						N/A	-100.0%	
		UA Intra-Agency Transfers	37.7	44.1	30.4	130.7	148.3	10.0	-93.3%	-73.5%	
	Vice Chancellor for Research Total			4,370.6	5,193.7	2,804.0	3,948.6	4,033.2	2,811.0	-30.3%	-35.7%
VCR TOTAL			89,669.6	93,464.7	93,589.5	90,324.3	86,567.0	83,794.0	-3.2%	-6.6%	
Grand Total			393,304.4	413,445.4	465,640.6	500,841.2	474,802.6	458,727.6	-3.4%	16.6%	

** In FY14 the School of Natural Resources and Agricultural Services (SNRAS) and Cooperative Extension Service (CES) were merged to create the School of Natural Resource and Extension.

*** In FY14, the Arctic Region Supercomputing Center was merged with the Geophysical Institute.

Revenue by Allocation (Campus)
1.C.1

Allocation	2009 Revenue	2010 Revenue	2011 Revenue	2012 Revenue	2013 Revenue	2014 Revenue	% Change FY13-14	% Change FY09-14
Bristol Bay Campus	\$3,523.0	\$3,895.6	\$3,784.8	\$4,378.1	\$4,632.8	\$3,904.0	-16%	11%
Chukchi Campus	\$2,259.6	\$2,136.3	\$1,902.3	\$2,622.0	\$2,580.2	\$2,247.4	-13%	-1%
Co-op Extension Svcs	\$7,476.7	\$8,215.3	\$8,491.4	\$8,919.3	\$9,408.8	\$9,934.8	6%	33%
Fairbanks Campus	\$214,744.8	\$224,729.0	\$266,764.7	\$304,348.0	\$281,949.0	\$271,198.8	-4%	26%
Interior Campus	\$4,921.4	\$5,504.8	\$6,103.2	\$5,898.7	\$5,831.4	\$5,176.3	-11%	5%
Kuskokwim Campus	\$6,338.6	\$6,062.0	\$6,487.4	\$5,791.1	\$5,840.9	\$6,069.3	4%	-4%
Northwest Campus	\$2,909.9	\$2,921.2	\$3,012.3	\$3,005.7	\$2,851.9	\$3,042.5	7%	5%
Rural College	\$8,475.2	\$10,118.8	\$9,076.6	\$9,931.5	\$8,703.9	\$9,312.7	7%	10%
UAF Comm Tech College	\$11,115.8	\$11,659.8	\$12,119.0	\$12,477.0	\$13,413.6	\$13,607.2	1%	22%
UAF Organized Research	\$131,539.5	\$138,202.6	\$147,899.1	\$143,469.7	\$139,590.2	\$134,234.5	-4%	2%
	\$393,304.4	\$413,445.4	\$465,640.6	\$500,841.2	\$474,802.6	\$458,727.6	-3%	17%

Revenue by Allocation (Campus) - Detail
1.C.2

			FY09		FY10		FY11		FY12		FY13		FY14			
Allocation	FUND TYPE	Revenue Source	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	% Change FY13-14	% Change FY09-14
Bristol Bay Campus	Unrestricted	General Funds	1,302.5	0.3%	1,372.2	0.3%	1,432.3	0.3%	1,484.1	0.3%	1,589.9	0.3%	1,644.5	0.4%	3%	26%
		Student Tuition & Fees	296.0	0.1%	353.5	0.1%	355.5	0.1%	422.5	0.1%	423.0	0.1%	343.0	0.1%	-19%	16%
		Indirect Cost Recovery	129.5	0.0%	95.6	0.0%	62.3	0.0%	112.6	0.0%	122.5	0.0%	94.0	0.0%	-23%	-27%
		U of A Receipts	110.7	0.0%	31.5	0.0%	31.9	0.0%	127.6	0.0%	53.1	0.0%	101.9	0.0%	92%	-8%
		UA Intra-Agency Transfers	5.0	0.0%		0.0%	37.9	0.0%		0.0%	34.6	0.0%		0.0%	-100%	-100%
	Unrestricted Total		1,843.7	0.5%	1,852.7	0.4%	1,919.9	0.4%	2,146.7	0.4%	2,223.1	0.5%	2,183.4	0.5%	-2%	18%
	Restricted	Federal Receipts	1,402.9	0.4%	1,836.6	0.4%	1,631.0	0.4%	1,908.3	0.4%	2,215.1	0.5%	1,363.5	0.3%	-38%	-3%
		U of A Receipts	94.4	0.0%	59.7	0.0%	85.9	0.0%	210.0	0.0%	81.6	0.0%	62.6	0.0%	-23%	-34%
		State Inter-Agency Receipts	173.4	0.0%	136.2	0.0%	148.0	0.0%	113.1	0.0%	113.0	0.0%	275.9	0.1%	144%	59%
	CIP Receipts			0.0%		0.0%		0.0%		0.0%		0.0%	18.7	0.0%	N/A	N/A
Restricted Total		1,670.7	0.4%	2,032.5	0.5%	1,864.8	0.4%	2,231.4	0.4%	2,409.7	0.5%	1,720.6	0.4%	-29%	3%	
Auxiliary	Auxiliary Receipts	8.6	0.0%	10.4	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%	
Auxiliary Total		8.6	0.0%	10.4	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%	
Bristol Bay Campus Total			3,523.0	0.9%	3,895.6	0.9%	3,784.8	0.8%	4,378.1	0.9%	4,632.8	1.0%	3,904.0	0.9%	-16%	11%
Chukchi Campus	Unrestricted	General Funds	882.8	0.2%	1,004.9	0.2%	1,050.1	0.2%	1,067.0	0.2%	1,092.1	0.2%	1,135.5	0.2%	4%	29%
		Student Tuition & Fees	128.4	0.0%	149.9	0.0%	136.9	0.0%	187.7	0.0%	177.4	0.0%	163.7	0.0%	-8%	28%
		Indirect Cost Recovery	33.5	0.0%	9.8	0.0%	6.9	0.0%	14.1	0.0%	9.0	0.0%	10.4	0.0%	15%	-69%
		U of A Receipts		0.0%	5.0	0.0%	1.1	0.0%	0.0	0.0%		0.0%	7.3	0.0%	N/A	N/A
		UA Intra-Agency Transfers	5.0	0.0%		0.0%		0.0%		0.0%	0.8	0.0%		0.0%	-100%	-100%
	Unrestricted Total		1,049.7	0.3%	1,169.5	0.3%	1,195.0	0.3%	1,268.8	0.3%	1,279.3	0.3%	1,316.9	0.3%	3%	25%
	Restricted	Federal Receipts	1,176.8	0.3%	881.8	0.2%	583.9	0.1%	1,241.5	0.2%	1,167.5	0.2%	784.7	0.2%	-33%	-33%
		U of A Receipts	0.8	0.0%	73.1	0.0%	118.1	0.0%	111.4	0.0%	133.3	0.0%	145.5	0.0%	9%	17278%
		State Inter-Agency Receipts	29.9	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%
	Restricted Total		1,207.5	0.3%	954.9	0.2%	702.0	0.2%	1,352.9	0.3%	1,300.8	0.3%	930.2	0.2%	-28%	-23%
Auxiliary	Auxiliary Receipts	2.3	0.0%	11.8	0.0%	5.3	0.0%	0.3	0.0%	0.1	0.0%	0.3	0.0%	381%	-85%	
Auxiliary Total		2.3	0.0%	11.8	0.0%	5.3	0.0%	0.3	0.0%	0.1	0.0%	0.3	0.0%	381%	-85%	
Chukchi Campus Total			2,259.6	0.6%	2,136.3	0.5%	1,902.3	0.4%	2,622.0	0.5%	2,580.2	0.5%	2,247.4	0.5%	-13%	-1%
Interior Campus	Unrestricted	General Funds	1,826.2	0.5%	1,977.8	0.5%	1,926.4	0.4%	1,850.9	0.4%	2,229.8	0.5%	2,144.2	0.5%	-4%	17%
		Student Tuition & Fees	360.6	0.1%	513.9	0.1%	464.0	0.1%	565.7	0.1%	544.1	0.1%	447.5	0.1%	-18%	24%
		Indirect Cost Recovery	184.4	0.0%	168.8	0.0%	161.9	0.0%	145.0	0.0%	135.2	0.0%	95.5	0.0%	-29%	-48%
		U of A Receipts	56.9	0.0%	186.8	0.0%	87.8	0.0%	306.8	0.1%	341.5	0.1%	350.5	0.1%	3%	516%
		UA Intra-Agency Transfers	277.6	0.1%	186.8	0.0%	109.1	0.0%	114.1	0.0%	113.1	0.0%		0.0%	-100%	-100%
	Unrestricted Total		2,705.8	0.7%	3,034.0	0.7%	2,749.1	0.6%	2,982.4	0.6%	3,363.7	0.7%	3,037.7	0.7%	-10%	12%
	Restricted	Federal Receipts	1,939.5	0.5%	2,207.8	0.5%	2,688.7	0.6%	2,449.4	0.5%	1,723.7	0.4%	1,626.1	0.4%	-6%	-16%
		U of A Receipts	142.3	0.0%	137.4	0.0%	512.8	0.1%	332.9	0.1%	597.5	0.1%	157.0	0.0%	-74%	10%
		State Inter-Agency Receipts	125.1	0.0%	121.4	0.0%	152.6	0.0%	134.1	0.0%	146.5	0.0%	355.5	0.1%	143%	184%
	Restricted Total		2,207.0	0.6%	2,466.7	0.6%	3,354.0	0.7%	2,916.3	0.6%	2,467.7	0.5%	2,138.6	0.5%	-13%	-3%
Auxiliary	Auxiliary Receipts	8.6	0.0%	4.1	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%	
Auxiliary Total		8.6	0.0%	4.1	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%	
Interior Campus Total			4,921.4	1.3%	5,504.8	1.3%	6,103.2	1.3%	5,898.7	1.2%	5,831.4	1.2%	5,176.3	1.1%	-11%	5%
Kuskokwim Campus	Unrestricted	General Funds	3,111.3	0.8%	2,895.5	0.7%	3,273.4	0.7%	3,325.1	0.7%	3,467.8	0.7%	3,555.7	0.8%	3%	14%
		Student Tuition & Fees	447.1	0.1%	433.5	0.1%	519.4	0.1%	552.5	0.1%	563.1	0.1%	553.9	0.1%	-2%	24%
		Indirect Cost Recovery	139.7	0.0%	83.8	0.0%	91.3	0.0%	75.9	0.0%	56.9	0.0%	79.2	0.0%	39%	-43%
		U of A Receipts	133.0	0.0%	172.2	0.0%	79.2	0.0%	159.6	0.0%	90.6	0.0%	205.0	0.0%	126%	54%
		UA Intra-Agency Transfers	18.8	0.0%	13.0	0.0%	17.1	0.0%	18.1	0.0%	43.1	0.0%	7.2	0.0%	-83%	-62%
	Unrestricted Total		3,849.8	1.0%	3,597.9	0.9%	3,980.3	0.9%	4,131.2	0.8%	4,221.5	0.9%	4,401.0	1.0%	4%	14%
	Restricted	Federal Receipts	1,636.2	0.4%	1,591.0	0.4%	1,621.7	0.3%	963.9	0.2%	794.1	0.2%	1,076.5	0.2%	36%	-34%
		U of A Receipts	153.5	0.0%	144.0	0.0%	159.8	0.0%	157.9	0.0%	288.6	0.1%	70.6	0.0%	-76%	-54%
		State Inter-Agency Receipts	234.9	0.1%	264.9	0.1%	315.4	0.1%	245.6	0.0%	239.7	0.1%	249.3	0.1%	4%	6%
	Restricted Total		2,024.5	0.5%	1,999.9	0.5%	2,096.9	0.5%	1,367.4	0.3%	1,322.4	0.3%	1,396.3	0.3%	6%	-31%
Auxiliary	Auxiliary Receipts	464.3	0.1%	464.2	0.1%	410.1	0.1%	292.6	0.1%	297.1	0.1%	272.0	0.1%	-8%	-41%	
Auxiliary Total		464.3	0.1%	464.2	0.1%	410.1	0.1%	292.6	0.1%	297.1	0.1%	272.0	0.1%	-8%	-41%	
Kuskokwim Campus Total			6,338.6	1.6%	6,062.0	1.5%	6,487.4	1.4%	5,791.1	1.2%	5,840.9	1.2%	6,069.3	1.3%	4%	-4%

Revenue by Allocation (Campus) - Detail
1.C.2

			FY09		FY10		FY11		FY12		FY13		FY14			
Allocation	FUND TYPE	Revenue Source	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	% Change FY13-14	% Change FY09-14
Northwest Campus	Unrestricted	General Funds	1,696.8	0.4%	1,818.8	0.4%	2,037.8	0.4%	1,816.1	0.4%	1,856.5	0.4%	1,876.7	0.4%	1%	11%
		Student Tuition & Fees	203.0	0.1%	204.5	0.0%	240.4	0.1%	230.9	0.0%	215.8	0.0%	241.4	0.1%	12%	19%
		Indirect Cost Recovery	11.0	0.0%	20.6	0.0%	21.4	0.0%	27.7	0.0%	25.1	0.0%	34.0	0.0%	35%	210%
		U of A Receipts	1.4	0.0%	0.2	0.0%	0.8	0.0%	0.1	0.0%	6.7	0.0%	2.2	0.0%	-68%	53%
		UA Intra-Agency Transfers	157.7	0.0%		0.0%		0.0%	10.0	0.0%	6.6	0.0%		0.0%	-100%	-100%
	Unrestricted Total		2,069.8	0.5%	2,044.0	0.5%	2,300.5	0.5%	2,084.7	0.4%	2,110.7	0.4%	2,154.3	0.5%	2%	4%
	Restricted	Federal Receipts	823.8	0.2%	860.6	0.2%	687.5	0.1%	904.4	0.2%	713.8	0.2%	870.2	0.2%	22%	6%
		U of A Receipts	1.9	0.0%		0.0%		0.0%		0.0%	15.1	0.0%	3.2	0.0%	-79%	64%
		UA Intra-Agency Transfers	0.1	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%
	Restricted Total		825.7	0.2%	860.6	0.2%	687.5	0.1%	904.4	0.2%	728.8	0.2%	873.4	0.2%	20%	6%
Auxiliary	Auxiliary Receipts	14.3	0.0%	16.5	0.0%	24.3	0.0%	16.5	0.0%	12.4	0.0%	14.9	0.0%	21%	4%	
Auxiliary Total		14.3	0.0%	16.5	0.0%	24.3	0.0%	16.5	0.0%	12.4	0.0%	14.9	0.0%	21%	4%	
Northwest Campus Total			2,909.9	0.7%	2,921.2	0.7%	3,012.3	0.6%	3,005.7	0.6%	2,851.9	0.6%	3,042.5	0.7%	7%	5%
Rural College	Unrestricted	General Funds	4,475.2	1.1%	5,193.0	1.3%	5,139.5	1.1%	6,246.8	1.2%	6,133.9	1.3%	6,182.4	1.3%	1%	38%
		Student Tuition & Fees	758.8	0.2%	1,669.9	0.4%	840.4	0.2%	1,061.0	0.2%	926.3	0.2%	1,432.5	0.3%	55%	89%
		Indirect Cost Recovery	103.2	0.0%	74.2	0.0%	140.6	0.0%	157.0	0.0%	137.2	0.0%	144.8	0.0%	6%	40%
		U of A Receipts	140.3	0.0%	104.3	0.0%	12.2	0.0%	100.2	0.0%	27.6	0.0%	5.7	0.0%	-79%	-96%
		UA Intra-Agency Transfers	174.7	0.0%	262.2	0.1%	336.8	0.1%	66.3	0.0%	60.2	0.0%	160.3	0.0%	166%	-8%
		Mental Hlth Trust Auth Receipts		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
	Unrestricted Total		5,652.3	1.4%	7,303.4	1.8%	6,469.5	1.4%	7,631.2	1.5%	7,285.2	1.5%	7,925.7	1.7%	9%	40%
	Restricted	Federal Receipts	844.3	0.2%	951.3	0.2%	1,210.5	0.3%	912.7	0.2%	200.3	0.0%	285.5	0.1%	43%	-66%
		U of A Receipts	872.3	0.2%	595.7	0.1%	339.0	0.1%	287.0	0.1%	398.2	0.1%	545.5	0.1%	37%	-37%
		State Inter-Agency Receipts	76.3	0.0%	72.7	0.0%	38.2	0.0%	121.2	0.0%	174.7	0.0%	142.2	0.0%	-19%	86%
		Federal Stimulus--ARRA2009		0.0%	45.3	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
	Restricted Total		1,793.0	0.5%	1,665.0	0.4%	1,587.6	0.3%	1,320.9	0.3%	773.2	0.2%	973.3	0.2%	26%	-46%
Auxiliary	Auxiliary Receipts	1,029.9	0.3%	1,150.4	0.3%	1,019.5	0.2%	979.4	0.2%	645.5	0.1%	413.7	0.1%	-36%	-60%	
Auxiliary Total		1,029.9	0.3%	1,150.4	0.3%	1,019.5	0.2%	979.4	0.2%	645.5	0.1%	413.7	0.1%	-36%	-60%	
Rural College Total			8,475.2	2.2%	10,118.8	2.4%	9,076.6	1.9%	9,931.5	2.0%	8,703.9	1.8%	9,312.7	2.0%	7%	10%
UAF Comm Tech College	Unrestricted	General Funds	5,405.6	1.4%	5,885.6	1.4%	6,089.5	1.3%	6,052.7	1.2%	6,579.9	1.4%	6,876.4	1.5%	5%	27%
		Student Tuition & Fees	4,633.9	1.2%	4,607.8	1.1%	5,342.4	1.1%	5,725.4	1.1%	5,909.7	1.2%	5,803.5	1.3%	-2%	25%
		Indirect Cost Recovery		0.0%		0.0%		0.0%	2.2	0.0%	0.0	0.0%	2.0	0.0%	11993%	N/A
		U of A Receipts	328.8	0.1%	291.8	0.1%	284.0	0.1%	300.8	0.1%	264.8	0.1%	499.8	0.1%	89%	52%
		State Inter-Agency Receipts	3.0	0.0%	2.0	0.0%	3.3	0.0%		0.0%		0.0%		0.0%	N/A	-100%
		UA Intra-Agency Transfers	162.3	0.0%	413.4	0.1%	93.5	0.0%	159.1	0.0%	404.4	0.1%	1.5	0.0%	-100%	-99%
	Unrestricted Total		10,533.6	2.7%	11,200.7	2.7%	11,812.7	2.5%	12,240.2	2.4%	13,158.7	2.8%	13,183.1	2.9%	0%	25%
	Restricted	Federal Receipts	244.9	0.1%	113.6	0.0%		0.0%		0.0%	116.6	0.0%	276.7	0.1%	137%	13%
		U of A Receipts	216.7	0.1%	267.5	0.1%	203.2	0.0%	176.6	0.0%	138.3	0.0%	147.4	0.0%	7%	-32%
State Inter-Agency Receipts		120.6	0.0%	78.1	0.0%	103.1	0.0%	60.2	0.0%	(0.1)	0.0%		0.0%	-100%	-100%	
Restricted Total		582.2	0.1%	459.2	0.1%	306.3	0.1%	236.8	0.0%	254.8	0.1%	424.1	0.1%	66%	-27%	
UAF Comm Tech College Total			11,115.8	2.8%	11,659.8	2.8%	12,119.0	2.6%	12,477.0	2.5%	13,413.6	2.8%	13,607.2	3.0%	1%	22%
Co-op Extension Svcs	Unrestricted	General Funds	3,778.5	1.0%	4,308.4	1.0%	4,644.2	1.0%	4,756.8	0.9%	5,062.3	1.1%	5,113.9	1.1%	1%	35%
		Student Tuition & Fees		0.0%		0.0%		0.0%	60.0	0.0%		0.0%	4.5	0.0%	N/A	N/A
		Indirect Cost Recovery	181.7	0.0%	156.5	0.0%	143.5	0.0%	178.0	0.0%	146.0	0.0%	105.5	0.0%	-28%	-42%
		U of A Receipts	112.9	0.0%	104.3	0.0%	161.1	0.0%	186.4	0.0%	165.6	0.0%	112.5	0.0%	-32%	0%
		UA Intra-Agency Transfers	20.9	0.0%	4.4	0.0%	11.6	0.0%	18.2	0.0%	18.0	0.0%	5.5	0.0%	-69%	-73%
	Unrestricted Total		4,094.0	1.0%	4,573.6	1.1%	4,960.4	1.1%	5,199.3	1.0%	5,391.9	1.1%	5,341.9	1.2%	-1%	30%
	Restricted	Federal Receipts	2,292.3	0.6%	2,457.9	0.6%	2,266.3	0.5%	2,190.5	0.4%	2,591.5	0.5%	2,836.3	0.6%	9%	24%
		U of A Receipts	418.6	0.1%	497.2	0.1%	556.6	0.1%	833.5	0.2%	666.3	0.1%	542.5	0.1%	-19%	30%
		State Inter-Agency Receipts	367.5	0.1%	287.7	0.1%	349.3	0.1%	387.1	0.1%	323.4	0.1%	524.1	0.1%	62%	43%
		UA Intra-Agency Transfers		0.0%		0.0%	1.4	0.0%		0.0%	0.3	0.0%	2.5	0.0%	733%	N/A
CIP Receipts			0.0%		0.0%		0.0%	20.0	0.0%	35.5	0.0%	36.3	0.0%	2%	N/A	
Restricted Total		3,078.4	0.8%	3,242.8	0.8%	3,173.5	0.7%	3,431.0	0.7%	3,617.1	0.8%	3,941.7	0.9%	9%	28%	
Designated	U of A Receipts	304.4	0.1%	398.9	0.1%	357.4	0.1%	289.0	0.1%	399.8	0.1%	651.3	0.1%	63%	114%	
Designated Total		304.4	0.1%	398.9	0.1%	357.4	0.1%	289.0	0.1%	399.8	0.1%	651.3	0.1%	63%	114%	
Co-op Extension Svcs Total			7,476.7	1.9%	8,215.3	2.0%	8,491.4	1.8%	8,919.3	1.8%	9,408.8	2.0%	9,934.8	2.2%	6%	33%

**Revenue by Allocation (Campus) - Detail
1.C.2**

			FY09		FY10		FY11		FY12		FY13		FY14			
Allocation	FUND TYPE	Revenue Source	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	% Change FY13-14	% Change FY09-14
Fairbanks Campus	Unrestricted	General Funds	106,474.4	27.1%	108,179.5	26.2%	112,277.1	24.1%	116,816.8	23.3%	121,633.0	25.6%	130,094.5	28.4%	7%	22%
		Federal Receipts	72.0	0.0%	72.0	0.0%	72.0	0.0%	72.0	0.0%	72.0	0.0%	72.0	0.0%	0%	0%
		Student Tuition & Fees	25,060.9	6.4%	26,692.9	6.5%	30,429.6	6.5%	31,866.8	6.4%	32,851.6	6.9%	31,687.0	6.9%	-4%	26%
		Indirect Cost Recovery	9,326.5	2.4%	10,310.4	2.5%	10,775.7	2.3%	9,570.0	1.9%	8,900.6	1.9%	8,468.6	1.8%	-5%	-9%
		U of A Receipts	8,702.1	2.2%	9,436.5	2.3%	14,549.6	3.1%	9,325.7	1.9%	10,088.5	2.1%	9,683.6	2.1%	-4%	11%
		State Inter-Agency Receipts	7.3	0.0%	5.0	0.0%	10.0	0.0%		0.0%	60.3	0.0%	30.4	0.0%	-50%	317%
		UA Intra-Agency Transfers	26,417.4	6.7%	26,476.9	6.4%	27,185.1	5.8%	28,355.0	5.7%	28,463.1	6.0%	26,848.2	5.9%	-6%	2%
		CIP Receipts	1,096.1	0.3%	1,019.5	0.2%	1,338.3	0.3%	2,102.0	0.4%	1,639.9	0.3%	1,891.9	0.4%	15%	73%
		Mental Hlth Trust Auth Receipts		0.0%	25.0	0.0%	82.4	0.0%	213.7	0.0%	50.0	0.0%		0.0%	-100%	N/A
		Interest Income	(2,140.3)	-0.5%	11.2	0.0%	(19.0)	0.0%	(2.3)	0.0%	(87.3)	0.0%	0.3	0.0%	-100%	-100%
		GF/Mental Health Trust		0.0%		0.0%		0.0%		0.0%		0.0%	50.0	0.0%	N/A	N/A
	Unrestricted Total		175,016.3	44.5%	182,228.8	44.1%	196,700.7	42.2%	198,319.6	39.6%	203,671.7	42.9%	208,826.4	45.5%	3%	19%
	Restricted	Federal Receipts	12,412.3	3.2%	13,229.5	3.2%	17,725.3	3.8%	17,218.8	3.4%	19,892.1	4.2%	22,156.8	4.8%	11%	79%
		U of A Receipts	8,755.0	2.2%	9,193.0	2.2%	8,331.5	1.8%	9,344.8	1.9%	9,287.0	2.0%	8,289.8	1.8%	-11%	-5%
		State Inter-Agency Receipts	1,067.6	0.3%	1,003.3	0.2%	740.3	0.2%	737.1	0.1%	640.1	0.1%	600.1	0.1%	-6%	-44%
		UA Intra-Agency Transfers	9.7	0.0%	2.9	0.0%	37.7	0.0%	17.0	0.0%		0.0%	4.5	0.0%	N/A	-54%
		CIP Receipts		0.0%	14.6	0.0%	88.1	0.0%	681.8	0.1%	411.6	0.1%	465.9	0.1%	13%	N/A
		Federal Stimulus--ARRA2009	0.4	0.0%	3,159.6	0.8%	27,451.2	5.9%	62,000.9	12.4%	31,759.9	6.7%	14,389.1	3.1%	-55%	3475102%
	Restricted Total		22,245.0	5.7%	26,602.9	6.4%	54,374.1	11.7%	90,000.3	18.0%	61,990.6	13.1%	45,906.2	10.0%	-26%	106%
	Auxiliary	General Funds		0.0%		0.0%		0.0%		0.0%		0.0%	200.0	0.0%	N/A	N/A
		Auxiliary Receipts	16,016.5	4.1%	14,409.1	3.5%	14,232.8	3.1%	14,567.2	2.9%	14,814.0	3.1%	14,725.1	3.2%	-1%	-8%
		U of A Receipts	40.0	0.0%	7.0	0.0%	12.0	0.0%	10.0	0.0%	8.5	0.0%	11.6	0.0%	37%	-71%
		Interest Income		0.0%	0.0	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
	Auxiliary Total		16,056.5	4.1%	14,416.1	3.5%	14,244.8	3.1%	14,577.2	2.9%	14,822.4	3.1%	14,936.8	3.3%	1%	-7%
	Designated	U of A Receipts	1,408.3	0.4%	1,481.1	0.4%	1,437.1	0.3%	1,450.9	0.3%	1,464.3	0.3%	1,529.4	0.3%	4%	9%
	Designated Total		1,408.3	0.4%	1,481.1	0.4%	1,437.1	0.3%	1,450.9	0.3%	1,464.3	0.3%	1,529.4	0.3%	4%	9%
	Capital	RSA - Capital 91 Authority	18.7	0.0%		0.0%	8.0	0.0%		0.0%		0.0%		0.0%	N/A	-100%
	Capital Total		18.7	0.0%	0.0%	0.0%	8.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	-100%
Fairbanks Campus Total			214,744.8	54.6%	224,729.0	54.4%	266,764.7	57.3%	304,348.0	60.8%	281,949.0	59.4%	271,198.8	59.1%	-4%	26%
UAF Organized Research	Unrestricted	General Funds	20,772.1	5.3%	22,580.1	5.5%	22,722.3	4.9%	23,578.4	4.7%	25,008.2	5.3%	24,665.0	5.4%	-1%	19%
		Federal Receipts		0.0%	20.0	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
		Student Tuition & Fees		0.0%		0.0%		0.0%		0.0%	30.7	0.0%	14.6	0.0%	-52%	N/A
		Indirect Cost Recovery	12,536.7	3.2%	13,903.8	3.4%	13,888.6	3.0%	13,922.0	2.8%	13,856.8	2.9%	13,614.6	3.0%	-2%	9%
		U of A Receipts	2,603.8	0.7%	2,380.0	0.6%	1,901.8	0.4%	1,639.6	0.3%	1,687.3	0.4%	1,545.7	0.3%	-8%	-41%
		UA Intra-Agency Transfers	4,274.8	1.1%	3,448.7	0.8%	4,692.0	1.0%	4,448.4	0.9%	2,212.6	0.5%	2,501.5	0.5%	13%	-41%
		CIP Receipts	2,431.6	0.6%	2,213.4	0.5%	5,131.9	1.1%	5,033.3	1.0%	5,277.6	1.1%	6,382.1	1.4%	21%	162%
		Interest Income		0.0%		0.0%	0.6	0.0%	0.8	0.0%		0.0%	0.7	0.0%	N/A	N/A
	Unrestricted Total		42,618.9	10.8%	44,546.1	10.8%	48,337.1	10.4%	48,622.5	9.7%	48,073.2	10.1%	48,724.1	10.6%	1%	14%
	Restricted	General Funds		0.0%		0.0%		0.0%		0.0%	1,851.9	0.4%	3,053.1	0.7%	65%	N/A
		Federal Receipts	65,706.1	16.7%	67,069.4	16.2%	68,599.8	14.7%	62,624.6	12.5%	58,695.9	12.4%	55,251.8	12.0%	-6%	-16%
		Indirect Cost Recovery	(0.0)	0.0%		0.0%	0.0	0.0%		0.0%		0.0%		0.0%	N/A	-100%
		U of A Receipts	17,441.9	4.4%	17,407.2	4.2%	18,629.5	4.0%	20,460.3	4.1%	18,882.5	4.0%	18,459.9	4.0%	-2%	6%
		State Inter-Agency Receipts	2,339.2	0.6%	2,090.0	0.5%	2,134.1	0.5%	2,100.5	0.4%	848.9	0.2%	1,782.8	0.4%	110%	-24%
		UA Intra-Agency Transfers	2.6	0.0%	10.0	0.0%	15.2	0.0%	13.5	0.0%	42.3	0.0%	6.2	0.0%	-85%	137%
		CIP Receipts	(20.9)	0.0%	712.6	0.2%	2,755.4	0.6%	3,036.5	0.6%	6,743.7	1.4%	5,879.6	1.3%	-13%	-28223%
	Federal Stimulus--ARRA2009	3.2	0.0%	3,050.2	0.7%	6,093.1	1.3%	6,018.3	1.2%	4,219.0	0.9%	1,011.1	0.2%	-76%	31527%	
	Restricted Total		85,472.2	21.7%	90,339.3	21.9%	98,227.2	21.1%	94,253.7	18.8%	91,284.3	19.2%	85,444.6	18.6%	-6%	0%
	Designated	U of A Receipts	64.6	0.0%	8.4	0.0%	0.0	0.0%		0.0%		0.0%		0.0%	N/A	-100%
	Designated Total		64.6	0.0%	8.4	0.0%	0.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	-100%
	Capital	RSA - Capital 91 Authority	3,383.7	0.9%	3,308.7	0.8%	1,334.7	0.3%	593.6	0.1%	232.7	0.0%	65.8	0.0%	-72%	-98%
	Capital Total		3,383.7	0.9%	3,308.7	0.8%	1,334.7	0.3%	593.6	0.1%	232.7	0.0%	65.8	0.0%	-72%	-98%
UAF Organized Research Total			131,539.5	33.4%	138,202.6	33.4%	147,899.1	31.8%	143,469.7	28.6%	139,590.2	29.4%	134,234.5	29.3%	-4%	2%
Grand Total			393,304.4	100.0%	413,445.4	100.0%	465,640.6	100.0%	500,841.2	100.0%	474,802.6	100.0%	458,727.6	100.0%	-3%	17%

**Expenditures by NCHEMS for MAU
1.D.1**

	FY09		FY10		FY11		FY12		FY13		FY14			
NCHEMS	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	% Change FY13-14	% Change FY09-14
Academic Support	23,744.1	6%	22,730.6	6%	23,531.4	5%	24,265.5	5%	24,706.2	5%	25,794.6	6%	4%	9%
Auxiliary Services	17,485.7	4%	17,102.6	4%	12,283.6	3%	17,843.2	4%	15,189.8	3%	13,284.0	3%	-13%	-24%
Debt Service	3,684.5	1%	3,696.7	1%	3,807.3	1%		0%		0%		0%	N/A	-100%
Institutional Support	36,642.0	9%	35,259.6	9%	43,187.7	9%	43,727.2	9%	45,295.8	10%	48,540.1	11%	7%	32%
Instruction	83,140.3	21%	83,149.0	20%	86,405.5	19%	87,345.8	18%	87,449.6	18%	87,600.0	19%	0%	5%
Intercollegiate Athletics	5,335.0	1%	5,443.3	1%	5,436.0	1%	5,625.8	1%	5,713.4	1%	5,647.6	1%	-1%	6%
Library Services	9,117.4	2%	8,707.4	2%	9,678.3	2%	9,450.6	2%	9,532.5	2%	8,840.2	2%	-7%	-3%
Physical Plant	51,548.9	13%	49,050.7	12%	53,992.6	12%	55,475.9	11%	57,840.1	12%	61,804.8	13%	7%	20%
Public Service	20,441.0	5%	25,274.1	6%	51,100.9	11%	89,205.6	18%	60,719.9	13%	47,114.7	10%	-22%	130%
Research	130,834.9	32%	132,620.9	33%	143,582.5	31%	138,213.5	28%	139,611.0	29%	133,123.1	29%	-5%	2%
Scholarships	7,293.8	2%	9,040.5	2%	11,547.4	3%	11,098.8	2%	11,239.6	2%	10,382.1	2%	-8%	42%
Student Services	14,427.8	4%	14,339.5	4%	15,066.2	3%	15,608.9	3%	16,806.9	4%	16,484.6	4%	-2%	14%
Grand Total	403,695.4	100%	406,414.9	100%	459,619.4	100%	497,860.7	100%	474,105.0	100%	458,615.9	100%	-3%	14%

NOTE: Unlike the annual statewide Yellowbook, these figures include both operating and capital-funded expenditures (fund types 91, FA and FR). Federal expenditures awarded to UAF and spent on the construction of the research vessel Sikuliaq were captured in the Public Service NCHEMS category and is hence the primary reason that category increased by 130% since FY09, and spiked in FY12. Total Sikuliaq expenditures included \$29,559.1 in FY11, \$65,189.5 in FY12, \$36,508.8 in FY13, and \$21,522.4 in FY14.

Capital expenditures by NCHEMS category are illustrated in the table below.

Capital Only	FY09		FY10		FY11		FY12		FY13		FY14	
Academic Support							(0.0)					
Institutional Support			7.5		6.3		(0.0)					
Instruction			45.3						216.6		327.2	
Library Services			2.5		(2.5)		0.0					
Physical Plant							533.0				0.3	
Public Service			1,911.9		27,523.5		62,055.0		32,183.0		15,247.2	
Research	3,402.4		6,853.0		10,013.7		9,412.3		12,740.4		9,348.7	
Scholarships			80.2		320.9		250.5		110.3		3.5	
Grand Total	3,402.4		8,900.4		37,861.9		72,250.8		45,250.2		24,926.8	

NOTE: Of the total Public Service capital items listed above, Sikuliaq capital expenditures included \$27,015.3 in FY11, \$61,546.8 in FY12, \$31,557.2 in FY13 and \$14,359.0 in FY14.

**Expenditures by Allocation and NCHEMS
1.D.2**

Allocation	NCHEMS	FY09		FY10		FY11		FY12		FY13		FY14		% Change FY13-14	% Change FY09-14
		Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation		
Bristol Bay Campus	Academic Support	478.7	0%	464.2	0%	512.0	0%	542.0	0%	627.3	0%	537.5	0%	-14%	12%
	Auxiliary Services	10.3	0%	(6.2)	0%	20.6	0%		0%		0%		0%	N/A	-100%
	Institutional Support		0%		0%		0%		0%		0%	130.8	0%	N/A	N/A
	Instruction	2,764.4	1%	3,136.8	1%	3,040.3	1%	3,426.7	1%	3,515.9	1%	2,861.9	1%	-19%	4%
	Physical Plant	221.3	0%	119.7	0%	676.8	0%	239.3	0%	216.6	0%	174.1	0%	-20%	-21%
	Public Service	48.6	0%	0.9	0%	0.5	0%	49.9	0%	0.9	0%		0%	-100%	-100%
	Scholarships	(37.3)	0%	(48.4)	0%	(46.9)	0%	(52.0)	0%	(45.9)	0%	(27.6)	0%	-40%	-26%
	Student Services	93.8	0%	110.8	0%	104.4	0%	167.7	0%	126.4	0%	176.7	0%	40%	88%
Bristol Bay Campus Total		3,579.7	1%	3,777.9	1%	4,307.7	1%	4,373.6	1%	4,441.3	1%	3,853.5	1%	-13%	8%
Chukchi Campus	Academic Support	301.5	0%	325.0	0%	243.4	0%	299.8	0%	364.7	0%	430.6	0%	18%	43%
	Auxiliary Services	7.6	0%	10.5	0%	2.0	0%		0%		0%	1.9	0%	N/A	-75%
	Institutional Support		0%		0%		0%		0%		0%	21.5	0%	N/A	N/A
	Instruction	1,708.2	0%	1,458.4	0%	1,164.4	0%	1,851.6	0%	1,639.8	0%	1,275.2	0%	-22%	-25%
	Library Services	75.4	0%	134.9	0%	215.9	0%	182.1	0%	215.1	0%	193.3	0%	-10%	156%
	Physical Plant	121.3	0%	426.5	0%	134.1	0%	135.4	0%	145.7	0%	127.9	0%	-12%	5%
	Public Service	33.3	0%	0.6	0%	0.5	0%	0.2	0%	47.5	0%	26.0	0%	-45%	-22%
	Scholarships	(21.7)	0%	(22.4)	0%	(19.5)	0%	(32.9)	0%	(27.3)	0%	(22.2)	0%	-19%	2%
	Student Services	79.9	0%	106.1	0%	158.0	0%	169.0	0%	154.2	0%	193.2	0%	25%	142%
Chukchi Campus Total		2,305.5	1%	2,439.5	1%	1,898.6	0%	2,605.2	1%	2,539.7	1%	2,247.4	0%	-12%	-3%
Co-op Extension Svcs	Institutional Support		0%		0%		0%	(32.1)	0%	300.0	0%		0%	-100%	N/A
	Instruction		0%		0%		0%		0%		0%	0.2	0%	N/A	N/A
	Public Service	7,144.5	2%	8,000.6	2%	8,323.3	2%	9,001.2	2%	9,056.7	2%	9,732.5	2%	7%	36%
	Research	274.5	0%	123.0	0%	78.3	0%	7.7	0%	22.6	0%	13.1	0%	-42%	-95%
	Scholarships		0%		0%		0%		0%		0%	3.6	0%	N/A	N/A
Co-op Extension Svcs Total		7,419.0	2%	8,123.6	2%	8,401.6	2%	8,976.7	2%	9,379.3	2%	9,749.4	2%	4%	31%
Fairbanks Campus	Academic Support	17,911.2	4%	16,454.6	4%	16,952.0	4%	17,688.4	4%	18,272.7	4%	18,278.2	4%	0%	2%
	Auxiliary Services	16,266.5	4%	15,496.9	4%	10,755.7	2%	15,819.9	3%	14,309.7	3%	12,582.4	3%	-12%	-23%
	Debt Service	3,684.5	1%	3,696.7	1%	3,807.3	1%		0%		0%		0%	N/A	-100%
	Institutional Support	35,288.8	9%	33,706.5	8%	41,297.7	9%	41,560.1	8%	42,678.4	9%	46,575.8	10%	9%	32%
	Instruction	53,061.6	13%	53,373.0	13%	56,084.2	12%	56,556.2	11%	56,971.2	12%	58,220.0	13%	2%	10%
	Intercollegiate Athleti	5,335.0	1%	5,443.3	1%	5,436.0	1%	5,625.8	1%	5,713.4	1%	5,647.6	1%	-1%	6%
	Library Services	8,709.0	2%	8,217.4	2%	9,155.5	2%	8,966.4	2%	9,015.5	2%	8,371.4	2%	-7%	-4%
	Physical Plant	49,969.0	12%	46,789.4	12%	50,036.3	11%	52,162.7	10%	53,892.2	11%	57,543.1	13%	7%	15%
	Public Service	10,980.4	3%	14,405.6	4%	40,399.5	9%	76,854.3	15%	48,230.5	10%	33,124.9	7%	-31%	202%
	Research	2,634.9	1%	2,877.5	1%	2,176.5	0%	2,343.9	0%	3,641.8	1%	2,583.5	1%	-29%	-2%
	Scholarships	6,102.1	2%	8,625.3	2%	10,980.6	2%	10,968.1	2%	11,806.7	2%	10,830.4	2%	-8%	77%
	Student Services	12,446.2	3%	12,292.4	3%	13,173.8	3%	13,862.4	3%	15,105.0	3%	14,869.8	3%	-2%	19%
Fairbanks Campus Total		222,389.2	55%	221,378.5	54%	260,255.0	57%	302,408.1	61%	279,637.3	59%	268,627.1	59%	-4%	21%
Interior Campus	Academic Support	355.9	0%	361.6	0%	390.0	0%	399.3	0%	479.1	0%	545.6	0%	14%	53%
	Auxiliary Services	7.4	0%	(0.4)	0%		0%		0%		0%		0%	N/A	-100%
	Institutional Support		0%		0%		0%	11.6	0%		0%	60.6	0%	N/A	N/A
	Instruction	4,237.6	1%	4,743.9	1%	5,435.5	1%	5,130.5	1%	4,886.5	1%	4,116.2	1%	-16%	-3%
	Physical Plant	133.4	0%	90.8	0%	138.1	0%	112.4	0%	131.7	0%	111.6	0%	-15%	-16%
	Public Service	18.3	0%		0%		0%		0%		0%	0.1	0%	N/A	-99%
	Scholarships	(3.7)	0%	(50.6)	0%	(26.7)	0%	1.8	0%	74.7	0%	107.9	0%	45%	-3011%
	Student Services	84.0	0%	101.8	0%	149.7	0%	179.8	0%	178.0	0%	110.0	0%	-38%	31%
Interior Campus Total		4,832.7	1%	5,247.2	1%	6,086.5	1%	5,835.4	1%	5,750.0	1%	5,052.0	1%	-12%	5%

Expenditures by Allocation and NCHEMS
1.D.2

Allocation	NCHEMS	FY09		FY10		FY11		FY12		FY13		FY14		% Change FY13-14	% Change FY09-14
		Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation		
Kuskokwim Campus	Academic Support	1,166.1	0%	1,327.4	0%	1,607.5	0%	1,417.7	0%	1,282.8	0%	1,380.3	0%	8%	18%
	Auxiliary Services	224.8	0%	357.7	0%	376.7	0%	366.6	0%	385.4	0%	250.4	0%	-35%	11%
	Institutional Support		0%		0%		0%		0%		0%	131.4	0%	N/A	N/A
	Instruction	2,649.0	1%	2,365.4	1%	2,932.6	1%	2,649.3	1%	2,756.5	1%	2,895.9	1%	5%	9%
	Library Services	264.4	0%	276.2	0%	234.5	0%	288.3	0%	276.5	0%	262.0	0%	-5%	-1%
	Physical Plant	828.8	0%	591.4	0%	562.1	0%	671.0	0%	642.4	0%	525.2	0%	-18%	-37%
	Public Service	196.5	0%	91.8	0%	0.6	0%	0.5	0%	97.1	0%	122.6	0%	26%	-38%
	Research		0%		0%	4.4	0%	41.6	0%		0%	17.1	0%	N/A	N/A
	Scholarships	111.2	0%	161.4	0%	89.5	0%	(9.0)	0%	(5.6)	0%	(48.0)	0%	752%	-143%
	Student Services	687.7	0%	764.3	0%	585.3	0%	483.2	0%	498.0	0%	408.4	0%	-18%	-41%
Kuskokwim Campus Total		6,128.5	2%	5,935.5	1%	6,393.3	1%	5,909.2	1%	5,933.1	1%	5,945.4	1%	0%	-3%
Northwest Campus	Academic Support	614.2	0%	611.9	0%	693.0	0%	560.8	0%	684.1	0%	589.4	0%	-14%	-4%
	Auxiliary Services	12.1	0%	13.7	0%	18.9	0%	14.1	0%	9.2	0%	13.0	0%	42%	8%
	Institutional Support		0%	80.0	0%		0%		0%		0%	95.5	0%	N/A	N/A
	Instruction	1,662.1	0%	1,623.1	0%	1,497.3	0%	1,700.4	0%	1,459.1	0%	1,649.5	0%	13%	-1%
	Library Services	68.6	0%	78.9	0%	72.4	0%	13.7	0%	25.4	0%	13.5	0%	-47%	-80%
	Physical Plant	275.2	0%	206.3	0%	566.2	0%	253.7	0%	295.3	0%	216.3	0%	-27%	-21%
	Public Service	28.1	0%	91.4	0%	0.2	0%		0%	12.6	0%		0%	-100%	-100%
	Research	34.2	0%	10.0	0%		0%		0%		0%		0%	N/A	-100%
	Scholarships	(15.0)	0%	(23.1)	0%	(33.8)	0%	(24.3)	0%	(28.6)	0%	(26.1)	0%	-9%	74%
	Student Services	220.5	0%	166.3	0%	175.6	0%	272.4	0%	292.0	0%	268.5	0%	-8%	22%
Northwest Campus Total		2,900.0	1%	2,858.3	1%	2,989.9	1%	2,791.0	1%	2,749.2	1%	2,819.5	1%	3%	-3%
Rural College	Academic Support	1,727.3	0%	1,927.2	0%	1,912.5	0%	2,116.3	0%	1,807.3	0%	2,613.4	1%	45%	51%
	Auxiliary Services	957.1	0%	1,230.5	0%	1,109.8	0%	1,642.6	0%	485.5	0%	436.2	0%	-10%	-54%
	Institutional Support		0%		0%	(21.0)	0%	436.7	0%	340.0	0%	199.9	0%	-41%	N/A
	Instruction	5,784.7	1%	5,316.2	1%	5,663.2	1%	5,331.2	1%	5,609.2	1%	6,019.9	1%	7%	4%
	Physical Plant		0%	826.6	0%	950.5	0%	975.2	0%	648.9	0%	894.7	0%	38%	N/A
	Public Service	8.4	0%	62.0	0%	116.9	0%	153.4	0%	72.1	0%	123.7	0%	72%	1382%
	Research	(1.0)	0%	10.7	0%	16.1	0%	1.4	0%	9.8	0%		0%	-100%	-100%
	Scholarships	(148.8)	0%	(400.9)	0%	(456.4)	0%	(523.3)	0%	(519.7)	0%	(102.2)	0%	-80%	-31%
	Student Services	445.3	0%	404.5	0%	370.9	0%	3.2	0%	58.0	0%	88.1	0%	52%	-80%
Rural College Total		8,773.0	2%	9,376.6	2%	9,662.6	2%	10,136.8	2%	8,511.1	2%	10,273.8	2%	21%	17%
UAF Comm Tech College	Academic Support	1,189.2	0%	1,258.9	0%	1,221.0	0%	1,241.2	0%	1,188.1	0%	1,419.7	0%	19%	19%
	Institutional Support		0%		0%	305.0	0%		0%		0%		0%	N/A	N/A
	Instruction	9,977.0	2%	10,285.5	3%	10,021.6	2%	10,384.6	2%	10,254.5	2%	10,292.5	2%	0%	3%
	Physical Plant		0%		0%	928.6	0%	926.1	0%	1,867.4	0%	2,211.9	0%	18%	N/A
	Scholarships	(325.3)	0%	(488.0)	0%	(596.7)	0%	(593.7)	0%	(587.3)	0%	(616.1)	0%	5%	89%
	Student Services	370.4	0%	393.3	0%	348.4	0%	471.2	0%	395.3	0%	369.8	0%	-6%	0%
UAF Comm Tech College Total		11,211.3	3%	11,449.7	3%	12,227.9	3%	12,429.4	2%	13,118.0	3%	13,677.9	3%	4%	22%
UAF Organized Research	Institutional Support	1,353.2	0%	1,473.1	0%	1,606.1	0%	1,751.0	0%	1,977.4	0%	1,324.6	0%	-33%	-2%
	Instruction	1,295.7	0%	846.8	0%	566.4	0%	315.2	0%	357.0	0%	268.6	0%	-25%	-79%
	Public Service	1,982.9	0%	2,621.3	1%	2,259.4	0%	3,146.1	1%	3,202.5	1%	3,984.9	1%	24%	101%
	Research	127,892.3	32%	129,599.6	32%	141,307.1	31%	135,819.0	27%	135,936.8	29%	130,509.4	28%	-4%	2%
	Scholarships	1,632.3	0%	1,287.2	0%	1,657.3	0%	1,364.1	0%	572.6	0%	282.3	0%	-51%	-83%
UAF Organized Research Total		134,156.4	33%	135,828.1	33%	147,396.2	32%	142,395.4	29%	142,046.2	30%	136,369.8	30%	-4%	2%
Grand Total		403,695.4	100%	406,414.9	100%	459,619.4	100%	497,860.7	100%	474,105.0	100%	458,615.9	100%	-3%	14%

**Expenditures by Fund Type and NCHEMS for MAU
1.D.3**

FUND TYPE	NCHEMS	FY09		FY10		FY11		FY12		FY13		FY14		% Change FY13-14	% Change FY09-14
		Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total		
Unrestricted	Academic Support	21,161.0	5%	20,086.5	5%	21,218.0	5%	22,006.0	4%	22,883.4	5%	23,933.7	5%	5%	13%
	Auxiliary Services		0%	11.1	0%		0%	0.1	0%	0.3	0%	0.1	0%	-72%	N/A
	Debt Service	3,684.5	1%	3,696.7	1%	3,807.3	1%		0%		0%		0%	N/A	-100%
	Institutional Support	34,944.0	9%	34,898.8	9%	42,618.8	9%	42,509.9	9%	44,331.7	9%	48,208.2	11%	9%	38%
	Instruction	69,470.5	17%	70,205.1	17%	73,585.7	16%	75,441.4	15%	76,287.4	16%	77,141.1	17%	1%	11%
	Intercollegiate Athletics	5,279.3	1%	5,378.0	1%	5,349.1	1%	5,620.7	1%	5,712.3	1%	5,644.6	1%	-1%	7%
	Library Services	8,551.1	2%	8,060.0	2%	8,700.0	2%	8,550.4	2%	8,429.2	2%	8,111.8	2%	-4%	-5%
	Physical Plant	51,352.7	13%	48,989.6	12%	53,974.2	12%	54,808.3	11%	57,666.0	12%	61,729.6	13%	7%	20%
	Public Service	9,311.1	2%	9,940.7	2%	10,594.7	2%	11,591.1	2%	11,338.0	2%	11,526.3	3%	2%	24%
	Research	43,129.0	11%	39,447.7	10%	45,109.7	10%	45,066.6	9%	48,568.1	10%	48,523.2	11%	0%	13%
	Scholarships	(64.3)	0%	(167.1)	0%	(716.3)	0%	(304.2)	0%	29.5	0%	(677.9)	0%	-2397%	955%
	Student Services	13,109.0	3%	13,077.3	3%	13,878.6	3%	14,864.8	3%	15,715.4	3%	15,397.9	3%	-2%	17%
Unrestricted Total		259,927.9	64%	253,624.6	62%	278,119.8	61%	280,155.1	56%	290,961.4	61%	299,538.6	65%	3%	15%
Restricted	Academic Support	2,583.0	1%	2,644.1	1%	2,313.4	1%	2,259.6	0%	1,822.8	0%	1,861.0	0%	2%	-28%
	Auxiliary Services	5.0	0%		0%		0%	259.8	0%	(2.6)	0%	56.9	0%	-2285%	1039%
	Institutional Support	1,698.0	0%	360.7	0%	569.0	0%	1,217.3	0%	964.1	0%	331.9	0%	-66%	-80%
	Instruction	13,669.8	3%	12,943.9	3%	12,819.7	3%	11,904.3	2%	11,162.2	2%	10,458.9	2%	-6%	-23%
	Intercollegiate Athletics	55.7	0%	65.2	0%	86.9	0%	5.1	0%	1.2	0%	3.0	0%	157%	-95%
	Library Services	566.3	0%	647.4	0%	978.3	0%	900.2	0%	1,103.3	0%	728.4	0%	-34%	29%
	Physical Plant	196.2	0%	61.1	0%	18.4	0%	667.6	0%	174.1	0%	75.2	0%	-57%	-62%
	Public Service	10,824.1	3%	14,934.2	4%	40,148.7	9%	77,325.5	16%	48,982.1	10%	34,937.2	8%	-29%	223%
	Research	84,240.3	21%	89,856.4	22%	97,130.1	21%	92,553.4	19%	90,810.3	19%	84,534.2	18%	-7%	0%
	Scholarships	6,029.9	1%	7,806.5	2%	10,906.7	2%	10,032.1	2%	9,870.8	2%	9,650.6	2%	-2%	60%
	Student Services	1,318.9	0%	1,262.2	0%	1,187.6	0%	744.3	0%	1,091.5	0%	1,086.7	0%	0%	-18%
Restricted Total		121,187.1	30%	130,581.8	32%	166,158.6	36%	197,869.1	40%	165,979.8	35%	143,724.0	31%	-13%	19%
Auxiliary	Auxiliary Services	17,400.7	4%	17,011.5	4%	12,203.6	3%	17,503.3	4%	15,067.1	3%	13,106.9	3%	-13%	-25%
	Intercollegiate Athletics		0%		0%	(0.0)	0%		0%		0%		0%	N/A	N/A
	Student Services		0%		0%		0%	(0.3)	0%		0%		0%	N/A	N/A
Auxiliary Total		17,400.7	4%	17,011.5	4%	12,203.6	3%	17,503.1	4%	15,067.1	3%	13,106.9	3%	-13%	-25%
Designated	Auxiliary Services	80.0	0%	80.0	0%	80.0	0%	80.0	0%	125.0	0%	120.0	0%	-4%	50%
	Institutional Support		0%		0%		0%		0%		0%		0%	N/A	N/A
	Physical Plant		0%		0%		0%		0%		0%		0%	N/A	N/A
	Public Service	305.8	0%	399.1	0%	357.5	0%	289.0	0%	399.8	0%	651.3	0%	63%	113%
	Research	63.2	0%	8.2	0%		0%		0%		0%		0%	N/A	-100%
	Scholarships	1,328.3	0%	1,401.1	0%	1,357.1	0%	1,370.9	0%	1,339.3	0%	1,409.4	0%	5%	6%
Designated Total		1,777.3	0%	1,888.4	0%	1,794.6	0%	1,739.9	0%	1,864.1	0%	2,180.6	0%	17%	23%
Capital	Research	3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	-72%	-98%
Capital Total		3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	-72%	-98%
Grand Total		403,695.4	100%	406,414.9	100%	459,619.4	100%	497,860.7	100%	474,105.0	100%	458,615.9	100%	-3%	14%

Expenditures by Account Code
1.E.1

Expenditure Source	FY09	FY10	FY11	FY12	FY13	FY14	% Change FY13-14	% Change FY09-14
Commodities	41,356.5	35,398.5	36,113.0	38,732.2	38,650.8	36,174.3	-6%	-13%
Contractual Services	79,172.8	80,633.0	86,804.5	84,231.0	81,287.8	86,221.5	6%	9%
Equipment	8,959.1	8,508.2	8,615.4	10,251.4	14,387.8	9,110.8	-37%	2%
Land/Buildings	1,490.2	3,340.9	29,195.8	63,416.6	36,996.0	20,224.4	-45%	1257%
Miscellaneous	10,797.0	8,525.3	14,761.1	14,122.6	12,701.9	15,997.6	26%	48%
Salaries & Benefits	236,468.5	243,344.0	254,617.8	257,463.3	260,126.3	263,197.5	1%	11%
Student Aid	11,661.5	13,096.8	15,781.0	16,194.5	16,102.9	14,870.6	-8%	28%
Travel	13,789.8	13,568.1	13,730.8	13,449.1	13,851.5	12,819.1	-7%	-7%
Grand Total	403,695.4	406,414.9	459,619.4	497,860.7	474,105.0	458,615.9	-3%	14%

Expenditures by Allocation and Major Account Code
1.E.2

Allocation	Expenditure Source	FY09		FY10		FY11		FY12		FY13		FY14		% Change FY13-14	% Change FY09-14
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
Bristol Bay Campus	Commodities	240.8	0.1%	230.6	0.1%	172.3	0.0%	267.1	0.1%	298.2	0.1%	142.6	0.0%	-52%	-41%
	Contractual Services	416.6	0.1%	328.9	0.1%	354.9	0.1%	498.8	0.1%	457.6	0.1%	359.9	0.1%	-21%	-14%
	Equipment	80.6	0.0%	11.4	0.0%		0.0%	36.9	0.0%	68.7	0.0%	97.6	0.0%	42%	21%
	Land/Buildings		0.0%		0.0%	541.9	0.1%	104.5	0.0%		0.0%	131.0	0.0%	N/A	N/A
	Miscellaneous	(38.0)	0.0%	(62.4)	0.0%	(26.0)	0.0%	(165.1)	0.0%	(87.6)	0.0%	(69.3)	0.0%	-21%	83%
	Salaries & Benefits	2,580.1	0.6%	2,917.8	0.7%	2,944.6	0.6%	3,220.4	0.6%	3,136.3	0.7%	2,790.0	0.6%	-11%	8%
	Student Aid	66.9	0.0%	114.7	0.0%	126.6	0.0%	104.8	0.0%	188.7	0.0%	179.6	0.0%	-5%	168%
	Travel	232.7	0.1%	237.0	0.1%	193.3	0.0%	306.2	0.1%	379.4	0.1%	222.1	0.0%	-41%	-5%
Bristol Bay Campus Total		3,579.7	0.9%	3,777.9	0.9%	4,307.7	0.9%	4,373.6	0.9%	4,441.3	0.9%	3,853.5	0.8%	-13%	8%
Chukchi Campus	Commodities	152.1	0.0%	118.5	0.0%	59.6	0.0%	84.6	0.0%	48.0	0.0%	62.6	0.0%	30%	-59%
	Contractual Services	696.8	0.2%	448.6	0.1%	274.0	0.1%	888.1	0.2%	836.1	0.2%	509.4	0.1%	-39%	-27%
	Equipment		0.0%	51.5	0.0%	56.1	0.0%	15.8	0.0%	11.4	0.0%		0.0%	-100%	N/A
	Land/Buildings		0.0%	2.2	0.0%		0.0%		0.0%		0.0%	21.5	0.0%	N/A	N/A
	Miscellaneous	(20.4)	0.0%	279.0	0.1%	(21.0)	0.0%	(55.8)	0.0%	(32.0)	0.0%	(52.9)	0.0%	65%	160%
	Salaries & Benefits	1,323.6	0.3%	1,386.9	0.3%	1,450.5	0.3%	1,568.0	0.3%	1,552.0	0.3%	1,588.1	0.3%	2%	20%
	Student Aid	8.9	0.0%	25.9	0.0%	14.3	0.0%	29.4	0.0%	21.1	0.0%	22.5	0.0%	7%	154%
	Travel	144.5	0.0%	126.9	0.0%	65.3	0.0%	75.1	0.0%	103.0	0.0%	96.2	0.0%	-7%	-33%
Chukchi Campus Total		2,305.5	0.6%	2,439.5	0.6%	1,898.6	0.4%	2,605.2	0.5%	2,539.7	0.5%	2,247.4	0.5%	-12%	-3%
Co-op Extension Svcs	Commodities	207.7	0.1%	322.6	0.1%	273.4	0.1%	337.7	0.1%	292.2	0.1%	389.6	0.1%	33%	88%
	Contractual Services	666.4	0.2%	840.7	0.2%	1,191.8	0.3%	1,084.1	0.2%	1,145.5	0.2%	1,306.1	0.3%	14%	96%
	Equipment		0.0%	79.2	0.0%		0.0%	8.0	0.0%	7.0	0.0%	26.2	0.0%	274%	N/A
	Land/Buildings		0.0%		0.0%		0.0%		0.0%		0.0%	292.8	0.1%	N/A	N/A
	Miscellaneous	2.8	0.0%	72.2	0.0%	64.4	0.0%	179.8	0.0%	368.3	0.1%	(1.7)	0.0%	-100%	-160%
	Salaries & Benefits	6,118.0	1.5%	6,308.1	1.6%	6,462.1	1.4%	6,805.4	1.4%	7,014.0	1.5%	7,241.0	1.6%	3%	18%
	Student Aid		0.0%		0.0%		0.0%		0.0%		0.0%	3.6	0.0%	N/A	N/A
	Travel	424.1	0.1%	500.9	0.1%	410.0	0.1%	561.9	0.1%	552.5	0.1%	491.8	0.1%	-11%	16%
Co-op Extension Svcs Total		7,419.0	1.8%	8,123.6	2.0%	8,401.6	1.8%	8,976.7	1.8%	9,379.3	2.0%	9,749.4	2.1%	4%	31%
Fairbanks Campus	Commodities	27,461.8	6.8%	23,054.9	5.7%	24,080.1	5.2%	26,394.5	5.3%	28,372.5	6.0%	27,101.1	5.9%	-4%	-1%
	Contractual Services	46,800.5	11.6%	48,337.1	11.9%	49,649.1	10.8%	48,581.1	9.8%	47,849.5	10.1%	51,912.0	11.3%	8%	11%
	Equipment	2,260.7	0.6%	1,643.4	0.4%	1,764.3	0.4%	2,245.8	0.5%	3,155.9	0.7%	2,217.4	0.5%	-30%	-2%
	Land/Buildings	979.6	0.2%	2,798.8	0.7%	28,245.3	6.1%	62,738.7	12.6%	36,241.9	7.6%	17,164.2	3.7%	-53%	1652%
	Miscellaneous	9,059.6	2.2%	7,918.7	1.9%	12,621.8	2.7%	13,575.9	2.7%	10,836.2	2.3%	14,428.6	3.1%	33%	59%
	Salaries & Benefits	123,033.0	30.5%	124,129.6	30.5%	128,105.7	27.9%	132,725.6	26.7%	135,872.3	28.7%	138,736.3	30.3%	2%	13%
	Student Aid	7,381.8	1.8%	8,472.9	2.1%	10,598.0	2.3%	11,169.3	2.2%	12,188.2	2.6%	11,507.6	2.5%	-6%	56%
	Travel	5,412.3	1.3%	5,023.1	1.2%	5,190.7	1.1%	4,977.1	1.0%	5,120.8	1.1%	5,560.0	1.2%	9%	3%
Fairbanks Campus Total		222,389.2	55.1%	221,378.5	54.5%	260,255.0	56.6%	302,408.1	60.7%	279,637.3	59.0%	268,627.1	58.6%	-4%	21%
Interior Campus	Commodities	242.5	0.1%	332.1	0.1%	479.0	0.1%	385.3	0.1%	370.0	0.1%	270.3	0.1%	-27%	11%
	Contractual Services	697.8	0.2%	758.0	0.2%	1,286.0	0.3%	772.2	0.2%	596.7	0.1%	543.3	0.1%	-9%	-22%
	Equipment	12.1	0.0%	54.5	0.0%	18.7	0.0%	24.1	0.0%		0.0%	11.0	0.0%	N/A	-9%
	Land/Buildings	0.1	0.0%		0.0%		0.0%		0.0%		0.0%	60.6	0.0%	N/A	45650%
	Miscellaneous	(43.3)	0.0%	(86.6)	0.0%	(68.6)	0.0%	(113.4)	0.0%	(78.2)	0.0%	(106.2)	0.0%	36%	145%
	Salaries & Benefits	3,444.1	0.9%	3,603.2	0.9%	3,608.7	0.8%	3,971.2	0.8%	3,907.4	0.8%	3,565.4	0.8%	-9%	4%
	Student Aid	163.7	0.0%	130.0	0.0%	240.9	0.1%	232.2	0.0%	353.6	0.1%	336.6	0.1%	-5%	106%
	Travel	315.7	0.1%	455.8	0.1%	521.7	0.1%	563.9	0.1%	600.5	0.1%	371.0	0.1%	-38%	18%
Interior Campus Total		4,832.7	1.2%	5,247.2	1.3%	6,086.5	1.3%	5,835.4	1.2%	5,750.0	1.2%	5,052.0	1.1%	-12%	5%
Kuskokwim Campus	Commodities	391.6	0.1%	256.2	0.1%	293.5	0.1%	244.7	0.0%	181.9	0.0%	243.4	0.1%	34%	-38%
	Contractual Services	896.5	0.2%	789.4	0.2%	780.4	0.2%	863.3	0.2%	879.4	0.2%	739.0	0.2%	-16%	-18%
	Equipment	8.3	0.0%	16.9	0.0%		0.0%	10.7	0.0%		0.0%	34.8	0.0%	N/A	321%
	Land/Buildings	11.2	0.0%		0.0%		0.0%		0.0%		0.0%	131.4	0.0%	N/A	1072%
	Miscellaneous	(80.6)	0.0%	(120.2)	0.0%	(103.3)	0.0%	(120.5)	0.0%	(106.7)	0.0%	(108.9)	0.0%	2%	35%
	Salaries & Benefits	4,630.9	1.1%	4,560.4	1.1%	4,984.4	1.1%	4,590.6	0.9%	4,724.2	1.0%	4,665.0	1.0%	-1%	1%
	Student Aid	85.5	0.0%	257.1	0.1%	216.4	0.0%	103.9	0.0%	99.0	0.0%	57.9	0.0%	-42%	-32%
	Travel	185.2	0.0%	175.7	0.0%	221.8	0.0%	216.6	0.0%	155.3	0.0%	182.8	0.0%	18%	-1%
Kuskokwim Campus Total		6,128.5	1.5%	5,935.5	1.5%	6,393.3	1.4%	5,909.2	1.2%	5,933.1	1.3%	5,945.4	1.3%	0%	-3%

Expenditures by Allocation and Major Account Code
1.E.2

Allocation	Expenditure Source	FY09		FY10		FY11		FY12		FY13		FY14		% Change FY13-14	% Change FY09-14
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
Northwest Campus	Commodities	169.8	0.0%	201.4	0.0%	181.4	0.0%	177.6	0.0%	151.6	0.0%	175.3	0.0%	16%	3%
	Contractual Services	299.4	0.1%	328.4	0.1%	354.6	0.1%	345.2	0.1%	502.3	0.1%	316.9	0.1%	-37%	6%
	Equipment	229.2	0.1%	16.3	0.0%	93.5	0.0%	62.2	0.0%		0.0%	15.8	0.0%	N/A	-93%
	Land/Buildings		0.0%		0.0%	305.0	0.1%		0.0%		0.0%	95.5	0.0%	N/A	N/A
	Miscellaneous	(22.0)	0.0%	44.6	0.0%	(49.3)	0.0%	(36.6)	0.0%	(37.6)	0.0%	(37.9)	0.0%	1%	72%
	Salaries & Benefits	2,118.9	0.5%	2,130.4	0.5%	1,982.7	0.4%	2,051.7	0.4%	1,959.7	0.4%	2,014.2	0.4%	3%	-5%
	Student Aid	16.2	0.0%	16.9	0.0%	19.6	0.0%	23.2	0.0%	18.3	0.0%	30.5	0.0%	67%	88%
	Travel	88.5	0.0%	120.3	0.0%	102.4	0.0%	167.6	0.0%	154.8	0.0%	209.2	0.0%	35%	136%
Northwest Campus Total		2,900.0	0.7%	2,858.3	0.7%	2,989.9	0.7%	2,791.0	0.6%	2,749.2	0.6%	2,819.5	0.6%	3%	-3%
Rural College	Commodities	947.9	0.2%	1,083.6	0.3%	1,261.7	0.3%	1,425.6	0.3%	572.9	0.1%	596.7	0.1%	4%	-37%
	Contractual Services	1,694.6	0.4%	2,060.6	0.5%	1,729.1	0.4%	1,673.3	0.3%	1,382.9	0.3%	1,307.7	0.3%	-5%	-23%
	Equipment	49.0	0.0%	19.4	0.0%	157.0	0.0%	163.1	0.0%	43.4	0.0%	82.5	0.0%	90%	68%
	Land/Buildings		0.0%	50.0	0.0%		0.0%	34.2	0.0%	11.9	0.0%	991.3	0.2%	8230%	N/A
	Miscellaneous	(122.3)	0.0%	(496.0)	-0.1%	(333.2)	-0.1%	(176.2)	0.0%	471.1	0.1%	825.9	0.2%	75%	-775%
	Salaries & Benefits	5,195.0	1.3%	5,786.2	1.4%	6,064.5	1.3%	6,077.8	1.2%	5,479.6	1.2%	5,928.6	1.3%	8%	14%
	Student Aid	313.8	0.1%	281.2	0.1%	272.4	0.1%	407.9	0.1%	81.4	0.0%	146.2	0.0%	80%	-53%
	Travel	694.9	0.2%	591.6	0.1%	511.1	0.1%	531.2	0.1%	467.8	0.1%	394.9	0.1%	-16%	-43%
Rural College Total		8,773.0	2.2%	9,376.6	2.3%	9,662.6	2.1%	10,136.8	2.0%	8,511.1	1.8%	10,273.8	2.2%	21%	17%
UAF Comm Tech College	Commodities	1,136.0	0.3%	1,049.4	0.3%	1,063.4	0.2%	1,133.7	0.2%	1,018.8	0.2%	978.5	0.2%	-4%	-14%
	Contractual Services	1,124.7	0.3%	1,113.7	0.3%	1,484.7	0.3%	1,514.1	0.3%	2,145.2	0.5%	1,834.4	0.4%	-14%	63%
	Equipment	108.9	0.0%	63.0	0.0%	91.6	0.0%	63.2	0.0%	231.4	0.0%	197.3	0.0%	-15%	81%
	Land/Buildings		0.0%		0.0%		0.0%	37.2	0.0%	132.1	0.0%	900.0	0.2%	581%	N/A
	Miscellaneous	(231.8)	-0.1%	(355.0)	-0.1%	(570.4)	-0.1%	(613.5)	-0.1%	(517.6)	-0.1%	(731.7)	-0.2%	41%	216%
	Salaries & Benefits	8,853.8	2.2%	9,339.8	2.3%	10,006.7	2.2%	10,127.3	2.0%	9,929.6	2.1%	10,294.2	2.2%	4%	16%
	Student Aid	108.6	0.0%	106.7	0.0%	68.9	0.0%	89.0	0.0%	105.0	0.0%	118.5	0.0%	13%	9%
	Travel	111.1	0.0%	132.1	0.0%	82.9	0.0%	78.4	0.0%	73.5	0.0%	86.6	0.0%	18%	-22%
UAF Comm Tech College Total		11,211.3	2.8%	11,449.7	2.8%	12,227.9	2.7%	12,429.4	2.5%	13,118.0	2.8%	13,677.9	3.0%	4%	22%
Organized Research	Commodities	10,406.3	2.6%	8,749.1	2.2%	8,248.8	1.8%	8,281.4	1.7%	7,344.7	1.5%	6,214.2	1.4%	-15%	-40%
	Contractual Services	25,879.4	6.4%	25,627.5	6.3%	29,699.9	6.5%	28,010.9	5.6%	25,492.7	5.4%	27,392.8	6.0%	7%	6%
	Equipment	6,210.3	1.5%	6,552.7	1.6%	6,434.1	1.4%	7,621.6	1.5%	10,869.9	2.3%	6,428.2	1.4%	-41%	4%
	Land/Buildings	499.2	0.1%	490.0	0.1%	103.5	0.0%	502.0	0.1%	610.0	0.1%	436.0	0.1%	-29%	-13%
	Miscellaneous	2,292.9	0.6%	1,331.0	0.3%	3,246.6	0.7%	1,648.1	0.3%	1,886.1	0.4%	1,851.7	0.4%	-2%	-19%
	Salaries & Benefits	79,171.1	19.6%	83,181.6	20.5%	89,007.9	19.4%	86,325.3	17.3%	86,551.3	18.3%	86,374.7	18.8%	0%	9%
	Student Aid	3,516.2	0.9%	3,691.5	0.9%	4,223.8	0.9%	4,034.9	0.8%	3,047.6	0.6%	2,467.6	0.5%	-19%	-30%
	Travel	6,180.9	1.5%	6,204.7	1.5%	6,431.6	1.4%	5,971.2	1.2%	6,244.0	1.3%	5,204.6	1.1%	-17%	-16%
Organized Research Total		134,156.4	33.2%	135,828.1	33.4%	147,396.2	32.1%	142,395.4	28.6%	142,046.2	30.0%	136,369.8	29.7%	-4%	2%
Grand Total		403,695.4	100.0%	406,414.9	100.0%	459,619.4	100.0%	497,860.7	100.0%	474,105.0	100.0%	458,615.9	100.0%	-3%	14%

**Expenditures by Fund and Major Account Code for MAU
1.E.3**

FUND TYPE	Expenditure Source	FY09		FY10		FY11		FY12		FY13		FY14		% Change FY13-14	% Change FY09-14
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
Auxiliary	Commodities	3,988.4	1.0%	2,295.2	0.6%	1,723.7	0.4%	2,151.9	0.4%	1,112.9	0.2%	1,138.3	0.2%	2%	-71%
	Contractual Services	10,565.6	2.6%	11,646.1	2.9%	10,450.7	2.3%	9,080.7	1.8%	9,361.1	2.0%	9,852.3	2.1%	5%	-7%
	Equipment	44.2	0.0%	368.8	0.1%	9.0	0.0%	487.7	0.1%	487.7	0.0%	88.9	0.0%	N/A	101%
	Land/Buildings	156.1	0.0%	397.3	0.1%	584.3	0.1%	489.2	0.1%	2,073.1	0.4%	99.1	0.0%	-95%	-37%
	Miscellaneous	(1,549.0)	-0.4%	(1,653.0)	-0.4%	(4,146.1)	-0.9%	1,147.0	0.2%	(1,388.4)	-0.3%	(2,073.9)	-0.5%	49%	34%
	Salaries & Benefits	4,007.9	1.0%	3,703.0	0.9%	3,322.9	0.7%	3,745.0	0.8%	3,587.6	0.8%	3,609.9	0.8%	1%	-10%
	Student Aid	121.3	0.0%	198.5	0.0%	216.6	0.0%	363.0	0.1%	294.9	0.1%	359.9	0.1%	22%	197%
	Travel	66.3	0.0%	55.6	0.0%	42.5	0.0%	38.5	0.0%	25.8	0.0%	32.4	0.0%	26%	-51%
Auxiliary Total		17,400.7	4.3%	17,011.5	4.2%	12,203.6	2.7%	17,503.1	3.5%	15,067.1	3.2%	13,106.9	2.9%	-13%	-25%
Capital	Commodities	304.8	0.1%	101.8	0.0%	46.1	0.0%	9.4	0.0%	3.6	0.0%		0.0%	-100%	-100%
	Contractual Services	1,439.0	0.4%	1,358.1	0.3%	422.8	0.1%	86.7	0.0%	53.0	0.0%	21.3	0.0%	-60%	-99%
	Equipment	57.1	0.0%	(6.3)	0.0%	38.1	0.0%		0.0%		0.0%		0.0%	N/A	-100%
	Miscellaneous	0.7	0.0%	(0.6)	0.0%	0.2	0.0%	(1.5)	0.0%	(2.9)	0.0%	(0.7)	0.0%	-77%	-195%
	Salaries & Benefits	1,462.6	0.4%	1,633.7	0.4%	730.1	0.2%	431.0	0.1%	167.0	0.0%	42.9	0.0%	-74%	-97%
	Student Aid	70.2	0.0%	121.3	0.0%	61.5	0.0%	45.9	0.0%	6.5	0.0%		0.0%	-100%	-100%
	Travel	68.0	0.0%	100.8	0.0%	44.2	0.0%	22.0	0.0%	5.5	0.0%	2.2	0.0%	-59%	-97%
Capital Total		3,402.4	0.8%	3,308.7	0.8%	1,342.8	0.3%	593.6	0.1%	232.7	0.0%	65.8	0.0%	-72%	-98%
Designated	Commodities	2.8	0.0%	3.1	0.0%	6.4	0.0%	0.2	0.0%	0.9	0.0%	0.5	0.0%	-45%	-83%
	Contractual Services	59.7	0.0%	4.7	0.0%	24.7	0.0%	9.6	0.0%	6.7	0.0%	3.7	0.0%	-45%	-94%
	Equipment	27.2	0.0%	8.2	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%
	Land/Buildings		0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
	Miscellaneous	80.0	0.0%	80.0	0.0%	80.0	0.0%	80.0	0.0%	125.2	0.0%	120.0	0.0%	-4%	50%
	Salaries & Benefits	252.9	0.1%	381.2	0.1%	318.8	0.1%	279.8	0.1%	388.4	0.1%	645.9	0.1%	66%	155%
	Student Aid	1,328.3	0.3%	1,401.1	0.3%	1,357.1	0.3%	1,370.9	0.3%	1,339.3	0.3%	1,409.4	0.3%	5%	6%
	Travel	26.4	0.0%	10.2	0.0%	7.6	0.0%	(0.5)	0.0%	3.6	0.0%	1.2	0.0%	-68%	-96%
Designated Total		1,777.3	0.4%	1,888.4	0.5%	1,794.6	0.4%	1,739.9	0.3%	1,864.1	0.4%	2,180.6	0.5%	17%	23%
Restricted	Commodities	8,812.9	2.2%	7,808.8	1.9%	6,991.0	1.5%	7,696.5	1.5%	7,772.4	1.6%	7,360.2	1.6%	-5%	-16%
	Contractual Services	24,990.3	6.2%	26,603.4	6.5%	32,332.5	7.0%	31,894.5	6.4%	28,571.1	6.0%	30,917.4	6.7%	8%	24%
	Equipment	5,971.9	1.5%	6,364.1	1.6%	5,997.5	1.3%	7,500.0	1.5%	8,313.7	1.8%	5,773.1	1.3%	-31%	-3%
	Land/Buildings	571.2	0.1%	2,546.8	0.6%	27,229.6	5.9%	62,038.3	12.5%	32,816.4	6.9%	13,228.4	2.9%	-60%	2216%
	Miscellaneous	1,691.9	0.4%	3,168.6	0.8%	3,768.4	0.8%	3,395.9	0.7%	3,441.1	0.7%	3,545.3	0.8%	3%	110%
	Salaries & Benefits	65,670.5	16.3%	69,577.5	17.1%	72,202.1	15.7%	68,624.4	13.8%	68,443.2	14.4%	67,673.3	14.8%	-1%	3%
	Student Aid	5,935.7	1.5%	7,016.0	1.7%	9,575.5	2.1%	9,343.0	1.9%	8,801.8	1.9%	8,253.9	1.8%	-6%	39%
	Travel	7,542.6	1.9%	7,496.7	1.8%	8,062.0	1.8%	7,376.6	1.5%	7,820.3	1.6%	6,972.3	1.5%	-11%	-8%
Restricted Total		121,187.1	30.0%	130,581.8	32.1%	166,158.6	36.2%	197,869.1	39.7%	165,979.8	35.0%	143,724.0	31.3%	-13%	19%
Unrestricted	Commodities	28,247.6	7.0%	25,189.7	6.2%	27,345.9	5.9%	28,874.2	5.8%	29,761.0	6.3%	27,675.2	6.0%	-7%	-2%
	Contractual Services	42,118.2	10.4%	41,020.7	10.1%	43,573.8	9.5%	43,159.5	8.7%	43,295.9	9.1%	45,426.8	9.9%	5%	8%
	Equipment	2,858.7	0.7%	1,773.5	0.4%	2,570.9	0.6%	2,263.7	0.5%	6,074.1	1.3%	3,248.8	0.7%	-47%	14%
	Land/Buildings	762.9	0.2%	396.9	0.1%	1,382.0	0.3%	889.0	0.2%	2,106.5	0.4%	6,897.0	1.5%	227%	804%
	Miscellaneous	10,573.3	2.6%	6,930.3	1.7%	15,058.7	3.3%	9,501.3	1.9%	10,526.9	2.2%	14,406.9	3.1%	37%	36%
	Salaries & Benefits	165,074.5	40.9%	168,048.6	41.3%	178,043.9	38.7%	184,383.1	37.0%	187,540.2	39.6%	191,225.5	41.7%	2%	16%
	Student Aid	4,206.2	1.0%	4,359.9	1.1%	4,570.3	1.0%	5,071.8	1.0%	5,660.4	1.2%	4,847.4	1.1%	-14%	15%
	Travel	6,086.5	1.5%	5,904.9	1.5%	5,574.4	1.2%	6,012.5	1.2%	5,996.4	1.3%	5,811.0	1.3%	-3%	-5%
Unrestricted Total		259,927.9	64.4%	253,624.6	62.4%	278,119.8	60.5%	280,155.1	56.3%	290,961.4	61.4%	299,538.6	65.3%	3%	15%
Grand Total		403,695.4	100.0%	406,414.9	100.0%	459,619.4	100.0%	497,860.7	100.0%	474,105.0	100.0%	458,615.9	100.0%	-3%	14%

Expenditures by Vice Chancellor and Unit
1.E.4

			2009	2010	2011	2012	2013	2014		
CABINET	UNIT	Expenditure Source	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	% Change FY13-14	% Change FY09-14
Chancellor	UAF Chancellor	Commodities	43.2	21.5	41.2	29.5	29.9	33.5	11.87%	-22.49%
		Contractual Services	204.1	169.1	227.8	186.3	243.3	140.5	-42.25%	-31.16%
		Equipment			10.0				N/A	N/A
		Miscellaneous	23.1	79.6	130.3	52.1	68.7	94.6	37.65%	309.24%
		Salaries & Benefits	1,083.1	1,208.6	1,192.3	1,173.9	1,302.6	1,209.2	-7.17%	11.65%
		Travel	71.1	66.7	69.9	111.4	91.0	97.8	7.49%	37.49%
	UAF Chancellor Total		1,424.6	1,545.6	1,671.6	1,553.2	1,735.4	1,575.5	-9.21%	10.60%
Chancellor Total			1,424.6	1,545.6	1,671.6	1,553.2	1,735.4	1,575.5	-9.21%	10.60%
Provost	College of Engineering & Mines	Commodities	1,505.9	1,078.6	1,488.6	1,763.9	1,240.7	1,223.0	-1.42%	-18.78%
		Contractual Services	4,042.7	3,860.2	7,186.3	5,897.1	5,699.4	4,844.7	-15.00%	19.84%
		Equipment	1,224.9	929.5	1,331.8	1,316.2	1,057.7	1,151.3	8.85%	-6.01%
		Land/Buildings	19.5	32.2	25.8	47.9	24.3	14.9	-38.72%	-23.50%
		Miscellaneous	474.5	(349.7)	616.2	(43.2)	(200.2)	(3.1)	-98.43%	-100.66%
		Salaries & Benefits	15,400.2	16,689.3	18,528.5	19,522.5	19,117.6	19,478.4	1.89%	26.48%
		Student Aid	243.5	379.7	485.6	511.1	360.2	299.8	-16.77%	23.11%
		Travel	927.0	945.3	1,001.0	1,081.4	1,146.0	971.5	-15.23%	4.80%
	College of Engineering & Mines Total		23,838.3	23,565.3	30,663.9	30,097.1	28,445.8	27,980.5	-1.64%	17.38%
	College of Liberal Arts	Commodities	643.7	615.9	790.8	572.9	569.7	564.5	-0.91%	-12.31%
		Contractual Services	1,153.4	1,251.7	1,204.2	1,147.2	964.5	1,140.4	18.23%	-1.13%
		Equipment	93.8	76.3	13.2	5.6	89.6	39.4	-56.04%	-58.01%
		Land/Buildings	35.0						N/A	-100.00%
		Miscellaneous	(19.0)	(42.0)	180.3	137.2	(150.0)	(159.2)	6.14%	739.55%
		Salaries & Benefits	14,052.4	15,047.3	15,088.7	15,463.0	15,885.7	16,167.1	1.77%	15.05%
		Student Aid	128.6	123.7	144.9	132.9	97.1	273.1	181.23%	112.37%
		Travel	939.7	794.4	931.1	679.5	742.1	721.4	-2.78%	-23.23%
	College of Liberal Arts Total		17,027.7	17,867.2	18,353.2	18,138.2	18,198.7	18,746.7	3.01%	10.09%
	College of Nat Sciences&Mathematics	Commodities	739.2	577.7	472.1	555.1	531.9	497.0	-6.56%	-32.76%
		Contractual Services	675.0	889.2	700.7	814.3	905.2	865.8	-4.35%	28.26%
		Equipment	238.5	75.2	56.3	156.3	1,550.1	190.5	-87.71%	-20.12%
		Miscellaneous	(280.9)	(11.5)	82.9	80.6	(126.9)	(115.2)	-9.22%	-58.99%
		Salaries & Benefits	10,098.8	10,865.5	10,810.6	11,407.1	12,390.3	13,225.5	6.74%	30.96%
		Student Aid	267.0	243.6	650.0	456.2	663.1	585.6	-11.69%	119.31%
		Travel	296.5	313.1	392.9	310.1	372.4	327.5	-12.07%	10.44%
	College of Nat Sciences&Mathematics Total		12,034.3	12,952.8	13,165.5	13,779.7	16,286.2	15,576.7	-4.36%	29.44%
	School of Fisheries & Ocean Science	Commodities	1,566.0	1,734.7	1,756.7	1,877.3	2,913.4	3,177.4	9.06%	102.89%
		Contractual Services	4,639.5	5,428.3	6,014.8	7,069.2	6,743.8	7,569.5	12.24%	63.15%
		Equipment	848.5	1,176.3	1,628.8	969.0	2,025.8	2,363.9	16.69%	178.60%
		Land/Buildings	68.0	1,666.4	27,311.5	61,552.0	31,838.6	13,450.9	-57.75%	19684.83%
		Miscellaneous	(11.1)	(9.0)	265.3	(49.7)	79.1	177.4	124.25%	-1692.21%
		Salaries & Benefits	17,209.4	17,575.1	18,760.1	18,837.2	19,079.8	19,413.8	1.75%	12.81%
		Student Aid	501.6	742.4	1,157.8	1,411.3	1,499.0	1,113.5	-25.72%	122.00%
		Travel	1,250.0	1,253.2	1,426.2	1,330.1	1,270.5	1,684.5	32.59%	34.76%
	School of Fisheries & Ocean Science Total		26,071.9	29,567.3	58,321.1	92,996.5	65,449.9	48,950.7	-25.21%	87.75%

Expenditures by Vice Chancellor and Unit
1.E.4

CABINET	UNIT	Expenditure Source	2009	2010	2011	2012	2013	2014	% Change FY13-14	% Change FY09-14
			Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure		
	School of Management	Commodities	163.6	251.5	200.6	332.5	205.9	274.3	33.21%	67.62%
		Contractual Services	138.1	206.1	204.4	273.0	289.3	305.1	5.48%	121.03%
		Equipment		7.2	9.2	5.3		18.0	N/A	N/A
		Miscellaneous	(11.3)	(13.4)	239.4	(10.4)	(194.6)	(1.2)	-99.39%	-89.48%
		Salaries & Benefits	4,577.1	4,392.7	4,592.5	5,258.5	5,792.5	5,871.1	1.36%	28.27%
		Student Aid	3.6	1.3	2.1	21.1	38.4	34.8	-9.37%	867.28%
		Travel	75.6	142.2	156.5	179.1	94.2	114.1	21.12%	51.01%
	School of Management Total		4,946.6	4,987.7	5,404.8	6,059.1	6,225.7	6,616.2	6.27%	33.75%
	School of Nat Res & Ag Science **	Commodities	866.4	611.3	540.4	504.6	509.6		-100.00%	-100.00%
		Contractual Services	1,622.2	1,277.6	1,150.7	1,174.1	936.7		-100.00%	-100.00%
		Equipment	338.6	260.7	52.8	141.0	71.7		-100.00%	-100.00%
		Land/Buildings					51.5		-100.00%	N/A
		Miscellaneous	93.3	25.6	(13.2)	0.2	28.4		-100.00%	-100.00%
		Salaries & Benefits	8,771.7	9,568.0	8,925.7	7,973.4	7,539.5		-100.00%	-100.00%
		Student Aid	0.8	89.1	97.3	35.5	69.1		-100.00%	-100.00%
		Travel	587.1	477.2	431.8	298.0	303.2		-100.00%	-100.00%
	School of Nat Res & Ag Science Total **		12,280.1	12,309.6	11,185.5	10,126.8	9,509.7		-100.00%	-100.00%
	UAF Provost Office Operations	Commodities	229.4	115.3	200.7	228.0	321.9	231.2	-28.18%	0.76%
		Contractual Services	798.5	638.6	1,139.8	732.8	1,018.7	1,100.5	8.04%	37.82%
		Equipment	13.8	5.4		8.5		11.4	N/A	-17.47%
		Land/Buildings					20.0		-100.00%	N/A
		Miscellaneous	49.7	14.5	(605.5)	36.3	529.4	303.2	-42.72%	509.58%
		Salaries & Benefits	3,677.3	3,498.4	3,622.2	4,051.8	4,658.4	4,901.6	5.22%	33.29%
		Student Aid	518.2	780.2	540.5	529.9	779.4	1,020.2	30.90%	96.89%
		Travel	306.6	183.0	187.9	145.4	281.7	296.7	5.33%	-3.24%
	UAF Provost Office Operations Total		5,593.6	5,235.5	5,085.6	5,732.8	7,609.5	7,864.8	3.36%	40.60%
	UAF School of Education	Commodities	121.6	55.2	55.9	44.8	69.7	66.3	-4.82%	-45.48%
		Contractual Services	116.8	225.6	175.7	206.6	190.4	306.8	61.15%	162.72%
		Equipment	8.7				9.4	18.7	99.19%	113.99%
		Miscellaneous	17.9	(104.8)	(9.8)	(13.3)	(46.1)	(24.7)	-46.40%	-238.35%
		Salaries & Benefits	3,323.6	3,449.7	3,627.8	3,760.1	3,914.2	4,395.5	12.30%	32.25%
		Student Aid	239.0	184.3	179.6	191.4	84.2	70.2	-16.62%	-70.63%
		Travel	157.8	168.7	135.1	115.1	214.5	300.7	40.23%	90.56%
	UAF School of Education Total		3,985.4	3,978.8	4,164.2	4,304.7	4,436.1	5,133.5	15.72%	28.81%
	UA Museum of the North	Commodities	566.9	549.6	578.4	627.5	596.7	674.0	12.96%	18.90%
		Contractual Services	450.5	300.7	350.4	354.5	291.1	364.5	25.23%	-19.09%
		Equipment	166.1	264.4	65.7	216.4	123.6	84.1	-31.97%	-49.39%
		Land/Buildings	15.0			9.4			N/A	-100.00%
		Miscellaneous	52.7	27.4	6.5	(20.8)	(21.3)	(39.6)	86.23%	-175.15%
		Salaries & Benefits	3,052.9	2,911.2	3,217.4	3,099.5	3,136.2	3,399.9	8.41%	11.37%
		Student Aid	19.4	20.1	40.9	37.2	42.3	24.9	-40.98%	28.54%
		Travel	162.5	178.6	143.8	137.9	102.8	164.6	60.02%	1.23%
	UA Museum of the North Total		4,486.1	4,252.1	4,403.1	4,461.7	4,271.4	4,672.4	9.39%	4.15%

**Expenditures by Vice Chancellor and Unit
1.E.4**

			2009	2010	2011	2012	2013	2014		
CABINET	UNIT	Expenditure Source	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	% Change FY13-14	% Change FY09-14
	UAF Rasmuson Library	Commodities	2,491.1	2,214.4	2,790.6	2,564.9	2,494.7	2,524.4	1.19%	1.34%
		Contractual Services	779.3	695.8	792.0	683.7	570.1	596.0	4.56%	-23.52%
		Equipment	13.9			12.2	7.5	76.1	907.92%	448.03%
		Land/Buildings			141.3		299.9		-100.00%	N/A
		Miscellaneous	(1.0)	1.8	(1.8)	4.8	4.2	(8.3)	-296.57%	774.09%
		Salaries & Benefits	5,322.6	5,225.2	5,379.3	5,521.3	5,553.2	5,054.2	-8.99%	-5.04%
		Student Aid	13.5	4.7	3.0	0.5	8.9	0.5	-94.75%	-96.56%
		Travel	111.5	75.5	81.2	148.9	100.7	125.7	24.88%	12.71%
	UAF Rasmuson Library Total		8,730.9	8,217.5	9,185.6	8,936.2	9,039.1	8,368.5	-7.42%	-4.15%
	UAF Summer Sessions	Commodities	40.5	40.6	46.2	43.6	47.6	49.2	3.25%	21.33%
		Contractual Services	210.9	232.0	223.5	295.7	336.3	425.5	26.52%	101.75%
		Miscellaneous	316.5	172.1	128.7	135.1	170.3	130.3	-23.45%	-58.81%
		Salaries & Benefits	1,412.3	1,547.1	1,551.0	1,560.5	1,558.3	1,622.9	4.15%	14.91%
		Student Aid	34.7	40.6	55.0	96.4	79.0	99.0	25.32%	185.57%
		Travel	68.5	67.9	79.6	111.8	85.0	114.3	34.49%	66.75%
	UAF Summer Sessions Total		2,083.4	2,100.4	2,084.0	2,243.1	2,276.5	2,441.2	7.24%	17.17%
	UAF Cooperative Extension **	Commodities	207.7	322.6	273.4	337.7	292.2		-100.00%	-100.00%
		Contractual Services	666.4	840.7	1,191.8	1,084.1	1,145.5		-100.00%	-100.00%
		Equipment		79.2		8.0	7.0		-100.00%	N/A
		Miscellaneous	2.8	72.2	64.4	211.9	68.3		-100.00%	-100.00%
		Salaries & Benefits	6,118.0	6,308.1	6,462.1	6,805.4	7,014.0		-100.00%	-100.00%
		Travel	424.1	500.9	410.0	561.9	552.5		-100.00%	-100.00%
	UAF Cooperative Extension Total **		7,419.0	8,123.6	8,401.6	9,008.8	9,079.3		-100.00%	-100.00%
	School of Nat Res & Extension **	Commodities						751.2	N/A	N/A
		Contractual Services						2,121.1	N/A	N/A
		Equipment						140.1	N/A	N/A
		Land/Buildings						292.8	N/A	N/A
Miscellaneous							7.9	N/A	N/A	
Salaries & Benefits							14,317.8	N/A	N/A	
Student Aid							89.1	N/A	N/A	
Travel							735.7	N/A	N/A	
School of Nat Res & Extension Total **							18,455.7	N/A	N/A	
Provost Total		128,497.4	133,157.7	170,418.2	205,884.9	180,827.9	164,806.9	-8.86%	28.26%	
UAF Central Managed Projects	UAF Central Managed	Commodities	193.2	213.0	247.6	266.0	64.7	49.6	-23.38%	-74.33%
	UAF Central Managed	Contractual Services	3,548.3	3,822.4	5,379.0	3,645.8	3,991.8	4,336.5	8.64%	22.21%
		Equipment	15.0	34.8	16.6	39.1	8.1	20.3	149.54%	35.50%
		Land/Buildings				50.0		2,172.0	N/A	N/A
		Miscellaneous	11,648.8	12,249.1	21,339.7	20,458.0	24,120.1	28,054.7	16.31%	140.84%
		Salaries & Benefits	3,420.0	3,563.2	7,114.4	6,930.2	6,870.5	8,385.9	22.06%	145.20%
		Student Aid	1,259.5	(94.8)	(412.1)	114.7	678.3	(304.9)	-144.94%	-124.21%
		Travel				3.2	3.1	29.3	859.24%	N/A
	UAF Central Managed Total		20,084.8	19,787.6	33,685.2	31,507.1	35,736.6	42,743.5	19.61%	112.81%

**Expenditures by Vice Chancellor and Unit
1.E.4**

			2009	2010	2011	2012	2013	2014		
CABINET	UNIT	Expenditure Source	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	% Change FY13-14	% Change FY09-14
	UAF Central Unused Orgs	Commodities	1.7		19.1	0.1			N/A	-100.00%
		Contractual Services	55.6	(0.1)	7.1				N/A	-100.00%
		Miscellaneous	41.8		(60.0)				N/A	-100.00%
		Salaries & Benefits	355.6	214.8	240.7	16.8			N/A	-100.00%
	Travel	15.6		2.9				N/A	-100.00%	
UAF Central Unused Orgs Total			470.3	214.7	209.8	16.9			N/A	-100.00%
UAF Central Managed Projects Total			20,555.2	20,002.2	33,894.9	31,524.0	35,736.6	42,743.5	19.61%	107.94%
UAF eLearning	FC UAF eLearning & Distance Educ	Commodities	171.1	133.2	201.6	143.2	124.4	126.8	1.96%	-25.89%
		Contractual Services	339.9	406.7	636.4	553.3	454.5	428.9	-5.63%	26.19%
		Equipment	22.5		61.0	(0.0)	6.4		-100.00%	-100.00%
		Miscellaneous	0.5	0.0	240.0	1.2	(41.0)	(40.2)	-2.05%	-8207.56%
		Salaries & Benefits	2,583.1	2,777.5	3,167.5	3,578.8	3,973.7	2,728.5	-31.34%	5.63%
		Student Aid	1.1	17.4	26.0	38.4	2.2	29.8	1260.41%	2684.28%
Travel	49.7	78.8	68.4	76.5	48.2	59.6	23.63%	19.80%		
FC UAF eLearning & Distance Educ Total			3,167.9	3,413.7	4,401.0	4,391.3	4,568.3	3,333.4	-27.03%	5.23%
UAF eLearning Total			3,167.9	3,413.7	4,401.0	4,391.3	4,568.3	3,333.4	-27.03%	5.23%
UAF OIT	UAF Office Information Technology	Commodities	456.9	581.9	679.3	663.9	612.3	533.6	-12.85%	16.80%
		Contractual Services	1,137.4	1,248.2	1,362.8	1,771.9	1,672.1	1,545.6	-7.57%	35.88%
		Equipment	200.9	149.3	424.4	192.2	196.9	96.9	-50.78%	-51.75%
		Land/Buildings				122.0	932.5	31.5	-96.62%	N/A
		Miscellaneous	(8.0)	(55.5)	(949.1)	(433.2)	(468.9)	(187.5)	-60.02%	2248.36%
		Salaries & Benefits	4,135.8	4,425.5	4,277.0	4,408.4	4,143.7	4,440.5	7.16%	7.37%
Travel	53.3	53.9	45.3	45.7	58.9	60.0	1.93%	12.62%		
UAF Office Information Technology Total			5,976.3	6,403.4	5,839.8	6,770.8	7,147.5	6,520.7	-8.77%	9.11%
UAF OIT Total			5,976.3	6,403.4	5,839.8	6,770.8	7,147.5	6,520.7	-8.77%	9.11%
VCRCNE	CRCD	Commodities	3,280.6	3,271.9	3,510.8	3,718.6	2,641.4	2,469.4	-6.51%	-24.73%
		Contractual Services	5,826.5	5,828.0	6,263.7	6,554.9	6,800.2	5,610.6	-17.49%	-3.70%
		Equipment	488.2	232.9	417.0	376.0	355.0	439.1	23.68%	-10.05%
		Land/Buildings	11.3	52.2	846.9	175.8	144.0	1,691.6	1074.40%	14810.52%
		Miscellaneous	394.8	583.1	144.5	(114.6)	882.6	960.3	8.81%	143.27%
		Salaries & Benefits	27,958.3	29,520.3	30,803.1	31,378.5	30,518.8	30,641.5	0.40%	9.60%
Student Aid	763.6	932.5	959.2	990.3	867.0	891.8	2.86%	16.79%		
Travel	1,772.5	1,839.4	1,698.5	1,938.9	1,934.3	1,562.7	-19.21%	-11.84%		
VCRCNE Total			40,495.8	42,260.4	44,643.8	45,018.5	44,143.5	44,267.1	0.28%	9.31%
VCUSA	UAF Student Advancement	Commodities	1,261.3	1,116.0	1,035.7	1,146.9	1,129.7	1,239.1	9.69%	-1.76%
		Contractual Services	6,047.7	6,772.4	5,633.5	4,982.7	4,911.9	5,764.9	17.37%	-4.68%
		Equipment	48.5	332.9		396.6		166.5	N/A	243.27%
		Land/Buildings	25.4	397.3	599.7	737.4	121.4	82.9	-31.72%	226.71%
		Miscellaneous	85.7	42.0	(178.3)	1,746.9	1,881.2	(69.1)	-103.67%	-180.55%
		Salaries & Benefits	9,909.1	10,226.6	10,848.5	10,780.8	11,125.0	10,669.5	-4.10%	7.67%
Student Aid	4,224.9	6,009.4	8,012.4	7,972.4	8,024.0	7,836.3	-2.34%	85.48%		
Travel	280.8	248.4	262.6	260.1	208.2	207.6	-0.30%	-26.07%		
UAF Student Advancement Total			21,883.4	25,144.8	26,214.2	28,023.7	27,401.5	25,897.7	-5.49%	18.34%

Expenditures by Vice Chancellor and Unit
1.E.4

			2009	2010	2011	2012	2013	2014		
CABINET	UNIT	Expenditure Source	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	% Change FY13-14	% Change FY09-14
	UAF University Advancement	Commodities	816.3	601.1	524.9	602.2	637.8	637.2	-0.10%	-21.94%
		Contractual Services	2,873.6	3,499.7	3,204.4	3,154.8	3,532.4	3,549.3	0.48%	23.51%
		Equipment	81.2	(25.3)	111.3	29.2	132.7	214.4	61.54%	164.17%
		Land/Buildings	285.4	904.6		79.5	381.1	49.5	-87.02%	-82.67%
		Miscellaneous	10.9	(478.1)	171.0	9.0	(2.2)	(557.5)	24966.36%	-5233.65%
		Salaries & Benefits	7,020.0	6,137.7	6,284.8	7,024.8	6,908.3	7,176.4	3.88%	2.23%
		Student Aid	558.7	630.6	637.2	671.2	701.6	1,112.2	58.51%	99.07%
		Travel	1,399.0	1,414.9	1,358.7	1,480.4	1,464.3	1,344.4	-8.19%	-3.90%
	UAF University Advancement Total		13,045.1	12,685.1	12,292.3	13,051.2	13,756.1	13,525.8	-1.67%	3.69%
	VCUSA Admin & Central Support	Commodities	116.2	56.0	171.7	193.6	253.9	109.9	-56.69%	-5.40%
		Contractual Services	457.9	247.1	539.3	523.6	227.1	340.9	50.14%	-25.54%
		Equipment				17.6	43.5	63.7	46.37%	N/A
		Land/Buildings				131.6	43.9		-100.00%	N/A
		Miscellaneous	19.3	23.5	220.7	18.1	19.5	23.0	17.96%	19.11%
		Salaries & Benefits	1,161.4	926.7	966.4	948.8	569.7	1,134.8	99.19%	-2.29%
		Student Aid	20.2	14.2	8.6	(4.1)			N/A	-100.00%
		Travel	120.8	82.0	87.6	67.6	53.6	58.4	8.95%	-51.68%
	VCUSA Admin & Central Support Total		1,895.9	1,349.6	1,994.3	1,896.7	1,211.1	1,730.7	42.90%	-8.71%
	VCUSA Total		36,824.3	39,179.4	40,500.8	42,971.5	42,368.7	41,154.2	-2.87%	11.76%
	VCAS	UAF Financial Services	Commodities	2,555.5	912.5	477.4	658.6	388.6	325.2	-16.30%
		Contractual Services	3,846.4	3,869.8	3,686.7	3,927.7	3,985.4	3,945.6	-1.00%	2.58%
		Equipment	90.5	240.8	123.7	42.0			N/A	-100.00%
		Land/Buildings					2,000.0		-100.00%	N/A
		Miscellaneous	(58.1)	(455.0)	(2,367.3)	325.6	(2,473.3)	38.1	-101.54%	-165.67%
		Salaries & Benefits	4,213.8	3,554.8	3,279.9	3,197.9	3,863.3	3,785.6	-2.01%	-10.16%
		Student Aid					2.6	3.2	21.31%	N/A
		Travel	49.7	38.3	32.2	42.9	39.9	37.8	-5.26%	-24.07%
		UAF Financial Services Total		10,697.9	8,161.3	5,232.6	8,194.7	7,806.4	8,135.6	4.22%
	UAF Grants & Contracts Admin	Commodities	43.9	19.3	35.7	26.6	13.1	12.3	-6.56%	-72.05%
		Contractual Services	26.7	26.2	37.7	63.6	33.8	27.7	-18.03%	3.61%
		Equipment	19.5			10.4			N/A	-100.00%
		Miscellaneous	(0.3)		14.1	36.9	42.4	0.5	-98.73%	-279.67%
		Salaries & Benefits	925.9	1,027.4	1,074.8	1,136.7	1,162.4	1,067.7	-8.15%	15.31%
		Student Aid		1.8	3.0	2.8			N/A	N/A
		Travel	47.4	46.7	49.2	50.7	42.9	68.5	59.68%	44.62%
	UAF Grants & Contracts Admin Total		1,063.2	1,121.5	1,214.5	1,327.6	1,294.7	1,176.7	-9.11%	10.68%
	AVC for Facilities Services	Commodities	14,963.9	13,665.3	14,223.5	15,979.1	17,664.3	16,097.4	-8.87%	7.57%
		Contractual Services	20,407.9	20,258.2	19,743.2	20,810.1	19,981.4	21,968.9	9.95%	7.65%
Equipment		224.7	54.1	212.4	486.2	189.9	302.0	58.98%	34.37%	
Land/Buildings		618.8	16.1	335.7	55.6	652.2	2,353.4	260.82%	280.31%	
Miscellaneous		(3,893.7)	(4,882.5)	(7,731.7)	(9,794.2)	(12,253.3)	(12,459.7)	1.68%	220.00%	
Salaries & Benefits		19,480.9	19,218.1	20,340.5	21,169.1	21,250.3	22,121.4	4.10%	13.55%	
Student Aid		8.0	7.2	6.7			0.8	N/A	-89.81%	
Travel		121.1	113.8	114.1	147.1	158.7	187.1	17.92%	54.58%	
AVC for Facilities Services Total		51,931.6	48,450.2	47,244.4	48,853.0	47,643.6	50,571.3	6.14%	-2.62%	

Expenditures by Vice Chancellor and Unit
1.E.4

			2009	2010	2011	2012	2013	2014		
CABINET	UNIT	Expenditure Source	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	% Change FY13-14	% Change FY09-14
	UAF Procurement & Central Receiving	Commodities	69.5	30.1	40.1	61.3	17.7	42.3	138.89%	-39.20%
		Contractual Services	76.5	49.1	89.9	49.8	46.0	39.8	-13.37%	-47.91%
		Equipment	45.0	57.4					N/A	-100.00%
		Miscellaneous	0.1			0.9	0.8	0.7	-6.25%	1103.54%
		Salaries & Benefits	1,445.7	1,507.9	1,566.9	1,585.8	1,647.2	1,581.7	-3.98%	9.40%
		Travel	58.6	22.3	19.4	31.7	26.9	32.4	20.37%	-44.76%
	UAF Procurement & Central Receiving Total		1,695.4	1,666.8	1,716.3	1,729.5	1,738.5	1,696.9	-2.40%	0.09%
	UAF Safety Services & EHSRM	Commodities	325.8	393.1	326.6	347.9	389.8	464.6	19.17%	42.60%
		Contractual Services	554.2	560.9	569.9	599.8	707.3	770.0	8.86%	38.95%
		Equipment	432.0	31.9	42.6	40.0	153.3	4.6	-96.99%	-98.93%
		Land/Buildings						100.0	N/A	N/A
		Miscellaneous	(64.3)	(75.5)	(77.9)	(84.3)	(102.3)	(86.9)	-15.01%	35.15%
		Salaries & Benefits	4,810.0	5,051.3	5,028.5	5,248.1	5,677.4	5,578.6	-1.74%	15.98%
		Travel	49.4	42.2	48.7	40.7	67.6	62.7	-7.24%	26.99%
	UAF Safety Services & EHSRM Total		6,107.1	6,003.8	5,938.3	6,192.2	6,893.2	6,893.5	0.01%	12.88%
	UAF VCAS Operations	Commodities	56.4	39.9	32.8	75.5	15.3	10.7	-30.01%	-81.01%
		Contractual Services	408.7	261.2	349.1	227.8	176.5	131.8	-25.29%	-67.74%
		Equipment				1.4			N/A	N/A
		Miscellaneous	49.5	(14.4)	379.0	413.1	(86.4)	4.1	-104.80%	-91.62%
		Salaries & Benefits	1,482.0	1,448.5	1,520.3	1,611.6	660.4	469.7	-28.88%	-68.31%
		Travel	25.7	15.4	34.0	34.0	34.2	41.8	22.02%	62.77%
	UAF VCAS Operations Total		2,022.2	1,750.6	2,315.1	2,363.3	800.0	658.2	-17.73%	-67.45%
	UAF Human Resources	Commodities	29.3	23.5	34.4	33.4	41.1	32.6	-20.66%	11.41%
		Contractual Services	44.3	47.7	42.5	61.4	76.4	45.6	-40.32%	2.95%
		Miscellaneous	87.3		80.0	0.8	(4.6)	0.2	-103.92%	-99.79%
		Salaries & Benefits	1,504.7	1,559.5	1,501.7	1,650.7	1,613.9	1,328.4	-17.69%	-11.71%
		Travel	8.3	11.8	16.5	16.0	32.9	26.3	-20.04%	216.10%
	UAF Human Resources Total		1,673.9	1,642.5	1,675.1	1,762.3	1,759.7	1,433.1	-18.56%	-14.38%
VCAS Total			75,191.2	68,796.7	65,336.4	70,422.6	67,936.1	70,565.2	3.87%	-6.15%
VCR	Arctic Region Supercomputing Center ***	Commodities	352.7	266.6	136.4	32.0	(4.1)		-100.00%	-100.00%
		Contractual Services	2,059.5	2,673.9	2,039.4	713.1	647.9		-100.00%	-100.00%
		Equipment	401.5	1,489.2	1,567.2	576.7	942.8		-100.00%	-100.00%
		Miscellaneous	136.2	134.3	100.9	183.9	175.9		-100.00%	-100.00%
		Salaries & Benefits	6,832.5	7,138.5	6,443.7	3,473.6	2,724.7		-100.00%	-100.00%
		Student Aid	101.8	101.4	42.0	6.2	5.0		-100.00%	-100.00%
		Travel	379.7	287.8	293.1	76.0	33.5		-100.00%	-100.00%
		Arctic Region Supercomputing Center Total ***		10,264.0	12,091.6	10,622.6	5,061.5	4,525.8		-100.00%
	Geophysical Institute ***	Commodities	2,713.6	2,707.4	2,091.4	1,759.5	1,796.5	1,752.8	-2.43%	-35.41%
		Contractual Services	8,146.0	8,202.4	10,128.4	9,415.9	7,864.8	8,339.0	6.03%	2.37%
		Equipment	2,155.0	1,883.1	1,747.4	1,681.4	4,781.5	2,584.5	-45.95%	19.93%
		Land/Buildings	7.7	268.3	(96.7)	117.7	367.6	216.5	-41.11%	2728.40%
		Miscellaneous	179.3	132.0	792.5	90.2	68.7	(4.3)	-106.27%	-102.40%
		Salaries & Benefits	22,155.4	22,105.4	23,741.4	23,198.8	23,473.0	25,785.5	9.85%	16.38%
		Student Aid	642.0	784.5	895.0	1,061.5	874.4	847.5	-3.09%	32.01%
		Travel	1,475.7	1,623.6	1,559.5	1,684.1	1,729.2	1,437.4	-16.87%	-2.59%
	Geophysical Institute Total ***		37,474.6	37,706.7	40,859.0	39,009.2	40,955.8	40,958.8	0.01%	9.30%

Expenditures by Vice Chancellor and Unit
1.E.4

			2009	2010	2011	2012	2013	2014		
CABINET	UNIT	Expenditure Source	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	Expenditure	% Change FY13-14	% Change FY09-14
	Institute of Arctic Biology	Commodities	2,296.1	2,127.6	2,183.9	2,052.5	1,932.5	1,407.6	-27.16%	-38.70%
		Contractual Services	3,399.5	3,557.3	3,977.3	3,672.6	3,457.3	3,519.2	1.79%	3.52%
		Equipment	383.4	407.8	257.3	1,129.6	570.0	509.3	-10.66%	32.83%
		Land/Buildings	54.3	4.0		224.2			N/A	-100.00%
		Miscellaneous	143.8	(49.8)	334.8	58.6	(90.2)	(50.8)	-43.67%	-135.31%
		Salaries & Benefits	13,063.7	13,385.0	13,720.6	12,848.9	12,558.7	12,752.9	1.55%	-2.38%
		Student Aid	557.1	792.3	957.7	968.6	661.0	510.1	-22.83%	-8.44%
		Travel	1,115.2	1,087.4	943.2	959.2	1,005.4	829.5	-17.50%	-25.62%
	Institute of Arctic Biology Total		21,013.2	21,311.6	22,374.6	21,914.2	20,094.7	19,477.8	-3.07%	-7.31%
	Intl Arctic Research Center	Commodities	1,993.3	600.5	486.5	512.9	560.9	403.2	-28.11%	-79.77%
		Contractual Services	3,086.6	2,335.2	1,548.0	2,302.1	2,133.3	4,743.4	122.35%	53.68%
		Equipment	1,032.8	273.5	286.1	433.7	1,295.2	517.8	-60.02%	-49.86%
		Land/Buildings			5.3	113.3	118.9	(231.6)	-294.84%	N/A
		Miscellaneous	321.0	481.0	858.4	398.9	815.4	(5.2)	-100.64%	-101.62%
		Salaries & Benefits	5,490.7	6,564.3	7,372.6	8,295.1	9,064.0	9,215.8	1.67%	67.84%
		Student Aid	73.5	148.3	191.9	180.1	239.1	187.6	-21.54%	155.37%
		Travel	789.6	814.9	965.2	746.9	993.1	688.5	-30.67%	-12.80%
	Intl Arctic Research Center Total		12,787.5	11,217.8	11,714.0	12,982.9	15,219.8	15,519.5	1.97%	21.37%
	VCR Dev Programs & Project Services	Commodities	159.2	207.1	227.2	507.2	202.9	289.6	42.73%	81.93%
		Contractual Services	601.4	519.3	660.5	655.9	592.5	991.8	67.40%	64.92%
		Equipment	142.3	237.7	114.6	1,925.8	614.5	58.6	-90.46%	-58.79%
		Land/Buildings			20.3				N/A	N/A
		Miscellaneous	184.4	(164.6)	131.8	142.0	(59.6)	(91.3)	53.35%	-149.53%
		Salaries & Benefits	1,716.6	1,991.5	1,937.3	1,775.8	2,343.5	3,137.1	33.86%	82.75%
		Student Aid	1,462.7	1,124.4	992.9	665.9	303.1	134.9	-55.49%	-90.78%
		Travel	480.4	467.5	516.6	334.1	425.8	340.6	-20.01%	-29.11%
	VCR Dev Programs & Project Services Total		4,747.0	4,383.0	4,601.2	6,006.6	4,422.6	4,861.3	9.92%	2.41%
	Vice Chancellor for Research	Commodities	314.7	243.5	191.0	468.5	344.2	104.5	-69.64%	-66.79%
		Contractual Services	730.8	431.7	343.6	625.8	661.3	341.5	-48.36%	-53.26%
		Equipment	229.3	234.1	66.0	35.1	155.3	39.6	-74.52%	-82.74%
		Land/Buildings	349.7		6.0				N/A	-100.00%
		Miscellaneous	810.6	1,192.9	234.0	144.2	67.9	106.5	56.90%	-86.86%
		Salaries & Benefits	2,703.7	2,713.0	1,629.1	2,770.1	3,035.4	2,139.2	-29.52%	-20.88%
		Student Aid	18.6	17.7	103.9	103.2	23.8	10.5	-55.77%	-43.42%
		Travel	119.1	112.2	167.9	202.8	134.4	90.1	-32.96%	-24.33%
	Vice Chancellor for Research Total		5,276.5	4,945.1	2,741.5	4,349.7	4,422.4	2,832.0	-35.96%	-46.33%
VCR Total		91,562.7	91,655.9	92,912.9	89,324.0	89,641.1	83,649.3	-6.68%	-8.64%	
Grand Total		403,695.4	406,414.9	459,619.4	497,860.7	474,105.0	458,615.9	-3.27%	13.60%	

** In FY14 the School of Natural Resources and Agricultural Services (SNRAS) and Cooperative Extension Service (CES) were merged to create the School of Natural Resource and Extension.

*** In FY14, the Arctic Region Supercomputing Center was merged with the Geophysical Institute.

FY15-FY17 Revenue and Expenditure Projections
Appendix 2.A.1

ALL FUNDS - Operating only (1)										Assumptions			
	FY13	FY14	FY15		FY16		FY17			FY14	FY15	FY16	FY17
			YTD		Scenario #1	Scenario #2	Scenario #1	Scenario #2	Note				
			as of 01/06/2015	Projected Total	Flat	-10% GF or \$17.5M	Flat based on reduction	-5% GF or \$7.8M					
State Appropriations													
General Fund Match (Yellow Book)	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3					
General Fund (Yellow Book)	164,674.6	171,799.6	174,502.1	174,502.1	174,502.1	157,051.9	157,051.9	149,199.3	(2)				
O&M	-	2,303.0	-	-	TBD	TBD	-	-					
Technical Vocational Ed. (Yellow Book)	1,206.4	1,186.6	926.1	926.1	926.1	926.1	926.1	926.1					
General Fund/MHTAAR (Yellow Book)	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0					
Fuel Trigger (Facilities)	3,995.2	5,518.4	0.0	2,500.0	1,000.0	1,000.0	1,000.0	1,000.0					
State Appr. Subtotal	174,665.5	183,293.9	180,217.5	182,717.5	181,217.5	163,767.3	163,767.3	155,914.7					
State GF Reductions			8,078.0	8,078.0									
State Appr. Total			172,139.5	174,639.5									
% Change from Previous Year (all State sources)				-4.72%		-10.37%		-4.79%					
Receipt Authority													
University Receipts													
Interest Income	(87.3)	1.0	2.0	8.0	8.0	8.0	8.0	8.0		0.0%	0.0%	0.0%	0.0%
Auxiliary Receipts	15,769.1	15,426.0	13,697.3	16,000.0	16,160.0	16,160.0	16,321.6	16,321.6		0.0%	1.0%	1.0%	1.0%
Student Tuition/Fees (net)	41,641.7	40,691.6	41,573.7	40,811.6	39,477.6	39,477.6	38,318.1	38,318.1	(3)	2.0%	\$6/\$12	0.00%	0.00%
CHP Facilities Fee			0.0	186.6	664.2	664.2	1,000.0	1,000.0	(3)		\$2/cr	\$4-6/cr	\$6/cr
Indirect Cost Recovery	23,389.3	22,648.5	10,468.2	22,200.0	25,300.0	25,300.0	25,553.0	25,553.0	(4)	0.0%	0.0%	14.0%	1.0%
University Receipts	44,514.1	43,130.3	18,412.0	41,000.0	41,500.0	41,500.0	41,707.5	41,707.5	(4) & (5)	0.0%	-5.0%	1.1%	0.5%
University Rcpts. Subtotal	125,226.9	121,897.4	84,153.2	120,206.2	123,109.8	123,109.8	122,908.2	122,908.2					
Other Funds													
Federal Receipts	88,128.6	86,600.1	39,314.7	92,000.0	103,000.0	103,000.0	103,000.0	103,000.0	(4)	0.0%	6.2%	12.0%	0.0%
Federal Stimulus-ARRA	-		-	-	-	-	-	-					
State Inter Agency Receipts	2,545.1	3,960.2	1,145.3	3,500.0	3,325.0	3,325.0	3,158.8	3,158.8		2.0%	-11.6%	-5.0%	-5.0%
CIP Receipts	6,917.5	8,274.0	3,777.0	8,500.0	6,000.0	6,000.0	6,000.0	6,000.0	(6)				
UA Intra Agency Receipts	31,399.1	29,537.4	16,455.1	33,000.0	44,500.0	44,500.0	44,500.0	44,500.0	(4)				
Other Funds Subtotal	128,990.3	128,371.7	60,692.1	137,000.0	156,825.0	156,825.0	156,658.8	156,658.8					
Rcpt. Authority Subtotal	254,217.2	250,269.1	144,845.3	257,206.2	279,934.8	279,934.8	279,567.0	279,566.9	(7)				
Revenue Grand Total	428,882.7	433,563.0	325,062.8	439,923.7	461,152.3	443,702.1	443,334.2	435,481.5					
Expenditures													
Personal Services	254,859.7	256,821.7	121,485.7	242,971.4	250,503.5	250,503.5	255,513.6	255,513.6	(8)	3.0%	2.2%	3.1%	2.0%
Travel	13,282.8	12,380.8	4,541.9	11,863.8	12,124.8	12,124.8	12,391.5	12,391.5	(9)		0.0%	2.2%	2.2%
Contractual	76,430.1	82,383.3	37,442.7	84,195.7	86,048.0	86,048.0	87,941.1	87,941.1			2.2%	2.2%	2.2%
Commodities	37,721.2	35,698.6	14,419.2	36,484.0	37,286.6	37,286.6	38,106.9	38,106.9			2.2%	2.2%	2.2%
Equipment	12,819.1	8,772.1	3,686.8	8,965.1	9,162.3	9,162.3	9,363.9	9,363.9			2.2%	2.2%	2.2%
Land/Buildings	5,395.2	7,044.0	8,881.7	7,199.0	7,357.3	7,357.3	7,519.2	7,519.2			2.2%	2.2%	2.2%
Student Aid	15,626.6	14,574.8	14,804.0	14,895.4	15,223.1	15,223.1	15,558.1	15,558.1			2.2%	2.2%	2.2%
Miscellaneous	12,720.1	16,013.4	6,177.0	16,365.7	16,725.7	16,725.7	17,093.7	17,093.7			2.2%	2.2%	2.2%
Expenditures Grand Total	428,854.8	433,688.7	211,439.0	422,940.1	434,431.5	434,431.5	443,488.0	443,488.0					

FY15-FY17 Revenue and Expenditure Projections
Appendix 2.A.1

UNRESTRICTED F1 FUNDS ONLY (1)										Assumptions			
	FY13	FY14	FY15		FY16		FY17			FY14	FY15	FY16	FY17
			YTD		Scenario #1	Scenario #2	Scenario #1	Scenario #2					
			As of	Projected									
			01/06/2015	Total	Flat	-10% GF or \$17.5M	Flat	-5%GF or \$7.8M					
State Appropriations													
General Fund Match (Yellow Book)	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3					
General Fund (Yellow Book)	168,707.6	171,799.6	174,502.1	174,502.1	174,502.1	157,051.9	157,051.9	149,199.3					
O&M	-	2,303.0	-	-	TBD	TBD	-	-					
Technical Vocational Ed. (Yellow Book)	1,206.4	1,186.6	926.1	926.1	926.1	926.1	926.1	926.1					
General Fund/MHTAAR (Yellow Book)	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0					
Fuel Trigger	3,955.2	5,518.4	0.0	2,500.0	1,000.0	1,000.0	1,000.0	1,000.0					
State Appr. Subtotal	178,658.5	183,293.9	180,217.5	182,717.5	181,217.5	163,767.3	163,767.3	155,914.7					
State GF Reductions			8,078.0	8,078.0									
State Appr. Total			172,139.5	174,639.5									
% Change from Previous Year (all State sources)				-4.72%		-10.37%		-4.79%					
Receipt Authority													
University Receipts													
Interest Income	(87.3)	1.0	2.0	8.0	8.0	8.0	8.0	8.0		0.0%	0.0%	0.0%	0.0%
Student Tuition/Fees (net)	41,641.8	40,691.6	41,573.7	40,811.6	39,477.6	39,477.6	38,318.1	38,318.1		2.00%	\$6/\$12	0.00%	0.00%
CHP Facilities Fee				186.6	664.2	664.2	1,000.0	1,000.0			\$2/cr	\$4-6/cr	\$6/cr
Indirect Cost Recovery	23,389.3	22,648.5	10,468.2	22,200.0	25,300.0	25,300.0	25,553.0	25,553.0		0.0%	0.0%	14.0%	1.0%
University Receipts	7,294.3	7,686.9	3,467.0	7,300.0	7,336.5	7,336.5	7,373.2	7,373.2		0.0%	-5.0%	0.5%	0.5%
University Rcpts. Subtotal	72,238.1	71,028.0	55,510.9	70,506.2	72,786.3	72,786.3	72,252.3	72,252.3					
Other Funds													
Federal Receipts (post office)	72.0	72.0	36.0	72.0	72.0	72.0	72.0	72.0		0.0%	0.0%	0.0%	0.0%
State Inter Agency Receipts	60.3	25.6		26.4	26.5	26.5	26.6	26.6		2.0%	3.0%	0.5%	0.5%
CIP Receipts	5,277.6	6,382.1	2,724.3	6,000.0	4,000.0	4,000.0	4,000.0	4,000.0					
UA Intra Agency Receipts	6,920.3	3,431.8	1,016.8	3,500.4	3,570.4	3,570.4	3,641.9	3,641.9			2.0%	2.0%	2.0%
Other Funds Subtotal	12,330.2	9,911.5	3,777.1	9,598.8	7,668.9	7,668.9	7,740.5	7,740.5					
Rcpt. Authority Subtotal	84,568.3	80,939.5	59,288.0	80,105.0	80,455.2	80,455.2	79,992.8	79,992.8					
Revenue Grand Total	263,226.8	264,233.4	239,505.5	262,822.5	261,672.7	244,222.5	243,760.1	235,907.5					
Expenditures													
Personal Services	167,777.7	170,781.6	81,574.6	163,149.2	168,206.8	168,206.8	171,571.0	171,571.0		3.0%	2.2%	3.1%	2.0%
Travel	5,802.2	5,591.6	1,792.6	5,074.6	5,186.2	5,186.2	5,300.3	5,300.3		2.2%	0.0%	2.2%	2.2%
Contractual	34,736.0	35,865.7	18,487.3	36,654.7	37,461.1	37,461.1	38,285.3	38,285.3		2.2%	2.2%	2.2%	2.2%
Commodities	13,114.7	12,185.0	4,905.9	12,453.1	12,727.0	12,727.0	13,007.0	13,007.0		2.2%	2.2%	2.2%	2.2%
Equipment	6,002.3	3,306.7	1,311.2	3,379.4	3,453.8	3,453.8	3,529.8	3,529.8		2.2%	2.2%	2.2%	2.2%
Land/Buildings	2,106.5	6,238.3	7,924.5	6,375.5	6,515.8	6,515.8	6,659.2	6,659.2		2.2%	2.2%	2.2%	2.2%
Student Aid	5,658.3	4,845.3	5,820.9	4,951.9	5,060.8	5,060.8	5,172.2	5,172.2		2.2%	2.2%	2.2%	2.2%
Miscellaneous	24,236.3	27,460.2	21,604.7	28,064.3	1,629.0	1,629.0	1,664.8	1,664.8			2.2%	2.2%	2.2%
Expenditures Grand Total	259,434.0	266,274.4	143,421.7	260,102.8	240,240.7	240,240.7	245,189.6	245,189.6					
Additional Adjustments													
Unreserved Fund Balance	8,519.6	6,523.7		6,000.0									

FY15-FY17 Revenue and Expenditure Projections
Appendix 2.A.1

Notes

- (1)** Operating funds include unrestricted, restricted, designated and auxiliary fund types. It does not include capital fund types (FR, FA, 91). Unrestricted funds include F1 fund types only (it does not include F7 Recharge, FE Enterprise or FL Leasing).
- (2)** General Fund revenue is projected at approximately 10 percent decrease in FY16 and 5 percent decrease in FY17 considering the FY15 reduction and expecting the climate to remain on a decreasing course during the next few years.
- (3)** Student Tuition revenue is projected in FY15 with a -3.5% decrease in enrollment (SCH). In FY16 and FY17 projections assume a -3.0% decrease in enrollment each year. Tuition rates are expected to be flat. The CHP financial package approved by the legislature includes intent language that a student tuition or fee increase shall be implemented systemwide to cover the UA revenue bond debt service in excess of UAF's fuels savings. The model proposes a \$2/credit hour fee beginning Spring 2015, increasing to \$4/credit hour in Fall 2015, (FY16), with a final increase to \$6/credit hour in Spring 2016. Student Tuition revenue is net of GASB-reported gross figures; it is also net the proposed CHP surcharge.
- (4)** Partial Sikuliaq activity is included in FY15 with full Sikuliaq activity in FY16. Once operational, Sikuliaq activity will impact Revenues in the following areas: Indirect Cost Recovery (\$3.1M), Federal Receipts (\$11.0M), Intra Agency Transfers (\$11.5M) and UA Receipts (\$500K). It will impact Expenditures in most categories. When fully operational, annual recharge revenues are expected in the range of \$14-\$16 million.
- (5)** University Receipts are likely to decrease in FY15 mainly due to loss of the Japan IARC lease, which reduces revenue by over \$2 million. A compounding issue with the loss of this lease is that central resources will need to pick up the fixed cost of that leased space, such as M&A, insurance and utilities, estimated at roughly \$800K annually. University Receipts revenue does not include unreserved fund balance (account code 9890).
- (6)** CIP Receipts include items reported to the State of Alaska for construction, remodeling and major repair project salary costs and construction project administration. Average DD&C activity is approximately \$3-7M in any given year. FY16 and FY17 scenarios assume \$6M based on average construction activities, if the state funds capital research in FY16-FY17.
- (7)** Ideally, UAF would like to increase receipt authority by approx. \$15M if a climate supports such a change in the future. This will allow UAF to improve the method in which it processes utilities payments (intend to handle internal utilities billings).
- (8)** Personal Services projections include an adjustment for vacancy holds and attrition in FY15. Extrapolating for January 2014, salaries and benefits for all funds are down roughly \$10 million as compared to January 2015.
- (9)** The FY15 legislature's budget includes a reduction specific to travel systemwide of \$1,066.2M. UAF's proportional share is approximately \$517K for administrative travel and will be tracked in FY15. FY16 and FY17 assumes a cost increase in line with the CPI.

UAF FY14 Research Report

Executive Summary

- In FY14, UAF submitted 759 proposals. While this represents a 17 percent decrease in submission volume from FY13, it should be noted that volume in that year was abnormally high; proposal volume has decreased by 2.4 percent from FY10.
- As expected, given the tightening environment for federally funded research, new awards in FY14 have also declined. In FY14, UAF received 346 new awards with a total value of \$103.5 million; this is slightly less than the average volume of proposals for the past five years, but a significant decrease in value (-10.7 percent from FY10).
- The Geophysical Institute, School of Fisheries and Ocean Sciences, and College of Engineering and Mines/ Institute of Northern Engineering continue to lead the campus in sponsored research activity, collectively accounting for 60-77 percent of proposals, awards, and award dollars.

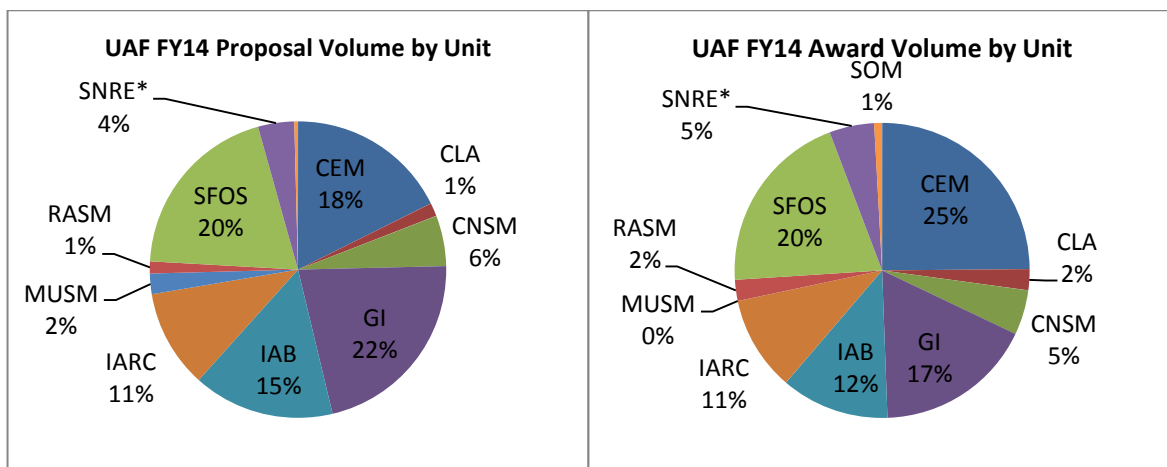


Figure 1. FY14 Proposal and award volume by unit

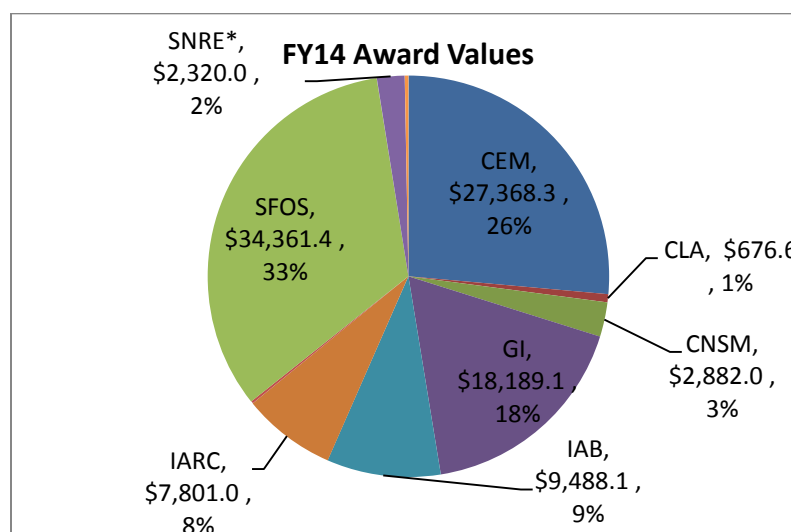


Figure 2. FY14 Award dollars by unit

UAF FY14 Proposal and Award Summary							
	FY10	FY11	FY12	FY13	FY14	Change 10-14	FY14 % of UAF Total
CEM							
Proposals	143	142	140	133	134	-6.3%	17.7%
Award numbers	66	60	57	64	86	30.3%	24.9%
Award values	\$ 24,912.9	\$ 10,744.1	\$ 13,013.9	\$ 16,245.7	\$ 27,368.3	9.9%	26.4%
CLA							
Proposals	48	39	32	19	11	-77.1%	1.4%
Award numbers	28	18	15	11	8	-71.4%	2.3%
Award values	\$ 3,612.8	\$ 1,386.2	\$ 1,692.2	\$ 4,135.3	\$ 676.6	-81.3%	0.7%
CNSM							
Proposals	33	32	29	39	42	27.3%	5.5%
Award numbers	18	9	11	13	17	-5.6%	4.9%
Award values	\$ 3,468.5	\$ 2,000.1	\$ 1,454.9	\$ 2,669.4	\$ 2,882.0	-16.9%	2.8%
GI							
Proposals	171	214	190	204	164	-4.1%	21.6%
Award numbers	69	84	76	89	60	-13.0%	17.3%
Award values	\$ 24,888.7	\$ 129,082.6	\$ 40,855.8	\$ 36,720.9	\$ 18,189.1	-26.9%	17.6%
IAB							
Proposals	69	74	106	149	117	69.6%	15.4%
Award numbers	30	27	45	66	41	36.7%	11.8%
Award values	\$ 21,975.7	\$ 12,522.9	\$ 15,100.4	\$ 13,496.8	\$ 9,488.1	-56.8%	9.2%
IARC							
Proposals	41	47	60	79	81	97.6%	10.7%
Award numbers	6	22	37	41	36	500.0%	10.4%
Award values	\$ 1,119.7	\$ 10,281.8	\$ 14,775.7	\$ 42,267.1	\$ 7,801.0	596.7%	7.5%
MUSM							
Proposals	32	23	16	23	17	-46.9%	2.2%
Award numbers	11	6	13	23	0	-100.0%	0.0%
Award values	\$ 498.6	\$ 479.1	\$ 787.3	\$ 1,529.5	\$ -	-100.0%	0.0%
RASM							
Proposals	9	5	3	9	10	11.1%	1.3%
Award numbers	5	1	1	7	8	60.0%	2.3%
Award values	\$ 87.5	\$ 7.4	\$ 7.0	\$ 286.0	\$ 199.5	128.1%	0.2%
SFOS							
Proposals	228	205	208	202	150	-34.2%	19.8%
Award numbers	99	106	100	81	70	-29.3%	20.2%
Award values	\$ 35,419.6	\$ 51,501.3	\$ 28,485.9	\$ 18,261.0	\$ 34,361.4	-3.0%	33.2%
SNRE*							
Proposals	3	10	5	54	30	900.0%	4.0%
Award numbers	1	5	1	33	17	1600.0%	4.9%
Award values	\$ 24.9	\$ 131.9	\$ 22.0	\$ 2,878.0	\$ 2,320.0	9221.1%	2.2%
SOE							
Proposals	-	4	3	1	-	-	0.0%
Award numbers	-	-	2	1	-	-	0.0%
Award values	\$ -	\$ -	\$ 1,913.6	\$ 715.6	\$ -	-	0.0%
SOM							
Proposals	1	1	1	1	3	200.0%	0.4%
Award numbers	0	0	1	1	3	-	0.9%
Award values	\$ -	\$ -	\$ 88.3	\$ 202.2	\$ 296.9	-	0.3%
TOTAL							
Proposals	778	796	793	913	759	-2.4%	100.0%
Award numbers	333	338	359	430	346	3.9%	100.0%
Award values	\$ 116,009.0	\$ 218,137.2	\$ 118,197.0	\$ 139,407.5	\$ 103,583.1	-10.7%	100.0%
* The dramatic change in SNRE numbers is likely due to internal changes in data entry processes.							

UAF Research Review Data, Fall 2014

UAF TOTAL

PROPOSALS

		FY10	FY11	FY12	FY13	FY14
Proposal Counts By Requested Amount	Less than \$100K	353	352	351	410	338
	\$100K to \$250K	132	157	170	197	158
	More than \$250K	293	287	272	306	263
	Total	778	796	793	913	759

AWARDS¹

Award Counts By Requested Amount	Less than \$100K	175	174	188	233	186
	\$100K to \$250K	66	76	84	94	75
	More than \$250K	92	88	87	103	85
	Total	333	338	359	430	346
Award Totals (in Thousands) By Requested Amount	Less than \$100K	\$ 6,280.4	\$ 5,777.6	\$ 8,103.0	\$ 10,035.0	\$ 7,155.0
	\$100K to \$250K	10,562.4	11,085.2	13,243.0	16,482.0	12,146.4
	More than \$250K	99,166.2	201,274.4	96,851.0	112,890.5	84,281.7
	Total	\$116,009.0	\$218,137.2	\$118,197.0	\$139,407.5	\$103,583.1
Award Counts By Length of Award ²	Less than 1 Year	60	56	60	92	79
	1 Year to 3 Years	187	211	202	234	206
	More than 3 Years	91	72	96	110	86
	Total	338	339	358	436	371
Award Total (in Thousands) By Length of Award	Less than 1 Year	\$ 2,545.5	\$ 2,992.7	\$ 4,470.4	\$ 9,564.6	\$ 6,597.8
	1 Year to 3 Years	42,262.4	52,165.2	27,453.7	34,682.5	44,870.9
	More than 3 Years	71,288.6	162,986.6	84,366.4	94,730.7	53,332.3
	Total	\$116,096.5	\$218,144.6	\$116,290.4	\$138,977.8	\$104,801.0

¹ Grants awarded during a fiscal year are not a subset of the proposals submitted in that fiscal year.

Note: Proposals and awards are attributed to the unit of the primary PI.

² Based on project start and end dates in proposals.

REVENUE (\$K)

Total Revenue from the State of Alaska³		\$ 70,574.6	\$ 72,023.7	\$ 73,019.5	\$ 76,970.9	\$ 78,201.5
Capital Research Projects						\$ 3,249.6
Revenue from sources other than the State of Alaska	Research ⁴	\$ 83,235.5	\$ 87,559.7	\$ 80,581.0	\$ 79,913.3	\$ 75,401.3
	ICR	15,152.5	15,659.4	14,637.7	14,034.8	13,409.3
	ARRA	5,340.0	34,499.9	69,122.6	36,853.1	15,825.4
	Research Total	103,728.0	137,718.9	164,341.2	130,801.2	104,636.0
	Recharge	5,844.3	4,629.6	5,328.8	2,939.0	3,416.9
	Tuition	10,236.9	11,600.1	12,698.9	13,492.9	14,802.2
	Other Receipts	22,558.3	21,190.5	27,075.1	27,186.5	27,478.4
Non-State Revenue Total		\$142,367.6	\$175,139.2	\$209,444.1	\$174,419.7	\$150,333.4
Total Revenue⁵		\$212,942.2	\$247,162.8	\$282,463.6	\$251,390.6	\$228,534.9
Ratio of Non-State of Alaska Revenue to State of Alaska Revenue⁶		2.0	2.4	2.9	2.3	1.9

³ State appropriations and state-funded capital research projects.

⁶ Measures the amount of non-state revenue generated by each dollar of investment from the State of Alaska. For example, a ratio of 5.0 means that every dollar invested by the State of Alaska results in five dollars in additional revenue from other sources.

⁴ Excluding ICR and ARRA

⁵ Excludes unreserved fund balance (UFB).

ES (\$K)

Restricted Expenditures by NCHEMS	Research	\$ 89,032.2	\$ 94,637.9	\$ 89,159.5	\$ 88,021.0	\$ 81,646.2
	Instruction	3,862.8	3,254.8	2,427.2	2,680.7	2,962.2
	Public Service	12,649.7	36,574.0	77,464.6	46,881.5	30,516.0
	Academic Support	2,007.7	1,731.2	1,793.2	1,758.6	1,221.8
	Student Services	-	-	-	-	-
	Scholarships/Fellowships	870.3	1,994.1	1,943.7	1,802.9	1,612.4
	Operations & Maintenance	0.5	(0.0)	0.5	100.5	47.2
	Institutional Support	-	-	-	-	-

EXPENDITURE

Unrestricted Expenditures by NCHEMS	Restricted Total	\$108,423.2	\$138,192.0	\$172,788.5	\$141,245.2	\$118,005.8
	Research	\$ 34,400.5	\$ 37,415.8	\$ 35,220.5	\$ 37,795.5	\$ 36,571.2
	Instruction	41,452.7	43,914.5	44,394.7	45,972.5	47,819.3
	Public Service	7,920.9	8,411.9	9,524.0	9,265.6	9,336.5
	Academic Support	16,688.4	17,761.1	18,245.5	17,716.4	17,552.8
	Student Services	214.1	251.5	5.5	-	-
	Scholarships/Fellowships	201.3	164.4	215.6	227.4	19.0
	Operations & Maintenance	729.9	1,170.6	916.7	1,420.3	697.1
	Institutional Support	16.6	99.3	-	-	-
	Unrestricted Total	\$101,624.4	\$109,189.0	\$108,522.4	\$112,397.6	\$111,995.8
Total Expenditures		\$210,047.6	\$247,381.0	\$281,310.9	\$253,642.8	\$230,001.6

Total F&A Charged⁷ \$ 25,735.8 \$ 26,736.4 \$ 25,651.6 \$ 24,332.2 \$ 23,392.3

⁷ Represents the total F&A charged (from grant billings) to support facilities and administration costs across the UA System. F&A does not appear on the revenue line in a unit budget; however, once it returns to the unit as ICR, funds can be expended.

UAF Research Review Data, Fall 2014

UAF Total, Continued

		FY10	FY11	FY12	FY13	FY14
Faculty & Staff FTE & Headcount, RESTRICTED	Faculty FTE Research ⁸	117.2	116.4	105.9	123.5	101.3
	Faculty FTE Total ⁸	157.0	145.6	129.1	155.8	138.2
	Staff FTE Research ⁸	230.0	229.5	179.2	150.2	181.2
	Staff FTE Total ⁸	274.3	272.0	218.6	192.0	227.7
	Faculty Headcount	231.0	228.0	198.0	247.0	230.0
	Staff Headcount	336.0	341.0	280.0	252.0	302.0
Faculty & Staff FTE & Headcount, UNRESTRICTED	Faculty FTE Research ⁸	95.5	94.6	96.0	83.5	84.3
	Faculty FTE Total ⁸	415.7	438.5	443.2	428.8	443.3
	Staff FTE Research ⁸	149.0	162.3	174.4	177.5	157.1
	Staff FTE Total ⁸	377.8	390.6	391.9	405.9	377.0
	Faculty Headcount	542.0	559.0	578.0	577.0	585.0
	Staff Headcount	443.0	476.0	466.0	480.0	458.0
Faculty & Staff FTE & Headcount, TOTAL	Faculty FTE Research ⁸	212.7	211.0	201.9	207.0	185.6
	Faculty FTE Total ⁸	572.6	584.2	572.4	584.6	581.5
	Staff FTE Research ⁸	379.1	391.8	21.6	327.7	338.3
	Staff FTE Total ⁸	652.1	662.6	610.4	597.8	604.7
	Faculty Headcount	773.0	787.0	776.0	824.0	815.0
	Staff Headcount	779.0	817.0	746.0	732.0	760.0
Faculty Workload Units	Fac. Workload Research ⁹	226.4	234.7	249.5	255.2	246.2
	Fac. Workload Total ⁹	580.4	587.9	609.9	620.9	604.8
Graduate Assistant Headcount	Grad RA Headcount ¹⁰	253.0	260.0	232.0	221.0	194.0
	Grad TA Headcount ¹⁰	203.0	196.0	206.0	213.0	212.0

⁸ FTE based on expenditure totals. Research defined by NCHEMS category.

⁹ Based on contract, assigned workload units, and research workload. 30 work units = a full time (40 hr/wk) 9 mos. contract; 40 work units = a full time (40 hr/wk) 12 mos. contract.

¹⁰ Masters and Doctoral Students. Graduate assistant positions can be split between dlevels, sometimes at different units. Where a split appointment includes different units, each gets credit for one headcount. Split appointments within a unit count as one.

Graduate Degrees Awarded¹¹

Master's	207	189	239	203	211
Doctoral	41	41	50	48	48

¹¹ Master's and doctoral degrees are attributed to the academic unit awarding the degree, not to the unit where research was conducted.

**FY10-14 Auxiliary Operations FY10-14
3.A.1**

	Residence Life	Hess Village	Wood Center	Bookstore	University Tech Center CLOSED (CL)	Parking	Ice Arena	University of Alaska Press	Dining Services	CC Bookstore	KUC Bookstore	KU Dormitory- Food Service	NWC Bookstore	RC Bookstores	RC Res Life - MacLean CLOSED (CL)	TOTAL
FY10																
Beg Fund Balance	3,392.7	117.4	131.2	(1,144.9)	(1,020.2)	(209.5)	(118.3)	287.4	149.3	(3.0)	(16.7)	114.5	1.0	506.3		2,187.1
Revenue	7,305.0	801.9	458.9	822.4	-	1,616.8	407.9	395.5	3,711.4	11.8	4.2	511.6	16.5	1,164.8		17,228.7
Expenditures	8,093.4	796.7	425.2	1,022.8	-	1,851.4	327.3	790.6	3,697.7	10.5	(0.1)	409.4	13.7	1,223.9		18,662.4
Net Operations	(788.4)	5.1	33.7	(200.4)	-	(234.6)	80.6	(395.1)	13.7	1.4	4.3	102.2	2.8	(59.1)	-	(1,433.7)
Transfers	(3.3)	-	(0.7)	-	(365.0)	(100.0)	145.9	(172.7)	-	-	-	-	-	-		(495.8)
End Fund Balance	2,607.5	122.5	165.5	(1,345.3)	(655.1)	(344.1)	(183.6)	64.9	163.0	(1.6)	(12.4)	216.7	3.8	447.2		1,249.1
Inventory	-	-	(7.4)	(146.3)	-	-	-	(679.6)	-	(7.8)	-	-	(1.7)	(1,557.4)		(2,400.2)
Total Fund Balance	2,607.5	122.5	165.5	(1,345.3)	(655.1)	(344.1)	(183.6)	64.9	163.0	(1.6)	(12.4)	216.7	3.8	447.2	-	1,249.1
FY11																
Beg Fund Balance	2,607.5	122.5	165.5	(1,345.3)	(655.1)	(344.1)	(183.6)	64.9	163.0	(1.6)	(12.4)	216.7	3.8	447.2		1,249.1
Revenue	7,408.5	780.2	485.2	224.9	-	1,763.4	423.3	392.6	3,852.1	5.3	1.7	451.4	24.3	1,019.5		16,832.3
Expenditures	6,816.3	456.4	453.9	111.2	-	1,888.4	330.7	1,095.9	3,629.5	2.0	-	419.6	18.9	1,130.4		16,353.2
Net Operations	592.2	323.8	31.4	113.7	-	(125.0)	92.6	(703.3)	222.6	3.3	1.7	31.8	5.4	(111.0)	-	479.1
Transfers	-	-	(2.2)	(1,325.6)	(655.1)	(150.0)	(92.4)	(790.9)	(5.0)	-	-	-	-	-		(3,021.2)
End Fund Balance	3,199.7	446.3	199.1	94.0	0.0	(319.1)	1.3	152.6	390.6	1.6	(10.7)	248.5	9.2	336.3		4,749.5
Inventory	-	-	(6.8)	(146.3)	-	-	-	(268.5)	-	(7.8)	-	-	(1.7)	(864.6)		(1,295.7)
Total Fund Balance	3,199.7	446.3	199.1	94.0	0.0	(319.1)	1.3	152.6	390.6	1.6	(10.7)	248.5	9.2	336.3	-	4,749.5
FY12																
Beg Fund Balance	3,199.7	446.3	199.1	94.0	0.0	(319.1)	1.3	152.6	390.6	1.6	(10.7)	248.5	9.2	336.3		4,749.5
Revenue	7,637.4	813.0	454.5	106.4	0.0	1,789.7	362.6	367.6	4,161.1	0.3	0.1	325.8	16.5	979.4		17,014.5
Expenditures	6,272.8	728.5	449.7	213.1	-	1,977.2	345.3	664.0	3,657.6	-	-	393.2	14.1	1,642.5		16,358.1
Net Operations	1,364.6	84.5	4.8	(106.7)	0.0	(187.5)	17.3	(296.4)	503.4	0.3	0.1	(67.4)	2.4	(663.1)	-	656.4
Transfers	1,954.3	-	(1.6)	-	-	0.8	(1.4)	(227.5)	579.4	-	(10.6)	-	-	0.1		2,293.5
End Fund Balance	2,610.1	530.8	205.4	(12.7)	0.0	(507.4)	20.1	83.7	314.6	2.0	-	181.1	11.6	(327.0)		3,112.4
Inventory	-	-	(7.1)	-	-	-	-	(274.8)	-	(7.8)	-	-	(1.7)	(571.4)		(862.8)
Total Fund Balance	2,610.1	530.8	205.4	(12.7)	0.0	(507.4)	20.1	83.7	314.6	2.0	-	181.1	11.6	(327.0)	-	3,112.4
FY13																
Beg Fund Balance	2,610.1	530.8	205.4	(12.7)	0.0	(507.4)	20.1	83.7	314.6	2.0	-	181.1	11.6	(327.0)		3,112.4
Revenue	7,651.5	826.7	403.4	108.3	-	1,951.1	378.4	381.4	4,275.8	0.1	-	322.5	12.4	645.5		16,957.0
Expenditures	5,616.7	521.6	388.1	12.2	-	2,017.9	396.6	818.5	5,781.6	-	-	414.2	9.2	485.5		16,462.1
Net Operations	2,034.8	305.1	15.3	96.1	-	(66.8)	(18.2)	(437.1)	(1,505.9)	0.1	-	(91.7)	3.2	160.0	-	494.9
Transfers	2,297.2	-	-	2.4	-	(249.3)	(25.9)	(233.4)	(2,006.4)	-	-	-	-	-		(215.5)
End Fund Balance	2,347.7	835.8	220.7	81.1	0.0	(324.8)	27.8	(120.0)	815.2	2.0	-	89.4	14.8	(167.0)		3,822.7
Inventory	-	-	(5.5)	-	-	-	-	(244.7)	-	(7.8)	-	-	(1.7)	(673.8)		(933.5)
Total Fund Balance	2,347.7	835.8	220.7	81.1	0.0	(324.8)	27.8	(120.0)	815.2	2.0	-	89.4	14.8	(167.0)	-	3,822.7
FY14																
Beg Fund Balance	2,347.7	835.8	220.7	81.1	0.0	(324.8)	27.8	(120.0)	815.2	2.0	-	89.4	14.8	(167.0)	-	3,822.7
Revenue	7,791.7	818.6	395.7	96.2	-	1,836.7	359.4	592.5	4,242.3	0.3	4.7	291.4	14.9	346.5	74.9	16,865.9
Expenditures	6,182.5	551.4	385.3	6.6	-	1,941.4	348.2	819.7	3,930.1	1.9	2.5	372.0	13.0	611.6	82.3	15,248.6
Net Operations	1,609.2	267.2	10.3	89.6	-	(104.7)	11.2	(227.2)	312.2	(1.6)	2.2	(80.6)	1.9	(265.1)	(7.5)	1,617.2
Transfers	0.8	-	(0.3)	1.2	-	(249.6)	(26.7)	(225.9)	(5.5)	-	-	(100.0)	-	(300.0)	(7.5)	(913.6)
End Fund Balance	3,956.2	1,103.1	231.4	169.4	0.0	(180.0)	65.8	(121.2)	1,132.9	0.5	2.2	108.8	16.7	(132.1)	0.0	6,353.5
Inventory	-	-	(6.1)	-	-	-	-	(236.3)	-	(7.8)	-	-	(1.7)	(567.4)	-	(819.2)
Total Fund Balance	3,956.2	1,103.1	231.4	169.4	0.0	(180.0)	65.8	(121.2)	1,132.9	0.5	2.2	108.8	16.7	(132.1)	0.0	6,353.5

Closed (CL) - indicate the auxiliary is closed out as of FY14.

Recharge Operations FY10-14

3.A.2

	Vehicle & Equip Pool	Physical Plant Maint & Ops	Physical Plant T&M CLOSED (CL)	Utilities	Design & Constr	Warehouse	Printing Services	Copy Pool	Polar Express	Real Estate Mgmt	OIT Meeting Maker CLOSED (CL)	OIT Server	OIT Software Appl Serv	OIT Telephone
FY10														
Beg Fund Balance	249.1	(1,022.7)	77.5	1,831.5	(402.7)	(106.2)	(336.2)	(24.9)	(208.0)	44.8	4.2	0.3	25.7	713.2
Revenue	2,741.9	8,024.1	77.1	4,647.7	2,194.5	4,837.9	772.6	305.1	333.0	166.3	14.6	100.5	24.3	1,330.4
Expenditures	2,410.2	7,328.6	-	15,116.4	2,307.2	4,763.8	850.8	309.1	506.5	176.8	7.3	88.9	36.0	1,459.2
Net Operations	331.7	695.6	77.1	(10,468.7)	(112.6)	74.1	(78.2)	(4.0)	(173.6)	(10.5)	7.3	11.6	(11.8)	(128.8)
Transfers	171.7	(18.1)	77.1	(10,201.2)	(0.3)	(19.8)	-	-	(90.0)	-	-	-	-	-
End Fund Balance	409.2	(309.0)	77.5	1,564.0	(515.1)	(12.4)	(414.4)	(28.9)	(291.6)	34.3	11.5	11.9	14.0	584.4
Depr Reserve Fund Bal	1,783.1	111.9	-	1,155.9	(15.9)	6.7	27.5	13.6	122.2	(0.0)	-	20.2	(0.4)	143.5
Total Fund Balance	2,192.3	(197.1)	77.5	2,719.9	(531.0)	(5.7)	(387.0)	(15.3)	(169.4)	34.3	11.5	32.1	13.6	727.8
FY11														
Beg Fund Balance	409.2	(309.0)	77.5	1,564.0	(515.1)	(12.4)	(414.4)	(28.9)	(291.6)	34.3	11.5	11.9	14.0	584.4
Revenue	2,754.4	8,711.4	101.4	3,473.8	3,224.3	5,216.8	772.7	313.7	368.9	194.3	-	98.3	17.4	1,554.5
Expenditures	2,339.0	7,935.5	-	15,182.0	2,940.8	5,142.1	886.9	359.6	435.4	185.1	11.5	92.8	10.1	1,787.5
Net Operations	415.4	776.0	101.4	(11,708.2)	283.5	74.8	(114.2)	(45.9)	(66.6)	9.1	(11.5)	5.5	7.3	(232.9)
Transfers	138.8	220.9	101.4	(11,558.6)	(1.2)	17.2	-	-	(390.0)	-	-	-	-	(441.4)
End Fund Balance	685.7	246.1	77.5	1,414.5	(230.4)	45.2	(528.6)	(74.8)	31.9	43.5	-	17.4	21.3	792.9
Depr Reserve Fund Bal	1,798.0	119.7	-	1,337.6	(7.8)	6.7	57.5	15.3	20.8	(0.0)	-	5.1	(0.3)	90.4
Total Fund Balance	2,483.7	365.8	77.5	2,752.1	(238.2)	51.9	(471.2)	(59.5)	52.6	43.5	-	22.4	21.0	883.2
FY12														
Beg Fund Balance	685.7	246.1	77.5	1,414.5	(230.4)	45.2	(528.6)	(74.8)	31.9	43.5		17.4	21.3	792.9
Revenue	2,111.0	8,292.9	95.9	3,675.8	5,706.3	5,507.4	771.9	319.5	378.8	177.0		104.7	1.6	1,488.2
Expenditures	2,012.7	7,591.3	-	16,957.9	3,881.3	5,470.5	761.4	332.2	741.8	173.0		106.4	9.1	2,443.1
Net Operations	98.3	701.6	95.9	(13,282.1)	1,825.0	36.9	10.4	(12.7)	(363.0)	4.0	-	(1.7)	(7.5)	(954.9)
Transfers	88.4	264.5	95.9	(12,757.1)	(1.0)	8.9	0.4	-	(355.8)	-		-	-	(168.5)
End Fund Balance	695.6	683.1	77.5	889.4	1,595.6	73.2	(518.6)	(87.5)	24.6	47.5		15.7	13.7	6.5
Depr Reserve Fund Bal	1,493.6	119.7	-	1,492.5	18.0	6.7	(13.0)	14.2	12.7	(0.0)		2.0	(0.2)	633.7
Total Fund Balance	2,189.2	802.9	77.5	2,381.9	1,613.7	79.9	(531.6)	(73.2)	37.3	47.5	-	17.7	13.6	640.2
FY13														
Beg Fund Balance	695.6	683.1	77.5	889.4	1,595.6	73.2	(518.6)	(87.5)	24.6	47.5		15.7	13.7	6.5
Revenue	2,096.1	6,912.1	100.6	4,304.6	6,126.7	5,876.1	741.5	323.9	178.2	212.1		131.8	-	2,836.6
Expenditures	2,129.0	7,066.8	-	18,250.3	4,903.5	5,816.6	837.3	346.6	433.8	195.3		109.3	0.1	2,836.3
Net Operations	(32.8)	(154.6)	100.6	(13,945.8)	1,223.2	59.4	(95.9)	(22.7)	(255.5)	16.8	-	22.5	(0.1)	0.3
Transfers	78.7	227.1	100.1	(15,364.1)	(0.1)	11.5	(249.6)	-	(226.5)	-		-	13.7	(231.5)
End Fund Balance	584.0	301.4	78.0	2,307.8	2,819.0	121.1	(364.8)	(110.2)	(4.4)	64.3		38.2	(0.1)	238.3
Depr Reserve Fund Bal	1,454.4	127.1	-	1,636.0	40.6	6.7	57.5	14.7	-	(0.0)		11.0	(0.1)	(329.0)
Total Fund Balance	2,038.5	428.5	78.0	3,943.8	2,859.5	127.8	(307.4)	(95.5)	(4.4)	64.3	-	49.2	(0.2)	(90.7)
FY14														
Beg Fund Balance	584.0	301.4	78.0	2,307.8	2,819.0	121.1	(364.8)	(110.2)	(4.4)	64.3		38.2	(0.1)	238.3
Revenue	2,164.5	7,211.9	157.2	4,336.9	4,898.4	5,812.8	702.7	302.3	-	216.3		128.6	-	2,336.8
Expenditures	1,751.6	7,345.6	-	17,861.3	5,857.3	5,731.5	741.3	271.3	-	222.0		117.7	(0.0)	2,839.9
Net Operations	412.9	(133.7)	157.2	(13,524.4)	(959.0)	81.3	(38.6)	31.0	-	(5.7)	-	10.9	0.0	(503.1)
Transfers	72.4	256.3	235.2	(14,636.6)	33.7	12.4	0.3	-	-	0.0		-	-	(166.8)
End Fund Balance	924.5	(88.7)	-	3,419.9	1,826.3	190.0	(403.8)	(79.2)	(4.4)	58.6		49.1	(0.1)	(97.9)
Depr Reserve Fund Bal	1,409.4	128.9	-	1,652.7	37.5	6.7	117.3	14.7	-	-		18.6	(0.1)	60.8
Total Fund Balance	2,333.9	40.3	-	5,072.7	1,863.8	196.7	(286.5)	(64.5)	(4.4)	58.6	-	67.7	(0.2)	(37.1)

Recharge Operations FY10-14

3.A.2

	OIT Video Production CLOSED (CL)	Intl Prog Immigration Support CLOSED (CL)	Fin Aid T&M	GI Electric Shop	GI Machine Shop	GI Proposal Office CLOSED (CL)	GI Stockrm CLOSED (CL)	GI T&M	IAB Toolik Field Station	IAB Lab Analysis	IAB Vehicle Shop	IAB T&M	SFOS Alpha Helix	SFOS ASLC Analytic Serv
FY10														
Beg Fund Balance	3.9	0.0	120.9	(49.6)	(57.3)	-	-	10.2	362.0	(39.1)	(111.6)	73.3	65.5	(164.3)
Revenue	-	-	62.4	336.7	433.9	-	18.9	67.2	707.5	1.3	-	293.9	-	31.3
Expenditures	6.7	-	78.5	390.4	453.9	1.5	18.9	64.2	612.7	1.2	18.6	665.0	-	30.4
Net Operations	(6.7)	-	(16.1)	(53.7)	(20.1)	(1.5)	-	3.1	94.8	0.1	(18.6)	(371.1)	-	0.9
Transfers	-	-	-	(31.3)	(38.7)	-	-	-	-	(10.0)	(25.0)	(152.0)	-	-
End Fund Balance	(2.7)	0.0	104.8	(72.1)	(38.7)	(1.5)	-	13.3	456.8	(29.0)	(105.2)	(145.8)	65.5	(163.4)
Depr Reserve Fund Bal	2.2	-	-	(6.1)	(14.9)	-	-	-	24.8	0.7	38.4	-	-	40.0
Total Fund Balance	(0.5)	0.0	104.8	(78.1)	(53.7)	(1.5)	-	13.3	481.6	(28.2)	(66.8)	(145.8)	65.5	(123.5)
FY11														
Beg Fund Balance	(2.7)	0.0	104.8	(72.1)	(38.7)	(1.5)		13.3	456.8	(29.0)	(105.2)	(145.8)	65.5	(163.4)
Revenue	-	-	93.1	412.3	293.8	-		156.2	906.7	0.3	-	208.9	-	62.3
Expenditures	-	-	87.4	423.1	419.9	-		186.6	1,020.9	0.2	13.5	586.2	-	51.6
Net Operations	-	-	5.8	(10.8)	(126.1)	-	-	(30.3)	(114.2)	0.1	(13.5)	(377.3)	-	10.7
Transfers	(2.7)	0.0	-	(89.7)	(132.3)	(1.5)		(8.7)	-	(28.9)	(118.7)	(429.7)	-	-
End Fund Balance	-	-	110.5	6.9	(32.5)	-		(8.4)	342.6	-	-	(93.4)	65.5	(152.7)
Depr Reserve Fund Bal	-	-	-	(3.3)	(7.7)	-		-	32.9	0.7	39.2	-	-	33.8
Total Fund Balance	-	-	110.5	3.6	(40.2)	-	-	(8.4)	375.5	0.7	39.2	(93.4)	65.5	(119.0)
FY12														
Beg Fund Balance			110.5	6.9	(32.5)			(8.4)	342.6	-	-	(93.4)	65.5	(152.7)
Revenue			70.6	403.4	304.9			180.2	756.4	-	-	-	-	27.6
Expenditures			96.6	376.3	446.1			221.0	1,085.5	-	-	-	-	50.7
Net Operations	-	-	(26.0)	27.1	(141.2)	-	-	(40.8)	(329.2)	-	-	-	-	(23.1)
Transfers			-	-	(300.0)			(53.0)	-	-	-	-	(0.0)	(100.0)
End Fund Balance			84.6	34.0	126.4			3.8	13.4	-	-	(93.4)	65.5	(75.8)
Depr Reserve Fund Bal			-	(0.5)	(0.5)			-	32.9	0.7	39.2	-	-	33.8
Total Fund Balance	-	-	84.6	33.5	125.8	-	-	3.8	46.4	0.7	39.2	(93.4)	65.5	(42.0)
FY13														
Beg Fund Balance			84.6	34.0	126.4			3.8	13.4	-	-	(93.4)	65.5	(75.8)
Revenue			99.2	337.0	245.8			221.3	565.9	-	-	-	-	36.3
Expenditures			95.3	365.2	454.8			244.0	739.7	-	-	0.1	-	42.4
Net Operations	-	-	3.9	(28.2)	(209.1)	-	-	(22.7)	(173.8)	-	-	(0.1)	-	(6.1)
Transfers			-	-	(150.0)			(114.6)	-	-	-	-	-	(81.8)
End Fund Balance			88.5	5.8	67.3			95.7	(160.4)	-	-	(93.5)	65.5	(0.1)
Depr Reserve Fund Bal			-	0.4	6.7			-	54.7	0.7	39.2	-	-	33.8
Total Fund Balance	-	-	88.5	6.2	74.0	-	-	95.7	(105.7)	0.7	39.2	(93.5)	65.5	33.7
FY14														
Beg Fund Balance			88.5	5.8	67.3			95.7	(160.4)	-	-	(93.5)	65.5	(0.1)
Revenue			118.0	246.6	384.4			156.7	642.8	-	-	-	-	15.0
Expenditures			112.8	351.3	404.3			199.3	657.1	-	-	0.2	-	11.9
Net Operations	-	-	5.2	(104.7)	(19.9)	-	-	(42.6)	(14.3)	-	-	(0.2)	-	3.1
Transfers			-	(100.0)	(200.0)			(68.0)	(6.7)	-	-	-	-	-
End Fund Balance			93.7	1.0	247.4			121.1	(167.9)	-	-	(93.7)	65.5	3.0
Depr Reserve Fund Bal			-	0.4	13.9			-	49.4	0.7	39.2	-	-	33.8
Total Fund Balance	-	-	93.7	1.4	261.3	-	-	121.1	(118.6)	0.7	39.2	(93.7)	65.5	36.8

Recharge Operations FY10-14

3.A.2

	SFOS Kasistna Bay	SFOS T&M	CEM INE Mass Spec	CEM INE ACEP Test Facility	Plan Code Review	Library Graphics	Library Photo CLOSED (CL)	VCR Animal Resources Center	CNSM Adv Instrument Lab	RC Design & Develop CLOSED (CL)	Procurement Leasing CLOSED (CL)	TOTAL
FY10												
Beg Fund Balance	(3.3)	7.7	-		122.6	2.4	(23.8)	6.4	102.7	34.1	2.7	1,310.8
Revenue	-	24.0	293.9		24.2	77.5	176.2	36.3	214.0	-	-	28,369.2
Expenditures	-	56.7	216.8		3.3	77.8	174.2	55.0	334.1	0.6	-	38,621.3
Net Operations	-	(32.7)	77.2	-	20.9	(0.3)	2.0	(18.7)	(120.0)	(0.6)	-	(10,252.1)
Transfers	-	-	-		-	-	-	(17.4)	(0.4)	-	-	(10,355.3)
End Fund Balance	(3.3)	(25.1)	77.2		143.5	2.1	(21.8)	5.1	(17.0)	33.6	2.7	1,414.0
Depr Reserve Fund Bal	-	-	149.3		3.0	4.1	1.0	(5.9)	212.2	32.9	-	3,849.9
Total Fund Balance	(3.3)	(25.1)	226.4	-	146.5	6.2	(20.8)	(0.9)	195.2	66.5	2.7	5,264.0
FY11												-
Beg Fund Balance	(3.3)	(25.1)	77.2		143.5	2.1	(21.8)	5.1	(17.0)	33.6	2.7	1,414.0
Revenue	-	49.4	306.3		-	86.3	222.5	29.3	232.2	-	-	29,861.5
Expenditures	-	26.5	248.3		7.5	83.7	195.5	57.2	322.5	26.2	-	41,064.9
Net Operations	-	22.8	57.9	-	(7.5)	2.6	27.0	(27.8)	(90.3)	(26.2)	-	(11,203.3)
Transfers	-	-	-		-	-	-	(26.4)	(125.0)	-	-	(12,876.6)
End Fund Balance	(3.3)	(2.2)	135.1		136.0	4.8	5.2	3.6	17.7	7.3	2.7	3,087.3
Depr Reserve Fund Bal	-	-	193.6		3.0	4.1	7.5	(5.1)	232.0	-	-	3,973.5
Total Fund Balance	(3.3)	(2.2)	328.7	-	139.0	8.9	12.7	(1.6)	249.7	7.3	2.7	7,060.8
FY12												-
Beg Fund Balance	(3.3)	(2.2)	135.1		136.0	4.8	5.2	3.6	17.7	7.3	2.7	3,087.3
Revenue	-	8.0	275.5		-	83.0	100.4	142.9	236.4	-	-	31,220.2
Expenditures	-	32.7	206.9		32.9	84.2	171.9	178.7	302.8	7.2	-	43,774.2
Net Operations	-	(24.7)	68.5	-	(32.9)	(1.2)	(71.5)	(35.8)	(66.5)	(7.2)	-	(12,554.0)
Transfers	-	-	-		-	-	(72.5)	-	(101.0)	-	-	(13,450.7)
End Fund Balance	(3.3)	(26.9)	203.6		103.1	3.5	6.2	(32.2)	52.2	0.2	2.7	3,984.1
Depr Reserve Fund Bal	-	-	193.6		3.0	4.1	7.5	(5.1)	232.0	-	-	4,320.5
Total Fund Balance	(3.3)	(26.9)	397.2	-	106.1	7.6	13.7	(37.4)	284.2	0.2	2.7	8,304.6
FY13												-
Beg Fund Balance	(3.3)	(26.9)	203.6	-	103.1	3.5	6.2	(32.2)	52.2	0.2	2.7	3,984.1
Revenue	-	63.6	248.1	65.4	-	90.9	-	157.8	194.3	-	-	32,165.8
Expenditures	0.0	59.7	219.0	138.9	13.4	105.2	-	172.5	357.3	-	-	45,932.5
Net Operations	(0.0)	3.9	29.1	(73.5)	(13.4)	(14.3)	-	(14.7)	(163.0)	-	-	(13,766.6)
Transfers	-	-	(0.4)	-	-	-	6.2	-	(104.0)	0.2	2.7	(16,082.4)
End Fund Balance	(3.4)	(23.0)	233.2	(73.5)	89.7	(10.7)	-	(46.9)	(6.8)	-	-	6,299.8
Depr Reserve Fund Bal	-	-	22.6	(15.0)	3.0	4.1	-	(18.2)	28.4	-	-	3,179.2
Total Fund Balance	(3.4)	(23.0)	255.8	(88.5)	92.7	(6.7)	-	(65.1)	21.6	-	-	9,479.0
FY14												-
Beg Fund Balance	(3.4)	(23.0)	233.2	(73.5)	89.7	(10.7)	-	(46.9)	(6.8)	-	-	6,299.8
Revenue	-	10.4	305.7	500.1	-	77.5	-	192.7	198.6	-	-	31,116.7
Expenditures	-	101.3	235.3	557.4	66.7	85.9	-	188.8	358.3	-	-	46,070.2
Net Operations	-	(91.0)	70.3	(57.3)	(66.7)	(8.4)	-	3.9	(159.7)	-	-	(14,953.5)
Transfers	-	-	-	-	-	-	-	(62.6)	(101.0)	-	-	(14,731.3)
End Fund Balance	(3.4)	(114.0)	303.5	(130.8)	23.1	(19.2)	-	19.5	(65.6)	-	-	6,077.6
Depr Reserve Fund Bal	-	-	37.9	(485.0)	3.0	(2.0)	-	(15.8)	67.9	-	-	3,190.0
Total Fund Balance	(3.4)	(114.0)	341.4	(615.8)	26.0	(21.1)	-	3.7	2.3	-	-	9,267.6



To: UAF Faculty

From: Susan Henrichs 

Subject: Budget Challenges for FY 14 and Beyond

Date: February 12, 2013

As you may have seen in the Fairbanks Daily News-Miner, or heard about in campus meetings, FY14 is likely to bring some significant financial challenges to UAF. I will provide more information later in this memo, but the result is that we will need to implement changes. It is my responsibility as Provost to balance revenue and expenditures within my reporting units, and I share that responsibility with deans and directors. Everyone will need to limit administrative costs and pare discretionary expenditures, but in many cases changes to faculty workloads will need to be part of balancing the budget as well. For most of the units reporting to the Provost, tuition is by far the most important source of non-general fund revenue and instruction is the largest expense, and so these areas offer the greatest opportunities to address budget deficits.

Examples of changes that will affect most units include:

- Inability to refill some vacated faculty positions, which will lead to some faculty being assigned additional teaching.
- Insufficient funds to hire as many adjuncts as previously, also leading to some regular faculty having a greater teaching assignment.
- A need to use opportunities to increase revenue through additional sections or on-line instruction.
- A need to increase teaching workload and decrease research workload for faculty members who have a record of lower productivity in research.
- A need to avoid teaching courses with very low enrollments, if possible.
- Increased use of directed study (vs. the standard lecture format) for classes with very small enrollments.

In many cases the main alternative to these actions, cancelling courses, would be unsatisfactory. An immediate consequence is that fewer courses and sections taught would mean lower tuition revenue and a worsening budget gap. In the longer run, fewer courses taught would slow students' progress toward graduation.

I am not imposing across-the-board rules because the schools and colleges differ greatly from one another. I recognize that for some units funded research is more important than tuition as a revenue source, and those units will need to focus more on maintaining research strength than on instructional programs. Other units are focused on public or university service and will need to make changes suited to their missions. However, I do expect deans and faculty to implement the adjustments that will be most effective for their units.

If you are not familiar with the budget issues, here is a quick summary:

- The legislature funds (at most) only 50% of salary and benefit cost increases. UA is expected to reduce faculty/staff or other expenses, or to increase its net revenue, to cover the remainder of those costs.
- The legislature does not fund most other fixed costs increases, with partial exceptions for energy costs and operating costs of new buildings. In recent years many fixed costs increases, such as library materials, other goods and services, and travel, have not been covered by corresponding increases in the state appropriation.
- Altogether, up to \$4-5 million of operating cost increases for FY14 will not be covered by State funds.

Legislative funding to the university has been governed by these standards for several years, but FY14 will be different because:

- The Board of Regents decided to limit the tuition rate increase for FY 14 to 2%, because of concerns that increasing tuition rates are limiting access to education. UAF's tuition and fee revenue is about \$42M/year; of that about \$40 M is tuition revenue. So, roughly, *if* enrollment is flat, UAF will realize only \$800,000 in added tuition revenue.
- Because of Federal deficit reduction efforts, available research funding will probably decrease, although it is not certain how much. So, in the short run, UAF is not likely to be able to increase this revenue source. Note that only about 25% of research revenue is unrestricted (the indirect cost recovery) and the ICR is distributed mainly to research institutes, SFOS, the VCAS (to support facilities and administrative services), and Statewide. For schools and colleges outside of SFOS, ICR is not a significant source of revenue¹.

UAF's unrestricted operating budget is about \$290M per year, and operating cost increases that will probably not be covered by the state amount to about 1.5% of that. While that does not sound too bad, keep in mind that tuition revenue increases (due mainly to rate increases of 5 to 10%) have covered most of this shortfall in recent years, augmented by ARRA research funding in FY 10-12. Without those funding increments, FY14 is likely to be the most difficult year financially in the past 15 years. Further, the next several years are unlikely to bring either larger tuition increases or much more research funding. If the expected trends continue, UAF could have a >10% effective funding cut by 2018.

There have been many budget discussions over the past several years, and usually one suggestion is, "We should increase revenue." While UAF has directed considerable effort to that, in recruiting and retaining students, supporting research, improving fundraising, and developing intellectual property, the gains so far do not offset the rate of fixed cost increases. However, these efforts must continue.

A second category of suggestions is to "Cut administration, or anything but academic programs." All of the Vice Chancellors, not just the Provost, have shortfalls to deal with in FY14, and they will be making cuts in programs and services. I am responsible for the budget of the academic units. I (and the deans and directors who report to me) need to manage the funds that we are allocated. We do not have authority over other areas. I will continue to advocate for funding for academic programs, but at the end of the year the deans, directors and I are still responsible balancing the budgets of academic units. On a related topic, running up deficits and expecting them to be covered centrally is not an option. For

¹ ICR is an important revenue source for INE, which is within CEM, but there is limited financial transfer between those two units.

the reasons cited there are unlikely to be central reserves of funds, and deficit spending cannot be permitted.

The third type of suggestion is “Make a vertical cut and eliminate programs or units.” Such cuts are difficult and take time (especially if tenured faculty and currently enrolled students are involved), but may need to be considered, especially if the financial situation worsens. Keep in mind that it’s not possible to save millions of dollars solely by ending marginal programs. Even programs that we consider to be a normal size are not that costly. As an example, take a department with four faculty members, ½ of an administrative assistant, forty undergraduate majors who take an average of 30 credits each year, no core curriculum responsibilities, and no grants. The student tuition revenue is about \$220,000, the total cost of the faculty (if junior) and admin is about \$400,000, and so eliminating the department yields funds of \$180,000 (if the students left when the major was eliminated). To save just \$1M by program elimination, it would take more than five such programs (or 2.5, if the students stayed on in a different major).

In circumstances such as these, it’s understandable that faculty think that they are being singled out in requirements for added productivity. That is not the case; Chancellor Rogers is instituting program review for all administrative and service units as well as for academic units. In particular, he has pledged to do everything possible to reduce administrative costs. Please keep in mind that, even with the new financial challenges in FY14, UAF is better off than many institutions in the Lower 48. UAF’s financial situation is serious but not intractable. I believe that by making some strategic changes, we can live within our means and continue to improve our instructional, research, and service programs.

I welcome your constructive input on how to work within UAF’s financial constraints while maintaining and improving upon UAF’s many strengths. Please feel free to e-mail me at smhenrichs@alaska.edu. Also, I will be visiting as many units as possible during the remainder of spring semester to offer you opportunities to make suggestions and air concerns.



April 29, 2013

To: UAF faculty and staff members

From: Chancellor Brian Rogers

Re: FY14 budget status

The Alaska Legislature recently passed the state operating and capital budgets for FY14. While our state funding is as good as can be expected given the overarching state budget picture, it will mean some changes in the way we operate next year.

UAF is a large, complex organization and our budget is as well. The root of our budget challenge, however, is fairly simple. Generally, less than 40 percent of our yearly revenue comes from the state, while the rest comes primarily from research funding, tuition and auxiliary service fees. Each year, our fixed costs increase. While FY14 additional state appropriations have come close to half of our increased costs, other sources, including research funding, tuition and fees have not.

There are two ways we can balance our budget: increasing non-state revenue or decreasing spending. Based on state and national economic conditions, there is little probability that tuition and research funding will increase enough to offset rising costs. Thus UAF will face significant, yet manageable, budget issues for FY14, the fiscal year beginning July 1.

In past years, UAF has asked departments throughout the university to make across-the-board budget reductions to cover such shortfalls. This year, we are taking a different approach in an effort to limit the impact on every budget in the university. Instead of imposing a university-wide 4 to 5 percent departmental pullback, we are looking to specific budget management actions to address the budget gap. Actions under consideration include a mix of:

- Reducing off-campus lease obligations
- Saving money thru energy management
- Delaying hiring actions to maximize vacancy savings
- Identifying specific reductions to programs and services
- Utilizing staff benefit rate reductions
- Managing year-end reserves

I know it is easy for rumors and speculation to circulate as we are working through the unknowns. I want to reassure you that this is a manageable situation. This is not a crisis situation where drastic measures are needed. Together, we can both balance our budget and maintain the quality of our teaching, research and service programs at UAF.

The provost, vice chancellors and I have been working through our options to determine the specifics of these budget actions. When the budget picture is fully developed and approaches have been carefully evaluated, Vice Chancellor Pat Pitney will provide more guidance to units and departments during the first week of May. More information on the FY14 budget is also available via the UAF Office of Management and Budget website at <http://bit.ly/FY14UAF>.



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Administrative Services

University of Alaska Fairbanks, P.O. Box 757900, Fairbanks, Alaska 99775-7900

DATE May 14, 2013
TO Deans and Directors
CC Chancellor's Cabinet
FROM Pat Pitney, Vice Chancellor for Administrative Services
RE FY14 UAF Budget Distribution and Management Guidance

I'd like to provide additional guidance for UAF's FY14 budget planning process. In addition to this communication, an open forum to discuss this topic is scheduled for Thursday, May 16 at 11:30 a.m. in the Wood Center Ballroom.

As the chancellor noted in his April 29 email, the Alaska Legislature recently passed the state operating and capital budgets for FY14. While our state funding is as good as can be expected given the overarching state budget picture and the Governor's strategy to "hold-the line" on state spending, UAF will need to make adjustments for this coming fiscal year.

UAF is a large, complex organization and our budget is as well. The root of our budget challenge, however, is fairly simple. Generally, less than 40 percent of our yearly revenue comes from the state, while the rest comes primarily from research funding, tuition and auxiliary service fees. Each year, our fixed costs increase. Additional state appropriations (General Fund) cover some of UAF's FY14 increased costs; however, other revenue sources, including research funding, tuition and fees, have not been increasing at the pace required to meet our current expense pattern. Thus, UAF will face significant budget pressure for the fiscal year beginning July 1, 2013 that must be actively managed. Without managed change, UAF's budgeted cost increase exceeds projected revenue by \$8.5M in FY14, shown in the table below.

Increasing Expense		Increasing Revenue	
\$7.4	Compensation	Compensation (GF)	\$3.7
\$2.4	Murie Operating	Murie Operating (GF)	\$2.3
\$0.6	Programs	Programs (GF)	\$0.6
\$2.5	Utilities	Tuition	\$0.8
\$3.2	Debt Service	Federal/ICR	\$0.5
\$1.5	Other Obligations	Other Revenue	\$1.2
\$17.6	Expense	Revenue	\$9.1
Budget Gap		\$8.5 Million	

In past years, UAF has addressed the budget gap by forcing across-the-board budget reductions. This type of reduction, however, is less strategic in nature. This year, in an effort to continue UAF's momentum on priority programs in alignment with UAF's Strategic Plan and UA's Strategic Direction Initiatives, a different approach is being proposed. Instead of imposing a university-wide department pullback, the following actions will address the budget gap:

1. Delay employee hires for 90 days to maximize vacancy savings (\$3.0M)
2. Reduce off-campus lease obligations (\$0.3M)
3. Reduce expenses through energy management (\$0.5M)
4. Identify specific reductions to programs and services (\$1.5-1.9M)
5. Utilize staff benefit rate reductions (\$3.0M)
6. Manage year-end and central reserves (\$1.2-1.7M)

Budget conditions will be similar in FY15 and FY16, and this strategy is better suited to effect long-term systemic changes that help align our operations to the anticipated fiscal environment. The following section provides additional detail on each of the six mechanisms proposed to address the budget gap.

1. Delay employee hires for 90 days to maximize vacancy savings (\$3.0M)

This provision applies a 90-day wait on rehiring regular or term staff and executive positions funded with unrestricted, recharge, and auxiliary funds that are vacated on or after May 15, 2013. Faculty positions are exempted from this provision. Staff and executives being replaced or hired on restricted funds are also exempted and every effort should be made to expedite hires funded by grants and contracts.

The personnel savings that result from the first 60 days of staff vacancies will be collected centrally to meet the debt and utilities shortfall. If a vacancy is refilled through an internal hire, only 45 days of salary savings will be collected centrally from the initial position and 45 days from the position vacated by the internal hire (\$2.0M). Salary savings on the remaining 30 days will be collected for use at vice chancellor/provost level (\$1.0M). Appeals to replace a position prior to the 90-day vacancy requirement can be made in writing to Chancellor's Cabinet through the respective vice chancellor.

Vacancy savings provide only one-time savings. To achieve on-going savings, some of the positions vacated during the year must be eliminated. After the mandatory 90 day wait period, each vice chancellor/provost is being asked to provide scrutiny on rehiring in an attempt to reduce FY15 positions and base salary costs. Each vice chancellor/provost is also being asked to scrutinize supervisory rehires to assure positions have an appropriate number of direct reports. An appropriate span of control for a supervisor generally ranges from 6-15 employees.

Position funding source changes will also be monitored. The UAF Office of Management and Budget will provide units with reports noting staff funding shifts from restricted to

unrestricted funding. Rationale for significant personnel costs shifts will be requested from the vice chancellor level.

2. Reduce off-campus lease obligations (\$0.3M)

Opening the Murie Building this summer allows for backfill into the Bunnell and Eielson buildings, creating on-campus space for Marketing and Communications. Additionally, the Geophysical Institute and Human Resources have made space adjustments in the Elvey Building to accommodate the Alaska Sea Grant Program. With these moves, UAF will end the lease in the Wells Fargo Building, an annual savings of \$0.3M. We continue to look for additional opportunities for space consolidation and off-campus lease savings. Additionally, to understand and quantify Fairbanks on-campus space inventory and utilization, a comprehensive review is scheduled to begin in late May 2013 and continue through May 2014.

3. Reduce expenses through energy management (\$0.5M)

In FY13, UAF implemented several energy savings projects on the Fairbanks, Kuskokwim and Chukchi campuses. FY14 energy savings is expected to be in the range of \$0.5M, which will help alleviate the expected \$2.5M utility cost increase. UAF will continue its energy audits and develop another group of buildings for energy retrofits that will further reduce energy consumption, including a project on street lighting. Energy savings from efforts in FY14 and FY15 should reduce cost increases by an additional \$0.5M annually starting in FY15 or FY16. Please encourage your units to conserve electricity, from simple solutions, turning off computers and lights and reducing the number of personal refrigerators, to more complex solutions like consolidating servers to limit cooling requirements.

4. Identify specific reductions to programs and services (\$1.5 to 1.9M)

Each vice chancellor/provost has been given a savings target to reduce base expenses through major reorganization, consolidations or program/service elimination. Relative to unrestricted budgets, administration has been asked to reach a proportionally higher target.

Reductions Target as a % of Unrestricted Revenue	
Chancellor	1.5 to 2.0%
VCAS/FS	1.5 to 2.5%
OIT	1.0 to 1.5%
Provost	0.5 to .75%
VC Research	.75 to 1.5%
VC USA	1.0 to 2.0%
VC RCNE	0.5 to 1.0%
Savings Required	\$1.5M to \$1.9M

Each vice chancellor will provide the chancellor with specific amounts and details of their planned actions to meet these targets by June 30, 2013. It is expected that not all savings

will be realized in FY14. Therefore, reserves and unit level unreserved fund balances (UFB) will be required to manage through FY14. Units will be allowed to retain a higher UFB than in previous years to help manage through FY14. However, deans and directors will be held accountable for the accuracy of their projections using the April month-end management reports. Assuming accurate projections, unit UFB will be returned to the generating unit.

5. Apply staff benefit savings related to health care changes (\$3.0M)

The staff benefits rate is a percentage charge on salaries to cover benefits such as leave, workers' compensation, healthcare, and retirement. The average UA FY14 staff benefit rate will be lower than originally budgeted and very slightly below last year's level. This is primarily due to the changes implemented in the health plan last year. A portion of the savings (\$1M) will be allocated to the fixed cost increases shown above. The remaining \$2M is the difference between the originally budgeted increases (\$7.4M) and what the actual increase will be after applying the lower staff benefit rate. Thus, reducing the amount of additional new non-general revenue needed to cover it. In prior fiscal years SW has required the general fund portion of these savings to be held centrally for future distribution. Given the budget pressure UAF is facing, UAF is able to use the general fund savings on its fixed cost increases. These savings only provide a one-time relief as it is anticipated the staff benefit rates will increase in FY15.

6. Manage year-end and central reserves (\$1.2M to 1.7M)

As a prudent management practice, UAF carries central reserves to address unforeseen costs. Given the circumstances anticipated in FY14, until the full savings of the vacancy management and vertical cuts take effect, central reserves will be carefully managed to help fill the budget gap. The more structural base savings achieved through the other mechanism above, the more likely central reserves will remain adequate and future year across the board pullbacks will be limited.

As we work through the implementation of these proposed actions, I expect there will be many questions specific to individual units. Please direct unit-specific questions to Associate Vice Chancellor for Financial Services Raaj Kurapati.

I look forward to seeing many of you at this week's open forum for further discussion.



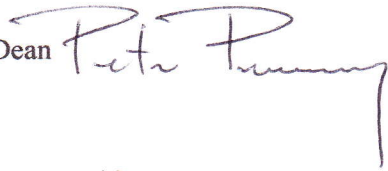
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**Office of Rural, Community and Native Education
Office of the Vice Chancellor/Executive Dean
College of Rural and Community Development**

PO Box 756500, Fairbanks, Alaska 99775-6500

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Memorandum

TO: Brian Rogers, UAF Chancellor
FROM: Pete Pinney, Interim VC RCNE / Executive Dean 
DATE: July 9, 2013
SUBJECT: CRCD FY14 Budget Distribution & Management Guidance

This memo is in response to the six mechanisms proposed to address the UAF budget gap for CRCD.

1. Delay employee hires for 90 days to maximize vacancy savings: CRCD will adhere to this proposal unless there are critical positions that warrant immediate recruitment.
2. Reduce off-campus lease obligations: N/A
3. Reduce expenses through energy management: This savings has not been recognized due to ongoing construction at KUC. Energy savings have not been readily identified at the rural campuses due to increased cost of utilities.
4. Identify specific reductions to programs and services: CRCD's target is 0.5 to 1.0%. Beginning FY14, CRCD implemented a 0.7% cut across the board for a total of \$149.3k (below). This amount does not include reductions to Physical Plant Operations and Maintenance funding.

BBC	\$	12,517
CC	\$	7,885
IAC	\$	18,765
KUC	\$	23,617
NWC	\$	10,249
RC	\$	45,926
Sub-Total		\$ 118,959
CTC	\$	30,342
Grand Total	\$	149,300



America's Arctic University
UAF is an AA/EQ employer and educational institution.

5. Apply staff benefit savings related to health care changes: N/A

6. Manage year-end and central reserves: N/A

If you need additional information and/or clarification, please contact Cecelia Chamberlain at ext. 6422 or clchamberlain@alaska.edu.

Cc: Pat Pitney, VC Administrative Services



America's Arctic University
UAF is an AA/EEO employer and educational institution.

July 30, 2013

To: UAF faculty and staff members

From: Chancellor Brian Rogers

Re: FY 14 budget reductions

As I wrote to you in late April, the university is facing a more challenging budget this year. For the past several months, many of you have been working with the leaders in your units to identify cost savings that will ultimately help UAF maintain a balanced budget while preserving our quality programs.

As a foundation to these unit-level reductions, we have been working centrally to find UAF-wide cost savings to fill a major portion of the \$8.5 million shortfall. Those measures include:

- Moving as many programs as we can out of leased space and onto campus, which saves us money on lease payments
- Saving money through energy conservation and management
- Waiting 90 days to fill most vacant positions

Now that we've moved into the new fiscal year and are implementing the unit-level plans, I want to share that information with you.

This year, we decided to forgo an across-the-board pullback in favor of asking units to identify specific budget management actions to address the shortfall. In all cases, departments and programs are being asked to be mindful of the budget gap in daily spending decisions and look for ways to save money. In addition, following is a brief synopsis of the specific changes that will happen in each unit:

Administrative Services

Reorganizing dining services and combining Polar Express card operations with the UAF bursar's office (formerly the business office) provides the most savings. Additionally, several vacant positions have been eliminated or combined with existing positions.

Office of Information Technology

OIT will streamline and consolidate services in an effort to trim spending. Those changes are still being discussed within OIT.

University and Student Advancement

The Office of Career Services will be downsized and eliminated over the course of the next 16 months. During that time, career fairs and other campuswide events scheduled for the 2013-2014 academic year will continue and the office will remain open, but provide fewer services. We will work with university and

community partners to create a new long-term plan for student career support services and aim to implement that plan by December 2014. In intercollegiate athletics, One administrative position was eliminated and a reorganization of training and competition schedules for the swim team resulted in cost savings.

Provost's office and academic programs

Administrative, support and faculty positions are being eliminated, including two associate deans, eight faculty and 11 staff. Most of these positions were vacated in FY 13 or will be in early FY 14. Some units are also reducing the number of graduate assistants. A total of 11 graduate assistantships are being cut.

Research

One position at the vice chancellor's office has been eliminated. In addition, a previously budgeted increase in funding for the Arctic Region Supercomputing Center will not be funded.

Rural, Community and Native Education

Each campus within the College of Rural and Community Development will make spending cuts of 0.7 percent.

I want to thank everyone who worked on identifying creative solutions to our budget challenges, and especially our staff members in human resources, who have been working individually with employees affected by the cuts to either help each person find another position at UAF or explore other options. As I have stated before, while we are facing leaner budgets in the coming years, we can work together to manage those challenges and still maintain the quality of our teaching, research and service programs at UAF.

For more detailed information about the university's budgets, please feel free to visit the UAF Office of Management and Budget online at <http://bit.ly/UAFbudget>. The site also has a form where you can submit suggestions for cost savings.



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Financial Services and Business Operations
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MEMORANDUM

To: Pat Pitney, Vice Chancellor for Administrative Services

From: Raaj Kurapati, Associate Vice Chancellor for Financial Services

CC: Brian Rogers, Chancellor
Susan Henrichs, Provost
Pete Pinney, Interim Vice Chancellor for Rural, Community and Native Education
Mark Meyers, Vice Chancellor for Research
Mike Sfraga, Vice Chancellor for University and Student Advancement
Karl Kowalski, Chief Information and Technology Officer
Jason Theis, Acting Director, Office of Finance and Accounting
Julie Larweth, Director, Office of Management and Budget

Date: September 24, 2013

Subject: FY14 Strategic Reinvestment Allocations

This memo provides a record of FY14 strategic investment decisions. The understanding is that the FY14 internal reinvestments will be funded by savings realized from vertical programmatic adjustments proposed by each respective area vice chancellor and the provost. The following summarizes the vertical adjustments and related anticipated savings from each area based on your communications with the Chancellor:

General strategic reinvestment pool (Vertical/Programmatic Adjustments):

Unit	Vertical Cuts
OIT	80.0
RCNE	150.0
Provost	275.0
VCUSA	280.0
VCAS	400.0
VCR	475.0
TOTAL (thousand's)	\$1,660.0

FY14 general strategic reinvestment funds will be distributed for the priority programs listed below. The cabinet distribution decision took into consideration the recommendations of the Planning and Budget Committee, prior commitments, issues identified by the chancellor's cabinet and other chancellor level priorities.

Fairbanks Campus Investments (by area) - Base Funding Allocations

VCR	
\$100,000	HP Computing/ARSC Support
200,000	Economic Development (OIPC)
65,000	Polar Studies Initiative / Arctic Analysis
Provost	
130,000	STEM Success in General Chemistry
125,000	Library Electronic Subscriptions
VCUSA	
300,000	Development, Branding, Marketing and Alumni Support
VCAS	
140,000	InfoEd Coordinator
Central	
350,000	WRRB Rent**
\$1,410,000	

Fairbanks Campus Investments (by area) – One-time Funding Allocation

Chancellor	
150,000	Student Initiative for Renewable Energy Now (SIREN) Match
\$1,560,000 Total Fairbanks Campus Strategic Re-investments	

** This relieves rental obligations charged annually to units, primarily research, to fund the related debt service

It is noted that the targeted savings projected from the vertical reductions may not fully materialize this financial year as such, we will back-fill any unrealized savings in a given area with the savings realized from delaying staff and executive positions vacated on or after May 15, 2013 for 90 days. We will back-fill gaps from the 1/3 portion of savings from this action which is to accrue at the respective VC/Provost level. It is also noted that funding from the vacancy savings is one-time money while a majority of the re-investments are base allocations. As such, base vertical adjustments need to be implemented in order to continue funding the investments in FY15 and forward.

As an example, the provost proposed two actions to achieve the \$275K in vertical reductions. While one action will likely materialize in FY14 savings of \$75K, the other action is not expected to fully realize cost savings until FY15. As such, a base draw of \$75K will be effected this fiscal year and the remaining \$200K will be funded from salary savings accruing to the Office of the Provost. In FY15, the additional \$200K will be expected to accrue centrally to continue funding the re-investment commitments for FY14.

On your concurrence, we will move forward with the distributions. Please let me know if you have any questions or if I can be of further assistance.

December 20, 2013

To: UAF faculty, staff and students

From: Brian Rogers, Chancellor

Subject: Planning to address likely FY15 budget challenges

On Thursday, Dec. 12, Governor Sean Parnell announced his 2015 budget proposal for the State of Alaska. The governor proposes some support for salary increases and minimal additional support for new facility operations, but includes a \$14.9M general fund reduction to the University of Alaska system from the FY14 budget level. If spread proportionally across the UA system, the cut would translate into an estimated \$7M reduction for UAF. This proposed cut, coupled with our need to budget for the remainder of our annual fixed cost increases and for strategic programmatic priorities, might leave us with a FY15 budget gap in the range of \$12-14M. Although the budget outlook may change when the Legislature adopts a final budget in the spring, it is important that we begin contingency planning now.

As you know, UAF is addressing a similar budget gap of \$8.5M in the current fiscal year through a series of actions. While the potential FY15 budgetary challenge is greater, and will likely require more significant cuts, it certainly is not insurmountable. However, to continue to deliver high quality education, research and public service to the communities we serve, we will need a collective commitment to do business in more streamlined, efficient and effective manner. I encourage all members of the UAF community to consider ways in which we might reduce spending and/or increase revenues. Last spring, the UAF Office of Management and Budget established a website to collect budget savings ideas. We received quite a few ideas that our budget planners will consider. If you have ideas that you have not yet submitted, please do so at the following site:

<http://www.uaf.edu/finserv/omb/budget-planning/suggestions/>.

UAF is committed to shared governance. We have an established Planning and Budget Committee, chaired by Provost Susan Henrichs and with campuswide membership representation, which reviews and recommends budget priorities. I will be challenging this group to assist UAF leadership in dealing with the revised FY15 budget outlook as well as in developing proposals for a FY16 budget.

In addition, because time is tight, I am assigning a small group of faculty and administrators to generate a list of budget reduction options for the P&BC's consideration. The list of options may include ideas submitted to the OMB website as described above. I am asking the following individuals to serve as the small Budget Options Group:

Kari Burrell, UAF Executive Officer (Chair)

Jennifer Campbell, Senior Project Manager (Facilities)

Cecile Lardon, Faculty Member (CLA) and President-elect of the Faculty Senate

David Valentine, Faculty Member (SNRAS) and President of the Faculty Senate

Pat Pitney, Vice Chancellor (Administrative Services)

Keith Swarner, Faculty and Associate Dean (CTC)

Dan White, INE Director and Associate Vice Chancellor (Research)

Deborah McLean, Director, Bristol Bay Campus (CRCD)

The group's charge is to compile a list of options and recommendations complete with budgetary impact analysis for the P&BC to consider. The UAF P&BC will be asked to recommend a prioritized shortlist of quantifiable options for the Chancellor's Cabinet review. To assist the cabinet in its review, an Executive Leadership Workshop group will be convened in the spring. The cabinet will aim to finalize decisions by May to allow implementation lead time prior to the beginning of the fiscal year in July.

Our budget shortfall contingency planning activities will follow the below schedule:

January 2014 -- Budget Options Group convenes

February 2014 -- Budget Options Group submits recommendations to P&BC

March 2014 -- P&BC submits its recommendations to cabinet

April/May 2014 -- Executive Leadership Workshop

April 2014 -- Cabinet finalizes budgetary actions

I am very proud of our university and I know that it is the combined efforts of many that make it successful. The budget reduction potentially facing our institution is serious, but is something we can work together to overcome. I look forward to receiving your budget reduction and revenue raising ideas. I also look forward to collaborating with you to best position the university for its next century of operations.

June 30, 2014

TO: UAF staff and faculty
FROM: Chancellor Brian Rogers
RE: FY15 budget actions

As we head into the next fiscal year, our budget scenario is one of the most challenging we've faced in recent years. The projected \$12 million to \$14 million shortfall for FY15 is the result of increased costs and reduced funding, including an \$8 million decrease in state funding for continuing operations and an increase in fixed costs of \$4-6 million.

In February, I asked the Planning and Budget Committee to analyze ideas put forth by the Budget Options Group and make additional recommendations to reduce expenditures to address the shortfall. Chancellor's Cabinet reviewed the findings, along with input from the campus community and public, and either accepted, rejected or modified the recommendations. A summary of the outcome is included below. The full list is available online at <http://bit.ly/uafbudget>. The deans and directors also have the full list and will work with the vice chancellors to manage the cuts in their units. The savings accrued as a result of the recommendations will be returned to those units to help cover the shortfall. All units will also need to reduce spending to cover their fixed costs increases.

Following are the budget actions UAF will take to address FY15 budget shortfalls:

Travel: \$520,000

Unrestricted travel campuswide will be reduced by 20 percent, with the exception of travel in instructional units and intercollegiate athletics, which will be reduced by 5 percent. This does not apply to travel with restricted funds, such as grants and contracts, and private funds. This reduction was made by the legislature.

Unit-level:

\$4-6 million in spending reductions, plus

\$7.1 million in revenue reductions (five percent decrease for most units)

--Chancellor's office (6 percent): \$72,000

--VC Administrative Services (6 percent): \$1.6 million

--VC Rural, Community and Native Education (5 percent): \$1.1 million

--Provost (3-5 percent): \$2.8 million

--Office of Information Technology (6 percent): \$202,000

--VC Research (4-5 percent): \$591,000

--VC University and Student Advancement (5 percent): \$736,000

Planning and Budget Committee recommendations: \$600,000 to central and the rest in units

Please note that many of the detailed PBC reductions will help units offset revenue reductions and meet spending reduction requirements. For instance, the 90-day vacancy hold will remain in effect; however any accrued savings will stay with the units to help them cover shortfalls. Supervisors should continue to evaluate and analyze vacant positions to see if the work can be addressed through shared services or other options. We also don't want to overload existing employees, so the 90-day hold will be shortened to 45 days if the vacancy is filled from the university's layoff or term-funded pools.

While I encourage you to visit the Office of Management and Budget website to see full details of the budget reductions, I want to make you aware of one that may affect you or your employees directly.

We are still working out the details, but we plan to allow UAF departments to offer 11- or 11.5-month contracts, reduced summer work schedules, or alternative work schedules to interested employees. UAF Human Resources will provide guidance. If you're interested in this option, please talk with your supervisor. You'll need to be fully aware of any effect this will have on your benefits.

Funding for the university may continue to be constrained for the foreseeable future. Our approach to this new reality is to continue to make strategic investments in areas that are most likely to generate revenue. An essential part of this effort also will be continued reviews of campus functions and programs, with an eye on efficiency and financial savings. There will be things that we can no longer afford to do. As we move forward, there will be opportunities for participation by the campus community and public.

I want to thank the campus community for providing input either by serving on a committee or by forwarding ideas to OMB. It's important that our employees are engaged in budget discussions and program reviews. Staff and faculty have provided valuable insight as we work to avoid unintended consequences and make better decisions for the future.

Thank you.



Pat Pitney, Vice Chancellor
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Administrative Services

P.O. Box 757900, Fairbanks, Alaska 99775-7500

Date: September 17, 2014
To: Brian Rogers, Chancellor
From: Pat Pitney, Vice Chancellor for Administrative Services
cc: Chancellor's Cabinet, Deans, Directors and Fiscal Managers
Re: FY15 Strategic Investment Allocations

This memo provides a record of the core cabinet FY15 strategic investment decisions. You have noted in previous communications to the campus community¹ that although UAF faces challenging budget times, we also need to provide for investments in institutional growth opportunities and other areas of strategic importance. The cabinet distribution decision took into consideration the recommendations of the Planning and Budget Committee, prior commitments, issues identified by the chancellor's cabinet, and other institutional priorities.

The FY15 general strategic investment funds will be distributed next week for the priority programs listed below. Some items are one-time distributions while others are base allocations. Ongoing funding amounts for three items are pending decisions on the FY16 state budget request (noted as FY16 SR in the table below). As in past years, these strategic investments funds are monitored separately and year-end balances will be collected to support future strategic program investments.

Strategic Investments	FY15	On-going
CNSM Vet. Med. (pending tuition revenue generation)	600,000	FY16 SR
CNSM eLearn/Math & TA support	200,000	200,000
SFOS Bridge Funding/Ocean Acidification Faculty	150,000	75,000
Online BBA/MBA	115,000	115,000
Masters of Emergency Management	75,000	145,000
Ph.D. Psychology	92,000	92,000
RV Sikuliaq ²	250,000	500,000
ACUASI ³	150,000	FY16 SR
Match Pool Research Equipment (one-time)	200,000	-
Arctic Initiatives (one-time)	400,000	-
Library eJournals (one-time)	100,000	-
Interdisciplinary Graduate Programs (one-time)	100,000	-
Title IX Compliance Officer and related support	150,000	FY16 SR
CTC Hangar Payment (one-time)	200,000	-
Subtotal	2,782,000	1,127,000

¹ 12/20/13 memo on projected FY15 budget gap and 6/30/14 memo detailing FY15 budget actions, both available online at <http://www.uaf.edu/finserv/omb/budget-planning/>

² UAF's commitment is \$500K per calendar year starting in 2015.

³ UAF is committed to a total of \$500K in FY15 (inclusive of the \$150K) to be met through other funding sources.

Nov. 14, 2014

To: UAF Faculty, staff and students

From: UAF Chancellor Brian Rogers

Subject: FY16 Budget

I would like to share with you some of the steps we are taking to prepare for another expected budget gap next year. Due to legislative funding cutbacks, enrollment decreases and limited tuition rate increases, it is unlikely that we will be able to sustain all of our programs and services next year. Even if the state maintains flat funding levels for the university, increases in fixed costs also create a budget gap. Next year, we anticipate that gap to be roughly \$14 million.

There are two ways to bridge that gap: increase revenue and cut spending. We have formed a team to explore new revenue streams. In addition, we are looking into a variety of strategies for spending reductions, including program reviews, budget reduction targets for each vice chancellor, and differential percentage reductions in unit spending.

Program Reviews

The Planning and Budget Committee last year recommended special program reviews of a number of non-academic programs and academic programs. I and members of Cabinet agreed to create committees to review the operational and/or financial models for the following programs:

- Athletics
- eLearning
- Farms and large animal care
- KUAC
- Public information, marketing and communications
- Summer Sessions and Lifelong Learning

In addition to the above reviews, I have also created committees to review:

- K-12 outreach/bridging programs
- Revenue enhancement options

Also per Planning and Budget Committee's recommendation, Provost Susan Henrichs is beginning an academic program review. That review aims to identify \$3 million in reductions from academic programs. Not all programs will be reviewed. I asked the Planning and Budget Committee to reconvene this fall and they chose programs for review based on the following criteria:

- Being among the lowest enrollment programs of their type (certificate, associate, baccalaureate, graduate)
- Decreasing enrollment of more than 30 percent in the past five years
- Being among the lowest number of graduates in the past three years for programs of their type

A few low-enrollment graduate programs were granted an exception based on levels of external research funding and a few grant-funded certificate and low-cost programs were also excluded.

The following 46 academic degree and certificate programs, nearly a quarter of UAF's total offerings, have been selected for review:

- * Arctic Engineering MS
- * Automotive Technology Certificate
- * Chemistry BA and MA
- * Community Health Certificate and AAS
- * Cross-cultural Studies MA
- * Dental Assistant Certificate and AAS
- * Dental Hygiene AAS
- * Drafting Technology Certificate and AAS
- * Electrical Engineering MS and MEE
- * Engineering Management MS
- * Environmental Engineering MS
- * Environmental Quality Science MS
- * Geography BA and BS
- * Geological Engineering MS
- * Inupiaq Eskimo BA
- * Instrumentation Technology Certificate
- * Journalism BA
- * Linguistics BA
- * Mathematics BA and Ph.D
- * Mining Engineering MS
- * Mineral Preparation Engineering MS
- * Music BA and MM
- * Native Language Education Certificate and AAS
- * Philosophy BA
- * Physics MS and Ph.D
- * Power Generation Certificate
- * Safety, Health, and Environmental Awareness Certificate
- * Science Management MS
- * Sociology BS
- * Space Physics Ph.D.
- * Statistics Graduate Certificate and MS
- * Theater BA
- * Yup'ik Eskimo BA
- * Yup'ik Language Proficiency Certificate and AAS
- * Yup'ik Language and Culture BA

During the program review process, each program will have an opportunity to provide evidence that its continuation is crucial to UAF's mission. Review committees will also have a range of quantitative information about the program, its students and its faculty. The review will go through a faculty committee, a dean and director committee and finally Chancellor's Cabinet. The programs will be selected for discontinuation; continuation with improved cost-effectiveness; or continuation without major change.

It's important for all of us to reassure students that even if an academic program is discontinued, students will have an opportunity to complete their certificate or degree. This is the fair thing to do and we are required to do this under our accreditation.

Additional information about all of the special program reviews is available on the Office of Management and Budget website (<http://www.uaf.edu/finserv/omb/>) and will be updated regularly.

Budget Reduction Targets

Because the savings realized through program reviews will not be sufficient to close our expected budget gap, I have asked each of UAF's vice chancellors to identify state-funded services and programs that could be reduced or ended if state funding to the university does not keep pace with our growing costs. The initial reduction targets I have provided to the other vice chancellors follow:

- Administrative Services and Facilities - \$1.5 million
- Chancellor's Office - \$280,000
- Research - \$600,000
- Rural, Community and Native Education - \$1.1 million
- University and Student Advancement - \$740,000

Differential unit spending reductions

While we won't know our state funding levels until this spring, it is likely we will also impose some differential unit spending reductions. Although these may be necessary, I and my leadership team decided it was best to mitigate those reductions by first doing the work necessary to make informed, targeted reductions.

We are working to develop our plan earlier this year than in past years, to allow sufficient time to plan prior to the beginning of the new fiscal year in July. I have asked that initial recommendations from all of the special program reviews and from each of the vice chancellors be provided to me and Cabinet by January 9, 2015. I plan to craft an initial budget plan that can be released before the end of January. After we have the final budget allocation from the state at the end of April, we will refine that plan to reflect actual funding levels.

We want to remain Alaska's best university despite the difficult times ahead, and although we must make tough choices, we want to be thoughtful and strategic in those choices. I encourage you to share your ideas. UAF's Office of Management and Budget has developed a form for gathering input, which may be accessed here: <http://www.uaf.edu/finserv/omb/>.

Budget cuts are painful. UAF has been through difficult budget times before, and likely will again. Our long-term success as an institution doesn't rest solely on our current funding levels, but rather on how well we position ourselves for the future. I am proud of UAF and I know that we will successfully weather these challenges.

UAF-Staff-L mailing list

UAF-Staff-L@lists.alaska.edu

Jan. 13, 2015

TO: UAF staff and faculty

FROM: UAF Chancellor Brian Rogers

SUBJECT: FY16 Budget

In November, I shared with you a first glimpse of the budget scenario for the upcoming year. As we gear up for a busy spring semester, I would like to provide you an update on our efforts to prepare for an increasing revenue gap for FY16. We are facing a number of challenges:

--Multiple years of cuts

--A potential decrease in state funding of 7-10 percent in FY16

--An increase in employee compensation costs of \$9 million, of which the university historically pays half the cost

--Fixed cost increases of \$5 million

--Strategic investments into priority programs — \$1.5 million

During the first part of this fiscal year, we worked to prepare for a third year of cuts right around the \$14 million mark. However, due to the drop in the price of oil, our shortfall will likely be higher. It could be as much as double what we had been expecting.

The impact of this budget landscape is large — cuts equivalent to losing all general fund dollars supporting our three largest schools.

We are obviously not planning to cut our three largest schools. I am simply sharing this information with you because understanding the scale of our challenge ahead is an important part of our ability to plan for the future.

In addition to looking at ways to generate additional revenue, we have also enlisted a variety of strategies to reduce spending, including special academic program reviews, nonacademic program reviews and budget reduction options being considered by each vice chancellor. I have been meeting with each of them to discuss the specific options they are considering.

I want to thank the many staff and faculty members for their work on the program reviews. This analysis is essential to the overall planning process.

In the meantime, it will be up to us to determine what we value as an institution and what will best drive growth and prosperity, not just at UAF, but throughout the state of Alaska.

We will likely be a smaller institution in the coming years, but must continue to offer quality programs and services to the benefit of Alaskans.

I am convinced that the university is part of the solution to our state's challenges. Smart investments in our university today will help the state diversify its economy and build a strong tomorrow.

Additional information about the special program review is available on the Office of Management and Budget website at www.uaf.edu/finserv/omb/ and will be updated regularly.

If you have ideas about potential cost savings, revenue generating ideas or thoughts surrounding the special program review, please submit them via the FY16 Budget Feedback form at www.uaf.edu/finserv/omb/budget-planning/suggestions/.

Patrick Gamble, President
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UNIVERSITY
of ALASKA
Many Traditions One Alaska

202 Butrovich Building
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P.O. Box 755000
Fairbanks, AK 99775-5000

January 12, 2015

The Honorable Bill Walker
Office of the Governor
P.O. Box 110001
Juneau, AK 99811-0001

Re: University of Alaska 5% and 8% Operating Budget Reduction Scenarios

Dear Governor Walker,

The Governor's Office and the legislature have consistently supported the university's efforts to update, streamline, and improve Alaska's higher education system by supporting our investments in areas where there is a compelling need to eliminate barriers to student success. Shaping Alaska's Future, the culmination of self-assessment efforts begun in 2011 and officially adopted as Board of Regents' policy last June, is UA's strategic commitment to continuous improvement. It is a performance plan for overcoming the tough terrain ahead, it will continue to guide decisions about people, programs and resources at UA for years to come, and the outcomes will derive primarily from the collaboration and coordination efforts among three very fine universities. Shaping Alaska's Future is supported by a dedicated Board of Regents who are passionate about their part in managing a thriving higher education institution in Alaska.

In 2015, UA's performance measurements began to confirm earlier indications of real performance improvements that had been initiated as far back as four years ago. Improving metrics are a validation of the legislature's investment in the changes we are implementing, such as efforts to improve graduation rates, streamline administrative processes, provide better student services and create a much better university experience for all our students. A small sampling of achievements thus far include:

- A graduation rate that is nearly 12 percent higher than the rate in FY10, and now in some cases exceeds the national average.
- Degrees and certificates awarded in FY14 at an all-time high and a 31 percent increase since FY10.
- Engineering degrees up 25 percent from FY10.
- Health degrees up 20 percent from FY10.
- Teacher education degrees, certificates, and licensures up nearly 27 percent since FY10
- Degrees in high-demand job areas up 22 percent since FY10.

- Online academic offerings at the highest level ever -- 129 programs
- Several national level recognitions at all three universities over the past two years for top performance and top faculty achievement.

In addition, we have received more than \$650 million in highly competitive federal research grants since FY10 and we've increased our efforts and success at drawing more private support. Over the last five years, alumni giving increased by 100 percent. Private donations at \$23 million were up 32 percent over FY13.

We have recorded a great deal of institutional and reputational success over a short period of time, but there is still much to be done. However, now Alaska is facing unforecasted, unprecedented and extended economic risks. Addressing those conditions through the state budget will affect the entire university system in a fundamental way. Our challenge is to keep on maintaining a level of sustainable momentum and above all not slip backwards. To do that we must identify and protect a restructured and sturdy solid core of high demand, high quality, balanced, affordable education and training offerings across the UA System, as well as support a cadre of faculty and staff that can see us through. At the same time we realize that UA is going to have to reconsider providing all things to all students, including the likelihood of adjusting overall program choices downward.

UA has already taken on substantial program prioritization reviews and has eliminated millions of dollars of expenses through other efficiencies and reductions. In FY15, this effort allowed us to manage a \$17 million state general fund baseline (-4.6%) reduction and to absorb an additional \$11 million in annual fixed cost increases. To continue on with even greater reductions in and beyond FY16 will challenge us to recast our entire UA portfolio of education and workforce development programs. In that endeavor we will not entertain any compromise of the high standard of education and workforce training that is currently afforded our students. At the beginning of each new day it remains our top priority.

This year's FY16 Board of Regent's operating budget had intended to continue UA's aforementioned progress toward mitigating the pressing educational issues we face in Alaskan higher education as we move along the path to attaining the high-payoff effects foreseen in Shaping Alaska's Future. It contained a very modest increase to the adjusted base for contractual and fixed costs, plus a carefully scrubbed program request designed to continue what was working well. For example, we reinvested in student advising and degree completion efforts that are currently demonstrating significant student achievement as a result of prior years' cumulative funding. The Regents' budget also continued to invest in education and workforce programs; in teacher education; health education; mining; and the fisheries, seafood, and maritime industries so we can meet the strong employee and skill demands we are receiving from all across Alaska. Our Board of Regents' capital budget request advocated for three very urgent capital investments. First, we asked to continue the state's long-term commitment to fund deferred maintenance. Second, we had hoped to obtain funding for completion of the UAF Engineering Building. Third, we requested special attention be directed toward State funded research that is directly related to Alaska's economy and that can be conducted here in Alaska by UA before it is offered to out of state universities or businesses. UA research is preeminent in potential revenue

Appendix 4.D.3

The Honorable Bill Walker

January 9, 2014

Page 3

producing and safety activities such as: unmanned aircraft systems utilization, alternative energy, space physics, remote power, micro-grid development, arctic sustainable development, and earthquake and tsunami awareness, to name a few.

All that said, unfortunately it would appear the Regent's budget (the so called Redbook) is entirely incompatible with \$50 oil and a state budget deficit north of \$3.5 billion so far. UA may have to reconsider near exigency level actions to confront the likely realities we expect to see in the Governor's amended budget in February. In that vein, the enclosed materials are designed to broadly illustrate the financial and functional nature of UA's response to OMB guidance. We translated percentages to dollars and dollars to "equivalencies" that better illustrate the magnitude of the functional decisions we will need to make in FY16 in order to offset the scale of the projected annual system wide reductions. The three universities and statewide have been charged with assessing the reduction impacts on staffing, activities and programs. Their findings will be discussed with the BOR in January. Timing wise, no actual actions can occur before they are carefully examined and accepted by the Regents of the University of Alaska.

In summary, the chancellors and I agree that in light of the predictions for tough sledding well beyond 2016, our goal must be to reach the State's eventual economic turnaround in an organizational condition healthy enough to make a successful recovery right along with Alaska. That means a strong university system "core" must be preserved throughout the period, quality must be preserved throughout that core, and a right-sized cadre of faculty and staff must be retained across the UA system to do the preserving. For example, we feel arctic research, a niche unique to UA, and of national/international importance, should be held harmless from too heavy a red pen. We agree that reputational degradation is a significant risk to UA's future. There would be an exodus of faculty, staff, and students and recruiting would dry up. The robust and competitive academic hiring we observe going on today in the lower 48 would leave us to pick among those unable to get work elsewhere. Tuition revenue would tumble along with headcount. Return earned on the tens of millions Alaska has invested over a dozen years to retain its sons and daughters to be educated and employed in-state would run its course. Ultimately, the recovery we had hoped to protect might take years and then only after a badly damaged institutional reputation was somehow repaired first. This scenario is not meant to be theatric. It happened to UA beginning early in the 1990s followed by "the desert years," and we still have not fully recovered. In simple terms, we are subject to the cultural and market driven organizational dynamics of higher education. So ... our goal is not just to meet each annual budget one at a time over 4 or 5 tough years. Our strategic goal for Alaska's university system must be to shape conditions for a successful recovery, starting in February.

Respectfully,



Patrick K. Gamble

President, University of Alaska System

enclosure

FY14 Cost Savings, Efficiency Efforts & Service Reductions - Revised with FY15 Items Appended October 2014

During FY14, UAF increased efforts to identify cost savings and cost containment measures, maintained conservation and sustainability initiatives as a high priority, implemented process improvements, and continued to explore new revenue opportunities. In addition to these regular management practices, UAF continued momentum on priority programs in alignment with the UAF Strategic Plan and UA Shaping Alaska's Future initiatives.

This report will address:

- The FY14 budget gap
- Vertical reductions & strategic investments
- Major impacts
- Unit reported savings in staffing & operations
- Business process improvements
- Shared service models
- Academic programs, research & administrative services reviews
- Utilities, energy & resource conservation efforts
- FY15 expectations & planning actions
- FY15 actions appended, as many additional items are currently in progress or under review

The FY14 budget gap was projected at \$8.5 million; UAF created a plan to strategically and prudently reduce expenses to manage this gap beginning in early 2013. Generating new revenue and leveraging every state invested general fund dollar are key components to this management, and there are some areas where revenue potential is increasing.

Tuition revenues in FY14 were relatively flat as enrollment dropped slightly and that was compounded by a low rate increase. Tuition is the most important source of non-general fund revenue for most academic units and instruction is their largest expense.

Table 1. Summary Table - FY14 UAF Budget Actions Completed or In Progress

FY14 Cost Savings, Efficiencies & Service Reductions			
	Base	Vertical Reductions by VC Level	\$ 1,660,000
	Base	Reduced Off-Campus Leases - Target (in progress)	\$ 300,000
	Base	Energy Management - Target (in progress)	\$ 500,000
	Base	Unit Reported Savings	\$ 4,589,300
Subtotal Base Reductions			\$ 7,049,300
	One Time	90-Day Vacancy Holds	\$ 3,000,000
	One Time	Staff Benefit Savings	\$ 2,700,000
Subtotal One Time Actions Used for Reinvestment			\$ 5,700,000
Total FY14 Cost Saving Actions - Completed or In Progress*			\$ 12,749,300
*Some items represent FY14 targets; savings will continue to accrue as leasing agreements are ended, or energy efficiencies are implemented and time is necessary to recoup savings. One time savings were used to shore-up increasing debt service obligations and other strategic investments. This list does not include all FY15 items; FY15 actions are appended to this document in summary format.			

Guidance from the Provost (Henrichs) to the academic units began in February 2013:
<http://www.uaf.edu/finerv/omb/budget-planning/Provost-Henrichs-Memo-to-Faculty-on-FY14-Budget-Challenges.pdf>

This message and status was followed by updates from the Chancellor (Rogers) in April 2013:
<http://www.uaf.edu/finerv/omb/budget-planning/Chancellor-Memo-Planning-to-Address-FY15-Budget-Challenges-BOG-20Dec13.pdf>

Details of the FY14 gap (Table 1) were shared with the UAF community via a guidance memo from the Vice Chancellor for Administrative Services (Pitney) in May 2013:
<http://www.uaf.edu/finerv/omb/budget-planning/vcas-fy14-budget-memo-may14.pdf>.

Table 2. UAF FY14 Budget Gap Projections (May 2013)

Increasing Expense			Increasing Revenue	
\$7.4	Compensation		Compensation (GF)	\$3.7
\$2.4	Murie Operating		Murie Operating (GF)	\$2.3
\$0.6	Programs		Programs (GF)	\$0.6
\$2.5	Utilities		Tuition	\$0.8
\$3.2	Debt Service		Federal/ICR	\$0.5
\$1.5	Other Obligations		Other Revenue	\$1.2
\$17.6	Expense		Revenue	\$9.1
Budget Gap		\$8.5	Million	

Instead of imposing a university-wide department pullback, the following actions were employed to create long-term savings to address the gap, numbers listed are targets:

- Delayed employee hires for 90 days to maximize vacancy savings: \$3.0M
- Reduced off-campus lease obligations: \$0.3M
- Reduced expenses through energy management: \$0.5M
- Implemented specific reductions to programs and services: \$1.5-1.9M
- Utilized staff benefit savings: \$3.0M
- Managed year-end and central reserves to pay debt: \$1.2-\$1.7M

Actions taken in FY14 are yielding one-time and continuing savings that address the gap and provided a small amount for reinvestment into UAF's highest priority programs. Reallocation and reinvestment are critical and ongoing functions as part of annual budget management activities at UAF.

As many of these changes take time to implement, some of these savings will only be fully realized in future years. Similar actions are already in motion for FY15 and FY16, as there was a substantial decrease in the operating budget appropriation for FY15 and there is potential for further reductions in FY16.

Vertical Reductions & Strategic Investments

UAF leadership made a decision in FY14 to apply variable reductions, rather than utilizing an across-the-board (ATB) approach to gather funds for the internal reinvestment pool.

Table 3. FY14 Targeted Variable Reductions by VC Level

Reductions Target as a % of Unrestricted Revenue	
Chancellor	1.5 to 2.0%
VCAS/Facilities	1.5 to 2.5%
OIT	1.0 to 1.5%
Provost	0.5 to .75%
VC Research	.75 to 1.5%
VC USA	1.0 to 2.0%
VC RCNE	0.5 to 1.0%
Savings Required	\$1.5M to \$1.9M

The FY14 vertical reductions totaled approximately \$1.66 million. Several organizational changes resulted from the FY14 vertical reductions, including:

- Administrative Services
 - o Reorganized Dining & Polar Express; eliminated vacant positions
- Office of Information Technology
 - o Service consolidation & downsized support
- University & Student Advancement
 - o Downsized Career Services
 - o Merged Alumni Relations & Development
 - o Eliminated Athletics administrative position; reduced travel
- Provost's Office & academic programs
 - o Eliminated administrative, support & faculty positions
 - o Merged SNRAS & CES into School of Natural Resources & Extension (SNRE)
- Rural Community & Native Education
 - o Reduced all community campus budgets by 0.7 percent
- Research
 - o Eliminated VCR administrative position
 - o Discontinued ARSC reallocation; GI merger

Base funding investments were made in economic development, arctic research and high priority areas, including: the Office of Intellectual Property & Commercialization, high performance computing, polar studies arctic analysis initiatives, library electronic subscriptions, development, branding and alumni support, an InfoEd electronic pre and post award system (a recommendation made for increased efficiency for grant processing) and to jumpstart STEM success in general chemistry with faculty support.

One base investment was made for West Ridge Research Building (WRRB) rent, to alleviate charges to units on an annual basis for occupancy of this West Ridge space. A one-time investment was additionally made to support student sustainability initiatives as part of the Chancellor's commitment to renewable energy (via SIREN – the Student Initiative for Renewable Energy Now).

Major Impacts

Based on the budgetary conditions, listed below are some examples of major management themes or areas impacted from a fiscal perspective in FY14. Business process improvement and other efficiencies are addressed later in this report, as those have been ongoing.

Personnel, Vacancy Management & Reallocation

- Starting in May 2013, UAF employed a 90-day vacancy hiring delay for all staff positions. UAF deans, directors and executive leadership have been carefully reviewing each position prior to refill. Where opportunities to restructure exist, deans and directors were encouraged to implement them or consider shared service models via collaboration with other units. Many units are actively pursuing optimization efforts and in some cases are choosing not to refill vacant positions in order to meet other programmatic or service needs. Units are also choosing to reduce services where appropriate.
- Most of the expenditure reductions in FY14 were due to reductions in personnel; savings were reallocated through the 90-day vacancy holds to help close the UAF budget gap.
- Some layoffs have been necessary due to the funding reductions, however the majority of employee reductions were due to resignation or retirement, or where adjunct faculty or term appointments that were not renewed.
- Vacancy savings are expected in FY15 as additional resignations, retirements and layoffs in some areas occur - reallocation when vacancy exists is a regular practice for funding other critical one-time priorities or areas of UAF need, but is not necessarily a long-term solution unless positions are eliminated in the process.
- Staff reductions have increased the work responsibilities of those remaining, making business process improvements extremely critical to preserve quality customer services; in some cases, services are being reduced.
- Full-time tenure line faculty have been replaced with term or adjunct faculty in some cases; this reduces the cost of instruction but also reduces the research capacity of affected units. The consequences of faculty reductions include fewer course offerings, which in the long term can make it more difficult for students to complete degrees on time.

Faculty & Academics

- Schools and colleges are making choices to optimize faculty effort and have elected to hire faculty with higher instruction workloads in order to teach more classes, or hire term and adjunct faculty in certain program areas to increase offerings to students at a lower cost than using tenure track faculty. These changes do not adversely impact accreditation or academic program quality standards. These decisions, however, do reduce UAF research capacity slightly.
- The inability to refill some vacant faculty positions or hire adjuncts is increasing some faculty teaching loads and decreasing research workload, which also reduces research capacity.
- Schools and colleges are increasing revenue through adding course sections, mainly in online instruction.
- Schools and colleges are cancelling more courses with low enrollments, if possible, or offering directed study (vs. the standard lecture format) instead.

Changes in Service & Operational Reductions

- A popular summer outreach program, the Alaska Summer Research Academy (ASRA), for high school students, was reduced.

- Hours in some facilities (e.g. the Library, Museum and Wood Center) are shorter, reducing service to students and the public.
- A reduction in purchases of supplies and equipment is typical in many units; however, it is uncertain at this time if these reductions will result in long-term sustainable savings. Some purchases can be deferred but not avoided entirely.

Reduction in Off Campus Leases & Space Optimization

- A reduction in off-campus leases with greater effort to move units onto the Fairbanks Campus is producing savings; however, there is some cost of renovation/co-location as part of a push to optimize use of space.
- An in-depth space survey and use analysis is underway in FY15.

New Revenue Opportunities

- Starting with the reorganization of technology transfer efforts at UAF in 2011, the Office of Intellectual Property and Commercialization (OIPC) has begun a vigorous intellectual property identification and commercialization effort. The effort led to over 180 invention disclosures and 43 licenses over the past three years. There were 75 invention disclosures in FY14 alone, with seven patents filed by UAF and two awarded. Over 90 percent were licensed to local or Alaskan businesses and two new companies were created, contributing to Alaska's economic development. Disclosures and licenses are currently at rates at or above those of peers.
- Academic and extension programs have secured an additional \$280,000 in revenue through changes to faculty workload to increase teaching, providing non-credit contract education and shifting academic-year faculty salaries to grant-funded sources where appropriate.

Unit Reported Savings in Staffing & Operations

As a result of, and in addition to, the vertical targets, units were encouraged to manage the gap strategically. Many unit leaders reduced spending by delivering services more efficiently; in some cases, services have been reduced or eliminated. Shared service models were also explored and are addressed specifically later in this report. Efficiency is not the sole objective. Effectiveness and quality of service are also considerations as part of this organizational change.

Many units self-reported an impact to staffing (via full-time equivalency, FTE) and reductions to fixed costs or operations in FY14. Excluding the FY14 vacancy hold impact, the following table is an overview of some of the savings generated in the various units. Some of the FTE impact is due to unfilled positions after retirements or resignations. In FY14, there are few cases where employee layoffs were necessary; however, layoffs are expected to increase in FY15 as state revenue declined and costs continue to increase.

Table 4. FY14 Unit-Reported Savings Used for Reallocation

FY14 Unit Reported* Savings	FTE	Salary & Benefit Savings	Operating Efficiencies	Total
UAF Summary	53.23	\$ 4,015,900	\$ 573,400	\$ 4,589,300
*Excludes FY14 90-day vacancy hold savings/reallocation; not all units reported for FY14 as many are experiencing full results of reductions in FY15 and savings fall outside the scope of this report.				
**Excludes use of central reserves to pay FY14 debt service and mitigate gap.				

Business Process Improvements

One of the goals of the Administrative & Support Review was to identify common processes to streamline that would improve overall administrative effectiveness. Since 2010, a full-scale process improvement methodology has been adopted and a growing team of UAF facilitators has worked to lead several institutional movements promoting change. Major projects and outcomes as a result of this effort are listed below.

The Process Improvement & Training (PIT) Crew creates a workflow diagram for an identified inefficient business process with a team of experts in applicable areas. The PIT Crew facilitator(s) then helps the work team develop and manage an implementation plan to achieve improved processing results. These efforts represent bottom-up change developed by the process owners, supported at the highest levels of the organization.

This framework has been extremely successful at UAF thus far. UAF can be more successful in these efforts with increased support and response from the UA System Offices. UAF alone can make changes where it has influence over the process, but often cannot make necessary changes to the technology tools or enterprise systems unilaterally. Greater partnership and improved governance in this area are expected in FY15.

Accountability & Continuous Improvement

UAF, in partnership with UAA and UAS, submitted two memos in June and July 2014 to the UA System Office asking for greater accountability and collaboration for large-scale automation projects. These memos challenge UA leaders to work with campus leaders to improve efficiency, effectiveness and quality of service with respect to enterprise systems, technology tools, governance and access to UA systems in order to get work done faster within a culture of continuous improvement. Reducing cost in this environment will become easier and the change aligns with Shaping Alaska's Future initiatives. In early FY15, this call for improved collaboration received the support of President Gamble. Implementation plans and work teams will likely be formed in the fall/winter of FY15.

Grant Award Set-Up

- Paper budget forms for grant set-up were eliminated and department grant techs are empowered to enter grant budgets directly into Banner. UAF will continue to refine this solution with greater unit level access to Banner or enterprise systems for data entry. This eliminated a paper submission process and several approval layers which commonly took between 30-60 days.
 - o Working to reduce this time to within one to two business weeks will result in the ability for a researcher or Principal Investigator (PI) to spend sponsored award dollars (restricted funds) as fast as possible after the award documents are received. This

enables faster hiring before the summer field season, timely equipment purchases and faster indirect cost recovery generation.

- Pre and post-award offices were merged in January 2014 under new leadership; this organizational change is creating more transparency (and fewer independent touch points) in the transition from proposal submission to award management.
- An electronic system creating a single point of entry and submission for proposals is being implemented. InfoEd, an electronic pre-award module, allows researchers and pre-award technicians to enter information into one system that, after review by compliance experts, can be submitted directly to the applicable agency or sponsor without going through any separate or unique external submission websites (such as grants.gov). This eliminates several process touch points, ensures transparency in proposal submission, uses standard formats and results in a higher degree of accuracy in submitted information. As a result of this tool, reporting will also be improved.

Recruitment

- To increase consistency in the recruitment process, Vice Chancellors (VC) and units were asked to complete a standardized delegation template indicating which positions within each unit require review. To date, unit templates are available and each VC and Provost have completed these delegations. HR has also developed standardized memos and scoring templates for PPA use.
- To alleviate complaints of losing entered information upon being “timed-out” of the UAKJobs recruiting system, the time-out period has been extended from 30 minutes to one hour for data entry. Regular “saves” while entering data are still advised to prevent loss of information in the event of a time-out.
- In an effort to eliminate multiple levels of approval for some recruitments, the process for direct appointments has been streamlined. This improvement has reduced time for hiring a position via direct appointment from an average of several weeks to an average of three days and cut the cost of processing a direct appointment in half (an effort savings of more than \$200 per direct appointment). HR is examining other positions to eliminate redundant approvals where they exist.
- Recruitment references for PPAs have been improved online and a PPA Training Academy is in development. The goal of improved and specific HR training will include a shift of recruitment responsibility (and access to complete the work) from the central UAF Human Resources Office to the departments.

Procurement

- UAF implemented a procurement technician (P/T) training program in FY13 that was expanded to a new group of fiscal employees in FY14. The course provides in-depth procurement training to select staff (typically in high volume or specialized departments) across campus. When training is complete, the member “graduates” and is granted increased procurement accesses within Banner so high volume units can complete more of the work as a first line of support rather than funneling work through the central office. This saves both time and effort at the department and in the central processing office. It also allows for a higher degree of customer service with researchers, faculty and staff at the unit level.

- At UAF's request, notification emails were enabled in Banner to better track purchasing and payment workflows from the requisition stage - to purchase order - to vendor payment. This process improvement automation has been employed across the UA System and allows fiscal technicians in departments to get automatic information, which enables faster communication and department self-service with existing UA tools.
- Additional results are expected as this team is currently drafting a business case with recommendations for further improvement. The business case is targeted for fall 2014.

Travel

- Travel teams are exploring opportunities for volume discounts (or strategic sourcing) for frequently used travel related expenses (airfare/hotels/car rental).
- UAF is exploring a "one card" procurement credit card to mitigate inefficiency between procurement and travel processes; moving to a one card would also allow for additional revenues received in rebates, administration efficiencies for card management and improved reporting.
- UAF has recommended improvements to the Travel Expense Management (TEM) system administered by Statewide Financial Systems. Integration between TEM and the UA records management software (OnBase), so travelers can upload receipts electronically into the system, is a request currently in progress at the UA System Office with expected results in fall 2014. Improved access to TEM for those that manage travel workflows and ease of use for UAF travelers will be determining factors in whether continued improvement with this tool is possible.
- Additional results are expected as this team is currently drafting a business case with recommendations for further improvement. The business case is targeted for fall 2014.

Campus-wide Training

- In late FY14, a campus-wide committee was created with representatives across all administrative and service areas. The committee will inventory all of the UAF-based administrative training, coordinate a centralized location for all training material, will evaluate and recommend how to integrate required training and developmental training into employee career development plans and position descriptions, will evaluate delivery tools and will submit recommendations for an improved and sustainable training model with a tracking system for the UAF campus. As training is consistently identified by employees as an area that needs improvement, UAF expects to see results from the project team take shape in FY15.

Shared Service Models

In FY14, UAF made significant progress in its review of highly-used workflow processes, in an effort to improve efficiency in several key areas. Shared services are a goal UAF and were implemented in a few locations. Shared service models offer consolidated business operations that are used by multiple parts of the same organization. The goal of a shared service model is to allow each business unit/department to focus its limited resources on activities that support the UAF mission. Shared service models also support process improvements through use of best practices, highly trained staff specialized in service delivery and backups for critical functions.

- The UAF Proposal Development Office is a newly formed service center focused on research support for Principal Investigators (PIs) and research related staff. A consolidated service

hub built from voluntary collaborations in several research institutes (e.g. Geophysical Institute, School of Fisheries & Ocean Sciences and College of Natural Science & Mathematics) will allow for improved expertise with sponsors/funding agency requirements, staff cross training, workload balancing, professional proposal preparation and budget development, and a higher level of customer service. Improvement in this area is expected to help increase the volume of outgoing high-quality research proposals, which in turn, will assist with revenue generation and funded awards.

- UAF Housing and Dining operations were reorganized. As a result of consolidating the two offices, the Polar Express student ID services were moved under the Office of the Bursar and one position eliminated. Parking Services was also moved under the Office of Bursar, realizing additional cost savings and process efficiencies. The goal of this consolidation was to make headway in creating a "one-stop-shop" for all student-related support services i.e. billing/payments, parking services, polar express ID services, dining, etc.
- The PIT Crew in collaboration with the UAF Office of Management and Budget (OMB) created a shared services guidance document to help UAF Deans & Directors explore possible ways to implement these partnerships, service hubs or centers as most appropriate for the business in UAF locations: <http://www.uaf.edu/finserv/omb/process-improvement/shared-services/>.

Academic Program, Research & Administrative Service Reviews

Academic Programs

In accordance with BOR policy (P10.06.010 Academic Program Review), the Office of the Provost conducts assessment of all instructional programs with respect to quality, efficiency and contribution to mission and goals. This regularly occurring five-year cycle is the most established review process at UAF and serves as a model for other reviews.

- In FY15 an accelerated and special program review will be conducted as an outcome of the PBC and Chancellor's Cabinet recommendations. This review will focus on lower enrollment programs, cost for delivery, centrality to mission, importance to research, and employer demand. These accelerated reviews are slated to begin in fall 2014.

Research

In the fall of 2013 and in response to the Board of Regents, Chancellor Rogers charged the Vice Chancellor for Research to develop and implement a framework for regular and ongoing research program reviews, similar to the academic program review process that occurs under the direction of the Office of the Provost. While research units were included in such past reviews as "Missions and Measures", and "Annual Unit Planning", a formal research program review had not been previously conducted.

- In the months leading to November, a set of guidance documents were developed based generally on academic program review for consideration by a task force. In November 2013, a research review task force produced revised versions of instructions for program review for research units (e.g., institutes) and research support units (e.g., Office of Research Integrity). Both of these documents, along with guidelines for reviewers were posted on the VCR's UAF website and advertised for public comment for the month of February 2014. Comments and suggestions were incorporated into the documents and were then reviewed by Chancellor's Cabinet members in March.

- In May 2014, a new research program review task force was appointed by nomination and was designed to include representatives of staff council, faculty senate, financial services, the Chancellor's office, research institutes and programs, facilities services and the Planning, Analysis, and Institutional Research (PAIR) office.
- Each of the research and research support units reviewed were provided with copies of the program review guidelines as appropriate for their function. All of the units were reviewed based on their performance over the FY 09-13 period.
- One of the goals of the research review is to establish a sustainable process and five-year review cycle, similar to the academic program review.
- The first report is slated for September 2014 and will inform future review criteria and processes for evaluation of research and research support programs.

Administrative Services

Administrative & Support (A/S) Reviews are a regular and ongoing annual activity. Using baseline data from 2008 through 2014, UAF conducted an analysis of administrative and support staffing levels and trends in August 2014. Review of administrative and support capacity has three primary goals: 1) to inventory UAF FTEs in these job categories, 2) to develop criteria to rate importance, efficiency and effectiveness among functions, and 3) to identify common processes to streamline.

- To date, UAF has reduced FTEs in traditional administrative and support areas such as: administrative generalists/specialists, fiscal managers/technicians, human resources, procurement, police, fire, environmental health & safety and facilities staff.
- UAF has made several targeted investments, however, in student services (advising and student services), marketing and communications (outreach/branding), and development staff (fundraising efforts) as part of UAF strategic initiatives.
- Expanding this review for functional position analysis and using the data set to further explore shared service models is targeted in FY15.

Utilities, Energy and Resource Conservation Efforts

Sustainability and energy conservation has been and continues to be a major initiative for UAF. UAF consistently seeks input from the Fairbanks community and rural campus areas, and works with Facilities Services, schools/colleges and student groups to implement as many reasonable ideas as possible. A few examples of FY14 efforts include:

- The Murie Building is a zero-waste facility and uses 40 percent less energy than other buildings on campus. The Wood Center is targeted to be the next zero-waste building. Murie, the Wood Center addition and the Engineering Building have extremely energy efficient, modular thermal envelopes (walls and roof). They employ a curtain wall system that is very efficient and is designed and assembled in Fairbanks.
- The UAF Office of Sustainability funded a project to convert the high-pressure sodium light fixtures in the CTC Parking Garage to energy-efficient LED fixtures. This replacement will result in a decrease in maintenance needs of the lighting and up to 50 percent reduction in power consumption. The expected payback time is between five to six years, with an annual savings of \$25,000.

- Utilities installed a new ash mixer at the UAF Cogen Heating & Power Plant (CHP). This new equipment mixes in a batch mode, which means it fills with ash then adds water, mixes and then dumps for transport. While the mixer fills with ash, the expelled air is captured, reducing fugitive ash and dust problems. This new equipment allows for improved air quality. Other significant improvements are expected as the CHP upgrades move forward with FY15 funding.
- An UltraViolet (UV) light water disinfecting system was installed at the Patty Pool resulting in cost savings and reducing the use of pool chemicals.
- As a pilot program, the custodial cleaning schedule for a block of campus buildings was changed from nighttime to daytime cleaning. This will result in energy savings on the Fairbanks Campus as fewer building lights will be on at night and employees will be able to build relationships with custodial staff.

FY15 Expectations & Planning Actions

All FY15 reports produced as a result of the extensive process used for generating reduction actions and revenue ideas are posted online: <http://www.uaf.edu/finserv/omb/budget-planning/>

A summary list of FY15 actions in progress or under review is appended to this document.

Budget Options Group & Process

In December 2013, Chancellor Rogers appointed a Budget Options Group to identify and assess both budget reduction and revenue enhancement options. The group identified areas unique to UAF's mission and competitive strengths that should be maintained and/or enhanced. The group then reviewed and analyzed a range of budget ideas submitted from a variety of sources and forwarded a list of options to the UAF Planning & Budget Committee (PBC) for its consideration.

Planning & Budget Committee (PBC)

This year, the UAF Planning & Budget Committee (PBC) was charged by the Chancellor with reviewing and assessing the options provided by the Budget Options Group. In March 2014, the PBC agreed to guiding principles and a decision process. About twenty additional budget reduction items were added to the initial Budget Options Group list, either by committee members or by other individuals from across the campus community. The PBC rated the reduction/efficiency options and passed those ratings and an evaluative review to the Chancellor's Cabinet in May 2014. Broad feedback was collected and reviewed.

Budget Actions to Address FY15 Shortfalls

Chancellor's Cabinet, with input from those attending the Executive Leadership Workshop in May and broad community response, produced a list of budget actions for implementation in FY15 and FY16+. Some items can be implemented immediately, while other processes will take longer. For example, degree programs cannot be eliminated without a program review, according to Regents' Policy. The PBC has developed criteria for choosing programs to undergo a special program review, which began in Fall 2014.

Travel Reductions

To meet specified Legislative intent in FY15, UAF has reduced 20 percent of budgeted unrestricted travel (approximately \$520,000) in all units except in instructional expenditure categories and intercollegiate athletics. For instructional expenditures and intercollegiate athletics, travel will be reduced by five percent of budgeted unrestricted levels. Revenue and expense will be reduced in

each unit budget. Vice Chancellors will have flexibility to reallocate travel funds between their units, but must ensure that the aggregate unrestricted fund travel for their units does not exceed budgeted amounts. Travel using restricted funds (grants and contracts) and private funds (from UA Foundation and other sources) is not included in the restriction.

Across-the-Board (ATB) Reductions (varied by unit)

Recognizing that not all options will produce substantial savings in FY15, UAF will implement a combination of an across-the-board (ATB) reduction (applicable at the Vice Chancellor level) in addition to vertical or targeted reductions. The Cabinet agrees with the PBC's recommendation and feels this combination allows Deans and Directors to choose how to address reductions, given their knowledge of each organizational unit. It also allows UAF leadership to achieve the necessary targets in FY15 while working on the longer-term items that may take more time to produce savings.

Table 5. FY15 Targeted Variable Reductions by VC Level

Vice Chancellor Level Unit	General Fund Reduction	Savings
Chancellor	6%	\$72K
VC Administrative Services	6%	\$1.5M
College of Rural & Community Development	5%	\$1.12M
Provost	3-5%	\$2.82M
Office of Information Technology	6%	\$201K
Research	4-5%	\$600K
University & Student Advancement	5%	\$736K
Total Savings		\$7.1 M

Every effort will be made to preserve the quality of academic programs, the research enterprise and critical support services. However, a reduction of this magnitude will inevitably require a reduction in the UAF workforce. To the extent possible this will be accomplished through attrition and vacancy management.

UAF Decisions Based on PBC Recommendations

UAF is adopting most of the recommendations of the PBC, some as formulated by the committee and others with amendments. In most cases, however, savings will not be taken centrally, but will rather accrue towards the unit budget reduction targets shown above. Some will require a committee or work group process to develop an implementation plan and/or final target for reductions or savings; the Chancellor's Cabinet will identify the work groups and membership, with most work groups initiating efforts at the beginning of the academic year. Some will not yield full-year savings until FY16 or later.

UAF Budget Actions to Address FY15 Shortfalls – Summary List

Full report/detail is posted online: <http://www.uaf.edu/finserv/omb/budget-planning/>

Personnel and Payroll Options

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
1. Reduce regulatory burden; improve process efficiency Implement: Savings will accrue to units.	TBA - varies
2. Consolidate the Office of Faculty Development with other similar areas to reduce operational costs while preserving the function Do not implement: Provost will consider reductions as part of the overall spending reductions.	\$0
3. Utilize 11-month employee contracts on a voluntary basis where service areas permit a reduced or seasonal schedule. Implement with modifications: UAF units may offer 11- or 11.5-month contracts, reduced summer work schedules, or alternative work schedules to employees who are interested, with supervisor approval. HR will provide a guide to choices, listing effect on retirement and other benefits. UAF leadership will seek a regulation change to allow use of leave without pay prior to exhausting annual leave. Savings will accrue to units.	\$100,000
4. Implement shared service models for administration, e.g. service partnerships between departments with a reduction in employees over time where service capacity exists. Implement: Each vice chancellor to document shared service models implemented in FY14 or in process and will identify new opportunities for shared services. Savings accrue to units.	\$250,000 in FY15 and \$250,000 in FY16
5. Extend winter break or other closure periods; savings dependent on how many days are chosen as hard/soft closure assuming partial employee participation. Do not implement: Held for further discussion.	\$0
6. Reduce the number of senior level administrators Implement with modifications: The Chancellor's Cabinet will review all vacancies at range 82 and above. Half of the savings will accrue to units; half of savings will accrue toward the central budget target. The provost or vice chancellor for research, as appropriate, will review faculty workload assignments to associate dean or associate director and similar positions. Potential savings are minimal, primarily as we avoid potential reductions in faculty member research or teaching assignments with consequent reduction in revenue	\$250,000 annual goal

7. Continue vacancy holds for 90 days; this option is short term and should either be modified to include a cap for each unit or be done as part of the ATB reduction - consider an attrition-based employee reduction for longer-term savings. Implement with modifications: Yes, but the method used in FY14 will be modified for FY15. Savings will accrue to units. No position will be required to have vacancy hold more than once in a year. The 90-day hold will be reduced to 45 days if hiring from layoff pool or former term employee pool.	\$2,000,000
8. Reduce annual leave cash out options for employees from 40 hrs/yr to 20 hrs/yr; promote wellness and encourage employees to take leave earned. Implement with modifications: Will be forwarded as a recommendation to the president. The proposal is to eliminate the cash-out option for range 79 and above for employees and senior administrators with a to-be-defined hardship provision, but keep this option in place for range 78 and below and for those whose bargaining unit contract requires the provision. Savings, if approved by the president, will accrue to units.	\$275,000
9. Move to 37.5 hr work week (similar to State of AK employees); this option has several labor union nuances that may be complex and may translate as a reduction in pay for similar work although that is not a preference of the PBC. Do not implement.	\$0

Program and Service Options

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
1. Conduct a special program review of eLearning to evaluate operational models and structure, including revenue distribution and/or subsidies. Implement	TBA
2. Conduct a special program review of Summer Sessions/Lifelong Learning to evaluate operational models and structure, including revenue distribution and/or subsidies. Implement	TBA
3. Conduct special program review of all lower enrollment UAF academic programs. This will focus on enrollment trends and graduates; cost for delivery; centrality to mission; importance to research (graduate programs) and other academic programs; employer demand; and other TBD criteria. Implement with modifications: Include more than only lower enrollment programs. The focus will expand to include delivery cost, centrality to mission, importance to research and employer demand. Savings TBA, but expected to exceed \$1 million annually when fully implemented in FY16 and FY17.	\$1 million or more annually in FY16-FY17

4. Monitor the recent merger of the Arctic Region Supercomputing Center (ARSC) and Geophysical Institute (GI); allow GI leadership to streamline and integrate operations within two-year timeframe. Implement with modifications: Conduct a special program review of ARSC-GINA-ASF-OIT synergies.	TBA
5. Move CRCD bookstore into Fairbanks Campus space; vacate off-campus lease and optimize use of print-on-demand equipment/services. Implement: Savings accrue to Rural and Native Education.	\$70,000
6. Combine/streamline management and maintenance support for LARS and the Fairbanks Farm; utilize Facilities Services vehicle and maintenance pools where applicable. Implement with modifications: Conduct a special program review of LARS Fairbanks farm/Palmer farm looking for shared personnel, size of herds, reduction of facilities and equipment.	TBA
7. Find School of Natural Resources and Extension (SNRE) and Marine Advisory Program (MAP) staffing efficiencies; implement shared services. Implement: This includes special review of shared services and staffing efficiencies, particularly in communities where both units are present (particularly Anchorage and Fairbanks).	TBA
8. Move Printing Services to Aurora Warehouse on Marika Ave; move off-campus lease occupants into Fairbanks Campus space; preserve printing operations. Implement with modifications: Because the operation is not able to cover the cost of its operations, and the space is required for savings on leased facilities, and functions can be accommodated by outside vendors, the VCAS is tasked with closure of Printing Services and copy pool as well as outsourcing printing to private providers. VCAS will calculate savings to be included in central savings.	TBA
9. Evaluate, streamline and unify marketing and communications efforts campus-wide. Implement with modifications: Conduct a special program review of central and unit communications and public information offices.	\$100,000 in FY15 and another \$250,000 in FY16
10. Reduce travel; Alaska legislative mandate in FY15 - UAF will focus on administrative travel. Implement: Reduced from each unit.	Up to \$600,000
11. Reduce UAF shuttle operation costs; reduce under-utilized services or shuttle routes/vehicles Implement: Saving accrue to central budget.	\$200,000
12. Transition UA Press toward self-support based on sales revenue, sponsored publications, philanthropy, and other TBA funding sources. Do not implement: Hold pending system office decision on Natural Resource Funds (NRF) reduction.	TBA

13. A. Maintain flexible Unreserved Fund Balance (UFB) principles and evaluate options for higher-value procurement. Implement. B. Explore strategic sourcing; evaluate options for higher-value procurement such as bulk purchasing and standards. Savings will accrue to units. Implement.	No savings but additional flexibility at the unit level. \$200,000
14. Consolidate administrative operations to find efficiencies in CRCD with focus on Fairbanks campus. Implement: CRCD will accomplish as part of percentage reduction in CRCD. Savings will accrue to unit.	\$75,000
15. Generate Athletics Program savings and increase student fees (in line with Athletics Business Plan) and corporate sponsorships – maintain NCAA min. standards/requirements. Implement: The target \$50,000 increased corporate support, with a corresponding reduction to general fund, in addition to revenue percentage reduction.	\$50,000 increase in corporate sponsorships plus a corresponding reduction in addition to the percentage budget reductions in FY15
16. Streamline Library administration or technical support across campus through shared services or space efficiencies. Implement: Some savings will accrue in FY15, with complete savings in FY16.	\$75,000
17. Transition KUAC outreach and broadcasting services to model that is fully funded via external public support. Implement with modifications: KUAC is charged with increasing corporate and individual support by \$100,000 (approximately 10 percent), with a corresponding reduction of GF (in addition to the percentage reduction applied throughout UAF). A special program review will be conducted of KUAC interaction with academic programs, marketing and communications, and athletics, with an external review to address staffing and other expenses.	\$100,000 in increased corporate and individual support; internal and external review TBA
18. Explore 501 (c)(3) opportunities for student housing or other auxiliary functions. Implement with modifications: The recommendation was modified to consider a university service organization (subsidiary, nonprofit, or other). There will be a special program review of auxiliary business models.	TBA; based on details/service specific to each function
19. Explore feasible options for partnership or consolidation between CRCD and UAF bookstore (upon contract renegotiation) where specific rural student services can be maintained. Implement: Changes will be implemented in conjunction with next bid for bookstore outsourcing, with full consideration of special circumstances for students outside Fairbanks. Any savings will be realized in FY16.	TBA
20. Consider moving Cooperative Extension Service and Marine Advisory Program staff from Anchorage to rural and Fairbanks locations. Do not implement.	TBA

21. Consolidate rural campuses or convert rural campuses to Learning Centers; this puts CRCD campuses at risk to lose specific and significant ANSI or Title III funding Do not implement.	\$0
22. Change Athletics program from Division II to Division III; does not reduce program costs and eliminates student aid/recruitment opportunities. Do not implement.	\$0
23. Eliminate or outsource postal services; USPS will not provide delivery services on campus. Increase service/ability to utilize credit/debit card payment options. Do not implement.	\$0
24. Move from 60-minute to 50-minute lecture hour; this reduces academic quality and may produce no savings. Do not implement.	\$0
25. Eliminate or reduce the veterinary medicine program; this program was recently funded in partnership with Colorado State University; enrollment expected fall 2015. Do not implement.	\$0

Space Utilization, Sustainability (Green) Initiatives and Systemwide Efficiency Options

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
1. Increase energy-efficiency audits in buildings; make upgrades in cost-effective manner. Implement: Facilities will identify specific facilities, investment and return model.	TBA
2. Move off-campus departments out of leased space to create savings. Implement: eLearning will move to Fairbanks campus by May 2015. No savings in FY15; savings accrue centrally.	\$150,000 as leases expire in FY16
3. Optimize use of on-campus classroom, office and laboratory space. Implement: We have a study in progress, and will devote a substantial effort to improved classroom, laboratory and office space utilization during FY15.	TBA
4. Consolidate Anchorage leases (MAP/CES) into less expensive space. Do not implement: Not at this time, but this will be considered as part of the shared services review. The two units are encouraged to continue collaboration and, where appropriate, share joint positions.	TBA

5. Apply power management software to computers; UAF currently manages the Nightwatchman software program which can be expanded to increase savings. Implement: OIT is tasked to identify investment and savings model. Savings taken from utilities toward central budget.	\$70,000 FY15 and another \$100,000 in FY16
6. Sell or lease Kodiak property; preserve program and relocate some occupants to other SFOS sites. Implement with modifications: There will be a special program review of space user options, including establishment of a broader technology center at the Kodiak facility, use by other UAF, Kodiak Campus or private users.	\$100,000 in increased revenue or decreased costs
7. Streamline System Office functions and/or provide identified operations from the Fairbanks campus to avoid duplication of services with Statewide, e.g., Procurement, Labor Relations, Risk Management. Implement: With concurrence of System Office. UAF will propose initial work on payroll and labor relations; e-procurement would be the next initiative. Savings TBA and require agreement with system office.	TBA with agreement from UA system office
8. Encourage timely retirements for eligible employees; cost for incentives may outweigh the savings in first year. Implement with modifications: Not adopted, but modified as suggested by the PBC - during open enrollment, HR will remind employees to review their retirement plans and options.	TBA
9. Reduce PERS penalty that UA System pays to State of Alaska for lack of minimum number of participants in PERS. Implement: This requires System Office changes, potentially affecting either Board of Regents policy or state law. UAF will request the system office to make modifications to retirement programs to reduce costs.	TBA with UA system office changes
10. Reduce volume of inter-department mailings/printing Do not implement.	\$0
11. Merge Kodiak property and partner with NOAA and/or AK Dept. of Fish and Game to share facilities Do not implement.	\$0

UAF Construction in Progress

5.A.1

TITLE	TPC AUTHORITY	EXP/ENC **	STATUS/CONSIDERATIONS
Akasofu Restoration	\$ 4,400,000	\$ 473,991	Construction Contract Out to Bid
Atkinson Power Plant Renewal	7,608,000	7,067,022	Construction in Progress
Brooks Building Flood Repairs	550,000	364,400	Preparing to close out
Campus Wide Elevator Upgrade and Replacement	1,100,000	862,924	Ongoing Planning/Design/Construction
Chatanika River Bridge Repair	320,800	241,671	Construction in Progress
UAF Combined Heat and Power Plant Replacement	248,000,000	61,281,027	Design Stage
UAF CTC Hangar Office Buildout	340,000	50,343	Design Stage
UAF CTC Parking and Site Landscaping	550,000	540,465	Construction in Progress
Campus Wide ADA Guidelines Compliance	999,200	959,369	Ongoing Planning/Design/Construction
Campus Wide Infrastructure/Roads/Sidewalks/Parking Lots	3,629,882	3,604,621	Ongoing Planning/Design/Construction
UAF Campus Wide Roof Replacement	3,775,000	2,986,265	Ongoing Planning/Design/Construction
Elvey Deferred Maintenance	61,000,000	243,444	Planning
UAF Engineering Facility (<i>original TPC Authority is \$108.6 million</i>)	111,600,000	69,646,732	Construction in Progress
Gruening 5th/6th Floor Restroom Renovations	370,000	328,074	Construction in Progress
Hess Village Water Heater Conversion - Electric to Steam	995,000	765,401	Construction in Progress
Hutchison Diesel Renovation	250,000	228,158	Construction in Progress
Irving 1 Repurpose for Veterinary Medicine	4,000,000	433,110	Design Stage
Kuskokwim Campus Critical Deferred Maintenance and Voc-Tech Renewal, Ph. 2	1,165,000	128,250	Design Stage
Lola Tilly Repurpose and Space Reallocation	500,000	11,718	Planning
MacLean House Heating Upgrade	250,000	160,886	Preparing to close out
Northwest Campus Science Building Remodel	2,260,000	1,986,191	Preparing to close out
Patty Center Bleacher Installation	669,600	625,807	Preparing to close out
Patty Complex Controls Upgrade	250,000	136,282	Construction in Progress
Patty Ice ADA Restroom and Seating	400,000	29,611	Design Stage
Patty Ice Arena Ceiling and Rubber Floor Replacement	1,500,000	198,902	Design Stage
Poker Flat Blockhouse Leak Repairs	251,200	1,180	Planning
Taku Parking Lot Metal Stair Design and Installation	500,000	379,025	Construction in Progress
Upper Dorms Emergency Egress Code Corrections	528,200	466,216	Construction in Progress
Utilities - Critical Electrical Distribution Renewal	48,567,000	48,213,877	Construction in Progress
Utilities - Waste Line Repairs and Replacement	9,224,000	9,084,985	Ongoing Planning/Design/Construction
West Ridge Animal Resources Facility Relocation	8,700,000	7,518,676	Construction in Progress
West Ridge Deferred Maintenance	1,292,000	1,265,804	Ongoing Planning/Design/Construction
UAF-CTC Fire and Emergency Services Training and Education Facility *	32,000,000	216,295	Design Stage
Wood Center Maintenance Renewal	1,000,000	44,942	Design Stage
Grand Total	558,544,882	220,545,664	
* Total project costs could change over time.			
** Expenditures and encumbrances are current through October 20, 2014.			

Lease, Joint Use, Debt and Rental:

D(1)(a) Percentage of Total MAU Utilized Space that is Leased Off Campus

D(1)(b) Off Campus Leased Space Expiring Within Next 24 Months and Actions at Expiration

Lessor	Off Campus Lease Description	Building Number	City	FY14 Annual Payments	Square Feet	Effective Date	Lease Expiration	Action on Leases Expiring in the Next 24 Months
West Valley Plaza, LLC	Advancement Services West Valley Plaza Office	FL083	Fairbanks	\$66,284	2,450	04/17/12	4/16/17	Attempt to move on campus
Smith, Jason	AFES Nome Reindeer Housing	FL111	Nome	\$30,000	1,200	07/01/93	6/30/15	TBD
Ground Floor, LLC	ACEP Anchorage Office	FL196	Anchorage	\$37,020	1,300	06/01/11	5/31/15	TBD
Bowers Investment Company, LLC	eLearning and Distance Education	FL186	Fairbanks	\$193,344	8,683	06/01/07	5/31/15	Moving on campus into University-owned space
Bowers Investment Company, LLC	CRCD Bookstore	FL186	Fairbanks	\$69,215	3,063	06/01/07	5/31/15	Moving on campus into University-owned space
Bowers Investment Company, LLC	CRCD Suite 101 Lease	FL186	Fairbanks	\$25,951	1,144	07/09/07	5/31/15	Moving on campus into University-owned space
Bowers Investment Company, LLC	Math in a Cultural Context	FL186	Fairbanks	\$38,077	1,698	11/19/12	5/31/15	Moving on campus into University-owned space
Bachner Company, Inc.	SNRAS Scenarios Network for Alaska Planning	FL139	Fairbanks	\$180,950	6,404	7/1/2009	6/30/2014	Moved into space in Akasofu Building
Bachner Company, Inc.	Office of Intellectual Property & Commercialization	FL139	Fairbanks	\$24,613	871	11/1/2009	6/30/2014	Moved on campus into University-owned space
Aleknagik Natives Ltd.	BBC Dillingham Nanvaq Business Center	FL127	Dillingham	\$53,987	2,064	08/01/05	4/30/15	Renewed and reduced space
SW Alaska Vocational & Education	BBC SW Alaska Vocational & Education Center	FL149	King Salmon	\$0	853	07/15/02	7/14/15	Auto Annual Renewal
City of Togiak	BBC Ikaiyurvik Family Residence Center Space	FL144	Togiak	\$13,200	1,020	02/15/06	2/14/16	Auto Annual Renewal
Native Village of Hooper Bay	KuC Hooper Bay Learning Center	FL197	Hooper Bay	\$3,133	222	12/23/13	12/22/15	TBD
Jarvis Properties, LLC	CES Office Space	FL104	Delta	\$13,510	1,105	01/01/09	12/31/14	Negotiate new lease for 10% below market
Kerry Hondl	CES Scenic View Lease	FL108	Palmer	\$46,934	2,205	06/01/03	5/14/14	Moved to University-owed space on Palmer Farm
S&S Center	CES Doors & Windows Building	FL110	Soldotna	\$35,880	2,300	08/28/95	6/30/18	
Native Village of Tyonek	CES Kaloa Building	FL194	Anchorage	\$266,221	8,602	05/01/10	4/30/15	Renew - five additional one year options available
Fairbanks Community Food Bank	CES Fairbanks Office	FL195	Fairbanks	\$59,190	4,300	12/21/10	6/30/16	TBD
First National Bank of Alaska	CES Juneau Office		Juneau	\$32,380	1,703	09/13/13	5/31/14	Moved into State of Alaska owned space
Big W Ranch, Inc.	CRCD Carlton Trust Building Office Space	FL101	Anchorage	\$72,695	4,104	05/08/96	9/30/15	Reduced square footage for FY15
HTGP&B Investments '81	FS Division of Design & Construction	FL116	Fairbanks	\$173,272	8,470	09/01/94	2/28/15	Negotiate new lease for 10% below market
Gwitchyaa Zhee Corp	IA-C Dorm Facilities	FL081	Ft. Yukon	\$0	1,920	10/01/04	9/30/19	
City of Galena	IA-C Learning Center Office Space	FL085	Galena	\$12,000	1,000	08/01/05	9/30/15	Locate new space in Galena
Unalaska City School Dist.	IA-C Aleutian Learning Center	FL141	Unalaska	\$10,350	700	07/01/96	6/30/15	Auto Annual Renewal
Unalakleet Native Corporation	NWC Unalakleet Native Corp Office Building	FL185	Unalakleet	\$6,000	285	02/17/07	2/16/15	Attempt to negotiate new lease
City of Shishmaref	NWC Shishmaref Learning Center	FL091	Shishmaref	\$10,075	960	02/01/09	7/31/15	TBD
J L Properties, Inc.	IARC Housing (Sophie Plaza Apts)	FL183	Fairbanks	\$26,640	900	06/01/08	5/31/15	Renew if Japan funding available - Annual Renewal Options
Wells Fargo	UA Press and UMP Office & Storage Space	FL153	Fairbanks	\$35,092	7,378	07/01/04	9/30/13	Moved on campus into University-owned space
Wells Fargo	AK Sea Grant Office & Storage Space	FL153	Fairbanks	\$22,436	4,717	07/01/04	9/30/13	Moved into Westwood Way Facility
North Pacific Research Board	SFOS/MAP Office Space	FL178	Anchorage	\$81,090	3,070	11/01/12	month-to-month	TBD - three additional 1 year renewals
KRK Management	SFOS/MAP Parking Spaces	FL199	Anchorage	\$9,600	8 spaces	10/1/2012	month-to-month	TBD - with MAP NPRB Lease
Monterey Bay Aquarium	SFOS/GURU Lab & Office Space	FL118	California	\$25,355	374	09/01/08	8/31/15	Renew - two additional 1 year renewals
Prince William Sound Aquaculture	SFOS/MAP Office Space	FL088	Cordova	\$0	360	05/01/04	4/30/15	Auto Annual Renewal
Petersburg Indian Association	SFOS/MAP Office Space	FL188	Petersburg	\$9,500	500	11/01/08	10/31/14	Attempt to negotiate new lease
FNSBSD	UAF CTC Hutchison Institute of Technology	FL125	Fairbanks	\$341,962	50,334	07/01/04	3/31/43	
Fairbanks Pipeline Training Center Trust	UAF CTC Process Technology & Environmental Safety	FL193	Fairbanks	\$136,026	6,535	12/01/09	11/30/14	Attempting to negotiate new lease
FY14 UA Review MAU Square Footage: 3,482,505			TOTAL	\$2,161,983	142,794			

D(1)(a) - Total Percentage UAF Utilized Space Leased	4.10%
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Lease, Joint Use, Debt and Rental:

D(1)(c) Building and Space Leased to Third-Parties

D(1)(d) Third Party Leased Space Expiring Within Next 24 Months and Action at Expiration

Building Name	Lessee	City	FY14 Annual Payments	Square Feet	Renewals through	Expiration	Action on Leases Expiring in the next 24 months
Bartlett Hall (Antenna)*	City of Fairbanks	Fairbanks	\$0	5	0	9/8/09	SW Land Management negotiating new Permit
Syun-Ichi Akasofu	JAXA & JAMSTEC	Fairbanks	\$1,512,283	61,937	3/31/24	3/31/14	Terminated effective 3/31/2014
Constitution Hall	Campus Barbershop	Fairbanks	\$4,608	200	auto annual	6/30/15	Per SW Land Management, execute concession contract
Wood Center	Spirit of AK Federal Credit Union	Fairbanks	\$15,486	460	11/30/23	month-to-month	UAF determinining future for ATM's on campus
Barnette Parking Garage	State of Alaska - Dept of Administration	Fairbanks	\$21,945	70 spaces	n/a		Vacated 9/30/13
Attorney Plaza**	USGS	Fairbanks	\$3,317	157	0	5/31/14	USGS vacated 5/31/14 and are utilizing on-campus space
Kaloe Building**	Institute of the North	Anchorage	\$48,380	1,667	4/30/20	4/30/15	Reducing square footage/rent in FY15
Poker Flat	Summit Telephone	Fairbanks	\$3,147	145	auto annual	3/31/15	Renew, unless UAF needs the space
Syun Ichi Akasofu***	National Weather Service	Fairbanks	\$413,951	5,829	12/31/56	12/31/16	Renew, unless UAF needs the space
Moore Hall (Cellular Antennas)	The Alaska Wireless Networ, LLC (fka GCI)	Fairbanks	\$20,045	20	10/14/22	10/14/17	
Arctic Health Research Building	Cellco Partnership d/b/a Verizon Wireless	Fairbanks	\$21,500	n/a	8/31/28	8/31/18	
Orca Building	State of Alaska	Seward	\$38,560	1,350	1/31/17	1/31/15	Renew
Orca Building	Chugachmiut, Inc.	Seward	\$144,786	6,300	2/5/20	2/5/18	
Orca Building	Independent Living Center, Inc.	Seward	\$20,700	1,290	0	9/30/15	Renew, unless UAF needs the space
Orca Building	Child Advocacy Center	Seward	\$1,600	440	0	10/30/13	Lease terminated
FY14 UA Review MAU Square Footage: 3,482,505			\$2,270,308	79,800			

* No Rent paid. Pays electric and telephone fees.

**This is University Leased space subleased to third-party.

***FY14 annual rent includes CPI increases for a number of years; FY15 annual rent will be \$314,272.

D(1)(c)Total Percentage UAF Owned Space Leased to Third Party	2.29%
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Section 5 -- Facilities and IT Issues

D(1)(e) Non-UA Owned and Non-UA Occupied Facilities

UAF does not have any non-UA owned and non-UA occupied facilities situated on its educational property. However, UAF does have non-UA owned facilities which are shared occupancy with the following agencies:

City	Third Party	Expiration	Renewals	Type of Agreement(s)
Fairbanks	Cold Climate Housing Research Center	1/31/2025	1/31/2055	Land Lease and Joint Use Agreement
Fairbanks	State of Alaska Virology Lab	9/30/2030	9/30/2050	Land Lease and Collaborative Research, Maintenance and Operating Agreement

UAF Debt Service Schedule
Appendix 5.C.1

Category / Description	Debt Principal Amount	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Current Debt												
SERIES N - Intertie, Chiller, BiRD, Patty Ice, Aurora, Elvey	6,209	1,238	1,347	1,297	585	582	583	585	583	584	-	-
SERIES O - Lena Point, Museum, Arctic Health, Virology	5,680	948	952	945	951	278	281	273	319	319	324	323
SERIES P - Refinancing Series H & J	8,162	1,248	1,246	1,244	1,245	779	775	775	777	779	775	-
SERIES Q - Life Sciences and Deferred Maintenance I	39,200	3,482	3,485	3,485	3,484	3,485	3,482	3,485	3,485	3,478	3,483	3,481
SERIES R - Refinance Series K, L, and M	12,716	835	835	946	947	1,573	1,570	1,572	1,567	1,576	784	785
SERIES S - Def Maint & Multiple Refinancings	18,455	1,427	1,432	1,271	1,977	1,687	1,687	1,694	1,577	1,571	1,706	1,708
Sub-Total: Debt Service on Current Debt Issues		\$ 9,178	\$ 9,297	\$ 9,189	\$ 9,190	\$ 8,385	\$ 8,377	\$ 8,384	\$ 8,309	\$ 8,308	\$ 7,071	\$ 6,298
Capital Lease												
UAF Student Dining Facility Base Rent Payments ^[2]	25,070	621	1,389	1,390	1,389	1,385	1,384	1,383	1,385	1,382	1,384	1,384
UAF Student Dining Facility Add'l Rent Payments ^[2]		150	155	159	164	169	174	179	184	190	196	202
Sub-Total: Current Debt and Capital Lease Pmts		\$ 9,949	\$ 10,841	\$ 10,738	\$ 10,743	\$ 9,939	\$ 9,935	\$ 9,946	\$ 9,879	\$ 9,880	\$ 8,651	\$ 7,884
Projects with Anticipated Debt Funding												
Combined Heat and Power Plant (GRB) ^[3]	\$ 70,000	-	-	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600
Combined Heat and Power Plant (Municipal Bond Bank) ^[1]	\$ 87,500	-	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Engineering Building ^[1]	\$ 10,000	786	786	786	786	786	786	786	786	786	786	786
Sub-Total: Debt Service on Anticipated Debt Issues		\$ 786	\$ 7,786	\$ 13,386	\$ 13,386	\$ 13,386	\$ 13,386	\$ 13,386	\$ 13,386	\$ 13,386	\$ 13,386	\$ 13,386
TOTAL Debt Service and Long-Term Leases		\$ 10,735	\$ 18,627	\$ 24,124	\$ 24,129	\$ 23,325	\$ 23,322	\$ 23,333	\$ 23,265	\$ 23,266	\$ 22,038	\$ 21,270

^[1] Engineering Building financed over 20 years at 4.2% interest and 6% financing costs. The Engineering facility debt service would be paid with the 7.5% debt service distribution of ICR and additional reallocations.

^[2] Student Dining Facility estimated Lease payment includes "Base Rent" portion to cover debt service and "Additional Rent" portion to cover leaseholder costs, estimated at \$150,000 in FY15 plus 3% increase thereafter.

^[3] CHPP, a \$245M project, at the Fairbanks Campus received funding in the FY15 legislative session through a complex financing package: \$74.5M general fund distribution, \$87.5M borrowing authorization from the Municipal Bond Bank with the bond expense paid by the State (not to exceed \$7M annually), and \$70M borrowing authorization for a UA-issued general revenue bond (GRB). The amounts noted here are for the UA-issued GRB (\$70M) and the Municipal Bond Bank (\$87.5M, which also comes with \$7M annually from the Alaska Legislature). The primary funding source for the GRB will be a combination of savings from current utility costs and a student utility fee. Financing estimated over 20 years at 5% interest and 7% financing costs.

Administrative & Support Capacity Update: Spring 2008 - Spring 2014

November 2014

Executive Summary

Changes in FTE from 2008-2014 reflect a pattern of investment in priority areas, a shrinking administrative base, and a maintenance of high quality services.

- Despite reductions in federal funding and student credit hours, UAF has preserved capacity in the mission-centric areas of faculty, research and outreach, and invested in student services, communications and development, by reducing traditional administrative and support staff.
- Traditional administrative and support staff have decreased by 53 FTE (six percent) since the 2008 snapshot. The decline is primarily a result of organizational/program changes and attrition.
- Out of 35 units, 13 have **reduced traditional administrative and support** staff since 2008. Three (CEM, CNSM, and IARC) have **increased all categories of employees** (Faculty, Research, and Outreach; Program; Student Services and Communications and Development; and Traditional Admin & Support).
- Targeted investments have added 37 FTE in student services, communication, and development, a 27 percent increase across the campus since 2008.
- Faculty, research, and outreach FTE have been fairly flat since 2008, losing eight and a half FTE or one percent. Correspondingly, federal receipts have decreased by three percent over the same period.
- Program FTE have decreased by 16 percent since 2008, as restricted funding has tightened and the federal support for the Arctic Region Supercomputing Center (ARSC) ended. UAF has added 14 FTE in the Program category since 2013, for the NSF-funded RV *Sikuliaq* operations based at the School of Fisheries and Ocean Sciences.
- As budgets continue to tighten, UAF must prioritize resources to strengthen efforts that directly support our mission. Beginning in 2014, shared service models will be used increasingly to continue providing high quality services while focusing departmental resources on priority efforts.
- UAF typically has an annual position churn of 11 percent (approximately 300 positions). This includes existing employees taking on new roles (~65 percent) as well as fills from external hires (~35 percent). Although we employed 90-day vacancy holds and vacancy management tactics in FY14, these did not necessarily impact the number of FTE employed based on the timing of the annual data snapshot. Vacant positions are not included in this data set.
- UAF experienced only slight changes in total staffing levels from 2013 to 2014, but did see a marked shift of employees from unrestricted funds to restricted funds; the next year will require significant change as we respond to budget cuts. The magnitude of the cuts in FY15 will inevitably require a further reduction in the UAF workforce.

Summary of FTE Changes by Unit, 2008-2014

FRO= Faculty, Research, and Outreach

P= Program

SCD= Student Services and Communications and Development

TA= Traditional Administrative and Support (see page 3 for more information).

VC Level	Unit	Increased	Stable (+/- 1)	Reduced
Chancellor Chancellor	Chancellor eLearning	TA FRO, SCD	P	P, SCD TA
Provost Provost Provost Provost Provost Provost Provost Provost Provost Provost Provost Provost	CEM CLA CNSM Provost Office Rasmuson Library School of Education SFOS SOM SNRE Summer Sessions Museum	FRO, P, SCD, TA SCD, TA FRO, P, SCD, TA FRO, SCD P FRO, SCD FRO, P FRO, SCD SCD, TA FRO	TA SCD TA TA P, TA P, SCD, TA P	FRO, P FRO P SCD FRO, P TA
OIT	OIT	TA		
VCRCNE VCRCNE VCRCNE VCRCNE VCRCNE VCRCNE VCRCNE	Bristol Bay Campus Chukchi Campus CTC Interior-Aleutians Campus Kuskokwim Campus Northwest Campus Rural College	FRO, P TA SCD, TA SCD TA SCD, TA	TA FRO, P, SCD FRO SCD SCD, TA	SCD FRO, P P, TA FRO, P FRO FRO, P
VCUSA VCUSA	Student Advancement University Advancement	SCD P, SCD	FRO	TA FRO, TA
VCAS VCAS VCAS VCAS VCAS VCAS VCAS	Facilities Services Financial Services Grants & Contracts Admin. Human Resources Procurement & Ctrl Receiving Safety Services & EHSRM VCAS Operations	TA	FRO, SCD TA P	TA TA TA TA TA TA
VCR VCR VCR VCR VCR	Geophysical Institute Institute of Arctic Biology Intl Arctic Research Center VCR Development & Projects Office of the VCR	FRO, P, SCD, TA P FRO	SCD, TA P, SCD	FRO, P, SCD, TA FRO, P FRO, TA TA

*Definition of FTE (Full Time Equivalent):

1 FTE is equivalent to one regular full-time employee's assignment in a biweekly pay period, or 80 hours worked in a pay period. FTE is calculated relative to the assigned hours for a pay period and does not take into account the number of pay periods that an assignment is set up for.

Introduction

Based on the current outlook, new funds will be harder to attain. This means process management and prioritization will be key areas of focus for optimizing existing UAF resources. These conditions increase the need to understand each service unit, its make-up including staffing levels and functions, and its associated costs. Analysis of services and how they are provided becomes more important in this climate.

This review and data set is meant to be used as a management tool so discussions regarding function and level of service can occur. This data has recently been updated to show Administrative & Support (A/S) trends from **Spring 2008 through Spring 2014**.

For purposes of this analysis, employees are divided into four major groups; the categories are updated from the Phase 1 report and separate traditional administrative and support positions from student services, communications and development positions to better reflect areas of prioritization and investment.

- **Traditional Admin & Support** – This includes departmental administrators, administrative specialists/generalists, fiscal managers/technicians, human resources, procurement, police, fire, environmental health and safety and risk management (EHS&RM), and facilities staff with administrative program codes on unrestricted funds or recharge units. For purposes of this report, this group is referred to as “Traditional Administration” or “Traditional Admin.”
- **Student Services and Communications & Development** – This includes student support and advising, communications and development professionals. Though administrative in nature, this group has been broken out separately because of specific strategic investments in advising, student services, development and UAF branding.
- **Program** – Staff on auxiliary or restricted funds, or on instructional, research, museum, library, athletics or public service program codes. Staff with administrative or support job titles employed on auxiliary or restricted funds are considered program staff for purposes of this inventory, even though their responsibilities may be similar to staff included in the administrative and support categories below.
- **Faculty, Research & Outreach** – In addition to faculty, this includes research associates, research technicians, librarians, library technicians, broadcast technicians (primarily associated with KUAC), health and counseling professionals, engineers, and athletics coaches.

Spring 2008-2014 Changes by Employee Categories

Note: These figures do not include vacancies. Some changes or fluctuations in numbers are a result of filling (or not filling) vacant positions, rather than adding or cutting.

The total number of UAF FTE reduced from 2,230 in spring 2008 to 2,157 in spring 2014, a total reduction of approximately 73 FTE, or three percent. Faculty, research, and outreach numbered 913 in spring 2014, down one percent compared to 2008.

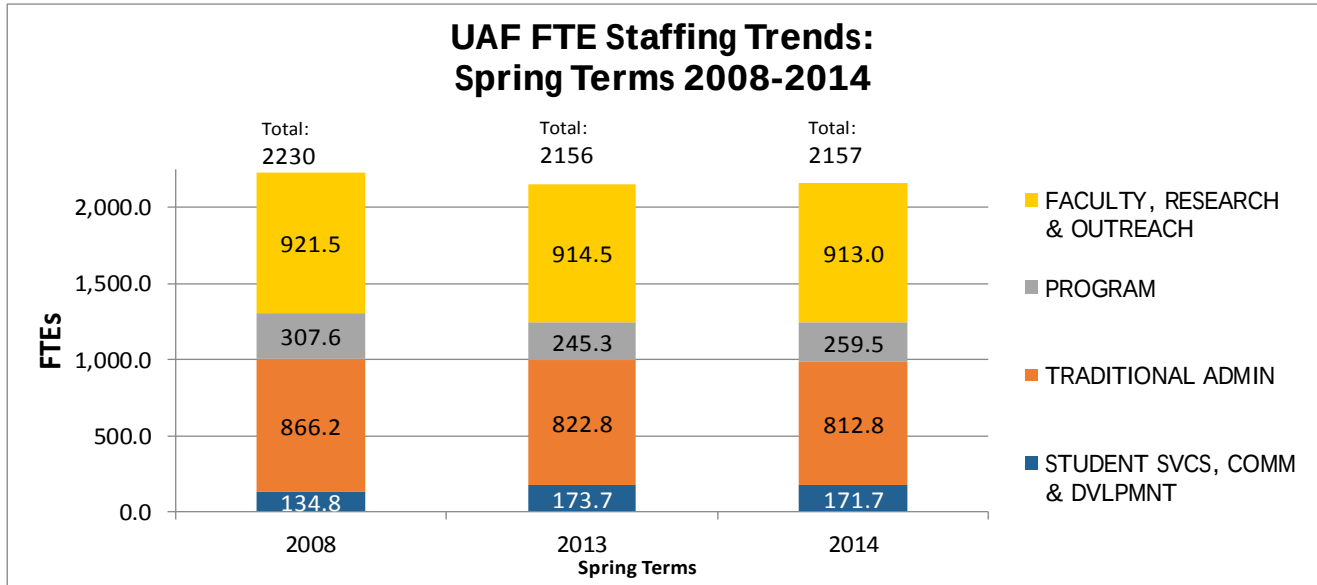


Figure 1. Employees by category, 2008, 2013 and 2014

Traditional Admin & Support

As of spring 2014 there are 811 FTE with job titles that are traditional administrative and support related. This is a decrease of 55 FTE since the 2008 snapshot. The decline in traditional administrative FTE is primarily a result of process improvement efforts, organizational/program changes, outsourcing, attrition and vacancy management.

Starting in May 2013, UAF employed a 90-day vacancy hiring delay for all staff positions. UAF deans, directors and executive leadership have been carefully reviewing each position prior to refill. Where opportunities to restructure exist, deans and directors were encouraged to implement them or consider shared service models via collaboration with other units. Many units are actively pursuing optimization efforts and in some cases are choosing not to refill vacant positions in order to meet other programmatic or service needs. Units are also choosing to reduce services where appropriate.

As shown in Figure 2, areas with the potential to generate revenue as well as student support have received investments, while traditional admin has decreased.

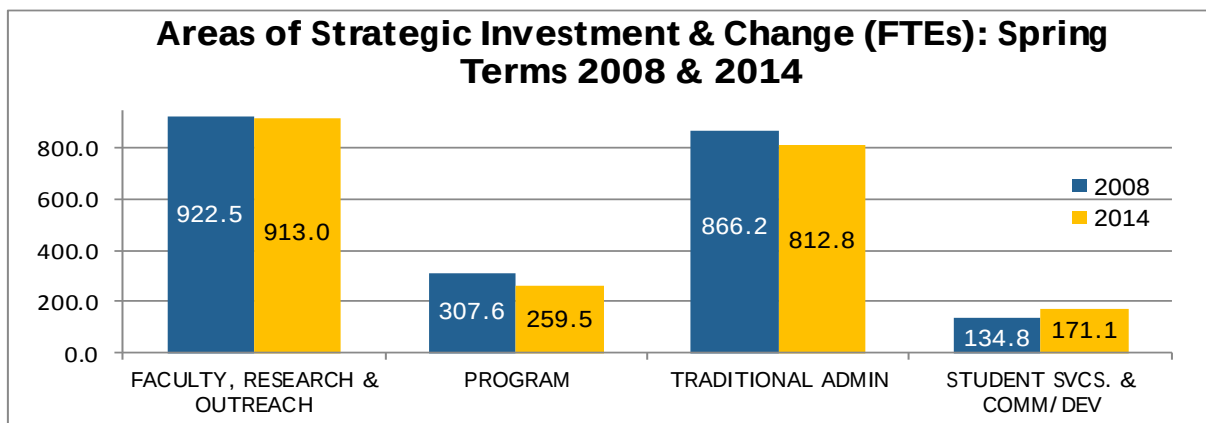


Figure 2. Employees by category, 2008 v. 2014

Student Services, Communications and Development

There have been several targeted investments in student services (advising and service staff), marketing/communications (as part of the reinvigorated marketing campaign) and development staff (fundraising efforts) as part of the Board of Regents' budget and UAF strategic initiatives within the last five years, reflected by growth in these areas (approximately 37 FTE 2008-2014). Note that this category includes staff assigned to student services, communication and development type jobs, regardless of whether they sit in University and Student Advancement or in a school or college.

UAF FTE Staffing Changes: FY08-FY14					
Job Group	2008	2013	2014	% Change 08-14	% Change 13-14
STUDENT SVCS, COMM & DVLPMNT	134.8	173.7	171.7	27.4%	-1.1%
TRADITIONAL ADMIN PROGRAM	866.2	819.3	811.0	-6.4%	-1.0%
FACULTY, RESEARCH & OUTREACH	306.6	234.1	245.7	-19.8%	5.0%
	922.5	929.2	928.5	0.6%	-0.1%
Grand Total	2,230.1	2,156.3	2,157.0	-26.2%	0.0%

Figure 3. Staffing changes by job category, 2008, 2013 & 2014

Program

The most significant decrease in FTE since 2008 is in the Program area (approximately 48 FTE 2008-2014), which is highly representative of those employees on restricted or grant/contract based external agency funds. As the federal fiscal climate has become tighter and more competitive for research awards over the past several years, this change is anticipated; however, UAF's unrestricted fund dollars cannot easily absorb all employees where funding is discontinued.

Faculty, Research & Outreach

Faculty, Research & Outreach has decreased by one percent (8.5 FTE) since 2008; over the same period, federal receipts have decreased by three percent (\$2.7 million). When adjusted for inflation, this decrease is closer to 12 percent. UAF has preserved capacity in these key areas despite funding reductions by reducing traditional administrative and support staff.

Salary Expenditure Trends

It should be noted that UAF unrestricted (general fund, tuition and ICR) salary expenditure increases from FY08-FY13 were most significant in student employees (36.1 percent), with expenditures in staff and faculty salaries increasing by 27.6 percent and 26.8 percent respectively.

Changes in salary expenditures are influenced by both the number of FTE and the rate of pay (For example, while UAF has reduced executive positions since 2008, the rate of pay for the remaining executive positions has increased, showing a net increase in salary expenditures). See Figure 4.

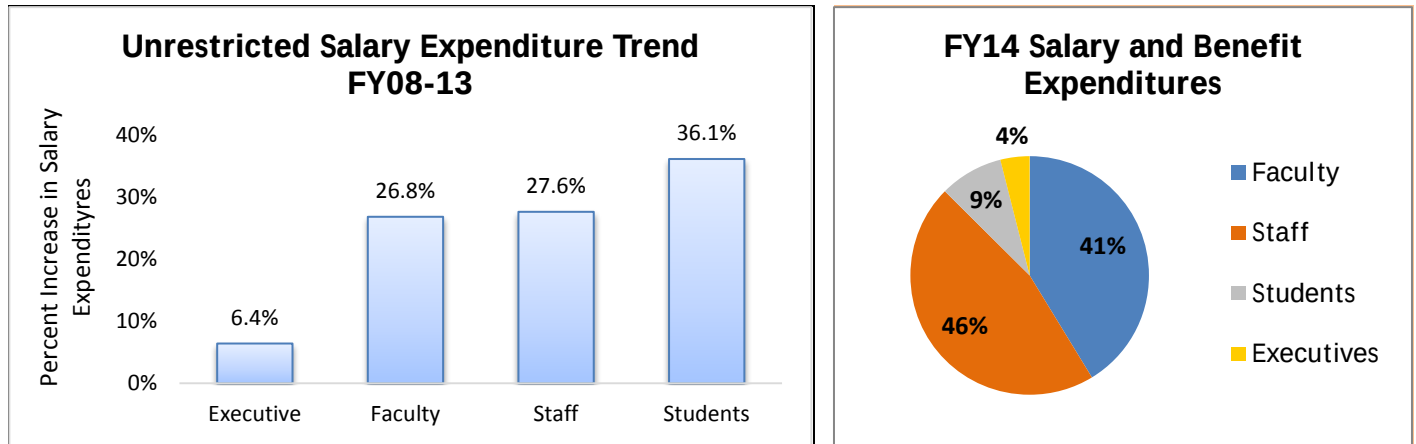


Figure 4. Changes in salary expenditures from 2008-13, and FY14 Expenditures by Employee Type

Major Highlights by VC Level FY08-FY14

Administrative Services (VCAS), Research (VCR), Rural, Community and Native Education (VCRNE), and University & Student Advancement (VCUSA) all reduced FTE from spring 2008 to spring 2014. This is reflective of tighter management of traditional admin positions and process efficiency measures, outsourcing of some VCAS departments and/or services, and loss of restricted research based funding (positions funded by grants and awards) in the research institutes reporting to the VC Research, primarily Arctic Region Super Computing Center (ARSC).

The Office of Information Technology shows an increase, although this is due to filling positions that were vacant during the previous snapshot rather than adding new positions. Figure 5 shows the change in all FTE employees by UAF vice chancellor (VC) area.

UAF Employee Changes by VC Level (Active FTE, Spring Only)					
Vice Chancellor	2008	2013	2014	% Change 08-14	% Change 13-14
Chancellor	8.4	8.8	9.0	7.1%	2.9%
Provost	843.0	880.1	886.4	5.1%	0.7%
UAF eLearning	16.1	26.5	28.0	74.0%	5.7%
UAF Office Information Technology	39.0	36.9	44.4	13.8%	20.3%
VC Rural, Community & Native Educ	276.4	270.3	267.7	-3.1%	-1.0%
VC University & Student Advancement	196.3	187.7	184.2	-6.1%	-1.8%
Vice Chancellor for Admin. Services	393.8	344.0	341.0	-13.4%	-0.9%
Vice Chancellor for Research	457.5	401.2	396.2	-13.4%	-1.2%
Total	2,230.5	2,155.5	2,157.0	-3.3%	0.1%

Figure 5. Changes in total active FTE by Vice Chancellor, 2008, 2013 & 2014

In FY14, UAF leadership applied variable budget reductions at the vice chancellor level. This had a direct impact on vacancy management, and coupled with the imposed FY15 reductions by VC level will lead to fewer FTEs in future years. These reductions are summarized in Figure 6, below.

Reductions Target as % of Unrestricted Revenue		
	FY14	FY15
Chancellor	1.5 to 2.0%	6.0%
Provost	0.5 to .75%	3.0 to 5.0%
UAF OIT	1.0 to 1.5%	6.0%
VCRCNE	0.5 to 1.0%	5.0%
VCUSA	1.0 to 2.0%	5.0%
VCAS	1.5 to 2.5%	6.0%
VCR	.75 to 1.5%	4.0 to 5.0%
Savings Required	\$1.9 M	\$7.1 M

Figure 6. FY14 and FY15 Budget Reductions

Provost and Chancellor

Academics (Provost) and eLearning (Chancellor) have both increased FTE since 2008, demonstrating a focus on faculty staffing and instructional priorities for the UAF campus as a whole. The 75 percent increase in eLearning since 2008 (12 FTE) is comprised of staff that support curriculum development and student services, added to increase the availability of and access to UAF online course offerings. Online course enrollment has increased dramatically, by 46 percent over the last five years. eLearning will undergo a special program review in FY15 to evaluate operational models.

In academic areas under the Provost, traditional administration, communication and development, advisors and student services, and faculty FTE have all increased since 2008. Growth in comprehensive advising accounts for six FTE, and another four FTE were added in student support in schools and colleges. However, from spring 2013 to spring 2014, faculty (-1.2 percent) and communication and development (-17.8 percent) in these areas have both decreased.

Job Group	2008	2013	2014	% Change, 08-14
FACULTY, RESEARCH & OUTREACH	555.6	567.0	564.5	1.6%
PROGRAM	91.7	82.4	91.5	-0.2%
STUDENT SVCS & COMMUNICATIONS	23.9	47.7	45.8	91.4%
TRADITIONAL ADMIN	171.8	183.0	184.6	7.4%
Total	843.0	880.0	886.4	5.1%

Figure 7. Provost FTE, 2008, 2013 & 2014

Faculty, research, and outreach increases are visible in schools and colleges since 2008:

- College of Engineering and Mines: + 6.2 FTE
- College of Natural Sciences and Mathematics: + 11.1 FTE
- School of Education: + 2.5 FTE
- School of Fisheries and Ocean Sciences: + 7.3 FTE
- School of Management: + 4.0 FTE
- UA Museum of the North: + 1.9 FTE

School-based student services and communications FTE have also increased since 2008:

- College of Engineering and Mines: + 2.0 FTE
- College of Liberal Arts: + 2.0 FTE
- College of Natural Sciences and Mathematics: + 1.1 FTE
- School of Education: + 4.2 FTE
- School of Management: + 2.0 FTE
- School of Natural Resources and Extension: + 3.3 FTE

Vice Chancellor for Rural, Community and Native Education (VCRCNE)

Over time CRCD has made investments in key strategic areas; however much of this change was offset by a corresponding reduction in fiscal and HR staff. CRCD added student service positions at each campus, as well as administrative generalists, information service staff, administrative managers and professionals; however, the unit at a VC level shows a slight decline over time. CRCD positions are typically more variable, based on changing restricted fund (or Title III) funding sources, projects, and rural community programs.

Job Group	2008	2013	2014	% Change, 08-14
FACULTY, RESEARCH & OUTREACH	112.9	113.5	113.0	0.1%
PROGRAM	40.7	16.2	19.0	-53.3%
STUDENT SVCS & COMMUNICATIONS	28.2	32.5	30.0	6.4%
TRADITIONAL ADMIN	94.6	108.2	105.7	11.7%
Total	276.4	270.4	267.7	-3.1%

Figure 8. Vice Chancellor for Rural, Community, and Native Education FTE, 2008, 2013 & 2014

Vice Chancellor for Research (VCR)

As noted above, the areas under the VCR have experienced a significant decline since 2008, as many staff related to research efforts are funded on restricted agency or grant award sources categorized in this analysis as 'program'. For example, since 2008, ARSC experienced a loss in federal funding which included a loss of program staff funded by these external sources. This had significant impact on UAF and resulted in the loss of staff positions. From spring 2013 to spring 2014 areas under the VCR added two FTE (one percent) in faculty, research, and outreach, and decreased 6.6 FTE (eight percent) in traditional administration.

Job Group	2008	2013	2014	% Change, 08-14
FACULTY, RESEARCH & OUTREACH	210.3	192.6	189.7	-9.8%
PROGRAM	152.4	121.9	125.8	-17.5%
STUDENT SVCS & COMMUNICATIONS	5.8	4.9	4.7	-19.0%
TRADITIONAL ADMIN	89.0	81.8	76.0	-14.6%
Total	457.5	401.1	396.2	-13.4%

Figure 9. Vice Chancellor for Research FTE, 2008, 2013 & 2014

Vice Chancellor for University and Student Advancement (VCUSA)

Since spring 2008, VCUSA has experienced significant organizational change. This analysis attempts to normalize the changes, allowing trends to emerge. Traditional admin and faculty, research and

outreach are down; however there has been modest increase in communications staff (through increased and targeted marketing investment efforts) and increases in student services staff over time.

Job Group	2008	2013	2014	% Change, 08-14
FACULTY, RESEARCH & OUTREACH	38.0	30.5	33.8	-11.2%
PROGRAM	15.3	17.5	17.0	11.5%
STUDENT SVCS & COMMUNICATIONS	72.9	79.6	81.2	11.4%
TRADITIONAL ADMIN	70.1	60.1	52.3	-25.4%
Total	196.2	187.7	184.2	-6.1%

Figure 10. Vice Chancellor for University and Student Advancement FTE, 2008, 2013 & 2014

Office of Information Technology (OIT)

OIT added 7.5 FTE in Information Systems (IS) Staff from spring 2013 to 2014 by filling positions that were vacant. Further analysis regarding provision of technology services and exploration of shared service models at UAF is ongoing as part of the larger budgetary discussions. OIT is making efforts to streamline services; changes will likely be reflected in the next update to this report (2015).

Vice Chancellor for Administrative Services (VCAS)

VCAS is composed mostly of traditional administration positions and facilities services staff. VCAS reduced administrative staff through refined business process efforts, distribution of authority or services to units where appropriate (including exploration of shared service models), and through vacancy management and reorganization. Facilities staffing varies based on decisions made related to service contracts.

Job Group	2008	2013	2014	% Change, 08-14
FACULTY, RESEARCH & OUTREACH	0.0	1.0	1.0	-
PROGRAM	6.9	6.8	6.2	-9.2%
STUDENT SVCS & COMMUNICATIONS	1.0	0.0	0.0	-100.0%
TRADITIONAL ADMIN	385.9	336.2	333.8	-13.5%
Total	393.8	344.0	341.0	-13.4%

Figure 11. Vice Chancellor for Administrative Services FTE, 2008, 2013 & 2014

How to Use this Information

This analysis with respect to changes in UAF staffing is intended as a communication tool for leadership awareness and discussion. Staffing levels and FTE distribution is one component within the larger issues of effective resource management and program or service prioritization. An in-depth review will also need to include functional analysis and business process efficiency.

Unit specific detail will be provided to each UAF Dean, Director and Vice Chancellor, and is available through our interactive online staffing and financial trends tool:

<http://www.uaf.edu/finserv/omb/administrative-support-re/administrative-support-re/>.

Please review and consider what this data may tell you about your operations. If you have questions about the data or the trends, please contact OMB. Each Vice Chancellor, Dean and Director is invited to discuss staffing levels in the Fall budget meetings.

As vacancies and budget pressures manifest through the coming year, please be alert to opportunities for implementing shared service models in your areas. The goal of a shared service model is to allow each business unit/department to focus its limited resources on activities that support the UAF mission. More information, including a guide to potential models for UAF, is available at:

<http://www.uaf.edu/finserv/omb/process-improvement/shared-services/>.

This unit detail will include an average admin/support ratio by department type, so that units can see where they are in comparison to internal peers. While recognizing that units are highly varied, often for good reasons, these averages may help spur conversations that identify best practices across units. These functional unit peer groups are defined by OMB, based on similarities in size, scope, and function, but cannot be used for external comparison and will not capture all operational nuances. The groups are:

- **Central:** Facilities Services, Chancellor, eLearning, Financial Services, Grants and Contracts, Human Resources, OIT, Procurement & Central Receiving, Safety Services & EHSRM, Student Advancement, University Advancement
- **Remote:** Bristol Bay Campus, Chukchi Campus, CTC, Interior-Aleutians Campus, Kuskokwim Campus, Northwest Campus
- **Hybrid:** College of Engineering & Mines, School of Natural Resources & Extension, School of Fisheries & Ocean Sciences
- **Academic:** College of Liberal Arts, College of Natural Sciences & Mathematics, School of Education, School of Management
- **Research:** Geophysical Institute, Institute of Arctic Biology, International Arctic Research Center, VCR Developmental Programs & Project Services
- **VC:** VCAS Operations, Provost Office Operations, Rural College, VCUSA Admin & Central Support, VCR
- **Other:** Rasmuson Library, Summer Sessions, UA Museum of the North

Appendix A: Prior Reviews

Background

In April 2010, executive leadership identified the need to conduct a review of the university's academic, research and A/S functions, in part to help inform future budget allocations. A committee was appointed to oversee the project and membership included representatives from academic, research, CRCD, and administrative support functions. The committee was supported by staff from the Administrative Services division.

The committee was charged with three primary goals:

1. **Develop a mechanism to inventory UAF's administrative and support capacity** that is robust enough to provide insight, but simple enough to replicate. Measures include: a) current funding and staffing levels, b) trend information, and c) key indicators and benchmarks.
2. **Develop criteria for rating importance, efficiency, and effectiveness among functions.** These criteria will consider operational effectiveness in light of organizational risk, compliance and safety concerns.
3. **Identify common processes to streamline.** Key processes have been identified that, when streamlined, can improve overall administrative effectiveness. To date major efforts are focused on grant award set-up, employee recruitment, procurement and travel processes. Achieving and documenting measurable costs savings or performance improvements is key to success in these areas.

For more information on UAF Process Improvement efforts, please visit:

<http://www.uaf.edu/finserv/omb/process-improvement/>

The Administrative Review Phase I Report, completed in 2011, established baseline information and a comprehensive inventory of A/S capacity at UAF, focused primarily on the number of full-time equivalent benefitted employees (FTE). The initial inventory provides a mechanism for annual updates to identify trends in staffing levels, using 2006 for historical perspective and fall 2010 as a baseline for active management of the A/S staffing.

The A/S Report (Phase 1) and the Spring 2013 update can be found online at:

<http://www.uaf.edu/finserv/omb/administrative-support-re/>.

TOTAL UAF EMPLOYEE FTEs (SPRING TERMS ONLY)										
	TOTAL UAF					TRADITIONAL ADMIN				
VC Level & Unit	2008	2013	2014	% Change 08-14	% Change 13-14	2008	2013	2014	% Change 08-14	% Change 13-14
Provost	843.0	880.0	886.4	5.1%	0.7%	171.8	183.0	184.6	7.4%	1%
College of Engineering & Mines	111.3	124.2	130.6	17.4%	5.2%	19.1	24.0	24.6	29.0%	2%
College of Liberal Arts	158.7	161.3	158.0	-0.4%	-2.0%	30.9	31.3	32.5	5.3%	4%
College of Nat Sciences&Math	86.6	95.6	99.4	14.8%	3.9%	13.5	16.2	15.4	13.7%	-5%
Provost Office Operations	33.2	42.6	45.2	36.3%	6.1%	20.3	19.8	20.1	-0.9%	2%
Rasmuson Library	61.8	64.0	54.2	-12.3%	-15.4%	0.0	0.0	0.0	0.0%	0%
School of Education	31.2	32.8	35.5	13.8%	8.4%	7.0	6.0	6.1	-13.6%	1%
School of Fisheries & Ocean Sci	143.0	153.4	153.7	7.5%	0.2%	38.0	38.7	37.7	-0.8%	-2%
School of Management	29.0	35.3	34.3	18.1%	-2.8%	6.1	5.6	6.0	-1.2%	6%
Summer Sessions	4.0	5.0	5.8	43.7%	15.0%	3.0	3.0	3.0	0.0%	0%
UA Museum of the North	34.8	29.0	34.0	-2.2%	17.2%	7.8	5.0	5.4	-30.3%	8%
School of Nat Res & Extension	149.6	136.9	135.8	-9.3%	-0.8%	26.3	33.5	34.0	29.0%	1%
Chancellor	8.3	8.8	9.0	8.4%	2.9%	6.5	8.2	9.0	38.5%	10%
Chancellor	8.3	8.8	9.0	8.4%	2.9%	6.5	8.2	9.0	38.5%	10%
UAF Office Information Technology	39.0	36.9	44.4	13.8%	20.3%	39.0	36.9	44.4	13.8%	20%
Office Information Technology	39.0	36.9	44.4	13.8%	20.3%	39.0	36.9	44.4	13.8%	20%
Vice Chancellor for Research	457.4	401.1	396.2	-13.4%	-1.2%	89.0	81.8	76.0	-14.6%	-7%
Geophysical Institute	257.7	194.9	193.9	-24.8%	-0.5%	42.5	33.6	31.6	-25.7%	-6%
Institute of Arctic Biology	116.3	98.1	97.0	-16.6%	-1.1%	18.0	18.8	17.9	-0.8%	-5%
Intl Arctic Research Center	44.1	68.4	70.9	61.0%	3.7%	11.5	13.6	14.7	27.7%	8%
VCR Dev Programs & Project Services	25.9	24.1	21.2	-18.1%	-12.0%	5.0	3.5	2.8	-44.4%	-19%
Vice Chancellor for Research	13.5	15.7	13.2	-2.1%	-16.0%	12.0	12.3	9.1	-24.3%	-26%
VC University & Student Advancement	196.2	187.7	184.2	-6.1%	-1.8%	70.1	60.1	52.3	-25.4%	-13%
Student Advancement	106.5	113.6	102.7	-3.6%	-9.6%	45.0	45.3	32.5	-27.8%	-28%
University Advancement	76.7	70.8	73.3	-4.4%	3.5%	17.1	12.1	12.1	-29.2%	0%
VCUSA Admin & Central Support	13.0	3.2	8.2	-36.9%	156.2%	8.0	2.7	7.7	-3.8%	185%
VC Rural, Community & Native Educ	276.4	270.3	267.7	-3.1%	-1.0%	94.6	108.2	105.7	11.7%	-2%
Bristol Bay Campus	25.0	30.5	28.0	12.2%	-7.9%	10.5	11.5	10.8	3.1%	-6%
Chukchi Campus	12.0	13.0	14.4	19.4%	10.6%	5.5	5.0	7.6	40.0%	53%
Community and Technical College	74.5	68.2	71.8	-3.6%	5.4%	20.3	23.4	23.9	17.8%	2%
Interior-Aleutians Campus	39.7	42.3	36.0	-9.4%	-14.9%	16.3	17.6	13.8	-15.4%	-22%
Kuskokwim Campus	45.3	45.2	42.2	-6.8%	-6.7%	12.5	16.0	17.0	36.1%	6%

Northwest Campus	21.4	19.1	17.1	-20.1%	-10.6%	10.0	12.8	9.8	-2.5%	-24%
Rural College	58.4	52.1	58.2	-0.4%	11.7%	19.7	21.9	22.9	16.3%	5%
Vice Chancellor for Admin. Services	393.8	344.0	341.0	0.0%	-0.9%	385.9	336.2	333.8	-13.5%	-1%
AVC for Facilities Services	220.2	197.8	204.2	-7.3%	0.0%	219.2	196.8	203.2	-7.3%	0%
Central Managed	0.0	1.0	0.0	0.0%	100.0%	0.0	1.0	0.0	0.0%	-100%
Financial Services	82.6	56.7	55.8	-32.4%	-1.5%	82.6	56.7	55.8	-32.4%	-1%
Grants & Contracts Admin	11.8	14.0	12.8	8.5%	-8.9%	11.8	14.0	12.8	8.5%	-9%
Human Resources	18.0	15.5	14.0	-22.2%	-9.7%	18.0	15.5	14.0	-22.2%	-10%
Procurement & Central Receiving	17.8	16.8	14.0	-21.1%	-16.4%	17.8	16.8	14.0	-21.1%	-16%
Safety Services & EHSRM	36.8	39.0	37.5	2.0%	-3.8%	29.9	32.2	31.3	4.6%	-3%
VCAS Operations	6.8	4.3	2.8	-59.3%	-35.3%	6.8	4.3	2.8	-59.3%	-35%
UAF eLearning	16.0	26.5	28.0	75.0%	5.7%	9.3	7.5	7.0	-24.2%	-7%
eLearning & Distance Educ	16.0	26.5	28.0	75.0%	5.7%	9.3	7.5	7.0	-24.2%	-7%
Grand Total	2230.1	2156.3	2157.0	-3.3%	0.0%	866.2	822.8	812.8	-6.2%	-1%

VC SUBTOTALS	TOTAL UAF (% of Total)					TRADITIONAL ADMIN (% of Total)				
	2008	2013	2014	% Change 08-14	% Change 13-14	2008	2013	2014	% Change 08-14	% Change 13-14
PROVOST	37.8%	40.8%	41.1%	8.7%	0.7%	19.8%	22.2%	22.7%	14%	2.1%
CHANCELLOR	0.4%	0.4%	0.4%	12.1%	2.8%	0.8%	1.0%	1.1%	48%	11.8%
OIT*	1.7%	1.7%	2.1%	17.7%	20.3%	4.5%	4.5%	5.5%	21%	21.8%
VCR	20.5%	18.6%	18.4%	-10.4%	-1.3%	10.3%	9.9%	9.3%	-9%	-5.9%
VCUSA	8.8%	8.7%	8.5%	-2.9%	-1.9%	8.1%	7.3%	6.4%	-20%	-11.8%
VCRCNE	12.4%	12.5%	12.4%	0.1%	-1.0%	10.9%	13.1%	13.0%	19%	-1.1%
VCAS	17.7%	16.0%	15.8%	-10.5%	-0.9%	44.5%	40.9%	41.1%	-8%	0.5%
UAF eLearning	0.7%	1.2%	1.3%	80.9%	5.7%	1.1%	1.0%	0.9%	-19%	-13.8%
% of Totals	100.0%	100.0%	100.0%	-3.3%	0.0%	100.0%	100.0%	100.0%	-6.2%	-1.2%

*Does not include
VACANT positions

TOTAL UAF EMPLOYEE (FTEs) BY VC LEVEL, JOB GROUP, AND JOB CATEGORY (SPRING TERMS ONLY)							
VC LEVEL	JOB GROUP	JOB CATEGORY	2008	2013	2014	% Change 08-14	% Change 13-14
Chancellor			8.3	8.8	9.0	8.4%	2.9%
	PROGRAM		0.8	0.6	0.0	-100.0%	100.0%
		ADMIN GENERALIST	0.8	0.6	0.0	-100.0%	-100.0%
	STUDENT SVCS & COMMUNICATIONS		1.1	0.0	0.0	-100.0%	0.0%
		COMMUN PUBLIC&DVLPMT	0.1	0.0	0.0	-100.0%	0.0%
		STUDENT SVCS	1.0	0.0	0.0	-100.0%	0.0%
	TRADITIONAL ADMIN		6.5	8.2	9.0	38.5%	10.4%
		ADMIN GENERALIST	4.5	5.2	4.0	-11.1%	-22.3%
		ADMIN MANAG&PROF	0.0	1.0	2.0	100.0%	100.0%
		CHANCELLOR VC D&D	2.0	2.0	3.0	50.0%	50.0%
Provost			843.0	880.0	886.4	5.1%	0.7%
	FACULTY, RESEARCH & OUTREACH		555.6	567.0	564.5	1.6%	-0.4%
		FACULTY, RESEARCH & OUTREACH	555.6	567.0	564.5	1.6%	-0.4%
	PROGRAM		91.7	82.4	91.5	-0.2%	11.1%
		ADMIN GENERALIST	43.4	21.9	21.7	-49.9%	-0.7%
		ADMIN MANAG&PROF	3.9	2.3	3.6	-6.9%	57.1%
		CHANCELLOR VC D&D	10.2	8.0	7.7	-25.2%	-4.6%
		COMMUN PUBLIC&DVLPMT	11.0	21.6	19.9	80.3%	-7.9%
		EXTENDED TEMPORARY	0.0	8.3	4.5	100.0%	-45.5%
		FACILITY	1.0	6.5	18.5	1750.0%	184.6%
		FISCAL MANAG&PROF	1.9	1.4	1.4	-26.6%	0.0%
		FISCAL TECH	2.5	0.0	1.0	-60.0%	100.0%
		HR STAFF	1.0	1.0	1.0	0.0%	0.0%
		IS STAFF	13.5	10.4	11.0	-18.7%	5.8%
		STUDENT SVCS	3.2	1.0	1.3	-61.4%	25.0%
		STUDENT SVCS & COMMUNICATIONS		23.9	47.7	45.8	91.4%
		COMMUN PUBLIC&DVLPMT	11.6	19.1	15.7	35.8%	-17.8%
		STUDENT SVCS	12.4	28.6	30.1	143.3%	5.5%
	TRADITIONAL ADMIN		171.8	183.0	184.6	7.4%	0.9%
		ADMIN GENERALIST	86.1	95.1	98.9	14.9%	4.0%
		ADMIN MANAG&PROF	8.1	11.0	11.7	44.7%	6.5%
		CHANCELLOR VC D&D	22.7	19.0	18.2	-19.7%	-4.4%

		EXTENDED TEMPORARY	0.0	0.5	0.0	0.0%	-100.0%
		FACILITY	6.8	10.8	12.5	85.2%	16.3%
		FISCAL MANAG&PROF	14.0	17.1	17.1	22.4%	-0.1%
		FISCAL TECH	23.3	14.8	12.0	-48.4%	-18.7%
		HR STAFF	4.0	3.0	4.0	0.0%	33.3%
		IS STAFF	7.0	11.8	10.2	45.0%	-13.6%
UAF OIT*			39.0	36.9	44.4	13.8%	20.3%
	TRADITIONAL ADMIN		39.0	36.9	44.4	13.8%	20.3%
		ADMIN GENERALIST	2.0	2.0	2.0	0.0%	0.0%
		CHANCELLOR VC D&D	1.0	1.0	1.0	0.0%	0.0%
		COMMUN PUBLIC&DVLPMT	0.0	1.0	1.0	100.0%	0.0%
		FISCAL MANAG&PROF	1.0	0.9	0.9	-10.0%	0.0%
		FISCAL TECH	1.0	1.0	1.0	0.0%	0.0%
		IS STAFF	34.0	31.0	38.5	13.2%	24.2%
VC Rural, Community & Native Educ			276.4	270.3	267.7	-3.1%	-1.0%
	FACULTY, RESEARCH & OUTREACH		112.9	113.5	113.0	0.1%	-0.4%
		FACULTY, RESEARCH & OUTREACH	112.9	113.5	113.0	0.1%	-0.4%
	PROGRAM		40.7	16.2	19.0	-53.4%	17.1%
		ADMIN GENERALIST	25.5	6.0	4.4	-82.6%	-26.5%
		ADMIN MANAG&PROF	3.0	0.0	0.0	-100.0%	0.0%
		CHANCELLOR VC D&D	0.2	0.0	0.0	-100.0%	0.0%
		COMMUN PUBLIC&DVLPMT	5.0	6.0	5.0	0.0%	-16.7%
		EXTENDED TEMPORARY	0.0	0.0	1.8	100.0%	100.0%
		IS STAFF	2.0	1.0	1.0	-50.0%	0.0%
		STUDENT SVCS	5.0	3.2	6.8	34.9%	114.2%
	STUDENT SVCS & COMMUNICATIONS		28.2	32.5	30.0	6.6%	-7.7%
		COMMUN PUBLIC&DVLPMT	1.0	1.0	1.0	0.0%	0.0%
		STUDENT SVCS	27.2	31.5	29.0	6.8%	-7.9%
	TRADITIONAL ADMIN		94.6	108.2	105.7	11.7%	-2.3%
		ADMIN GENERALIST	50.3	62.9	59.0	17.2%	-6.3%
		ADMIN MANAG&PROF	3.0	8.0	8.0	166.7%	0.0%
		CHANCELLOR VC D&D	8.9	8.5	9.0	1.7%	5.9%
		EXTENDED TEMPORARY	0.0	0.0	1.0	0.0%	100.0%
		FACILITY	6.0	7.8	8.8	46.2%	12.9%
		FISCAL MANAG&PROF	6.0	6.0	6.0	0.0%	0.0%
		FISCAL TECH	11.5	9.0	7.0	-39.1%	-22.2%
		HR STAFF	2.0	0.0	0.0	-100.0%	0.0%
		IS STAFF	7.0	6.0	7.0	0.0%	16.7%

VC University & Student Advancement		196.2	187.7	184.2	-6.1%	-1.8%
	FACULTY, RESEARCH & OUTREACH	38.0	30.5	33.8	-11.2%	10.7%
	FACULTY, RESEARCH & OUTREACH	38.0	30.5	33.8	-11.2%	10.7%
	PROGRAM	15.3	17.5	17.0	11.5%	-2.9%
	ADMIN GENERALIST	4.8	3.0	2.0	-57.9%	-33.3%
	ADMIN MANAG&PROF	2.0	2.0	2.0	0.0%	0.0%
	CHANCELLOR VC D&D	1.5	1.0	1.0	-33.3%	0.0%
	COMMUN PUBLIC&DVLPMPT	4.0	6.0	6.0	50.0%	0.0%
	EXTENDED TEMPORARY	0.0	0.5	1.0	100.0%	100.0%
	FACILITY	2.0	2.0	2.0	0.0%	0.0%
	FISCAL MANAG&PROF	1.0	2.0	2.0	100.0%	0.0%
	FISCAL TECH	0.0	0.0	1.0	100.0%	100.0%
	HR STAFF	0.0	1.0	0.0	-100.0%	-100.0%
	STUDENT SVCS & COMMUNICATIONS	72.9	79.6	81.2	11.4%	2.0%
	COMMUN PUBLIC&DVLPMPT	16.9	18.2	19.7	16.7%	8.1%
	STUDENT SVCS	56.0	61.4	61.5	9.8%	0.2%
	TRADITIONAL ADMIN	70.1	60.1	52.3	-25.4%	-12.9%
	ADMIN GENERALIST	43.3	28.7	22.7	-47.7%	-20.9%
	ADMIN MANAG&PROF	1.0	2.5	0.7	-30.0%	-71.4%
	CHANCELLOR VC D&D	7.5	9.2	9.2	22.7%	0.0%
	EXTENDED TEMPORARY	0.0	1.0	0.0	0.0%	-100.0%
	FACILITY	6.7	7.5	7.5	12.8%	0.0%
	FISCAL MANAG&PROF	4.0	5.0	5.5	37.5%	10.0%
	FISCAL TECH	3.3	1.8	2.8	-15.4%	57.1%
	IS STAFF	4.4	4.5	4.0	-8.7%	-11.1%
Vice Chancellor for Admin. Services		393.8	345.0	341.0	-13.4%	-1.2%
	FACULTY, RESEARCH & OUTREACH	0.0	1.0	1.0	-	0.0%
	FACULTY, RESEARCH & OUTREACH	0.0	1.0	1.0	-	0.0%
	PROGRAM	6.9	7.8	6.2	-9.2%	-20.3%
	ADMIN GENERALIST	0.6	0.0	0.0	-100.0%	0.0%
	FISCAL MANAG&PROF	0.0	0.5	0.6	-	10.0%
	POLICE, FIRE & RM	6.3	7.3	5.7	-9.3%	-22.3%
	STUDENT SVCS & COMMUNICATIONS	1.0	0.0	0.0	-100.0%	0.0%
	COMMUN PUBLIC&DVLPMPT	1.0	0.0	0.0	-100.0%	0.0%
	TRADITIONAL ADMIN	385.9	336.2	333.8	-13.5%	-0.7%
	ADMIN GENERALIST	34.4	30.3	28.5	-17.2%	-5.8%
	ADMIN MANAG&PROF	9.0	12.0	10.8	19.4%	-10.4%
	CHANCELLOR VC D&D	7.0	12.5	12.0	71.2%	-4.0%

		COMMUN PUBLIC&DVLPMT	0.0	1.0	1.0	100.0%	0.0%
		EXTENDED TEMPORARY	0.0	2.0	0.0	0.0%	-100.0%
		FACILITY	221.2	176.8	184.5	-16.6%	4.4%
		FISCAL MANAG&PROF	19.0	18.0	18.2	-4.2%	1.1%
		FISCAL TECH	33.0	25.5	25.5	-22.7%	0.0%
		HR STAFF	15.0	13.5	13.0	-13.3%	-3.7%
		IS STAFF	5.0	6.0	4.0	-20.0%	-33.3%
		POLICE, FIRE & RM	34.3	31.7	30.3	-11.4%	-4.3%
		PROCUREMENT	8.0	7.0	6.0	-25.0%	-14.3%
Vice Chancellor for Research			457.4	401.1	396.2	-13.4%	-1.2%
	FACULTY, RESEARCH & OUTREACH		210.3	192.6	189.7	-9.8%	-1.5%
		FACULTY, RESEARCH & OUTREACH	210.3	192.6	189.7	-9.8%	-1.5%
	PROGRAM		152.4	121.9	125.8	-17.4%	3.2%
		ADMIN GENERALIST	13.4	9.3	6.7	-50.1%	-28.5%
		ADMIN MANAG&PROF	7.3	3.4	4.1	-43.4%	22.4%
		CHANCELLOR VC D&D	4.8	8.9	8.2	69.7%	-7.6%
		COMMUN PUBLIC&DVLPMT	12.1	9.4	11.1	-8.9%	17.8%
		EXTENDED TEMPORARY	1.0	2.5	6.5	550.0%	160.0%
		FACILITY	4.7	7.6	6.6	42.6%	-13.1%
		FISCAL MANAG&PROF	2.0	3.2	1.9	-5.0%	-39.7%
		FISCAL TECH	4.5	1.7	2.7	-40.8%	56.1%
		IS STAFF	102.7	76.0	78.1	-23.9%	2.7%
	STUDENT SVCS & COMMUNICATIONS		5.8	4.9	4.7	-18.3%	-4.1%
		COMMUN PUBLIC&DVLPMT	5.8	4.9	4.7	-18.3%	-4.1%
	TRADITIONAL ADMIN		89.0	81.8	76.0	-14.6%	-7.1%
		ADMIN GENERALIST	25.3	17.5	17.6	-30.2%	0.5%
		ADMIN MANAG&PROF	9.8	9.7	6.9	-29.7%	-29.0%
		CHANCELLOR VC D&D	9.4	8.7	9.5	1.4%	10.0%
		EXTENDED TEMPORARY	0.0	0.0	0.8	100.0%	100.0%
		FACILITY	5.5	5.0	4.0	-27.1%	-20.0%
		FISCAL MANAG&PROF	9.6	12.9	10.1	5.2%	-21.4%
		FISCAL TECH	14.0	13.8	11.8	-15.5%	-14.2%
		HR STAFF	6.0	4.5	6.0	0.0%	33.3%
		IS STAFF	9.5	9.8	9.3	-2.1%	-5.1%
UAF eLearning			16.0	26.5	28.0	75.0%	5.7%
	FACULTY, RESEARCH & OUTREACH		4.8	10.0	11.0	131.1%	10.0%
		FACULTY, RESEARCH & OUTREACH	4.8	10.0	11.0	131.1%	10.0%
	STUDENT SVCS & COMMUNICATIONS		2.0	9.0	10.0	400.0%	11.1%

		COMMUN PUBLIC&DVLPMT	0.0	0.0	1.0	100.0%	100.0%
		STUDENT SVCS	2.0	9.0	9.0	350.0%	0.0%
		TRADITIONAL ADMIN	9.3	7.5	7.0	-24.2%	-6.5%
		ADMIN GENERALIST	6.3	3.5	3.0	-51.8%	-14.0%
		CHANCELLOR VC D&D	1.0	1.0	1.0	0.0%	0.0%
		FISCAL MANAG&PROF	1.0	1.0	1.0	0.0%	0.0%
		IS STAFF	1.0	2.0	2.0	100.0%	0.0%
		FACULTY, RESEARCH & OUTREACH TOTAL	921.5	914.5	913.0	-0.9%	-0.2%
		PROGRAM TOTAL	307.6	246.3	259.5	-15.6%	5.3%
		STUDENT SVCS & COMMUNICATIONS TOTAL	134.8	173.7	171.7	27.4%	-1.1%
		TRADITIONAL ADMIN TOTAL	866.2	821.8	812.8	-6.2%	-1.1%
		Grand Total	2230.1	2156.3	2157.0	-3.3%	0.0%

* Not including VACANT positions



Date: July 15, 2014

To: Patrick Gamble, University of Alaska President

From: Brian Rogers, UAF Chancellor
Tom Case, UAA Chancellor
John Pugh, UAS Chancellor
Pat Pitney, UAF Vice Chancellor for Administrative Services
Bill Spindle, UAA Vice Chancellor for Administrative Services
Michael Ciri, UAS Vice Chancellor for Administrative Services

CC: Karl Kowalski, UA Chief Information Technology Officer
Ashok Roy, UA Vice President for Finance & Administration
Erik Seastadt, UA Chief Human Resource Officer
Dana Thomas, UA Vice President Academic Affairs

Re: Administrative IT Partnership and Action Plan as a result of the
NACUBO/Educause Administrative IT Summit in Chicago, IL

UA, like many other higher education institutions, is facing significant resource pressures which challenge our traditional operating models. This includes the emerging need to renew or integrate with existing enterprise administrative systems. NACUBO and Educause convened a joint working group in Chicago, IL (June 2014) to explore how to best maximize the cost-effectiveness of administrative services and systems. Per your encouragement a team from UA attended.

Shaping Alaska's Future (SAF) "Accountability to the People of Alaska," challenges UA leaders to improve efficiency, effectiveness, quality of service and to provide an improved ability to access UA programs through our services, support, collaborative decision-making and cooperation (see Appendix A). With this goal in mind as well as the need to significantly reduce cost, business and information technology (IT) leadership from each University attended the Chicago workshop to build an administrative technology partnership and action plan for future improvement. UA participants included:

Pat Pitney, UAF VCAS	Bill Spindle, UAA VCAS
Michael Ciri, UAS VCAS/CIO	Raaj Kurapati, UAF AVC Financial Services
Sandi Culver, UAA AVC Financial Services	Tom Dienst, UAS Director Business Office
Martha Mason, UAF CIO	Pat Shier, UAA CIO
Karl Kowalski, UA CITO	Julie Queen, UAF Director OMB

We appreciate that the UA CITO was able to join us at the joint working group, and has already implemented a rigorous accountability and customer service-based culture and change process in the Office of Information Technology (OIT). The issues we want to address are about how we manage the administrative information systems where the primary responsibility for change is not necessarily within the Office of Information Technology (OIT), nor with the point of service (i.e. campus business areas). The control points for nearly all changes lie within each Statewide (SW) functional area:

Finance, Human Resources (HR) and Student Services. We believe these recommendations will enhance our ability to make enterprise information system changes in a timely and effective manner related to HR, Finance, Records Management and OIT.

The three Universities are generally frustrated with the pace at which we specify, implement, maintain and optimize technology at UA for improved administrative processing. With a low and slow project completion history for system-wide collaboration efforts, UA is behind the curve in efficient business process management. This is partially driven by a governance structure which is overly complex (at all levels), is missing key components and is dated.

In 2009, a review of Statewide IT automation was conducted (Dexter) expressing key recommendations, some of which have been implemented (Appendix C); however, the existing governance process does not adequately support the ability to make operational changes at the campuses. Our administrative/IT infrastructure and fragmented decision-making often represent an impediment to business process improvement, rather than a solution. Although this review is several years old and some comments may no longer fit the management structure, Professor Dexter specifically recommended the following, which can be applied to the current situation:

- The need to regularly communicate project status to stakeholders, address issues and resolve misunderstandings between SW and the campuses.
- Current and future projects should be inventoried and prioritized against each other, and assigned a responsible project manager who will be held accountable for project deliverables.
- *Before* developing solutions ideas from campuses must be solicited and requirements for projects must be articulated.

These circumstances call for a review of our current structure and approach to administrative technology planning and management. To facilitate an improved approach, the Universities agree to commit to some key principles and also have several requests of the Statewide Office of System Administration (SW).

The Universities agree to:

1. Work with SW to put in place a robust and adaptable administrative/IT governance structure that meets our immediate need for improved operational efficiencies and in service delivery as well as the long-term institutional goals
2. Work collaboratively to set clear priorities on administrative/IT projects with reasonable time lines for completion
3. Dedicate resources, as appropriate, to support completing the agreed upon administrative/IT projects
4. Work within an appropriate framework that supports increased resource capacity by allowing campus-based implementation access associated with our enterprise systems. This may include the development of a controlled operating framework for managing increased and decentralized access to technical systems at a campus level, with the authority to make changes or improvements at any specific campus or on behalf of the UA system

5. Consult regularly with the Statewide Academic Council (SAC) through the VPAA on development and implementation of new administrative/IT system improvements that impact academic programs
 - a. A request from the VPAA to provide feedback on items that can be accomplished over the summer 2014 timeframe with respect to Administrative/IT and Institutional Research (IR) areas was recently received (July); each University is preparing a response (which will be submitted separately) with the expectation the VPAA plans to discuss the list further with the Statewide Academic Council (SAC) and Summit Team.

To enable the Universities' ability to deliver excellent service and support at every level, we ask that SW embrace the following:

1. A commitment to the core mission of supporting and facilitating the business of the Universities with a focus of top-tier customer service
2. A commitment to increase the level of system access and build a culture that measures the value and speed of business relative to control – in many cases, allowing access in order to move things forward and get the job done outweighs associated risks
3. A commitment to critically review, in partnership with the Universities, the current administrative/IT governance structure and processes, and adjusting to ensure that project implementations address the business service needs and move in a timely, efficient and effective manner
4. A commitment to establish a process for active collaboration with the Universities, to gather business needs and requirements at the start of any project with systemwide impact that ensures timely reporting on the status of all projects with clear timelines for completion (inception-completion)
 - a. Status may include risks, budget to actual expenditures, percent of work completed milestone achievements, etc.
 - b. This active collaboration should continue throughout the project lifecycle so that changing UA business needs and processes are evaluated and, if needed, reflected in changes to the appropriate enterprise systems in a timely manner.
5. A commitment to establish a process through which the Universities, in a timely manner, can access enterprise systems (provisioning/administration of systems); this may include allowing campus experts the access/authority to make upgrades/changes in existing systems, rationalize the existing application portfolio in order to implement systems or tools based on specific-campus needs or business processes, or bring in industry/vendor expertise to supplement internal resource limitations within an appropriate framework.
 - a. This structured, open approach which includes the Universities and SW will result in systems that are better tailored to the specific business mission/needs of each unit, thus improving efficiency and customer satisfaction.

With the adoption of these key concepts, the Universities feel a more productive administrative/IT partnership can be established. We acknowledge several of these key concepts will require further

discussion and the three Universities are willing to contract with an organization to do a review of the UA-wide administrative/IT governance approach.

The Universities recognize the current model for administrative/IT management is not working optimally. With a shrinking budget and vacant positions held for greater periods of time, the ability for SW to facilitate the Universities' business needs is diminished. Understanding this, we are committed to working together to explore new models that maximize and leverage existing UA expertise and capacity through greater campus leadership. The Universities are prepared to balance risk and appropriate controls with forward-thinking and innovation.

Action Plan

The administrative leadership team had the opportunity to discuss priority projects that if accomplished in a relatively short timeframe, would serve as an excellent kick-off for a reinvigorated partnership, would build forward momentum and would benefit a broad spectrum of campus customers with improved service. These may not represent all high-priority projects, but are a place to start the work based on current multi-University agreement, relative ease of completion, and may be candidates for review in the newly established governance structure. The following are projects agreed upon by the Universities:

1. Move to electronic payment (e-payment) or automated clearing house (ACH)

Target date: June 2015

- a. How UA sends or receives payments via accounts payable (A/P) and accounts receivable (A/R) processing is currently manual and very "paper heavy". Issuing checks for UA payments also results in stale dated checks for unclaimed property on an annual basis.
- b. Moving to E-Payment/ACH would enable an electronic process, increase vendor confidence, allow for self-service options online, reduce the internal cost to issue a check and increase the rebates UA receives associated with E-Payment accounts.

2. Move to a "one card" procurement and travel system (ProCard/travel card)

Target date: June 2015

- a. Campus process improvement work teams have identified procurement and travel as two of the most inefficient processing areas in the UA system with broad impact to many units/faculty/staff/researchers/students. Improving these workflows with improved card management technology opens the door for efficiency in several areas.
- b. Expanding ProCard use and incorporating Travel payment options into a One Card system would resolve a myriad of administrative "hassle factors" and would increase the ability for UA to report on and garner volume based discounts for its level of expenditures with existing vendors. Rebate revenues can also be increased through increased card use.
- c. Administering procurement, travel and department travel cards is a duplicative effort and can be streamlined within one process at each University.

3. Improve travel expense management Move to an online travel booking system

Target date: September 2014

Target date: December 2015

- a. Concerns with the Travel Expense Management (TEM) system and recommendations for improvement have been addressed in a separate memo to the VP Finance & Administration; however, travel processing can additionally be improved by moving to an online booking system. If this means a discussion to improve vs. move away from TEM to a different travel management tool, the Universities are willing to work this through to find the best way to meet user needs.
- b. From a service perspective, travel expense management should mitigate a portion of the complexity of travel processing and decrease reimbursement time for travelers. A booking tool (integrated with expense management) would also expand service to UA travelers and would streamline the process between booking and reimbursement at the conclusion of business, research or instructional travel.

4. Conduct an assessment of enterprise systems and governance to increase access, improve operations and choose the appropriate level of control

Target Date: August 2014

- a. Enterprise systems should ultimately be managed to provide the best service possible to campus customers. A review of systems should initially include Ellucian/Banner, PeopleAdmin/Uakjobs, OnBase, DocuSign and may be expanded to examine other current administrative systems. It would be useful to understand what capabilities we own vs. what we currently use (or not), and what it would take to align administrative systems with our SAF targets and missions.
 - i. Ellucian offers a system inventory type of consulting service, called an “Action Plan”, which is a review of current Banner and dependent systems including modifications. The consult includes a survey and two day onsite visit with a packaged plan as a product. If this option is accepted, full details/scope can be requested of Ellucian.
 - ii. Other external consultant review options are available as related to administrative/IT governance and service delivery
 - iii. Previous UA reports/reviews are available for review (Appendix C)
- b. The Universities will advocate for a model that drives for common enterprise platforms, but must accommodate unique or specific campus business processes. Not every solution is one-size-fits-all. Campus expertise should be leveraged wherever possible.
- c. An external review of the decision-making framework and process with which we implement solutions (i.e. do the work) must be conducted to ensure decisions are made at the appropriate level so that enterprise administrative/IT projects better fit the mission and needs of the Universities and are completed in a timely manner. This will result in a higher level of user satisfaction with the products and processes as well as a greater number of projects brought to completion.
- d. A governance review must include: the IT Executive Council (ITEC), Banner General Functions Council (GFC), Banner Coordinating Team (BCT), Portfolio Management Team (PMT), Project Management Office (PMO), Chief Information Officer (CIO) Management Team (CMT), OnBase Governance and Implementation Team (OGIT) and any other enterprise administrative or IT related governance group focused in Finance and/or Human Resources. The governance structure must consider which groups are

strategic/decision-making, which should operate in an advisory capacity and how projects are managed. The structure must allow for small and large (campus-based or system) projects to be completed in a timely manner. Functional owners and groups must support the reformed governance structure consistent with the level of service need.

- i. The UA administrative/IT governance basic framework can be referenced here, although it may not reflect current practice in all areas:
<https://www.alaska.edu/pmo/governance/>.
- ii. A list of process and financial benefits of a functional governance structure as related to administrative/IT management is attached (Appendix D) along with case study summaries from higher education institutions: University of Massachusetts System and University of Illinois System.

5. Create an administrative/IT group focused on simplifying and streamlining to achieve efficient operational processes within administrative systems

Target Date: November 2014

- a. Supporting student efforts, maximizing capacity, leveraging resources, improving access, empowering employees and improving customer service across the UA System are areas that align with SAF effect statements.
 - i. Considering acceptable risk associated with enterprise systems and prudent control vs. the speed of operations will be of particular interest.
- b. The group should be composed of the Chief Information Technology Officer, VP Finance, Controller, Administrative Services Vice Chancellors, AVCs for Finance, Chief Information Officers and appropriate business process leadership. Where administrative areas are expanded to include Academic, Human Resource or Student areas, appropriate representation will be considered.
- c. The group should commit to a regular meeting schedule (e.g. monthly).

As referenced in the NACUBO/Educause Final Report, the administrative leadership team agrees that for administrative services and systems the concept of striving for “parity” and meeting industry standards will enable UA to minimize the resources required while maximizing value and improving cost effectiveness (see Appendix B, pg. 7). Administrative systems are critical, but do not differentiate UA from other institutions; however, inefficient administrative systems and processes consume significant resources that would otherwise be available to UA’s core mission.

UA is faced with a financial environment in FY15 and for the foreseeable future that calls for us to be more efficient in all facets of our operations in order to continue to effectively deliver our programs and services. As such, our ability to enhance current and employ new technologies in a timely manner is ever more critical.

In an effort to build bridges rather than walls between our organizations during this time of change, the Universities thank you for supporting this opportunity to attend the valuable sessions in Chicago.

We ask for your endorsement of this plan and look forward to a productive effort moving forward.

Appendix A: Shaping Alaska's Future (SAF) Guiding Principles

Accountability to the People of Alaska

ISSUE D: UA is often judged, not by the quality of its education, research or outreach, but rather by the personal experience that an individual encounters when accessing those programs. Similarly, employee effectiveness and morale depend upon their own personal experiences when they need assistance from another employee or group within the university system.

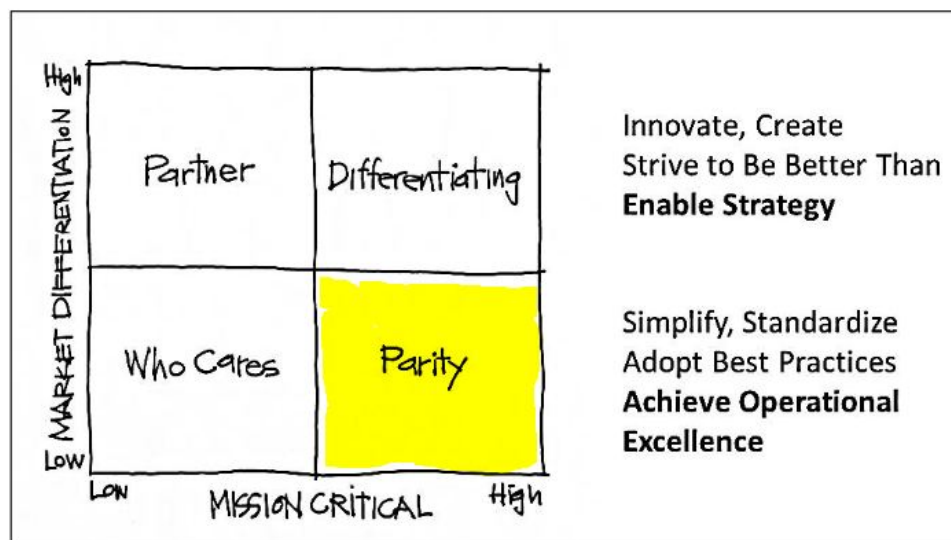
Effect: *UA values, supports and delivers excellent service at every level.*

ISSUE E: Alaska's forecast fiscal condition will increase expectations of the UA Board of Regents, legislators and other community leaders that UA will further address revenue generation, cost-effectiveness and cooperation across the UA system.

Effect: *Greater efficiency, effectiveness, quality and revenue generation result from UA-wide collaborative decision-making and cooperation.*

Appendix B: NACUBO/Educause Working Group on Administrative Services and Systems Final Report <https://net.educause.edu/ir/library/pdf/PUB9016.pdf>

Parity Diagram



Market Differentiation/Mission Criticality Matrix¹

¹ Adapted from Pollyanna Pixton, Niel Nickolaisen, Todd Little, and Kent McDonald, *Stand Back and Deliver: Accelerating Business Agility* (Addison-Wesley Professional), June 26, 2009; see "Figure 2.1: The Purpose Alignment Model," 15. For additional theoretical foundations, see Richard Nolan and F. Warren McFarlane, "Information Technology and the Board of Directors," *Harvard Business Review*, October 2005; see also "The IT Strategic Impact Grid," 99.

Appendix C: Recommendations based on Statewide IT Automation Review by Professor Charlie Dexter <http://www.alaska.edu/files/oit/IT%20Automation%20Review%20Dexter%20July2009%20&%20Exec%20Recommendations%20Oct2009.pdf>

Appendix D:
Governance Process and Financial Benefits including Higher Education Case Studies
(Huron Consulting Group)

Process Benefits of Governance

1. Alignment of administrative/IT priorities with institutional strategy
2. Enhanced stakeholder engagement and satisfaction
3. Improved accountability for the quality of administrative/IT services
4. Reduction of failure of administrative/IT projects
5. Reduction of risk over time
6. Transparency into the administrative/IT decision making process

Financial Benefits of Governance

1. Better utilization and alignment of limited administrative/IT resources on priority initiatives
2. Identification and reduction of redundant systems, hardware and services
3. Alignment of application portfolio and infrastructure with financial investment strategy
4. Establishment of policies to manage administrative/IT procurement and spend
5. Promotes labor efficiency and effectiveness; reduces spend on external services

Critical Path Actions based on lessons learned:

1. Establish common understanding of the current state including strengths and opportunities
2. Determine guiding principles and high-level governance structure
3. Develop governance framework
 - a. Roles
 - b. Responsibilities
 - c. Committee structure
 - d. Process
 - e. Supporting Artifacts (e.g. inputs from process areas of project/portfolio management)
 - f. Funding
 - g. Support
 - h. Accountability
4. Develop implementation plan
 - a. Executive champion
 - b. Implementation team
 - c. Timeline expectations
 - d. Accountability plan (e.g. status reports, feedback loop)
 - e. Communication plan

Higher Education Governance Case Studies:

University of Massachusetts System

Challenge: Operational efficiency and position use of scarce financial resources

Solution:

Objectives:

- Adopt a charter focused on operational effectiveness initiatives – define core (university-wide) vs campus roles

Structure:

- Establish a Committee on Operational Effectiveness to include representation from major stakeholder groups and campuses
- Develop appointment and authority structures to ensure accountability to both the President and campus Chancellors
- Create sub-groups around three primary input committees: technology, resources and administration, and academic and research affairs – re-organize existing groups and structure new subgroups to address gaps
- Identify dedicated support staff to provide analytic and project management support for this initiative

Process:

- Establish clear and consistent processes to support data driven, timely and transparent decisions – i.e., Intake Process, Proposal Characteristics, Approval Process

Funding:

- Integrate funding structures in the university's budget process to support implementation of initiatives

Accountability:

- Establish structures to mitigate potential challenges and risks in implementation – strategic plan, accountability structure, dual reporting for core services

University of Illinois System

Challenge: Prioritization and Portfolio Management

Solution:

Governance Structure:

- Design a committee structure to include University Technology Management Team, Information Technology Priorities Committee and other subcommittees that focus on both functional and technology based governance.

Governance Process:

- Outline the funding process, decision making authority, proposal process, accountability mechanisms and support team necessary to establish a transparent prioritization and portfolio management process.

Support Structure:

- Create an organizational structure that appropriately resources the support mechanisms needed to manage the governance process. These supporting mechanisms include portfolio management, program management, project management, business process improvement (BPI) shared services and application retirement process.



Date: June 26, 2014

To: Ashok Roy, UA Vice President for Finance & Administration

From: Brian Rogers, UAF Chancellor
Tom Case, UAA Chancellor
John Pugh, UAS Chancellor
Pat Pitney, UAF Vice Chancellor for Administrative Services
Bill Spindle, UAA Vice Chancellor for Administrative Services
Michael Ciri, UAS Vice Chancellor for Administrative Services

CC: Patrick Gamble, University of Alaska President
Karl Kowalski, UA Chief Information Technology Officer

Re: Critical Improvements for Travel Expense Module (TEM)

While the Travel Expense Module (TEM) piloted last fall has brought faster reimbursements for travelers and has the potential to streamline travel administration across the UA system, we have concerns about several aspects of the program. We feel this is an opportunity to address these items in the initial stages of rollout in order to allow for increased functionality, employee system access that matches the business needs and improved training. In your June 20 email to Chancellor Rogers, you addressed some of those concerns. However, we would appreciate the opportunity to discuss these and others in more detail at President's Cabinet so that we can further improve the TEM process and future software implementations.

Some of these issues were raised during the development of the modules and others have been raised since the pilot program began. Although each university has had the opportunity to be represented on the TEM Committee, we feel campus-based member feedback was not always considered as part of the implementation plan. The pilot program, although available for all to access, was tested in very limited groups on a fairly slow timeline since training material and scheduled trainings were in development over the same time period. Regardless, the pilot program has been extremely informative upon more rigorous campus-based testing. Now that feedback has been solicited, we are asking for specific actions to address this feedback.

Additionally, if decisions were made early-on to limit user access or minimize customizations to this product, it now may be time to consider appropriate adjustments related to system access for those that process or audit travel, and employ custom functionality to best fit the processing requirements for UA travel. In order to improve the level of service we provide our employees when they travel on university business, we believe it is important that we as a system continuously look to improve our processes whenever and wherever possible, whether that opportunity comes before a new tool is implemented or after it is rolled out.

We ask for a status report and/or commitment to address each of these issues by August 1, 2014.

Logins and Security

Accessing TEM should be easy. We were pleased to learn through your June 20 email that OIT is working with Statewide (SW) Financial Systems on a solution to implement single sign-on functionality. For the reasons outlined below, we would encourage SW Financial Systems to work with OIT to implement single sign-on for TEM and for all future systems that will be widely used by staff across the system - before the systems are rolled out to users.

- Currently, users can log in to TEM using their UAOnline credentials (UA username). Users must then log in to Banner Workflow for approvals using a different set of credentials. Even though use of the UA username and password may be used to log in to UAOnline, this feature is not enabled in TEM. Furthermore, many travel approvers do not use Banner for any other aspect of their job and are unfamiliar with the system, so this login requires an additional request for Banner query access followed by a separate username/password to track.

Action requested: Change to single sign-on using UA username and password.

- To route a travel request for additional approval, e.g. when a trip is funded by a different department, primary approvers must know the funding approver's Banner ID. There is no central directory for Banner IDs (equivalent to edir for UA usernames), so users need to track down the approver's Banner ID before they can submit their travel requests. It is our understanding with the next Banner (Finance) upgrade, Workflow routing becomes easier; however, the timeline on this upgrade is at least one year out, which is not in alignment with the current business needs. Consider improving the approval process via email or mobile device options.

Action requested: Change to single sign-on using UA username and password. Consider enabling email or mobile device approval options.

- Banner Workflow passwords expire on a different cycle than other passwords and without notification. In addition, only designated campus staff have the capability to reset Banner passwords. Most travelers using Banner Workflow for only travel approvals are unlikely to know who the campus contacts are, making password updates onerous for these users. Even if single sign-on is implemented, we recommend giving OIT the capability to change Banner passwords. The OIT Support Center (450-8300) is staffed for this regular function, utilizes appropriate security standards and is available 24/7.

Action requested: Change to single sign-on using UA username and password. If single sign-on is not adopted, extend password expiration to the 400 day standard with email notification to users prior to expiration. Allow OIT Support Center to reset Banner passwords.

- TEM login and Workflow login do not use secure HTTP protocol.

Action requested: Similar to the login for Banner, UAOnline and other UA systems, login should be through secure HTTP protocols.

Document Attachments

We understand, per your June 20 email, that SW Financial Systems has purchased the OnBase document management TEM module and is investigating the necessary steps to implement. This will allow a user to upload documents/receipts into the TEM system. Enabling uploads from mobile devices is also requested as part of this effort. While we are disappointed that this need was not recognized and addressed before TEM was employed, we appreciate that you are investigating it now. We urge you to make this a priority to streamline the TEM approval process for users. We encourage rigorous testing from travelers and travel coordinators, in addition to the TEM Committee, to ensure the solution addresses the expected business need.

Action requested: Implement OnBase integration with Banner/TEM so that travelers/delegates can attach travel documents/receipts to authorized request and expense reports, including uploads from mobile devices.

Email Notification and Tracking

Approvers receive only one email notifying them of an item in their Workflow queue. As many travel approvers do not use Workflow for any other reason and may not log in to Workflow for several days if not more, if they miss the email, the authorization may sit for days without action or until the traveler or the traveler's delegate inquires about its status.

Action requested: Implement automatic email reminders to approvers and delegates when an item has been in their Workflow queue for more than 48 hours.

If a proxy (or delegate) for an approver simply opens an item in Workflow, that item no longer appears in the primary approver's queue. If the proxy has taken action on the item, it makes sense that it no longer appears in the primary approver's Workflow. However, if no action has been taken, items should remain visible in the approvers queue until they have been submitted, either by the proxy or the original approver.

Action requested: Items must remain visible in the approver's queue until they have been submitted.

Budget

If a fund/org has insufficient funds (is in NSF status), the travel authorization (TA) cannot be completed without having the user change the funding at each line item in the travel request; there is no option to do a global funding change once any travel lines have been entered.

Action requested: A change in practice for NSF application may make this more efficient, or there may be options within TEM to allow for NSF overrides if global funding changes are not possible.

Administrative Access for Travel Auditors

Administrative flexibility to make changes and rights to make administrative exceptions is a requirement. Travel auditors at the individual universities have no higher level administrator access to the system to serve as a campus-based trouble-shooting resource. UAF's representative on the TEM system-wide implementation team, Geoff Jacobs, has requested this access, but the request was denied by SW Financial Systems. Administrator access would allow travel auditors to see and assist with all travel within TEM (profiles, routing, authorizations and expense reports) and manage grant/approver/delegate access. To our knowledge, Laura Katucki is the only person with this access. While Laura has been quick to respond to account setup requests and other questions, this is a single point of failure and at least the lead travel auditor at each university should have this access as well. This would also lighten the workload put on the Financial Systems office.

Action requested: Grant administrator access to the travel auditors at each university. Allow delegates and travel auditors the ability to trouble-shoot, make corrections to and route documents.

Reporting

One of the advantages of the transition to TEM was the more robust reporting that would be possible due to an updated account code structure and additional data that would be captured, e.g. dollars spent with specific airlines, hotels and rental car vendors. However, TEM reporting is limited due to the very same change in the account code structure and the fact that there are

currently no queries/reports built in TOAD to pull data from the system. Grant-funded, international and other special travel reporting will need some special attention. TEM should be aligned to enable fiscal management. Tracking/reporting on the use of EasyBiz miles should also be considered. Key TEM performance metrics/dashboards to manage the travel process related to system use/improvement are also of interest (i.e. number of TAs/TERs processed, time to process, destinations of UA travelers, time to reimburse). Until reporting tools are built by SW Financial Systems, with access to data in TEM that will empower campus staff to write and pull information, reporting on specific travel expenditures after FY15 will be more difficult. As travel related expenses are often highly scrutinized (and will additionally be monitored by the State of Alaska in FY15) reporting in this area is critical.

Action requested: Create TOAD reporting queries and tools for use with new TEM account codes and information, including special travel reporting needs. Appropriate access to TEM data in order to write reports/queries is also necessary. Create management tools/dashboards to track travel workflow process improvements and display system return-on-investment (ROI).

Minor Issues

- While TEM has reduced the processing time for travel reimbursements, it does not streamline the travel process for travelers or the travel coordinators (delegates). Instead, it requires more data entry up-front, and more adjustments in the expense report process. Delegates are typically the travel coordinators (most fluent in travel processing and regulations). This group has no ability to make edits or corrections to a submitted request. Empowering this group to make adjustments, route or change approvals and receive email notifications is critical to program success and must be granted.
- A dynamic, online TEM user manual is needed. Current training material is available, but is not user-friendly.
- TEM does not allow for non-employee travel. Those processes must run outside of the electronic system.
- Forms associated with volunteer, fieldwork communication plans and spouse/dependent travel are not integrated with TEM. Risk areas could be added as a disclaimer or as a series of check boxes so additional forms outside of the electronic process can be streamlined.
- Travel delegates and approvers do not have the option to print a copy of the expense report from TEM if one is not provided with the backup documentation.
- The universities have requested additional reporting capability in TEM to incorporate the use and tracking of EasyBiz; there is currently no method to account for travel using EasyBiz miles in TEM. Dash-boarding tools to display key travel related metrics would also add value to the system.
- Automated per diem calculations should work well and should be easily done as part of this system. Currently, travelers must manually change the last day of per diem to the home city. Per diem should automatically calculate based on the home city. Multi-city travel and associated automated per diem should also be enabled.
- TEM is not a booking tool; it merely allows for a different mechanism to input the travel expenses into the system. If UA were to use a travel booking system, that might simplify the process as well as provide some savings by steering travelers to the most cost-effective travel options.